



**REQUEST FOR QUALIFICATIONS (RFQ)
FOR
TOD ROLES, VISIONING, VIABILITY & TOOLS ANALYSIS STUDY**

Issue Date: March 10, 2021

Response Date/Time: April 16, 2021 (2:00pm ET)

Response Location Electronic Only to tmalone@crcog.org

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 and implementing a TOD Roles, Visioning, Viability & Tools Analysis study.

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 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 assistance with the development of an updated implementation strategy for TOD in Capitol Region. The [CTfastrak TOD Capacity Study](#) (2017) and [Hartford Line TOD Action Plan](#) (2019) identified potential site-specific TOD sites, visions and strategies for TOD at a municipal and regional level. The purpose of the TOD Roles, Visioning, Viability & Tools Analysis study is to build on previous studies and help municipalities identify and advance site-specific TOD visions and analyze their financial feasibility. This study's vision is to create a market-bearing TOD plan for each community that will draw developer interest and investment in the property.

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.

Prior to contracting, the selected Consultant must have a current burden, fringe and overhead rate audit approved by the Connecticut Department of Transportation (CTDOT); a current Contractor Certification of Final Indirect Costs; a current affirmative action plan approved by CTDOT; and an up-to-date registration to conduct business in the State of Connecticut with the Office of the Secretary of State.

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, Teams, 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 municipalities of Berlin, New Britain, Newington, West Hartford, Hartford, Windsor, Windsor Locks, and Enfield are initiating a study to develop tools and strategies to turn site-specific TOD visions into market bearing realities in the Capitol Region. This will include:

- Analysis of TOD corridors to examine and confirm sites identified in previous studies
- Assistance with site specific evaluation of TOD sites, develop the desired vision, features, and form for the site

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- Creation of proforma for each TOD site vision that evaluates its viability and identifies the estimated level of funding gap to be filled by developers and quantify statistics for a financial viability
- Identification and summary of existing financial tools for advancing TOD projects in Connecticut
- Identification of roadblocks that could prevent each tool from being effectively used and suggested changes to make them more effective.
- Development of recommendations and actions needed to successfully secure developer interest in these sites
- Recommendations and identification of roles for TOD implementation by various stakeholders in the region
- Report summarizing findings of the study including recommendations and implementation strategy
- Public outreach
- Stakeholder outreach, including extensive coordination with municipalities to ensure that recommendations have local support from each municipality

The anticipated timeframe for this study is 12 months. It will be led by CRCOG with the assistance of the Consultant. Representatives from CTDOT, municipalities, 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:** Organizational Roles and Responsibilities
- Task 4:** Site-Specific Visioning
- Task 5:** Financial Tools Analysis
- Task 6:** 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. **We encourage respondents to develop alternative and innovative approaches to accomplishing this work.**

4. ADDITIONAL INFORMATION

Any questions should be directed in writing to Mr. Tim Malone (tmalone@crcog.org). No questions will be accepted after 3:00pm on March 29, 2021. CRCOG will post its response to questions and clarifications by the end of the workday on April 2, 2021 on the CRCOG website at <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 tmalone@crcog.org. Submissions should be marked, either in the email subject line with “*RFQ Response: TOD Study*”.

Statements of Qualifications must be submitted no later than **2:00pm on April 16, 2021**. ***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)

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
TOD ROLES, VISIONING, VIABILITY & TOOLS ANALYSIS STUDY
DRAFT Scope of Work
March 2021

Overview

This effort's primary purpose is to build on the recommendations from the Hartford Line TOD Action Plan (2019) and CTfastrak TOD Study (2017), focusing on working with each municipality to ensure the financial viability of their site-specific TOD vision to ensure development.

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 TOD Roles, Visioning, Viability & Tools Analysis study.

Task 1A: Project Management Plan

The Consultant will prepare a Project Management Plan (PMP) that includes key project milestones over a 12-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) and the municipalities of Berlin, New Britain, Newington, West Hartford, Hartford, Windsor, Windsor Locks, Enfield and CRCOG's TOD collaborative 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 (every two weeks) 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. Outreach will also focus on engaging real estate owners in the TOD zone. 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. Project Advisory Committee.

The role of the Project Advisory Committee is to provide guidance to the project team in defining goals and guiding principles for the project. The PAC will help with evaluating roles and responsibilities, will assist with site selection by providing different perspectives such as on social equity, and will provide information to the study team. The PAC is expected to meet three (3) times over the approximately 12-month period. The PAC will be comprised of members of the TOD Collaborative and municipal representatives. All PAC 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: Technical Advisory Committee (TAC)

The role of the TAC is to help guide the Study process and assist in evaluating technical aspects of project deliverables. It is expected that the TAC will meet at least three (3) times over an approximately 12-month period. The TAC will be comprised of a subset of members of the PAC. 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 site-specific public outreach to give members of the public opportunities to participate in visioning exercises. The public outreach approach will be detailed in the Public Involvement Plan and could include pop-up meetings; traditional evening/daytime meetings; and/or online events. The Consultant will advertise each meeting in languages determined from 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 one (1) meeting per town will be necessary.

Deliverables:

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

Task 2F. Stakeholder Coordination

The Consultant will also coordinate with local stakeholder groups in each of the municipalities to have their feedback and buy-in to these TOD projects. Property owners within the TOD zone will also need to be engaged. This coordination could take the form of stakeholder interviews, focus groups, or other forms of engagement.

Deliverables:

- Stakeholder meeting materials (advertising, presentations, handouts, etc.)
- Report of each stakeholder meeting

Task 2G. Municipal Coordination

The Consultant will work closely with municipal representatives to ensure that recommendations have local buy-in from the towns for each TOD site selected.

Task 3. Organizational Roles and Responsibilities

Task 3A. Existing Roles

The Consultant will review and analyze various stakeholder roles around TOD in the CRCOG region. Stakeholders include State, Regional, Local, Private and Public organizations that advocate for TOD. The Consultant will engage with the various entities to better understand roles, resources and capacity. Additional analysis will identify any neglected components of proper TOD planning and implementation at each organizational level. Review of existing roles will also encompass any unnecessary restrictions or roadblocks to successful TOD implementation.

Deliverables:

- Technical Memorandum: TOD Roles Summary

Task 3B. Roles Recommendations

The Consultant will develop a series of recommendations on how TOD roles should be organized in the CRCOG region to maximize impact and reduce inefficiencies. This will include guidance on a new layering of responsibility for each organization working to advance TOD. Additional recommendations will outline neglected components of effective TOD and unnecessary restrictions or roadblocks discovered in Task 3A. Based on the findings of Task 3A, the Consultant will identify the most appropriate role configurations. A draft of the roles will be reviewed by CRCOG, PAC and TAC and the Consultant will incorporate feedback as necessary before they are finalized.

Deliverables:

- Technical Memorandum: CRCOG Region TOD Roles Recommendations

Task 4. Site-Specific Visioning and Viability

Task 4A. Review Existing Plans, Studies, and Related Efforts

The Consultant will review recent initiatives for relevant recommendations and coordinate with on-going regional and municipal planning efforts. Special attention will be given to the recommendations from Hartford Line TOD Action Plan and CTfastrak TOD Capacity Study, which serve as the catalyst for the TOD Roles, Visioning, Viability & Tools Analysis study.

The Consultant will review town-specific studies to determine goals and objectives for site selection. Goals and objectives should also include consideration of affordable housing needs as well as social equity.

Task 4B. TOD Market & Viability Analysis

The Consultant will review and analyze current market conditions for TOD in each municipality involved in the study. Market analysis will include the creation of various comps within the region, ideally along similar facilities. Additionally, during this process, the Consultant will work with each municipality to analyze a site's viability based on their respective market conditions.

Deliverables:

- Technical Memorandum: TOD Market Analysis and Viability Report

Task 4C. Site Selection

From discoveries in Tasks 4A, the Consultant will then work with each municipality to identify at least one site in each town for further analysis. Site selection will be informed by public outreach, feedback from the municipality, stakeholder feedback, and input from the PAC.

Deliverables:

- Technical Memorandum: Site Selection

Task 4D. Visioning

The Consultant will review each selected site and determine what existing visions have been established for the site. The Consultant will then help test the feasibility of each site-specific vision. This will include producing various Test Fits and TOD scenarios for each location based on any changes to the site's zoning and urban design. The Consultant will work with each municipality to develop their site-specific vision to adjust any features and form of the site to maximize its development attractiveness. This process will leverage the Consultant's real estate development expertise.

Planning level concept plans will be developed for each TOD site to visually show any recommended site changes. The development of these plans shall be a collaborative process involving stakeholders in each community and municipal officials. This includes coordination with CRCOG's TOD Collaborative, to ensure that site selection and visioning takes into consideration equity and inclusion.

Deliverables:

- Technical Memorandum: TOD Visioning Report
- Technical Memorandum: TOD Site Vision Equity & Inclusion Report
- Concept Plans for each TOD site

Task 4E. Market & Project Viability Analysis

The Consultants will work with each municipality to develop a proforma for each site vision. The proforma will include analyzing how each selected TOD site will fare in their existing market conditions. This will also identify any potential funding gaps that will need to be filled by other means, such as various financial tools identified in Task 5.

Based on the review of market conditions conducted under Task 4B, the Consultant will identify steps to achieve financial viability for each TOD vision. This effort will include the development of different site scenarios, including a conventional, market-rate scenario and a publicly supported mixed-income scenario.

In addition to the proforma, a final set of recommendations and further actions needed to most likely secure developer interest in each site's respective TOD markets. This will include coordination with each municipality town staff and other key stakeholders for each community.

Deliverables:

- Proforma for each site vision showing estimated level of funding gap if any
- Technical Memorandum: Actions to Ensure Site Viability

Task 5. Financial Tools Analysis

Task 5A. Existing Financial Tools

The Consultant will review and analyze existing financial tools used to advance and finance TOD projects in Connecticut. These tools will be analyzed to determine their effectiveness given the context of a slow-growth region. Financial tools will include, but not be limited to: Opportunity Zones, Tax Increment Financing (TIF), Low Income Housing Tax Credits (LIHTC), low interest bonds such as CHFA and other grants. The Consultant will develop a summary of any potential financial tools to advance and finance TOD projects in Connecticut. Part of the report will also discuss any roadblocks identified in the analysis that prevent any tool from being effectively used. In development of the report, the TOD Collaborative and other stakeholders will be consulted to determine the effectiveness of each tool toward achieving goals related to community visions, equity, and economic development.

Deliverables:

- Technical Memorandum: Summary of Existing TOD Financial Tools

Task 5B. Financial Tools Recommendations

The report will outline steps to make tools more effectively used for both the region and each municipality involved in the study. This report will build off and update previous tools identified from the Hartford TOD Action Plan and CT*fastrak* TOD Capacity Report.

Deliverables:

- Technical Memorandum: Financial Tools Implementation Strategy

Task 6. Implementation Strategy and Executive Summary

Based on work completed in previous Tasks, the Consultant will develop an Implementation Strategy for each site-specific TOD site in the study. This strategy will include actionable implementation steps and changes to TOD visions.

Task 6A. Draft Report

The Consultant will combine the deliverables and prepare an internal draft of the TOD study for CRCOG and PAC 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:

- TOD Roles, Visioning, Viability & Tools Analysis Report (Internal Draft, Public Draft)
- Log of Comments and Responses on the Public Draft

Task 6B. Final Report

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.

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- TOD Roles, Visioning, Viability & Tools Analysis Report (Final Draft)
- Electronic and Eleven Hardcopies of the Implementation Strategy