

**SOUTHEASTERN CONNECTICUT COUNCIL OF GOVERNEMENTS**  
**REGIONAL BIKE AND PEDESTRIAN PLAN**  
DRAFT WORK PLAN

The Draft Work plan presented below outlines in detail our proposed scope of services, which, along with a project schedule, is the “trail guide” for successfully preparing the SCCOG REGIONAL BIKE AND PEDESTRIAN PLAN.

**Task 1: Project Initiation & Administration**

**Lead: AECOM**

**Support: Kent + Frost, Cogent, Less Road Traveled**

**Task 1A: Project Work Plan**

AECOM will prepare a Project Work Plan that outlines the work breakdown structure and schedule for each task and activity. We suggest including in the Work Plan a Stakeholder email list that would consist of a diversified cross section of participants from the SCCOG region, including representatives of municipalities, community groups, businesses, key Rhode Island stakeholders, RiverCOG and NECOG, local advocacy groups such as Mystic Bikeshare, as well as transit dependent and underserved population groups, and emergency personnel, among others. The Team will work closely with SCCOG to determine final list of participants. This stakeholder list will be an incorporated into the public outreach plan.

**Task 1B: Monthly Reports**

Monthly reports will be produced throughout the 10-month study period (a total of ten (10) is anticipated). These reports will include project progress breakdowns from work completed within the reporting period and will also outline the target dates of deliverables, meetings, and action items for the upcoming month. Additionally, the report will include OPM Task completion %, which would include all billed work for the period reallocated into the OPM Task categories. Given the relatively short time period to complete the Plan, the Team will hold bi-weekly conference calls and/or in-person meetings with SCCOG throughout the project to keep the flow of communication, review project task progress and allow for continuous review of ideas, progress and challenges as the project moves forward.

**Task 1C: Project Administration Services**

The Project Team will provide administration services over the course of the 10-month study which will include coordination with SCCOG staff, response to OPM inquiries as needed related to monthly reporting, as well as correspondence and documentation support. AECOM will work with SCCOG for additional instructions or items needed to process invoices.

**Task 1D: Project Kick-Off Meeting**

The Project Team, including the Project Manager, Task Leaders and one representative from each of the sub-consultants will participate in a Kick-Off Meeting with the SCCOG Project Manager and key staff. The purpose of the Kick-off Meeting will be to receive additional input on the overall scope of services for the study. The Kick-off Meeting will be held immediately after Notice to Proceed and will introduce key Team members as well as define lines of communication. The meeting will also include a windshield tour of the region and The Project Team will work with SCCOG to make transportation arrangements for the tour. It is anticipated that the Kick-off Meeting will last no more than two (2) hours and will be followed by a three (3) to four (4) hour windshield tour. The following will be discussed at the Kick-off Meeting:

- AECOM project team organization

- Vision, goals and objectives
- Work plan, schedule and project milestones
- Project Outreach Plan
- Principal point of contact from AECOM Team and communication protocol
- Data availability
- Project deliverables and format
- Overall schedule
- Billing and monthly reports

## **Task 1E: Project Logo and Graphics Template**

The Team will work with SCCOG to develop a brand for this project. We will hold one meeting (by WebEx or in person) with SCCOG staff to discuss branding colors, themes, and examples of logos the region likes. From that meeting our team will create three (3) logos for SCCOG to comment on. Our team will then refine the logo into a final draft of a single logo. Once the logo has been finalized, a graphics template for reports and outreach materials will be drafted for SCCOG to review.

- Initial Design Round:
  - Three (3) logo options
- Final Design:
  - One (1) logo

## **Deliverables and Meetings in Task 1**

### **Expected Meetings:**

- One (1) Kick-off Meeting with windshield tour with SCCOG to receive input on overall scope of services for the study
- One (1) Logo/graphics meeting (in person or Webex)
- Proposed bi-weekly conference calls and/or in-person meetings

### **Deliverables:**

- Kick-Off meeting minutes and action items.
- Logo and graphics template
- Proposed bi-weekly ( Up to twenty (20) conference call and/or in-person meeting notes

## **Task 2: Visioning & Public Workshops**

**Lead: AECOM**

**Support: Kent + Frost, Cogent, Less Road Traveled**

### **Task 2A: Public Outreach**

At the project start, The Project Team will prepare a Public Outreach plan that will serve as the blueprint for how the team, working with SCCOG, will engage the public throughout the study. The plan will outline the key activities and overall approach and will include the stakeholder list that will be updated as the project progresses. It will also include the following:

The Team will hold three (3) public outreach meetings that are less about presentations and more about engagement, interaction, and discussion.

- The first meeting will introduce the public to the project team and discuss plan objectives. This meeting would also be used for an interactive visioning exercise that will be accompanied with an interactive

survey that is controlled by an Audience Response System (ARS) which will provide real time polling data analysis. AECOM will provide the ARS for the meeting. The meeting will also be an opportunity to gather information from participants to gain insights into how they currently use existing bicycle and pedestrian facility types, what assets they value most and what they see as missing and needed throughout the region.

- The second meeting would recap briefly what was heard from the first meeting, through online input and any other project updates. This meeting is primarily about displaying existing data collected (primarily in map form) and conducting a "Star Analysis" where the public becomes the planners. This exercise will begin by mapping major and minor destinations, and then shift into mapping how a non-motorized person would navigate from various origins to destinations. The objective is to have the participant draw two lines, one line that is the most direct and the other line perceived as the safest route. The idea being that this exercise will start to identify some easier and lower cost improvements on the perceived safer routes identified by the public. Routes that are identified as more direct would then illustrate more significant obstacles to overcome and can be prioritized accordingly.
- The third meeting would recap the last two public meetings and other progress as applicable. The majority of this meeting would be to present the findings of the Star Analysis and have an open discussion workshop about potential multimodal network locations.

#### Outreach events:

The Project Team will attend up to three (3) public events such as festivals, farmers market, and other well attended social gatherings to engage more of the community. Our Team will work with SCCOG to choose the most appropriate events. Our team will staff the event (most likely a booth) with project outreach materials and a quick engagement activity to collect data. This data collection would consist of one of the designed surveys described in Task 2D or would be a visual exercise such as facility types and the perceived comfort/safety.

#### Steward Outreach Plan:

Our team will work with SCCOG to identify four (4) clusters of municipalities for more targeted outreach efforts. We will appoint stewards from AECOM, Kent + Frost, Cogent, and Less Road Traveled to be the primary contacts for each identified cluster. This effort will be used for data collection efforts, sending out notifications of events, and reaching out to schools or other stakeholders to ensure equitable outreach across the region. It is anticipated that outreach efforts would be conducted once per month to maintain steady communication efforts.

### **Task 2B: Website Development & Maintenance**

The Project Team will create and maintain the Project website. The website will be hosted as a stand-alone site and will be linked to SCCOG's website. The Project website will be transferred to SCCOG upon completion of the project. AECOM's website developer will present available domain names for selection by SCCOG and a draft navigation panel for the front webpage. Content for the website will be updated on a weekly basis or as needed. At a minimum, the website will include notices of upcoming charrettes, workshops and public meetings; results and photos of pop-up events; photos from project activities; maps and study documents as they are produced; information on bicycle and pedestrian infrastructure, activities, and programs may also be included. The website will also allow for public comment. As an option, the website could include a "schools" section to highlight activities the team is undertaking with the various schools within the region to promote bicycle and pedestrian awareness for schools, and could include postings from school children about what they have learned about bicycle and pedestrian plans for the region.

### **Task 2C: Social Media Outreach**

The Project Team will provide social media engagement content (both text and graphical) for SCCOG to post up to four (4) times per month for the project duration. SCCOG will approve and post all social media content to all platforms.

#### **Social Media Option:**

The Project Team can provide Facebook Live Streaming of public meetings to provide a more accommodating and convenient way to engage the public. One person would be tasked with running Facebook Live from a cell phone or tablet and would record the events of the public meetings. Through this platform, question can be submitted and answered (This would be negotiated separately).

#### **Task 2D: Online Data Collection**

The Project Team proposes to use a combination of map.social and Survey Monkey for interactive web based tools. We propose two (2) online data collection surveys:

- The first survey would target barriers in the region and start to draw out perceptions of what is safe and comfortable when walking and biking.
- The second survey would engage the public regarding the proposed bicycle and pedestrian network.

#### **Task 2E: Tactical Engagement Outreach**

“Pop-up” demonstration projects (tactical engagement) are an effective way of sharing ideas and bringing people into the public process. The Project Team will facilitate three (3) tactical engagement events that our Project Team will coordinate with SCCOG for final location approval. These events would be facilitated by typically three (3) AECOM Team members, and up to four (4) depending on the location.

#### **Deliverables:**

- Public Outreach Plan
- Three (3) public outreach meetings
- Three (3) outreach events
- Project Website
- Social Media outreach
  - Four (4) posts per month (Project duration)
- Three (3) Facebook Live meeting broadcasts (Optional)
- Two (2) map.social/Survey Monkey online data collection surveys
- Three (3) tactical engagement events
- Digital and printed (50 printed copies per meeting) materials will be provided as part of the outreach process that include:
  - Announcements
  - Flyers
    - Up to 50 copies of posters will be produced to post at multiple community locations throughout the region at least twice during the project to generate and maintain interest in the plan and share results of the plan.

#### **Task 3: Existing Conditions & Data Collection**

**Lead: AECOM**

**Support: Kent + Frost, Cogent**

### **Task 3A: Data Collection**

The Project Team will work with SCCOG and all other stakeholders to collect, review and analyze all available data, which includes but is not limited to:

- Existing bicycle infrastructure
- Census data
- CTDOT road survey data
- CTDOT Miovision counts
- CTDOT updated bike suitability map
- CTDOT Districts list of capital projects within the region
- CTDOT Community Connectivity
  - Road Safety Audit data
- UCONN Crash Data
- UCONN Extension Connecticut Trail Census Data
- CT DEEP Trail data
- Strava data
- Municipal counts and programmed infrastructure projects
- Data from ongoing Rhode Island Bicycle Mobility Plan (if available and applicable)
- NuRide data
- CTrides data
- Healthcare survey data (such as the Ledge Light Health Districts participation in the Data Haven Community Wellbeing survey done in 2015 and 2018)

Sidewalk inventory around transit routes:

Our Team will conduct a ½ -mile buffer sidewalk inventory around 15 areas (selected by SCCOG) using aerial media such as Google Maps. We will look at ADA compliance for crosswalks and curb ramps within these buffered areas. This data will be used for Task 3C to inform the gap analysis and identify key pedestrian connections. We will work with SCCOG to select areas of focus that could include but are not limited to the following:

- Southeast Area Transit District (SEAT)
- *CTtransit*
- Windham Regional Transit District (WRTD)
- Eastern Connecticut Transportation Consortium
- Shoreline East Railroad (SLE) and Amtrak

Bicycle and pedestrian counts:

The Project Team will collect bicycle/pedestrian/and traffic counts at ten (10) locations around the SCCOG region (one (1) – 3-hour peak period count for each location) using camera detection that would collect bicycle and pedestrian counts as well as vehicle counts. Our Team would suggest count locations throughout the region that are on or close to existing facilities (on road and/or multiuse path locations) or planned corridors to be used as baseline locations for future annual bike/ped counts conducted by the Region after the completion of this project. All locations will be coordinated with SCCOG and our Team suggests working with the CTDOT to inquire about current state count locations and frequency to further plan potential count locations.

### **Task 3B: GIS Mapping**

The Project Team will create a single GIS data base that will contain all collected data. The Project Team will work with SCCOG to establish a method of data analysis to start calibrating Strava data as Strava data can be displayed in multiple ways that include varied time frames such as day/month/year as well as time of day, number of riders/runners and or number or trips. GIS mapping of both on and off road facilities will be created.

### **Task 3C: Gap Analysis**

Our Team, with assistance of SCCOG, will look at all readily available data (to date) to begin by building off the proposed State bicycle network and the sidewalk inventories collected to identify gaps and key links in the network. This task will be facilitated by the identified Project Team Stewards to reach out to their assigned Towns to identify proposed or known network gaps. Our Team will assemble a Gap Analysis Map at the end of this process to be used as a base for the Star Analysis in the second Public Outreach meeting described in Task 2A.

### **Task 3D: Online Database**

The Team will create an online platform using ArcGIS Online that can display all mapping content in an easy to use and updatable format.

### **Task 3E: Existing Conditions Report**

The Project Team will prepare a visually engaging and appealing Existing Conditions Report. We will engage in-house graphic experts to present highly technical information into easy to read and appealing formats.

#### **Deliverables:**

- Inventory of all raw data collected that will include the source and time frame of the data
- GIS database with analysis of all data
- Online GIS viewing platform
- Gap Analysis Map
- Existing conditions report

### **Task 4: Recommendations**

**Lead: AECOM**

**Support: Kent + Frost, Cogent, Less Road Traveled**

#### **Task 4A: Recommendations**

The Project Team will prepare recommendations that present options in a storyboard format that takes into account all prior public engagement and data analysis efforts from tasks 2 and 3. A comprehensive list of recommendations will be provided that will establish a cohesive network throughout the region. The storyboard will consist of eight (8) facility options (each option will be fit on an 8 ½"x11" sheet that will show an illustration of the facility along with a matrix of design/safety parameters) ranging from low cost striping to multiuse paths that will be tailored to SCCOG road context and take into account safety/comfort data collected from public engagement, and will use national best practice guides such as AASHTO and NACTO to solidify storyboard recommendations. These 8 locations will be storyboarded to illustrate alternate applications of facility types to both demonstrate how that specific location could be dealt with and also give a representation of the treatment for application elsewhere.

Storyboard Recommendations will be based on:

- Roadway classification: Principal Arterial, Minor Arterial, Major Collector, Minor Collector, and Local roadways
- Average Daily Traffic (ADT)

- Safety of facility
- Bicycle and pedestrian demand
- ROW opportunity

### **Task 4B: Mapping Recommendations and Cost Estimates**

The Project Team will build off of Task 3 mapping efforts to produce a regional network highlighting recommendations that reflect all public outreach efforts. The network mapping would outline all existing infrastructure, programmatic assets, inter-region and inter-state connections, and build off of the newly established CTDOT bicycle network to provide regional routing. The Team will work to identify low, mid, and high priority connections based on data collection efforts, public participation, and SCCOG's input. The Project Team will then provide conceptual cost estimates for up to ten (10) high priority locations that can be used to identify appropriate funding sources that these high priority locations are programmed for.

These ten (10) conceptual estimates of cost will be based on:

- Standard construction costs that will include:
  - Potential roadway widening
  - Lane restriping
  - Installation of sidewalk
  - Bus shelters
  - Inclusion of a snow shelf
- Permits
  - Our team would indicate, using the data previously collected, potential permits that may be needed to complete connection.
- Right of Way (ROW)
  - Our team would indicate whether ROW acquisitions will be necessary to accommodate the recommended connections.

### **Task 4C: Performance Metrics**

We will work with SCCOG and stakeholders as SCCOG sees fit to produce performance measures to ensure steady progress is made to expand safe multimodal access. The Project Team will use Federal Highway Administrations guide to Bicycle and Pedestrian Performance Measures as a base for framing and formulating performance metrics. Performance measures will be used to compare alternatives and prioritize projects. Our team will establish long-term benchmarks with assistance from SCCOG for up to 8 goals such as:

- Safety
- Livability
- Health
- Access
- Economic
- Connectivity
- Equity

### **Task 4D: Tourism Map**

A tourism map will be created to brand the region regarding bicycle and pedestrian connections. We suggest the tourism map be a large enough layout to show a higher level of detail with space for highlights of specific attractions and amenities that can be folded into a pamphlet (11x17 before folding). One (1) digital copy of the final

map will be given to SCCOG upon completion of the project and the final report will have an 11x17 printed pull out of this map.

### **Task 4E: Integration of Public & Local Municipal Outreach**

The Project Team, through the experience gained from working with over 80 of Connecticut's Municipalities and over 500 municipal staff/key stakeholders, has been collecting data that can be synthesized into municipal specific toolkits that provide guidance and strategies for implementing multimodal facilities. Borrowing from the city of New Haven's award-winning complete streets design manual - and design/implementation process - we recommend developing a toolkit for bicycle and pedestrian growth.

This toolkit will outline:

- Governmental structure of each municipality and outline the engagement process with CTDOT, CT DEEP, and SCCOG.
- Recommendations and design treatments that are most likely to be applicable to the streets of SCCOG municipalities. The Project Team will graphically illustrate three (3) locations with altered design treatments applied. These graphics will show before and after images.
- These toolkits will be on one (1) 11"x17" sheet, folded in an 8 ½"x11" book for all 22 municipalities. These toolkits will be broken down by:
  - Title page
    - Showing recommendations map (town specific) with recommendations identified through gap analysis as well as a list of those locations and/or proposed facilities, including the open space layer
  - Town structure diagram
  - Recommendations and design treatments
  - Reference materials

### **Task 4F: Recommendations Report**

The Project Team will prepare a visually engaging and appealing recommendations report. We will engage in-house graphic experts to present highly technical information into easy to read and appealing formats.

#### **Deliverables:**

- Storyboard recommendations
- Maps of all recommendations and up to ten (10) priority location cost estimations
- Tourism Map - One (1) digital copy
- Municipal toolkits (22)
- Written report of recommendations

### **Task 5: Draft Report**

**Lead: AECOM**

**Support: Kent + Frost, Cogent, Less Road Traveled**

#### **Task 5A: Implementation Strategy**



Our Team will work closely with SCCOG to refine an effective implementation strategy that outlines available funding from federal, state, and private sources to ensure that the overall strategy is diversified and not dependent on any one funding source. The implementation strategy will draw upon the municipal toolkits Task 4C for responsible parties and what steps to take depending on the funding source and the anticipated timeframes for completion.

### **Task 5B: Draft Report**

The AECOM Team will prepare a draft report for SCCOG and key stakeholders to review and comment. The report will be created using the graphics template designed in Task 1E and will consist of the following sections:

- Executive summary
- Vision and Goals
- Existing Conditions
- Recommendations
- Performance Measures
- Funding Sources
- Bicycle and Pedestrian Resources

#### **Deliverables:**

- Draft Report

### **Task 6: Final Public Meeting**

**Lead: AECOM**

**Support: Kent + Frost, Cogent, Less Road Traveled**

#### **Task 6A: Public Meeting Preparation**

A visually appealing presentation for the public meeting will be prepared summarizing key findings and results of the project that include:

- Existing conditions
- Brief overview of data collection and analysis undertaken
- Brief overview of recommendation process
- Draft of final recommendations

#### **Task 6B: Public Meeting**

The AECOM Team will hold a public meeting. The Draft Plan will be placed on the Project website accompanied by a brief survey (no more than 5 questions) to facilitate comments on the draft plan.

#### **Deliverable:**

- Public meeting presentation
- One (1) Public meeting
- Brief survey to be placed on Project website with the Draft Plan
- Meeting materials:
  - Printed agendas (36 copies)
  - Printed and mounted 24"x36" boards (up to 4)

- Boards would be made to highlight key aspects of the project such:
  - Vision and Goals
  - Bicycle and pedestrian networks
  - Storyboard results

## **Task 7: Final Report**

**Lead: AECOM**

**Support: Kent + Frost, Cogent, Less Road Traveled**

### **Task 7A: Present Final Plan for Adoption**

The AECOM Team will incorporate all public comments and revisions from SCCOG and other stakeholders into a final report and will prepare and present the final report for formal adoption at a regularly scheduled meeting of the SCCOG board.

### **Task 7B: Submit Digital Deliverables to SCCOG**

The AECOM Team will deliver a digital copy of all materials to SCCOG upon completion of the project.

#### **Deliverable:**

- One (1) final adoption meeting
- Project deliverables
  - One (1) digital copy
  - Up to 36 printed copies