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Statement of Work

This is the second of five monthly reports on Destination Management Advisors' delivery on the Community Paths Refinement - Phase I scope of work for the City of Rockaway Beach. The [scope of work](#) includes three components, all of which are underway:

1. Project management,
2. Community engagement, and
3. Stakeholder engagement.

1. Project Management and Core Team Convening

Project management includes convening and facilitating internal and external stakeholders to deliver on the path design.

DMA has increased capacity for mapping and design in response to the external delays uncovered during the landscape assessment. The shift will allow the project team to advance preliminary design concepts in order to frame technical design with the city's priorities, and expedite technical design once it begins.

Implication & Recommendation

The top three project priorities as of April 1:

1. Gauge resident sentiment
2. Assess feasibility of city priorities related to technical constraints and leaseholders priorities
3. Refine preliminary path design based on resident sentiment and city priorities
4. Determine feasibility based on external constraints and non-negotiable design elements

Consultant and client lead have agreed to reallocate resources anticipated for Core Team management to additional mapping and preliminary design services.



Project Management Deliverables and Key Activities - March 7-31, 2023

Landscape Assessment

The addition of a landscape assessment was requested by Rockaway city council. It provides visibility into external timelines and constraints, informs decisions about how to best adapt the work plan and fosters ongoing alignment between the city and consultant team. It also contributes to leadership's mandate for transparency and accountability.

Assessment Report & Recommendations

The initial scope of work assumed that the Oregon Department of Transportation (ODOT), the agency administering the Community Path Refinement funds and technical design, would initiate their work between April-June 2023. The ODOT led technical design is now expected to begin late summer 2023. The start date was initially set for summer 2022.

The 2024 construction grant cycle will not be delayed. Community Paths construction funds are projected to drop from a high of ~\$38mm in 2024 to ~\$6mm in 2026. Path design must be complete¹ to be eligible for construction funds.

Assessment Insights

Assessment findings have meaningfully informed the project team's approach in four ways:

1. Increased consultant resource on mapping and preliminary design
2. Prioritized clarity on decision making authority relative to external stakeholders
3. Affirmed funding strategy and urgency for refinement work despite external delays
4. Increased the timeline for community engagement relative to initiation of technical design, which allows the project team to execute a more deliberate approach oriented specifically toward city priorities.

Site Visit

The consultant team made two site visits between March 7-31.

Site Visit 1 - CORB Priorities & In-Person Project Planning

The first site visit focused on the specific points of interest relevant to the city's top four priorities and an in person meeting to discuss findings and recommendations emerging from the landscape assessment.

Site Visit 2 - In-Person Interviews & Surface Treatment

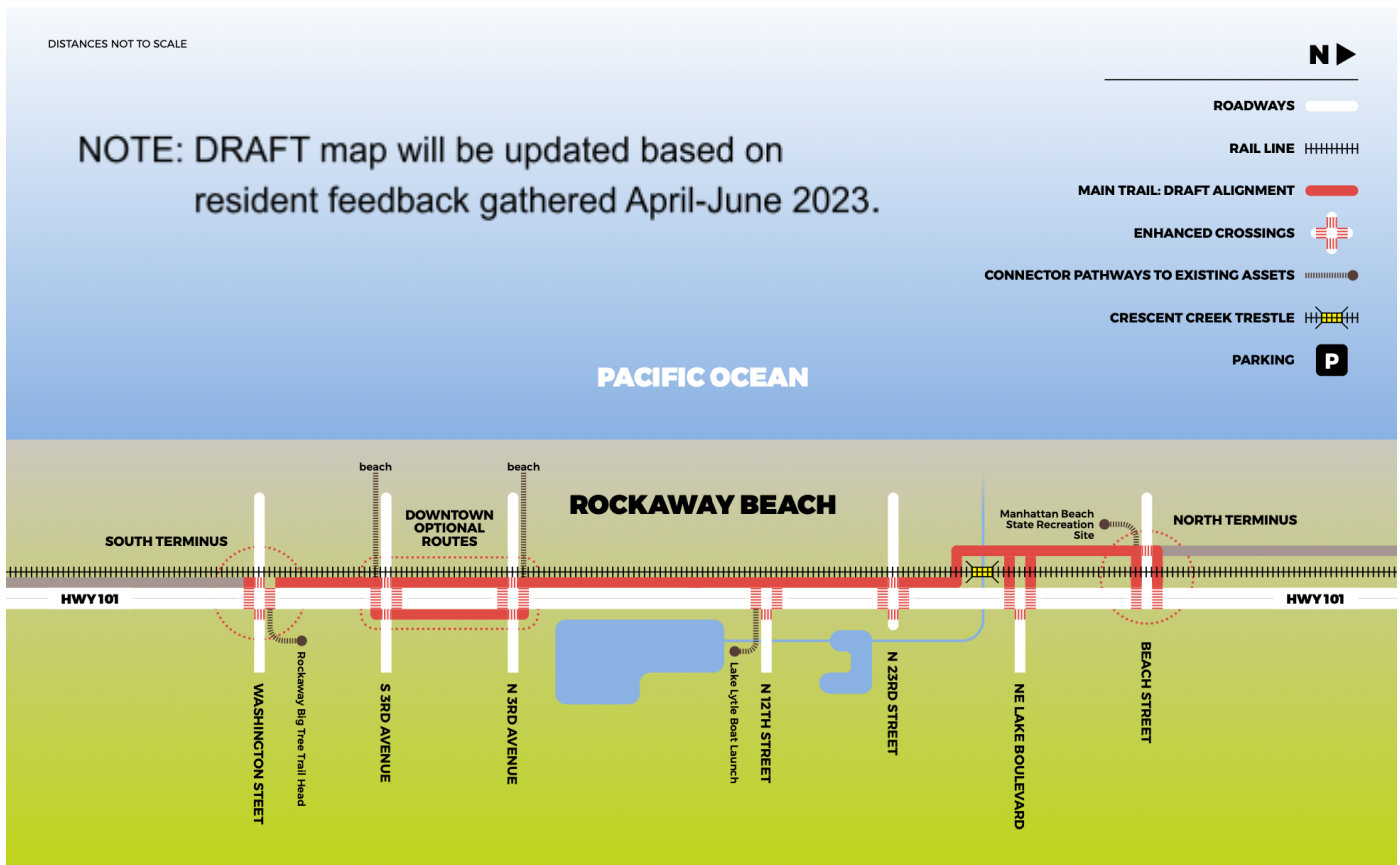
The second visit focused on in-person interviews with the mayor and city council members. It also included site visits of surface types that may be considered in the design in addition to pavement.

¹ ODOT term 'refinement' roughly equivalent to industry standard of 30% design

Preliminary Project Map

A physical and digital map that identifies CORB design priorities:

- Path alignment that facilitates user engagement with downtown Rockaway Beach
- Enhanced crossings
- Connectivity to public assets including the boardwalk, Lake Lytle, downtown beach access, Manhattan Beach State Park, and others
- City access to the Crescent Creek Trestle to remove debris to avoid flooding in residential areas.



Funding Strategy

The bottleneck in administering the ODOT Refinement projects may reduce the number of projects eligible for construction funds in 2024. Projects with ODOT approved Refinement reports (“shovel ready”) prior to the 2024 grant cycle are significantly more likely to receive funding for two reasons. First, Community Paths construction funding will peak around \$38mm in 2024 before falling 85% to ~\$6mm in 2026. Second, the pool of applications for 2024 construction funds will almost certainly be larger in 2026 and include projects that were ineligible due to state-wide planning delays.

Assumptions leading into the project largely proved correct. ODOT delays were anticipated though more optimistic than the revised late summer timeline uncovered during the assessment.

In short, CORB investment in an efficient design process will position the city to apply for construction funds in 2024 while more funds are available and fewer projects eligible.

2. Community Engagement

Community engagement includes four components: outreach, listening, documenting, and refining. The project team has created and deployed tools for each component. Each component will be implemented concurrently throughout implementation of the plan.

Outreach began in mid-March with one on one interviews with city leadership, publication of the project page on the city’s website, and select external stakeholder outreach.

Community Engagement Plan

Initiated in March, the plan will be updated throughout the project lifecycle to reflect new opportunities as they emerge.

Project web page

The project web page is live on the city website. The url is <https://corb.us/salmonberry-trail-project/>.

Community Information and Listening Sessions

The first outreach session is now scheduled for **Apr 16, 2023** at City Hall from 6-8pm. The announcement for the session is included as an appendix to this report. The second session will be scheduled for mid-late May.

Community Engagement by Stakeholder Group

Local business owners and managers are a priority for community outreach, especially given the project’s potential impact on access via parking and other modes of transportation. The consultant team is using two sets of criteria to engage a cross-section of the business community. The first is based on location (downtown businesses, and businesses north or south of downtown). The second is by association with existing local businesses networks, including the Merchant Association, the chamber of commerce, and unaffiliated.

The consultant team is scheduled to present to the Merchant Association and Chamber of Commerce at their April 10 meetings.

Engagement Tools, Collateral, and Meetings (Phase I Only)

| Phase I | Feb 15-28 | Mar 1-14 | Mar 15-31 |
|--------------------------------------------|--------------|-------------|--------------|
| Benchmark: Engagement plan | Comp... ▾ | | |
| Messaging document | Comp... ▾ | Mar 10 | |

| | | |
|-----------------------------------------------------------------|-------------|-----------------|
| Workshop announcements, registration forms, and flier published | Comp... ▾ | Mar 13 |
| CORB web page | Comp... ▾ | Mar 17 |
| Gatekeeper interviews | In Pro... ▾ | Ongoing Ongoing |
| Press release | In Pro... ▾ | Mar 31 |

3. External Stakeholder Engagement

The Landscape Assessment helped uncover two project imperatives related to external stakeholders. The first is to clarify the influence and decision making authority CORB has on specific design elements relative to the Oregon Coast Scenic Railroad (OCSR) and Salmonberry Trail Intergovernmental Agency (STIA). Both OCSR and STIA hold lease agreements with the Port of Tillamook Bay (POTB).

These three external stakeholders have a significant impact on the path’s design parameters. The project team recommends increasing focus on clarifying if and how the city’s design priorities will be impacted.

The project team is prioritizing this work and deepening preliminary design mapping, which will elevate city priorities and expedite parameters of a new agreement between CORB and STIA/POTB.

| | | March | April | May | June |
|-----------------------------------|---------------|----------|-------|-----|---------|
| Benchmark: Stakeholder 360 Report | Pending ▾ | | | | |
| External stakeholder directory | In Progress ▾ | March 13 | | | |
| External stakeholder meetings | In Progress ▾ | Ongoing | - | - | Ongoing |
| External stakeholder Resource Map | Pending ▾ | | | | June 19 |
| CORB web page | Complete ▾ | | | | Mar 17 |

Project Administration & Adjustments

Amendments Tracker

The shift in focus from supporting project management of the technical design team to mapping and preliminary design work does not require a contract amendment. Client and consultant will revisit resource allocation within the existing scope of work each month.

Resource Library

The project resource library includes several local, county, coastal, and state-wide planning documents. The Landscape Assessment includes a description of key planning resources and maps relevant to the Consultant's work.

Next Steps

Priorities for April include:

1. One on one interviews with school officials and other community leaders - ongoing
2. Press release to promote the project page and feedback form

Community Engagement Timeline Targets, Benchmarks, and Milestones

| Phase I | Feb 15-28 | Mar 1-14 | Mar 15-31 | | | | | |
|-------------------------------------------|------------------|-----------------|------------------|-------------------|--------------------|------------------|------------------|-------------------|
| Benchmark: Engagement plan delivered | | Mar 14 | | | | | | |
| Messaging document | | Mar 10 | | | | | | |
| CORB web page | | | Mar 17 | | | | | |
| Online feedback form | | | Mar 17 | | | | | |
| Gatekeeper interviews | | Ongoing | Ongoing | | | | | |
| Press release 1 | | | Mar 31 | | | | | |
| Phase II | | | | April 1-14 | April 15-30 | May 1-14 | | |
| Benchmark: Resident sentiment report | | | | | | | | |
| Chamber Info & Listening Session | | | | April 10 | | | | |
| Merchant Assoc Info & Listening Session | | | | April 10 | | | | |
| Messaging 2.0 | | | | April 14 | | | | |
| Community Info & Listening Session 1 | | | | | April 26 | | | |
| Press release II | | | | | April 21 | | | |
| Gathering II | | | | | | TBD | | |
| Phase III | | | | | | May 15-31 | June 1-15 | June 15-30 |
| Benchmark: Refinement MEMO delivered | | | | | | | | June 15 |
| Focus groups | | | | | | May 17 | June 1 | |
| Decision making protocol | | | | | | | | |
| Draft resident sentiment report delivered | | | | | | | June 15 | |

The next monthly report will be submitted on Monday, May 1 for the Wednesday, May 10 city council meeting.