



**REQUEST FOR QUALIFICATIONS (RFQ)  
FOR  
CAPITOL REGION TRANSIT PRIORITY CORRIDORS  
IMPLEMENTATION STRATEGY**

**Issue Date: May 6, 2020**

**Response Date/Time: June 17, 2020 (3:00pm ET)**

**Response Location: Electronic Only to [cradzins@crcog.org](mailto:cradzins@crcog.org) or via  
USB drive to:  
Ms. Cara Radzins  
Capitol Region Council of Governments  
241 Main Street, 4<sup>th</sup> Floor  
Hartford, CT 06106**

The Capitol Region Council of Governments of Hartford, Connecticut is seeking a qualified and experienced firm or team, hereafter referred to as “Consultant,” to assist in developing a Capitol Region Transit Priority Corridors Implementation Strategy.

## **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 Transportation Planning Department and the Policy and 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 assistance with the development of an implementation strategy for transit priority corridors within the Capitol Region. [CRCOG’s Comprehensive Transit Service Analysis](#) of the Hartford Division of *CTtransit* (April 2017) identified a series of potential transit priority corridors in and around Hartford. The purpose of the Capitol Regional Transit Priority Corridors Implementation Strategy is to further examine these corridors, identify opportunities for transit priority treatments/technologies, and develop actionable implementation steps.

## **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. It is expected that the prime Consultant will be prequalified by CTDOT for Modal Transportation Planning Studies.

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.

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 transportation 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 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 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 City of Hartford, and the Town of East Hartford, is initiating a study to develop an implementation strategy for transit priority corridors within the Capitol Region. This will include:

- Analysis of ridership data to identify/confirm up to eight (8) priority transit corridors
- Analysis and recommendations for bus stop consolidation along the priority corridors
- Identification of types and locations of capital improvements for the priority corridors
- Assessment of the ADA-compliance of existing amenities within the priority corridors and identification of the steps needed to achieve compliance, including the development of ADA standards for transit stops and shelters.
- Development of up to ten (10) standard bus stop configurations
- An assessment of gaps in the bike/ped infrastructure surrounding the priority corridors

*Capitol Region Transit Priority Corridors Implementation Strategy: Request for Qualifications*

- Completion of CRCOG Active Transportation Audits and blueprint for incorporating active transportation best practices into the implementation of the priority corridors
- Capital and operations cost estimates
- Public outreach
- Stakeholder outreach, including extensive coordination with municipalities to ensure that recommendations have local buy-in from the towns in which infrastructure changes would be needed

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, *CTtransit*, and other stakeholders will be consulted throughout the process, and an advisory committee will help direct the study.

The study is expected to be broken into five (5) tasks, as follows:

- Task 1:** Project Management
- Task 2:** Stakeholder and Public Outreach
- Task 3:** Review of Existing Conditions
- Task 4:** Development of Recommendations
- Task 5:** Implementation Strategy and Executive Summary

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. Cara Radzins ([cradzins@crcog.org](mailto:cradzins@crcog.org)). No questions will be accepted after 3:00pm on May 27, 2020. CRCOG will post its response to questions and clarifications by the end of the workday on May 29, 2020 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 predominately being conducted in 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 [cradzins@crcog.org](mailto:cradzins@crcog.org) or via USB drive mailed to: Ms. Cara Radzins, CRCOG, 241 Main Street, 4<sup>th</sup> Floor, Hartford, CT 06106. Submissions should be marked, either in the email subject line or on the mailing envelope, with "*RFQ Response: Transit Priority Corridors Implementation Strategy*".

Statements of Qualifications must be submitted no later than **3:00pm on June 17, 2020**. **Statements received after that time or day will not be considered.** Arrangements for transmission of large files should be made in advance, 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://crcog.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 basis:

- Accuracy, overall quality, and thoroughness of submission
- Technical abilities and experience
- 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 Equal  
(Name of Company)

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)

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**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.

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Signature and Date

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Title of Request for Qualifications

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Typed or Printed Name

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Title

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Company Name and Address



**EXHIBIT D**  
**Capitol Region Transit Priority Corridors Implementation Strategy**  
**DRAFT Scope of Work**  
**April 2020**

## Overview

The primary purpose of this effort is to take the recommendations from the Comprehensive Transit Service Analysis of the Hartford Division of *CTtransit*, which was completed by the Capitol Region Council of Governments (CRCOG) in April 2017, and progress them into actionable implementation steps.

### **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 Capitol Region Transit Priority Corridors Implementation Strategy.

#### 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, progress report and invoice schedule, and internal coordination meetings. CRCOG will review the PMP to ensure the milestones and schedule are in line with the overall study strategy.

Deliverables:

- Project Management Plan and Study Schedule

#### Task 1B: Study Kickoff Meeting

The Consultant will organize and conduct a study Kickoff Meeting with CRCOG, the Connecticut Department of Transportation (CTDOT), *CTtransit*, the City of Hartford, and the Town of East Hartford to confirm scope, communications protocol, and overall project schedule. 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**

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 list of stakeholders and other interested parties 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

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 put on the website at least six (6) times over the course of the study.

Deliverables:

- Study website and content

Task 2C: 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 expected that the TAC will meet at least six (6) times over an approximately 18-month period. The core members of the TAC shall be representatives of CTDOT and *CTtransit* as well as municipal representatives. The TAC may also include representatives of agencies, organizations, or groups with a special interest in the development of transit priority corridors. 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 2D. 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 could include pop-up meetings at transit hubs and community events; traditional evening/daytime meetings; and/or online events. The Consultant will advertise each meeting in a minimum of English and Spanish, with other languages possibly required pending the results of an Environmental Justice screening to be conducted by CRCOG prior to the study's fee negotiations. Translation services at each meeting will be offered by the Consultant upon request. It is anticipated that a public survey (or surveys) will also be developed in order to reach as many individuals as possible. The Consultant will be responsible for developing these surveys and analyzing the results.

Two rounds of public outreach events are anticipated: 1) during the development of recommendations and 2) upon completion of a Draft Implementation Strategy. Each round of outreach will include a minimum of two meetings located at venues that are conveniently accessed via transit.

#### Deliverables:

- Public meeting materials (advertising, presentations, handouts, etc.)
- Public survey(s) and analysis
- Report of each public meeting

### Task 2E. Municipal Coordination

The Consultant will work closely with municipal representatives to ensure that recommendations have local buy-in from the towns in which infrastructure changes would be needed. It is anticipated that this coordination will include presentations to Town/City Councils as well the potential to invite councilmembers to participate in relevant TAC meetings.

#### Deliverables:

- Preparation for and attendance at up to four (4) Town/City Council 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 Comprehensive Transit Service Analysis (CSA), which serve as the catalyst for the Transit Priority Corridors Implementation Strategy. Additional relevant initiatives include, but may not be limited to:

- *CTfastrak* Expansion Study
- Greater Hartford Mobility Study (formerly the I-84 Hartford Study)
- Hartford Re-Imagining Main Street Study
- East Hartford Silver Lane Study

#### Deliverables:

- Technical Memorandum: Review of Existing Studies/Initiatives

Task 3B. Existing Service and Ridership

CRCOG's CSA identified six potential transit priority corridors: Franklin Avenue, Park Avenue, Farmington Avenue, Albany Avenue, and Main Street in Hartford, as well as Burnside Avenue in East Hartford. The Consultant will review, analyze, and map current ridership trends to assess whether these corridors remain the correct focus areas and/or if additional corridors merit consideration as part of this effort. It is anticipated up to eight (8) corridors will be included in this study. The Consultant will also analyze the existing transit service within these corridors to understand aspects such as stop locations, service span, service frequency, and reliability.

Deliverables:

- Technical Memorandum: Ridership Assessment and Priority Corridor Identification
- Technical Memorandum: Corridor Transit Service

Task 3C. Existing Infrastructure

The Consultant will review the corridors to identify existing signalized intersections, lane configurations, bus shelters, and other relevant existing infrastructure. This review will include an assessment of the ADA-compliance of existing bus stops and shelters within the priority corridors.

Deliverable:

- Technical Memorandum: Existing Infrastructure and ADA Compliance

Task 3D. Active Transportation Assessment

The Consultant will assess the gaps in the bicycle and pedestrian infrastructure along the Priority Corridors. The consultant will also conduct active transportation audits at key bus stop locations within the corridors, utilizing CRCOG's "Active Transportation Audit for Streets" forms. This effort will be conducted in coordination with CROG's Policy and Planning staff to ensure that audits do not duplicate recent audits completed as part of CRCOG's annual bicycle and pedestrian counts.

Deliverable:

- Technical Memorandum: Active Transportation Assessment and Audits

**Task 4. Development of Recommendations**

Task 4A. Operational Improvements

The Consultant will develop a recommended service/operation plan for each priority corridor. This plan will include recommendations related to schedules/headways, fare collection, additional vehicles, etc. The Consultant will develop a recommended bus stop consolidation map for each priority corridor. Bus stop consolidation recommendations will be based on industry standards, existing ridership patterns, and consultation with stakeholders. The Consultant will also develop ridership estimates to quantify the impacts of the recommended service changes. A draft of the Service/Operation Plan will be reviewed by CRCOG and the TAC, and the Consultant will incorporate feedback as necessary before the technical memorandum is finalized.

Deliverables:

- Technical Memorandum: Service/Operation Plan

#### Task 4B. Bus Stop Configurations

The Consultant will develop a series of up to ten (10) standard bus stop configurations. Such configurations may vary by location (near-side, far-side, and midblock), stop operation (in-lane vs. pull-out), etc. The Consultant will identify the most appropriate configurations for each of the consolidated bus stops identified in Task 4A. A draft of the standard bus stop configurations will be reviewed by CRCOG and the TAC, and the Consultant will incorporate feedback as necessary before they are finalized.

Deliverables:

- Up to Ten (10) Standard Bus Stop Configurations

#### Task 4C. Capital Improvements / Conceptual Plans

The Consultant will identify the types and locations of capital improvements for each priority corridor. Such improvements could include, but are not limited to, priority signals, queue jumps, bus-only lanes, bump-outs, shelters, and real-time information. For roadway improvements such as modified lane configurations and traffic signal adjustments, traffic analysis must be conducted to demonstrate the operational feasibility of such improvements.

Planning level concept plans will be developed for each priority corridor to visually show the recommended infrastructural changes. These plans will also incorporate relevant improvements identified under Tasks 4D and 4E. The development of these plans shall be a collaborative process involving stakeholders and the TAC, informed by the Consultant expertise and analysis. An interactive process is envisioned, with TAC review, input, and screening decisions provided in each of the following three phases:

- High Level review of multiple strategies for each corridor: Presentation of descriptive alternatives and generic concepts along with anticipated advantages and disadvantages of each along each corridor. Based on this review, it is anticipated that up to two (2) alternate strategies will be short-listed for each corridor.
- Sketch Level review of short-listed alternatives: Development of sketch level plans at critical areas along each corridor to identify or rectify potential critical flaws of any short-listed concepts. Additionally, sketch level concepts will be provided if needed in any off-corridor areas where improvements are needed to mitigate priority corridor proposals. Based on a review of developed advantages and disadvantages specific to each corridor, including order of magnitude cost estimates, it is anticipated that a preferred set of recommendations will be identified for each corridor.
- Planning Level Concept Plan Sheets for preferred alternatives and Planning Level Cost Estimates: Development of 1"=80' scale planning level concept plan sheets on readily available base mapping (CRCOG aerial photography or other) and planning level cost estimates. Scaled blow-up areas shall be provided as necessary for specific areas requiring additional detail. The TAC will review these plans, and based on any additional feedback, the Consultant will refine the plans for inclusion in the DRAFT Implementation Strategy.

Deliverables:

- Technical Memorandum: Capital Improvements
- Conceptual Plans

Task 4D. ADA Compliance

Based on the review of ADA compliance conducted under Task 3C, the Consultant will identify the steps needed to achieve ADA compliance. This effort will include the development of ADA standards for transit stops and shelters.

Deliverables:

- Technical Memorandum: ADA Compliance

Task 4E. Active Transportation Recommendations

The Consultant will develop a blueprint for incorporating active transportation best practices into the implementation of Priority Corridors. Such recommendations can help to solve challenges related to first- and last-mile connections to transit. Considerations could include, but may not be limited to, sidewalk improvements, bicycle lanes, bicycle racks, and wayfinding signage.

Deliverables:

- Technical Memorandum: Active Transportation Recommendations

**Task 5. Implementation Strategy and Executive Summary**

Based on work completed in previous Tasks, the Consultant will develop an Implementation Strategy for transit priority corridors in the Capitol Region. This strategy will include actionable implementation steps, including capital and operating cost estimates, as well as phasing guidance and potential timelines.

Task 5A. Draft Implementation Strategy

The Consultant will prepare an internal draft of the Transit Priority Corridors Implementation Strategy for CRCOG and TAC review before releasing the drafts for public review. During the required 30-day public review period for the public drafts, 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

Deliverables:

- Draft Transit Priority Corridors Implementation Strategy (Internal Draft, Public Draft)
- Log of Comments and Responses on the Public Draft

Task 5B. Final Implementation Strategy

Following the public review period, the Consultant will incorporate comments and finalize the Implementation Strategy. The Consultant will then supply CRCOG with electronic and hardcopy versions of this document. It is expected that PDF documents (Public Draft and Final Draft) will be produced in an electronically accessible format.

Deliverables:

- Transit Priority Corridors Implementation Strategy (Final Draft)
- Electronic and Hardcopies of the Implementation Strategy

Task 5C. Executive Summary

In addition to the full Implementation Strategy, 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.

The Consultant will prepare an internal draft of the Executive Summary for CRCOG and TAC review 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. The Consultant will then supply CRCOG with electronic and hardcopy versions of this document. It is expected that PDF documents (Public Draft and Final Report) will be produced in an electronically accessible format.

Deliverables:

- Executive Summary (Internal Draft, Public Draft, Final Draft)
- Log of Comments and Responses on the Public Draft
- Electronic and Hardcopies of the Executive Summary