



REQUEST FOR QUALIFICATIONS (RFQ)
for
EAST COAST GREENWAY GAP CLOSURE STUDY

Issue Date: October 22, 2021
Response Date/Time: November 23, 2021 (3:00pm ET)
Response Location: Electronic Only to cpalmer@crcog.org
No physical submissions (USB drives, paper hardcopies, etc.) will be accepted.

The Capitol Region Council of Governments of Hartford, Connecticut is seeking a qualified and experienced firm or team, hereafter referred to as “Consultant,” to complete an East Coast Greenway Gap Closure Study that will identify one constructible preferred alignment for the remaining route uncertainties in the Capitol Region.

1. BACKGROUND

The Capitol Region Council of Governments (CRCOG) is the largest of Connecticut’s nine regional planning organizations. The agency is established under the Connecticut General Statutes as a voluntary association of municipal governments currently serving 38 municipalities in the Metro Hartford area. CRCOG is dedicated to expanding the concept of voluntary cooperation among its member municipalities to successfully respond to many of the region’s pressing governmental and public challenges.

CRCOG is also the Metropolitan Planning Organization (MPO) for the Capitol Region and serves as the lead agency for transportation planning and grant administration. As an MPO, CRCOG conducts a rigorous multimodal transportation planning program. The program is conducted and administered by CRCOG staff, under both the Planning Department, occasionally with the assistance of one or more consultants. Additional information about CRCOG and its transportation planning program can be found on the CRCOG website at <https://www.crcog.org>.

CRCOG is seeking a planning and engineering firm or team with expertise in on and off-road trail and/or multi-use path design to complete a thorough study of alternatives for off-road gap closures of the East Coast Greenway (ECG) route through the Capitol Region. The remaining route uncertainties exist in the communities of Bloomfield, Hartford, and East Hartford.

The study will examine current conceptual routes as well as the feasibility of alternative alignments that may exist. The team or firm will be responsible for robust public engagement that will be necessary to identify and/or eliminate route alternatives. The study will conclude with selection of a final alternative for all remaining gaps and is intended to be the final planning study for the ECG through the Capitol Region. The study will evaluate costs and benefits of various route options including but not limited to environmental impacts (including natural habitats and species), property ownership, waterbodies and courses, wetlands, feasibility of terrain, impacts on construction costs, route crossings, regulatory challenges, permitting requirements, trail attractiveness, usability (including various modes and all ages), safety, job access and economic benefits, and equity in regards to disadvantaged populations and health disparities. The study will provide a detailed conceptual routing plan for these gaps and will also include development of an implementation plan that will outline specific next steps to seamlessly transition recommendations from this study to the immediate next step of preliminary and final design and then proceeding to any rights-of-way acquisitions, easements, and construction.

2. REQUIREMENTS

Consultants must demonstrate that they have sufficient and appropriate resources and experience to undertake the work defined under Section 3 and in the attached draft Scope of Work (Exhibit D). *Please note, beginning in 2020, CTDOT determined that Modal Transportation Planning Studies do not necessitate prequalification. As such, prequalification is not a requirement of this RFQ.*

The selected Consultant must meet CRCOG, State, and Federal affirmative action and equal opportunity employment practices. A Disadvantaged Business Enterprises (DBE) set aside is not required but is encouraged.

The selected Consultant shall provide, and maintain for the duration of the contract, commercial general liability insurance naming CRCOG and its officers, agents, volunteers, and employees as additional insured(s) and shall include, but not be limited to, protection against claims arising from bodily and personal injury, including death resulting therefrom, and damage to property, resulting from any act or occurrence arising out of Consultant operations in the performance of the contract including, without limitation, acts involving vehicles. Additional requirements can be seen in Exhibit A.

Any Consultant wishing to be considered must submit a statement of qualifications. The statement must include:

- **Letter of Interest:** Include the name, title, phone number, and e-mail address of the desired contact person during the RFQ process.
- **Introduction:** Provide a description of your firm/team, experience in the industry, number of years providing regional trail planning services similar to those outlined herein, primary client type(s), and a summary of the services offered. Include company name(s) and address(es) as well as an organizational chart showing the project manager, task leaders, and other key personnel. Include any roles of sub-consultant team members and describe the level of previous working relationship between the firms. Resumés of key personnel should also be included.
- **Implementation Details:** Describe your implementation approach and schedule for the tasks identified in Section 3 and the attached draft Scope of Work (Exhibit D). Identify and discuss potential additional tasks that may also be needed to identify final preferred route alternatives and generate a quality, usable Implementation Strategy.
- **Recent Clients and References:** Provide a list of similar assignments or work products for other clients completed within the past five (5) years. Provide at least three (3) clients and their contact information. Please include a description of each assignment, name of primary client contact, and their contact information including e-mail address and telephone number. Indicate your firm's role in each effort, project cost and fee for your role, and the date of completion of services.
- **Required Forms:** Include a signed copy of Exhibits B and C as well as federal GSA Form 330, part 2.

Respondents who submit a response to this RFQ may be required to give an oral presentation to CRCOG. This would provide an opportunity for the respondent to clarify or elaborate on the submitted response. Such a presentation would be a fact-finding and explanation session only and would not include negotiation. Oral presentations are an option of CRCOG and may or may not be conducted. Such presentations may be conducted either in person or remotely utilizing Zoom, WebEx, or other such service in the event that in-person meetings are not a feasible option at the time oral presentations are being scheduled.

3. SCOPE OVERVIEW

The Capitol Region Council of Governments (CRCOG), in coordination with the Connecticut Department of Transportation (CTDOT), the Town of Bloomfield, the City of Hartford, and the Town of East Hartford, is initiating a study to identify alternatives for off-road gap closures of the ECG through the Capitol Region and will identify a final preferred alternative and develop a detailed conceptual routing plan for each gap. The study will also include an implementation plan that will outline specific next steps with the intention to seamlessly transition this project(s) to final design and construction.

This will include:

- Analysis of existing conditions including neighborhood demographics, existing bike and pedestrian infrastructure, and traffic volumes
- Identification and mapping of everyday destinations along study area such as cultural amenities, community resources, schools, and other key services
- Review of all plans, studies, and related efforts
- Analysis of similar urban and/or regional trail case studies demonstrating the various impacts of connecting trail networks
- Identification of route alternatives and elimination of less preferable routes through a process of screening trail alignments to the public and stakeholders
- Selection of a final preferred alternative for each gap complete with a detailed conceptual routing plan, cross sections, and cost estimates
- Implementation plan for each gap including specific actions, potential funding sources, and prioritization of trail segment completion
- Robust public outreach with a focus on reaching disadvantaged populations, with a mix of in-person, digital, and hybrid methods to ensure flexibility due to COVID and maximize outreach
- Stakeholder outreach, including extensive coordination with municipalities and key property owners to ensure that selection of final routes have local buy-in in order to proceed to next steps of implementation
- Production of various communication tools to help explain potential trail alignments to the public and stakeholders, including but not limited to photomorphs, interactive maps, project website, press releases, social media posts, etc.

The anticipated timeframe for this study is 18 months. It will be led by CRCOG with the assistance of the Consultant. Representatives from CTDOT, municipalities, the East Coast Greenway Alliance (ECGA), key property owners, and other stakeholders will be

consulted throughout the process, and a Steering Committee will help direct the study with technical assistance from a dedicated Technical Advisory Committee.

The study is expected to be broken into six (6) tasks, as follows:

- Task 1:** Project Management
- Task 2:** Stakeholder and Public Outreach
- Task 3:** Review of Existing Conditions
- Task 4:** Development and Analysis of Route Alternatives
- Task 5:** Implementation Strategy
- Task 6:** Final Report and Deliverables

The attached draft Scope of Work (Exhibit D) further discusses the anticipated requirements of these tasks as well as their associated deliverables. The final scope for this effort will be developed in coordination with the selected Consultant.

4. ADDITIONAL INFORMATION

Any questions should be directed in writing to Ms. Caitlin Palmer (cpalmer@crcog.org). **No questions will be accepted after 5:00pm on November 10, 2021.** CRCOG will post its response to questions and clarifications by the end of the workday on November 12, 2021 on the CRCOG website <http://crcog.org/rfprfq/>. No oral interpretations shall be made to any respondent as to the meaning of any of the documents. ***It is the respondent's responsibility to check the website for any addenda.***

5. SUBMISSION AND DEADLINE

Given that current work efforts are being conducted in a hybrid mix of in and out-of-office settings, only electronic submissions are being accepted in response to this RFQ. Submissions should be prepared as a single PDF and may be transmitted to Ms. Caitlin Palmer at cpalmer@crcog.org. **No physical submissions (USB drives, paper hardcopies, etc.) will be accepted. Please note, we are unable to accept .zip files via e-mail.** Submissions should be marked in the email subject line with “*RFQ Response: East Coast Greenway Gap Closure Study.*”

Statements of Qualifications must be submitted no later than 3:00pm on Tuesday, November 23, 2021. Statements received after that time or day will not be considered. Arrangements for transmission of large files should be made in advance, using the contact information above, as technical difficulties in sending or receiving a submission shall not be a valid reason for missing the deadline.

6. TERMS AND CONDITIONS

CRCOG reserves the right to amend or cancel this Request for Qualifications (RFQ) at any time, to reject any or all submittals in whole or in part, or otherwise to proceed in the best interests of CRCOG. This RFQ in no manner obligates CRCOG or any of its agencies to the eventual purchase of any product or service, whether explicitly described or implied herein, until confirmed by a written contract. All costs of preparing a response to this RFQ belong to the respondent.

Respondents are advised that any and all materials submitted in response to this RFQ shall become the sole property of CRCOG and shall be subject to the provisions of Section 1-210 of the Connecticut General Statutes (re: Freedom of Information).

By submitting, the Consultant implicitly states that the response has not been made in connection with any other competing firm submitting a separate response to this RFQ; is in all respects fair; and has been submitted without collusion or fraud. It is further implied that the firm did not participate in the RFQ development process, had no knowledge of the specific contents of the RFQ before its issuance, and that no employee of CRCOG either directly or indirectly assisted in the Consultant's response preparation.

The conduct of any Consultant shall be subject to the CRCOG Ethics Policy (found on the CRCOG website at <http://crocog.org/rfprfq/>).

7. EVALUATION AND SELECTION

Responses shall be evaluated after the response deadline by an Evaluation Committee, which will be assembled by CRCOG staff. Consultants will be evaluated on the following general basis:

- Accuracy, overall quality, and thoroughness of submission
- Technical abilities and experience including work on similar gap closure efforts and trail planning and implementation efforts
- Understanding of the issues
- Study approach
- Past record of performance

Following identification of a top-rated Consultant, the fee for this effort will be negotiated on a Lump Sum basis.

EXHIBIT A
CRCOG Insurance Requirements

The Consultant shall provide, and maintain for the duration of the contract, commercial general liability insurance naming the CRCOG and its officers, agents, volunteers, and employees as additional insured(s) and shall include, but not be limited to, protection against claims arising from bodily and personal injury, including death resulting therefrom, and damage to property, resulting from any act or occurrence arising out of Contractor operations in the performance of the contract including, without limitation, acts involving vehicles.

The amounts of liability insurance shall be not less than the following: single limit coverage applying to bodily and personal injury, including death resulting therefrom, and property damage, in the total amount of \$1,000,000 per occurrence. The Consultant shall supply the CRCOG with a fully executed insured endorsement upon execution of the contract subject to acceptance by CRCOG.

Worker's compensation insurance, in accordance with the provisions of the CT Labor Code, shall be maintained by the Consultant for the duration of the contract specifically against liability for injury of Contractor's employees. Prior to commencing the performance of the work under the contract, the Consultant agrees to obtain and maintain any employer's liability insurance with limits not less than \$1,000,000 per accident.

The following requirements apply to the insurance to be provided by the Consultant pursuant to this section:

- 1) The Consultant shall maintain all insurance required above in full force and full effect for the entire period covered by the contract
- 2) Certificates of insurance shall be furnished to the CRCOG upon execution of the contract and shall be approved in form by the CRCOG
- 3) Certificates and policies shall state that the policies shall not be canceled or reduced in coverage, or changed in any other material aspect, without thirty (30) days' prior written notice to the CRCOG

If the Consultant fails or refuses to produce or maintain the insurance required, or fails or refuses to furnish the CRCOG with required proof that insurance has been procured and is in force and is paid for, the CRCOG shall have the right to terminate the contract immediately.

EXHIBIT B
CRCOG Equal Employment Opportunity and
Minority/Female Business Enterprise Certification Form

The undersigned certifies that _____ is an
(Name of Company)

Equal Opportunity Employer and is in compliance with federal and State rules and regulations pertaining to Equal Employment Opportunity and Affirmative Action.

(Consultant's Signature)

(Today's Date)

ONLY IF APPLICABLE:

The undersigned certifies that _____ is a
(Name of Company)

Disadvantaged (Minority/Female) Business Enterprise (DBE) and is in compliance with federal and state rules and regulations pertaining to Disadvantaged Business Enterprise designations.

(Consultant's Signature)

(Today's Date)

EXHIBIT C
Organizational Conflict of Interest Statement

Each entity that enters into a contract with the Capitol Region Council of Governments (CRCOG) is required, prior to entering into such contract, to inform CRCOG of any real or apparent Organizational Conflict of Interest (OCI).

An OCI exists when any of the following circumstances arise:

1. Lack of Impartiality or Impaired Objectivity. When the CONSULTANT (*proposer, bidder, etc.*) is unable, or potentially unable, to provide impartial and objective assistance or advice to CRCOG due to other activities, relationships, contracts, or circumstances.
2. Unequal Access to Information. The CONSULTANT has an unfair competitive advantage through obtaining access to nonpublic information during the performance of an earlier contract.
3. Biased Ground Rules. During the conduct of an earlier procurement, the CONSULTANT has established the ground rules for a future procurement by developing specifications, evaluation factors, or similar documents.

Organizational Conflicts of Interest Prohibition and Non-Conflict Certification

The CONSULTANT warrants that, to the best of his/her/its knowledge and belief, and except as otherwise disclosed, there are no relevant facts or circumstances, which could give rise to organizational conflicts of interest. The proposer agrees that, if after award, an organizational conflict of interest is discovered, an immediate and full disclosure in writing must be made to CRCOG, which must include a description of the action, which the CONSULTANT has taken or proposes to take to avoid or mitigate such conflicts. If an organizational conflict of interest is determined to exist, CRCOG may, at its discretion, cancel the contract award. In the event the CONSULTANT was aware of an organizational conflict of interest prior to the award of the contract and did not disclose the conflict to CRCOG, CRCOG may terminate the contract for default. The provisions of this clause must be included in all subcontracts for work to be performed similar to the service provided by the prime consultant, and the terms “contract” and “CONSULTANT” modified appropriately to preserve CRCOG’s rights.

Organizational Conflict of Interest - Proposer’s Signature and Certification

The undersigned on behalf of the CONSULTANT hereby certifies that the information contained in this certification is accurate, complete, and current.

Signature and Date

Title of Request for Qualifications

Typed or Printed Name

Title

Company Name and Address

EXHIBIT D
East Coast Greenway Gap Closure Study
DRAFT Scope of Work
September 2021

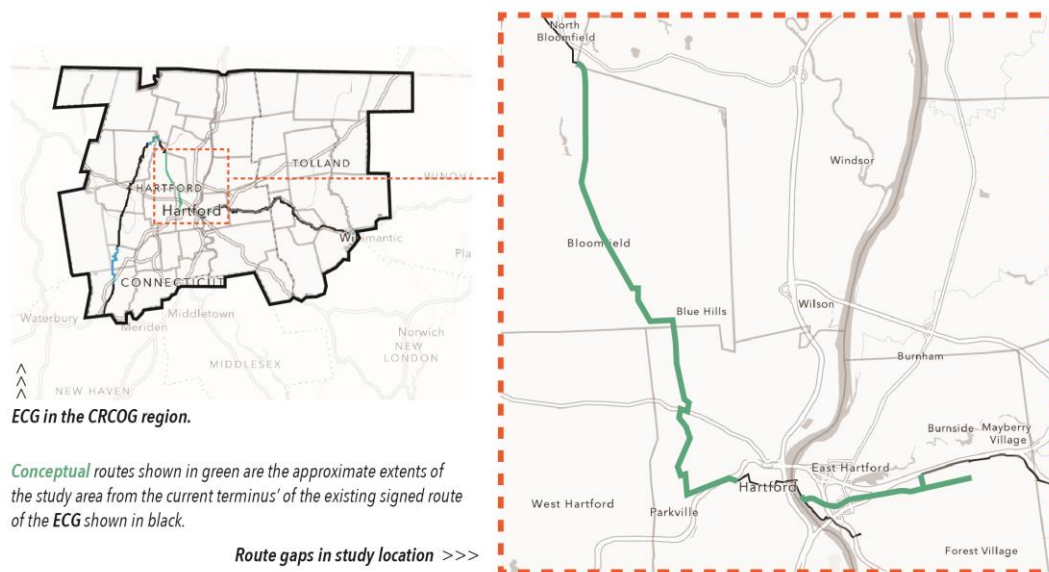
Overview

The primary purpose of this effort is to complete an East Coast Greenway Gap Closure Study that will identify one constructible preferred alignment for each of the remaining route uncertainties in the Capitol Region so that they can seamlessly progress into actionable implementation steps.

Study Area

The project extents cover the major remaining off-road gaps for the routing of the East Coast Greenway (ECG) through the Capitol Region, an estimated 5.7 miles in Bloomfield, 4.7 miles in Hartford, and 2.4 miles in East Hartford for a total of nearly 12.8 miles that do not have a final route identified. *Current conceptual route descriptions for the existing gaps are provided below for context regarding project location and approximate gap mileage; it is anticipated that additional routing options for each gap will be explored.*

Beginning in Bloomfield, the current eastern terminus of any existing or planned ECG network begins at Day Hill Road where it intersects with the railroad right-of-way. The conceptual off-road route as identified by the CTDOT Active Transportation Plan currently shows the ECG travelling south along the rail corridor all the way through Bloomfield until Tobey Road where it is proposed to travel east to Granby Street then down and across the border into the City of Hartford. (It should be noted that the feasibility of using the rail corridor is unclear at this time and Bloomfield continues to explore other options that essentially break the gap into two sections – Day Hill Road to the Town Center and then from the Town Center to the Hartford city line – and multiple route options exist for each.)



From the Hartford city line, the CTDOT conceptual route continues south along Granby Street primarily until Albany Avenue at which point the route is proposed roughly following the North Branch of the Park River until approximately Interstate 84, following Interstate 84 easterly to the northern end of Hungerford Street, located behind the State Legislative Office Building adjacent to the State Capitol. The ECG is then signed at this point to go east through Bushnell Park, over the Founders Bridge, and then cross into East Hartford. (Again, multiple route options exist within the city and each option will vary where the route crosses over into Bloomfield, and therefore, while trail routes across city and town boundaries are always inextricably linked, the Hartford/Bloomfield route will require close coordination.)

At this point, we would begin coordination with the Town of East Hartford to confirm their final conceptual alignment identified in the CRCOG Silver Lane Corridor Study that would complete the approximately two-mile current gap that begins at Great River Park and runs easterly along East River Drive Extension, which becomes Silver Lane, and then runs easterly along Silver Lane until Simmons Road, at which point the route travels north slightly until reaching the eastern terminus of the gap at Simmons Road and Nutmeg Lane. Similar to the other communities, at least one alternative route does exist that would be more of an off-road option and would also be evaluated.

From this point on, the ECG to the east within the Capitol Region is complete (with one small exception that is funded in the 2024 capital plan). Additionally, the ECG west of the Bloomfield gap described above is either constructed, in design or construction, or at minimum has a final route identified.

Several maps and related studies about these gaps have been included on the RFQ website for additional background information.

Task 1. Project Management

The Consultant will support the Capitol Region Council of Governments (CRCOG) with administrative and outreach activities related to the development of the East Coast Greenway Gap Closure Study. CRCOG will serve as the lead agency for this study.

Task 1A: Project Management Plan

The Consultant will prepare a Project Management Plan (PMP) that includes key project milestones over an 18-month project schedule. The PMP will include such programmatic elements as a project kickoff meeting, advisory committee meetings, public meetings, progress report and invoice schedule, task milestones and deliverable dates, and internal coordination meetings. CRCOG will review the PMP to ensure the milestones and schedule are in line with the overall study strategy. The Consultant and CRCOG will also agree how best to share and store documents (SharePoint or other).

Deliverables:

- *Project Management Plan*
- *Study Schedule*
- *SharePoint site set-up (or similar)*

Task 1B: Study Kickoff Meeting

The Consultant will organize and conduct a study Kickoff Meeting with CRCOG, the Connecticut Department of Transportation (CTDOT), East Coast Greenway Alliance (ECGA), the Town of

Bloomfield, the City of Hartford, and the Town of East Hartford to confirm scope, communications protocol, and overall project schedule. This meeting will also serve as a means of data collection to identify the information needed, data or plans that exist, and best points of contact for the information. The Consultant will prepare an agenda for the meeting and will provide meeting notes following the meeting.

Deliverables:

- *Kickoff Meeting agenda and meeting notes*

Task 1C: Coordination Calls

The Consultant will participate in bi-weekly coordination calls with CRCOG staff. The calls will be a forum to discuss project status and issues, monitor progress, and ensure compliance with scope, budget, and schedule. On occasion, these meetings may include additional invitees necessary to provide perspective and guidance. The Consultant will prepare a brief agenda for each conference call, schedule each of these events via Microsoft Outlook, and prepare a list of action items to be addressed before the call.

Deliverables:

- *Coordination of meeting schedule, agendas, and action items*

Task 1D: Monthly Progress Reports and Invoices

The Consultant will prepare monthly progress reports to submit to CRCOG alongside monthly invoices. A template for progress reports will be drafted for CRCOG's approval and used throughout the project. The report will include narratives of work accomplished and summary of budget expended during the period. Invoices will be prepared in accordance with the latest CRCOG and CTDOT templates.

Deliverables:

- *Monthly progress reports and invoices*

Task 2. Stakeholder and Public Outreach

Robust and equitable public outreach is a key component of this study. It is an anticipated goal that the ECG will serve as a recreational destination and transportation alternative for the region, but just as importantly recommendations must take into consideration the needs of and the feedback from residents of the communities in the study area. This is particularly important as Hartford and East Hartford have the highest percentage of minority populations, lowest median household incomes, highest percentage of households without cars, and highest asthma hospitalization rates per 100,000 compared to all other Capitol Region communities located along the ECG, with Bloomfield ranking high in all those categories as well. *With that said, the following tasks represent one potential framework for public outreach, but the Consultant is encouraged to propose alternatives they believe would be better suited for this project based on experience with similar projects.*

Task 2A: Public Involvement Plan

The Consultant will prepare a Public Involvement Plan (PIP). The PIP will outline key activities, milestones, and a schedule of the public involvement tasks. In addition, the PIP will identify stakeholders and stakeholder groups, including environmental justice (EJ) and limited English proficiency (LEP) communities within the study area and will outline strategies to engage the public throughout the project. The Consultant will identify and maintain a list of stakeholders and other interested parties that will be updated throughout the study as new individuals/groups are identified.

Deliverables:

- *Public Involvement Plan*
- *Maintained list of stakeholders / interested parties*

Task 2B: Study Website, Social Media, Newsletters

The Consultant will create and maintain a study website. The website will either a) be hosted as a standalone site that can be transferred to CRCOG upon completion of the study or b) be hosted as a webpage within the existing CRCOG website. If the latter, the page will be maintained by CRCOG staff but will have its content created by the Consultant. Updates on the study's progress will be provided on the website at least six (6) times over the course of the study.

In coordination with CRCOG's Communications Director, the Consultant will utilize various social media websites to further engage the public, share findings and upcoming meetings, and solicit feedback. Additionally, newsletters will be produced to coincide with public meetings, documenting findings of the technical memos, survey results, and similar information pertinent to the study at that point in time.

This task may also include a branding element to create a recognizable logo for the project.

Deliverables:

- *Study website and content*
- *Social media content (and social media calendar with regular posting frequency, if appropriate)*
- *Newsletters (translated copies as applicable)*
- *Branding and logo development*

Task 2C: Steering Committee

The role of the Steering Committee is to help guide the study process and assist in evaluating the feasibility of alternatives. This group will also identify project goals and objectives as well as decision-making criteria, to provide a framework for future decision-making. (It is anticipated that these goals are presented to the public and may incorporate public feedback.) The Steering Committee is envisioned as a group of town representatives potentially including decision makers, CTDOT, major stakeholders, and others as the Towns, the ECGA, and CRCOG see fit.

Deliverables:

- *Meeting agenda, materials, and notes*
- *Draft mission statement, decision-making criteria*

Task 2D: Technical Advisory Committee (TAC)

The role of the TAC is to help guide the Study process and assist in evaluating the feasibility of alternatives. It is anticipated that the TAC is a smaller group of technical professionals – ECGA, CRCOG representatives, town technical engineering and/or bike/ped staff – able to focus on the technical aspects of trail planning and evaluation of alternatives. All TAC meetings shall be advertised and open to the public. The Consultant will organize the meetings, prepare agendas, prepare materials, and take notes.

Deliverables:

- *Meeting agendas, materials, and notes*

Task 2E. Public Outreach

The Consultant will conduct public outreach to give members of the public opportunities to participate throughout the planning process. The public outreach approach will be detailed in the Public Involvement Plan and should include a variety of outreach/input options that ensure community members who lack reliable internet access or who are not as comfortable with technology can still participate. These approaches could include multi-day charrettes, pop-up meetings at trail heads and community events; traditional evening/daytime meetings; and/or online events (due to COVID-19, hosting or attending in-person events will be evaluated on a case-by-case basis). The Consultant will advertise each meeting in a minimum of English, Spanish, and Portuguese, per the results of an Environmental Justice and Limited English Proficiency screening completed by CRCOG (the draft memo has been included on the RFQ page for this project). Advertising should include a mix of outreach approaches in order to reach as many individuals as possible and may include, for example, yard signs along existing trails, flyers at businesses, Facebook advertisements, and more. Specific outreach to groups, organizations, or businesses should be additionally prioritized to include minority and low-income populations in the study area. Translation services at each meeting, as well as translations of meeting minutes or recordings, will be offered by the Consultant upon request.

It is anticipated that three (3) design workshops, a minimum of one for each community, will be held during the data collection portion of the project while the team is evaluating existing conditions/infrastructure and exploring alternative routes.

It is anticipated that a public survey (or surveys) and/or an online interactive map will also be developed in order to reach as many individuals as possible. The Consultant will be responsible for developing surveys (print and digital options) and an interactive mapping tool, for assisting CRCOG and the Town's with dissemination, and for analyzing the results.

Overall, a minimum of three rounds of public outreach events are anticipated: 1) during the identification of potential routes (the design workshops listed above), 2) leading up to selection of final preferred route, and 3) towards completion of a Draft Implementation Plan. The latter two rounds of outreach will include a minimum of two meetings located at venues that are conveniently accessed via transit if held in person and/or a virtual or hybrid meeting offering.

Deliverables:

- *Public meeting and workshop materials (advertising, presentations, handouts, etc.)*
- *Public survey(s), interactive map, and analysis*
- *Report of each public meeting and workshop, recordings posted on website*
- *Translation services and translated work products as necessary*

Task 2F. Focus Group Meetings

It is anticipated that the Consultant may recommend holding Focus Group meetings for targeted outreach to special interest groups (i.e. trail users, bicycling groups), specific gap areas, or elected officials.

Deliverables

- *Preparation for and attendance at Focus Group meetings*
- *Meeting notes*

Task 2G. Municipal Coordination

The Consultant will work closely with municipal representatives to ensure that recommendations have local buy-in from the towns where the Greenway route is proposed. It is also anticipated that this coordination could include presentations and/or meeting with Town/City Mayors, Town/City Councils, municipal Bike/Ped committees if applicable, as well as the potential to invite councilmembers to participate in relevant TAC meetings.

Deliverables:

- *Preparation for and attendance at up to six (6) Town/City Council meetings*

Task 2H. CRCOG Committee Meetings

The Consultant will prepare for and present at two (2) CRCOG committee meetings to review study finds and seek final endorsement.

Deliverables:

- *Preparation for and attendance at up to two (2) CRCOG committee meetings*

Task 3. Review of Existing Conditions

Task 3A. Existing Plans, Studies, and Related Efforts

The Consultant will review recent initiatives for relevant recommendations and coordinate with on-going regional planning efforts. Special attention will be given to the recommendations from CRCOG's Pedestrian and Bicycle Plan (amended 2015) and the current proposed routes identified by the ECGA and the CTDOT Active Transportation Plan (2019). Additional relevant initiatives include, but may not be limited to:

- Greater Hartford Mobility Study (formerly the I-84 Hartford Study)
- Hartford Re-Imagining Main Street Study
- Hartford 400
- East Hartford Silver Lane Study
- Local POCDs or other visioning documents pertaining to the ECG and/or bike/ped infrastructure
- CTDOT transportation projects planned that may impact route selection

Deliverables:

- *Technical Memorandum: Review of Existing Studies/Initiatives*

Task 3B. Understanding Demographics, Everyday Destinations, Regional Destinations

The purpose of this task is to understand the local demographics and needs of the communities in the study area as well as destinations that would drive regional use along the ECG. For example, regional destinations such as cultural amenities or job centers would likely be mapped along with key everyday destinations by local residents such as grocery stores or schools. Additionally, minority and low-income populations should be identified to help ensure future routes have equitable and safe access to the Greenway.

Deliverables:

- *Technical Memorandum: Demographics and Destination Mapping*

Task 3C. Existing Infrastructure and Data Collection

The Consultant will review existing ECG routes in the study area and existing bicycle and pedestrian infrastructure in the study area. This task would also include data collection as necessary such as traffic counts, crash data, existing transit routes, topography, rights-of-way,

Strava data, etc. This task could feasibly include walk and bicycle audit(s) which may include internal team and/or audits also open to the public.

Deliverable:

- *Technical Memorandum: Existing Infrastructure and Data Collection*

Task 3D. Urban Greenway Case Studies

The Consultant will assess other urban area trail and greenway case studies to determine if helpful best practices for identification of routes, bike/ped river crossings, or implementation can be applied to this project. This may also identify information that may be helpful for elected officials, grant applications, and the general public on the health, social, and/or economic benefits of urban trails.

Deliverable:

- *Technical Memorandum: Urban Greenway Case Studies*

Task 3F. Assessment of Existing Conditions

The Consultant will synthesize all data and public engagement completed to this point to create a report that pulls together prior efforts/technical memos into a summary report. This report will be used as the jumping off point for developing recommendations and should identify network gaps, potential issues for certain route selections, community feedback, etc. This report will be used as a basis for the evaluation of route alternatives developed in Task 4.

Deliverable:

- *Existing Conditions Report*

Task 4. Development and Analysis of Route Alternatives

The consultant will develop a set of practical and feasible alternatives for review and comment in order to identify a preferred route for each of the remaining gaps in Bloomfield, Hartford, and East Hartford.

Task 4A. Develop Preliminary Concepts

Through the public engagement and data collection process, a set of concepts will be created for each gap. These concepts should be informed by previously conducted design workshops, focus group meetings, site visits, and SWOT analysis.

To help compare concepts to one another, an evaluation framework should be utilized that could include improved connectivity (to places, people), safety and security, facility type (off-road preferred), property impacts, infrastructure needs, environmental impacts, equity measures, and costs. It is anticipated that these concepts will be presented to the TAC and to the public for comment.

Deliverables:

- *High-level sketch concepts*
- *Evaluation framework and matrix for each concept*

Task 4B. Screen Initial Concepts

Based on additional public input and further evaluation (including analyzing each route alternative's ability to meet the goals and objectives of the project), the Consultant will propose a set of practical and feasible alternatives. These alternatives narrow down the universe of ideas into two to three (2-3) alternatives for each gap that should align with project priorities,

maximize off-road options, and have been identified as a route that can feasibly be permitted and constructed. The results of this task will be provided to the TAC and presented to the Steering Committee for comment.

Deliverables:

- *Screening memo*

Task 4C. Shortlist Alternatives

The Consultant will further develop conceptual plans for the identified alternatives short-listed in the previous task. This sketch level concept plan will go into greater detail than prior concepts, showing type of facility proposed, widths, any changes to existing roadways, right-of-way locations and degree of impact. Accompanying each concept, the Consultant will create a high-level probable cost estimate to help compare shortlisted alternatives. Practical, feasible, and fundable alternatives will be prioritized, and evaluation criteria is expected to include prior criteria as well as major cost elements and benefits, constructability, and acceptability.

It is anticipated that the Consultant will recommend no more than one to two (1-2) preferred alignments for each gap. These results will be presented to all groups: the Steering Committee, the TAC, elected officials, and the general public for feedback to guide the identification of each gap's final preferred alternative.

Deliverables:

- *Shortlist Alternatives Memo*
- *Conceptual Plans*

Task 4D. Photomorphs and Cross Sections

Anticipated to be primarily reserved for shortlisted alternatives, the Consultant will create photomorph renderings to assist with understanding and acceptability of a concept. These renderings would utilize existing condition photos overlaid with conceptual improvements. This task likely would also include the creation of typical cross sections for each town/city gap. It is anticipated that these visuals would be used for a variety of purposes including, but not limited to, promoting public meetings, communicating the vision for a trail segment, grant applications, and as a tool to garner support for the project(s) in each Town.

Deliverables:

- *Photomorph renderings*
- *Cross sections*

Task 4E. Refine and Select Preferred Alignments, Draft Report

The Consultant will incorporate or otherwise document and address all relevant comments received on the preferred alignments. Based on comments, further refinements to the concepts will be done at greater detail to one (1) preferred alignment for each gap. These plans will not be to engineering level but should be illustrated graphically at a scale and detail that shows widths, trail facility types and materials, proposed signage, and will identify constraints (property impacts, utilities, wetlands, etc.), areas of concern and potential solutions. In addition to these more detailed concept plans, the Consultant will further refine the probable costs, feasibility, and regional and local benefits and impacts of each final alternative.

The results of the prior alternatives tasks and the results of this task will be assembled into a draft Alternatives Analysis Report. This report will be submitted to CRCOG for review, and CRCOG will disseminate to CTDOT and members of the Steering Committee and others as needed for initial comments.

At one of the Steering Committee meetings, the Consultant will present the report to these entities and respond to comments received in order to fully vet the Final Alignment Concept, identify if there are any final refinements needed, and garner support of the Final Alignment Concept for each gap. It is possible that this meeting will also be used to identify next steps as part of the Implementation Plan.

Deliverables:

- *Refined concept plans (one for each gap)*
- *Draft Alternatives Analysis Report*
- *Revised Alternatives Analysis Report*
- *Meeting materials, notes*

Task 5. Implementation Strategy

Task 5A. Identify Next Steps

The Consultant will work with the CRCOG, member Towns/City and CTDOT to determine what is needed to initiate the Final Alignment Concept as a design project.

Task 5B. Identify Additional Bicycle and Pedestrian improvements

The Consultant will identify improvements that may be required outside of the Final Alignment Concept to improve community/neighborhood connections to the concept. These will be developed as only a recommendation as part of the Implementation Plan and will not have detailed impacts and costs associated with them. These could be improvements to adjacent intersections, streets, focus on routes to key destinations, or other improvements that would enhance the safety and benefits of the final concept.

Task 5C. Identify Potential Funding Sources

The Consultant in coordination with the Steering Committee and/or the TAC will research and recommend potential funding sources for the design and construction of the improvements recommended. These may range from Federal, to State, to Local and potentially private funds.

Task 5D. Establish Implementation Plan and Schedule

The Consultant will draft a schedule noting the timing of the next steps for the CRCOG and municipalities to utilize in order to keep the project moving forward. The schedule will note the responsible party and others that will need to be coordinated with.

For each gap, the Consultant will divide the preferred alternatives into phased, implementable projects with associated schedule time horizon (short, mid, long-term) based on the anticipated costs, feasible schedules and/or impacts. It is anticipated that this schedule will be developed as a matrix.

The Consultant will take the results of the Task 5A-D and synthesize them into an Implementation Plan document along with the schedule.

Deliverables:

- *Preliminary Implementation Plan and Schedule Matrix*

Task 6. Final Report and Deliverables

This task combines relevant deliverables from all prior tasks into a document that will be available for use by all for information and reference when moving forward with the design of the project.

Task 6A. Draft Report

The Consultant will assemble all relevant deliverables from prior tasks into a single Draft Report. Namely, this report will combine the Alternatives Analysis Report and the Implementation Plan and Schedule into one document complete with figures, tables, maps, and appendices. CRCOG staff will review, distribute to members of the TAC for their review, and comments will be integrated before releasing the Draft Report for public review. During the required 30-day public review period for the public draft, the Consultant will maintain a log of comments received and prepare draft responses to each comment to be reviewed and finalized by CRCOG staff. This log of comments and responses will be incorporated into the final document.

Following the public review period, the Consultant will incorporate comments and finalize the Executive Summary.

Deliverables:

- *Draft Report (electronic)*
- *Log of Comments and Responses*

Task 6B. Executive Summary

The Consultant will also create an Executive Summary in the form of a standalone, bi-fold booklet that is aesthetically appealing and easily consumable. It is anticipated that this booklet will be approximately eight to twelve (8-12) pages in length. The Consultant will translate the Executive Summary into Spanish and Portuguese.

The Consultant will prepare an internal draft of the Executive Summary for CRCOG and TAC review simultaneously along with the Draft Report before releasing the draft for public review. During the required 30-day public review period for the public draft, the Consultant will maintain a log of comments received and prepare draft responses to each comment to be reviewed and finalized by CRCOG staff. This log of comments and responses will be incorporated into the final document.

Following the public review period, the Consultant will incorporate comments and finalize the Executive Summary.

Deliverables:

- *Executive Summary (electronic and one hundred (100) hardcopies)*

East Coast Greenway Gap Routing Study: Request for Qualifications

- *Log of Comments and Responses*

Task 6C. Final Report

The Consultant will integrate any comments received into the report and prepare the final report.

Deliverables:

- *Final Report (electronic and ten (10) hardcopies)*

Task 6D. Media Materials

The Consultant will create a one-page press release for each community for a total of three (3) press releases. Similarly, it is anticipated that the Consultant will develop a one-page graphic handout for each community as well as one handout for the overall concept for a total of four (4) graphic handouts. These materials will be prepared in English, Spanish, and Portuguese.

Deliverables:

- *Press releases*
- *Graphic handouts*

Task 6E. Export Final Files

After finalizing the development of the GIS files for the final alignment concept plan along with annotations (i.e. issues and constraints identified, opportunities, etc.), the Consultant will export in an approved file format for continued concept planning (i.e. AutoCAD, other).

Additionally, any raw design files for reports, presentations, graphic handouts, etc. will be packaged and provided to CRCOG as well should future edits or updating be necessary.

Deliverables:

- *GIS files, AutoCAD, or other mapping files*
- *Raw design files for all other graphic work and reports (i.e. InDesign or Illustrator)*