

AGENDA
Columbus Area Metropolitan Planning Organization
(CAMPO)
Policy Board Meeting
10:00 AM
Friday, Dec 21, 2012
City Hall – City Council Chamber

ROLL CALL

CONSENT AGENDA

A. Minutes of the August 6, 2012 meeting

NEW BUSINESS REQUIRING BOARD ACTION

B. Consider for adoption the 2013-2014 Statement of Work (SOW)

1. Resolution 2012-12 – Resolution to Adopt the Statement of Work for Calendar Years 2013 & 2014

C. Consider for approval changes to the CAMPO Urban Area Boundary

1. Resolution 2012-13 – Amend the CAMPO Urban Area Boundary based on the 2010 Census Urbanized Area

D. Consider for approval changes to the Transportation Improvement Program (TIP)

1. Resolution 2012-14 – Amend new INDOT projects into TIP

DISCUSSION ITEM

E. ColumBUS Transit Improvement & Expansion Plan – Parsons Brinckerhoff (Indy/Cincy)

F. Columbus Bicycle & Pedestrian Plan Expansion – Rundell Ernstberger (Indy/Fl)

G. State Street Corridor Study – Lakota Group (Chicago/South Bend)

H. Budgets

1. MPO City budgets (2012 & 2013)
2. INDOT reimbursement budget

I. Next meeting?

ADJOURNMENT

DRAFT – MINUTES
Columbus Area Metropolitan Planning Organization
(CAMPO)
Policy Board Meeting
Monday August 6, 2012
1:00PM
City Hall, Council Chambers

ROLL CALL

Kristen Brown	Present
Zack Ellison	Present
Larry Fisher	Present
Roger Lang	Present
Jim Ude	Present for Kathy Eaton-McKalip
Jim Lienhoop	Not Present
Paul Franke	Not Present

Staff Attendees: Laurence Brown, Dave Hayward, Aimee Morris

CONSENT AGENDA

- A. Minutes of the April 16, 2012 meeting.
Motion was made and seconded to accept the minutes.
Minutes passed.

NEW BUSINESS REQUIRING BOARD ACTION

- B. Resolution 2012-4
Resolution To Amend Existing Local Projects In The SFY 2012-2016
Transportation Improvement Program (TIP)
- Larry Fisher made a motion to approve, which was seconded by Jim Ude.
The motion passed unanimously.
- C. Resolution 2012-5
Resolution To Amend New Local Projects Into The SFY 2012-2016
Transportation Improvement Program (TIP)
- Larry Fisher made a motion to approve, which was seconded by Roger Lang.
The motion passed unanimously.
- D. Resolution 2012-6
Resolution To Amend Existing INDOT Projects In The SFY 2012-2016
Transportation Improvement Plan (TIP)
- Jim Ude made a motion to approve, which was seconded by Larry Fisher.
The motion passed unanimously.

E. Resolution 2012-7

Resolution To Amend New INDOT Projects Into the SFY 2012-2016
Transportation Improvement Program (TIP)

Larry Fisher made a motion to approve, which was seconded by Roger Lang.
The motion passed unanimously.

F. Resolution 2012-8

Resolution To Remove Eliminated INDOT Projects From The SFY 2012-2016
Transportation Improvement Program (TIP)

Laurence explained that these were INDOT Projects that have been dropped for this time period. Jim Ude explained that INDOT has changed the way they prioritize and select projects. They now use a rating system and all districts compete against each other for funds. There were other projects which scored higher than these listed. These projects can be re-submitted for in future fiscal years (2018).

Discussion led to the decision to leave two INDOT projects in the TIP, for informational purposes only. The money will not be allocated for the projects, however CAMPO does not want to forget about these projects.

Laurence said he could modify the TIP keeping the SR 46 traffic hardware modernization project and the SR 58 Bridge Projects as informational items. All other items were ok to eliminate.

Larry Fisher made a motion to keep the SR 58 projects and the SR46 hardware modernization. Everything else is ok to eliminate. Motion was seconded by Roger Lang.
The motion passed unanimously with those amendments.

G. Resolution 2012-9

Resolution To Amend "New Freedom" Transit Grant--To Improve Call-A-Bus Deployment—
Into The SFY 2012-2016 Transportation Improvement Program (TIP)

Roger Lang made a motion to approve, which was seconded by Larry Fisher.
The motion passed unanimously.

H. Resolution 2012-11

Resolution To Increase Columbus Transit Operating Funds And Allocate Funds For A New Bus To
The SFY 2012-2016 Transportation Improvement Program (TIP)

Roger Lang made a motion to approve, which was seconded by Larry Fisher.
The motion passed unanimously.

Consider for Approval changes to the existing 2011-2012 Statement of Work (SOW)

I. Resolution 2012-3

Resolution to amend existing Statement of Work (SOW) to include Comprehensive Operational Analysis (COA) of ColumBUS Transit, begin long-term “Complete Network” modeling and scenario-planning study, and downtown parking plan.

Larry Fisher made a motion to approve, which was seconded by Jim Ude.
The motion passed unanimously.

Items requiring Board action were complete.

Discussion items were introduced by Laurence Brown.

Draft 2013-2014 State of Work will focus on:

Transit

Travel demand model

Downtown parking,

Developing a transportation safety team

Continue developing Columbus as a Bike-Friendly Community, with Bike Boulevards, Cyclovia and Sunday Parkways.

Zack Ellison mentioned moving to quarterly meetings.

Laurence mentioned that at the next meeting bylaws will be examined.

Zack Ellison made a motion to adjourn the meeting, which was seconded by Roger Lang.
The meeting was adjourned at 2:22 pm.

RESOLUTION 2012 – 12

**RESOLUTION TO ADOPT STATEMENT OF WORK
FOR CALENDAR YEARS 2013 & 2014**

WHEREAS, the Columbus Area Metropolitan Planning Organization is the designated Metropolitan Planning Organization, responsible for transportation planning, in the Columbus and Bartholomew County area; and

WHEREAS, development of an annual STATEMENT OF WORK, in lieu of a Unified Planning Work Program, describing the MPO Board's projects using U.S. Department of Transportation funding is a requirement; and

WHEREAS, staff has developed a STATEMENT OF WORK for 2013 and 2014; and

NOW THEREFOR BE IT RESOLVED by the Policy Board of the Columbus Area Metropolitan Planning Organization that the presented STATEMENT OF WORK for calendar year 2013 and 2014 is hereby accepted and adopted.

Adopted on December 21, 2012

Zack Ellison, President

Mayor Kristen Brown, Secretary-Treasurer



STATEMENT OF WORK

**CALENDAR YEAR
2013 & 2014**

November 30, 2012

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INTRODUCTION

The Statement of Work (SOW) prepared in lieu of a Unified Planning Work Program¹ sets forth the total planning activities to be undertaken by the Columbus Area Metropolitan Planning Organization (CAMPO or MPO) during the fiscal year. The fiscal year of CAMPO runs from January through December to coincide with the fiscal year of the City of Columbus. This work program covers two years.

CAMPO is comprised of a Policy Board and a Technical Advisory Committee. They were created on October 21st 2003.

The Policy Board is comprised of elected officials from the City of Columbus, Bartholomew County, and the presidents of the Columbus and Bartholomew County Plan Commission. The Technical Advisory Committee is composed of senior officials from various agencies, departments, public transportation providers and boards involved in transportation affairs. CAMPO staff is assisted by various City, Town, and County departments.

The Statement of Work serves as a guide to the total planning effort by describing who will perform the work and the work that will be accomplished. This Statement of Work establishes programs to eliminate duplication of effort; inter-relates transportation planning, land-use planning, and other elements of the comprehensive planning process; and provides a basis for federal and state funding.

This Statement of Work was prepared by the Columbus Area Metropolitan Planning Organization in cooperation with the City of Columbus, Bartholomew County, Indiana Department of Transportation, and the Federal Highway Administration.

¹ TITLE 23, Sec. 450.308 (b)

In areas not designated as TMAs, the MPO, in cooperation with the State and transit operators, with the approval of the FHWA and the FTA, may prepare a simplified statement of work in lieu of a UPWP that describes who will perform the work and the work that will be accomplished using Federal funds.

CAMPO POLICY BOARD

The CAMPO Policy Board consists of seven voting members and two ex-officio members. Each board member may appoint an alternate with the approval of the Board.

VOTING MEMBERS

City of Columbus

- Kristen Brown, Mayor
- Jim Lienhoop, President, City Council
- Roger Lang, President, City Plan Commission

Bartholomew County

- Larry Fisher, Bartholomew County Council
- Zack Ellison, President, County Plan Commission
- Paul Franke, County Commissioners

Indiana Department of Transportation (INDOT)

- Ryan Gallagher, Interim Deputy Commissioner, INDOT Seymour District

NON-VOTING EX-OFFICIO MEMBERS

- Reginald Arkell, Federal Transit Administration Representative
- Michelle Allen, Federal Highway Administration Representative

TECHNICAL COMMITTEE

The Technical Committee has sixteen (16) members.

- Danny Hollander, County Engineer, Bartholomew County
- David Hayward, City Engineer, City of Columbus
- Jason Maddix, Columbus Chief of Police
- Jeff Bergman, Planning Director, Columbus / Bartholomew
- Brian Payne, Director, Columbus Regional Airport
- Cindy Setser, Transit Coordinator, ColumBUS Transit
- Keith Reeves, Utilities Director, City of Columbus
- Jeff Lucas, GIS Coordinator, Columbus / Bartholomew
- Jamie Brinegar, Assistant Director, Columbus Parks & Recreation
- Vacant, Transportation Director, Bartholomew County School Corp.
- Emmanuel Nsonwu, MPO Coordinator, INDOT Office of LPA / MPO & Grant Administration
- Brian Jones, INDOT Office of Transit
- Michelle Allen, FHWA Planning / Environmental Specialist
- Ron Hoffman, President, Edinburgh Town Council
- Vacant, Freight Carrier Representative
- Jim Ude, Planner, INDOT Seymour District

2013 & 2014 STATEMENT OF WORK

ADMINISTRATION

Goal: To administer the Transportation Planning Process.

Description: The MPO will participate in administrating and facilitating the continuing, cooperative, and comprehensive Transportation Planning Process. MPO Staff will provide support to the Technical Advisory Committee and Policy Board; as well as providing the necessary data and information to the Technical Advisory Committee, Policy Board, elected officials, and citizens for their review and understanding of transportation related issues. The MPO will attend Federal, State and Indiana MPO Council sponsored and related transportation meetings, training, conferences and seminars.

ANNUAL DOCUMENTS

Goal: To gather data for and prepare all required documents.

Description: The MPO will research, prepare, and submit various transportation technical planning documents as required by law, in particular the Code of Federal Regulations Title 23. These documents represent the core products of the MPO:

- The Statement of Work
- Quarterly Progress Reports
- Annual Completion Report
- The Transportation Improvement Program
- 25 Year Transportation Plan (every fifth year)
- other reports as required

PLANNING SUPPORT

Goal: To provide technical planning support in the form of data and information collection and analysis regarding transportation issues relevant to the planning area.

Description: In order to produce the required annual documents and work program specific products, the MPO must collect and analyze data and information from various sources. This includes but is not limited to the following (in no particular order):

- Traffic count data
- HPMS counts
- Travel demand model data
- Transit data
- Accident and safety data
- Census and other demographic data
- National, state, and local legislation, regulations, and ordinances
- Public opinion
- Funding levels, programs, and trends
- Local, state and national planning documents
- Geographic and spatially related data

In order to accomplish the task of planning support, the MPO will use staff capacity; work with other departments and the Technical Advisory Committee, as well as purchase capacity and knowledge as needed. The output of the planning process can be found in multiple forms. This includes data within the City / County GIS System, in annual standard products, in work program specific products, and / or on file in the MPO office.

2013 & 2014 WORK PROGRAM SPECIFIC PRODUCTS

In addition to the standard annual products listed above, the following products will be produced as a part of this work program:

COLUMBUS TRANSIT ROUTE EXPANSION & IMPROVEMENT PLAN

The ColumBUS Transit system will have finished its Comprehensive Operational Analysis and will have route changes and route expansions to implement. This will require substantial planning resources to make happen. These plans are likely to be incrementally implemented over the entire 2013 year. The MPO will provide time and expertise to this effort, along with looking for additional federal, state and local funding sources.

BIKE / PEDESTRIAN - INFRASTRUCTURE SCENARIOS & INVENTORY

BIKE & PED PLAN UPDATE

Columbus has created a City of Columbus Bike and Pedestrian Plan and a Safe Routes to School Plan. These plans are the starting blocks for the continued improvement and expansion of the Bike and Pedestrian Plan. As noted in the Plan,

“It is anticipated that this plan will require revisions and modifications as projects are implemented and as conditions change. This plan should be reviewed and updated as related plans, transportation projects, and facility needs evolve.” (Bike & Ped Plan, p 7)

Columbus has been designated as a Bicycle-Friendly Community at the Bronze level. There are Silver, Gold and Platinum levels as well. This update will provide project lists and descriptions that might meet each of these higher levels.

GIS PEDESTRIAN FACILITY INVENTORY

In addition, this plan will create a GIS inventory of pedestrian facilities, their condition, level of service and the quality of the pedestrian environment.

“COMPLETE NETWORK” PLAN

Taking terminology from the “Complete Streets” campaign, but taking a much broader view, we would like to create a Complete transportation Network plan of roads, bikeways, and transit routes, etc. that optimize the movement, safety, health and quality of life, and do so most cost effectively.

TRAVEL DEMAND MODEL

One of the most valued tools for good long-range planning is the Travel Demand Model (TDM) – a computer simulator of people and goods movement useful for predicting future travel needs, and for testing different scenarios of infrastructure, development patterns, and multi-modal transportation options to determine the optimum use of

transportation funds to meet the vision of the region. This project will have started in 2012; this effort requires substantial data collection along with modeling expertise. This model will be completed in mid-2013 and be usable by MPO staff for modeling future travel needs and analyzing alternative solutions to localized travel problems.

MULTI-MODAL SCENARIO PLANNING

In addition to the model development, using the model to study multiple scenarios using scenario-planning techniques will lead us to a set of multi-modal transportation network options from which the community will choose the option that best meets their vision for Columbus. This is a long-term project that will require consulting services and a substantial investment of time and MPO budget in 2013. By October of 2013, the Complete Network Plan should be completed with a set of policies and projects and their effects on movement, health, safety, land-use and quality of life.

TRANSPORTATION PLAN UPDATE

The current Metropolitan Transportation Plan covers the time period 2012 – 2037. A major update is planned in 2015, after which updates will take place every five years. After the “Complete Network” planning effort, a long-term transportation plan should fall easily out of that work via the many planning scenarios and policies that resulted. Transportation Plan development does need to be a very public process with many public meetings, and we expect that the Complete Network project will have already amassed a public following which the Transportation Plan will continue.

DOWNTOWN PARKING PLAN

Parking supply and policy, especially in a downtown, have substantial effects on parking costs, mode choice, and downtown economic vitality. The city now owns two parking garages, Cummins is building another, and is bringing 1500 new employees downtown in 2013. The MPO will have completed an initial study and plan for the downtown by the end of 2012. The MPO will continue to take some leadership regarding the implementation of parking garage plans and the adjustment of those plans as the office, residential, and retail buildings open and parking practices change.

STATE STREET CORRIDOR STUDY

The State Street corridor extends approximately 2 miles through the City of Columbus. State Street itself is also State Road 46, and features a total of 5 lanes of traffic. The properties adjacent to State Street feature a mixture of residential, commercial, industrial, and institutional uses. This area is aging and is not drawing new development. This study will review existing property, planning and transportation features, provide a market analysis, work with INDOT, property owners, and meet with the public to create a land-use plan and streetscape that will fulfill the city’s comprehensive plan to improve the economic viability of the area. Walkability, Transit-Oriented Development (TOD), and mixed-use will be important objectives in this study.

COLUMBUS TRANSPORTATION SAFETY TEAM

The MPO will lead and staff a team of community leaders and stakeholders focusing on transportation safety. This will include people from nearly every city department, county departments, school officials, elected officials, and health and safety community leaders. This group will look at all modes of travel and concern themselves with the vulnerable users such as bikes, pedestrians and transit users. This Team will look at other communities around the nation and world that have successfully reduced crash-related injuries. They may help lead a campaign for safer travel habits for all modes. The Team will be a community wide effort that is led by the MPO, Planning staff and Healthy Communities.

BIKE BOULEVARD & CYCLOVIA / SUNDAY PARKWAYS

As Columbus continues to implement their Bicycle and Pedestrian Plan and Safe Routes to School Plan, and continues to build toward a Silver, Gold or Platinum Bike-Friendly Community, some of the initiatives that will move us in that direction are looking at higher levels of bike-friendly infrastructure like bike boulevards. These are city streets that are fitted with infrastructure treatments that discourage thru-car traffic, and encourage slow driving speeds, thus creating a nice bicycling environment.

On a far more temporary setting, Cyclovias and Sunday Parkways are where streets are temporarily closed completely to cars, and citizens and families can walk, bike, skate, skateboard, etc. up and down what are usually very busy streets to many great destinations without the fear of cars. These are hugely popular in many counties around the world, and are gaining favor in cities around the U.S..

TRAVEL DEMAND MANAGEMENT PROGRAMS

The MPO will begin working with community, corporate leadership to find ways to reduce the amount of single occupant vehicle commuting. These programs are called Travel Demand Management Programs. Sometimes there are Employer-based programs, because this reduced parking needs reduce costs and allow for expansion without land purchase, and improve the health of employees. Other public-private programs could include car-sharing, bike-sharing, and transit shuttle systems. TDM programs also have educational and economic-incentive programs.

Revenues & Expenses – 2013

REVENUES		EXPENSES		
FEDERAL FUNDS (80%)		DIRECT EXPENSES		
FHWA PL Funds & 5303	\$193,572	Personel		
STP	\$5,978	Salary		\$56,375
Total	\$199,550	PERF @	12.25%	\$6,906
		FICA @	7.65%	\$4,313
		Insurance		\$11,364
		Sum		\$78,958
LOCAL MATCH (20%)		Items		
Columbus	\$44,899	Fuel & auto maintenance		\$1,198
Bartholomew County	\$4,989	Office supplies & misc supplies		\$1,075
Total	\$49,887	Travel Expenses		\$2,500
		Training & professional conferences		\$3,150
		Legal ads, printing & postage, phone		\$1,520
		Legal services		\$1,500
		Office Rent		\$3,000
		Software & peripherals		\$33,000
		Dues and Subscriptions		\$1,300
		Traffic Safety Team / Campaign		\$20,000
		Parkways & Transit Route Expand		\$50,000
		State Street Corridor Study		\$30,000
		Complete Network		\$22,236
Total Revenues	\$249,437	Total Expenses		\$249,437

REVENUES & EXPENSES - 2014

REVENUES		EXPENSES	
FEDERAL FUNDS (80%)		DIRECT EXPENSES	
FHWA 2014 PL Funds & 5303	\$193,572	Personel	
Rollover from 2012 PL Funds	\$70,000	Salary	\$59,000
Total	\$263,572	PERF @ 12.25%	\$7,228
		FICA @ 7.65%	\$4,514
		Insurance	\$22,728
		Sum	\$93,470
LOCAL MATCH (20%)		Items	
Columbus	\$59,304	Fuel & auto maintenance	\$1,198
Bartholomew County	\$6,589	Office supplies & misc supplies	\$1,075
Total	\$65,893	Travel Expenses	\$2,500
		Training & professional conferences	\$3,150
		Legal ads, printing & postage, phone	\$1,520
		Legal services	\$1,500
		Office Rent	\$3,000
		Software & peripherals	\$33,000
		Dues and Subscriptions	\$1,300
		Traffic Safety Team/Campaign	\$20,000
		Parkways & TDM Program	\$30,000
		Network & Transportation Plan	\$137,752
Total Revenues	\$329,465	Total Expenses	\$329,465

2 CFR 225 DIRECT COST CERTIFICATION

In accordance with 2 CFR 225, the Columbus Area Metropolitan Planning Organization (CAMPO) hereby certifies that the staff of CAMPO is employed solely for the function of transportation planning as required by 23 CFR for a Metropolitan Planning Organization. CAMPO does not have other functions or tasks outside of transportation planning and thus does not have indirect costs.

I declare that the foregoing is true and correct.

Government Unit: Columbus Area Metropolitan Planning Organization

Signature: Laurence C Brown

Name of Official: Laurence Brown

Title: Director

Date of Execution: Oct 31, 2012

ADOPTION RESOLUTION

RESOLUTION 2012 – 12

**RESOLUTION TO ADOPT STATEMENT OF WORK
FOR CALENDAR YEAR 2013 & 2014**

WHEREAS, the Columbus Area Metropolitan Planning Organization is the designated Metropolitan Planning Organization, responsible for transportation planning, in the Columbus and Bartholomew County area; and

WHEREAS, development of an annual STATEMENT OF WORK, in lieu of a Unified Planning Work Program, describing the MPO Board's projects using U.S. Department of Transportation funding is a requirement; and

WHEREAS, staff has developed a STATEMENT OF WORK for 2013 and 2014; and

NOW THEREFOR BE IT RESOLVED by the Policy Board of the Columbus Area Metropolitan Planning Organization that the presented STATEMENT OF WORK for calendar year 2013 and 2014 is hereby accepted and adopted.

Adopted on December 21, 2012

Zack Ellison, President

Mayor Kristen Brown, Secretary-Treasurer

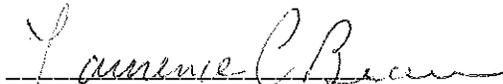
**METROPOLITAN TRANSPORTATION PLANNING
PROCESS CERTIFICATION**

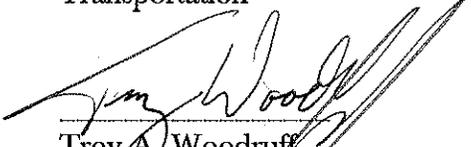
In accordance with 23 CFR 450.334, the Indiana Department of Transportation and the Columbus Area Metropolitan Planning Organization for the Columbus, Edinburgh, and Bartholomew County urbanized area hereby certify that the transportation planning process is addressing the major issues in the metropolitan planning area and is being conducted in accordance with all applicable requirements of:

- (1) 23 U.S.C. 134, 49 U.S.C. Section 5303, and 23 CFR Part 450;
- (2) In nonattainment and maintenance areas, Sections 174 and 176(c) and (d) of the Clean Air Act as amended (42 U.S.C. 7504, 7506(c) and (d) and 40 CFR 93);
- (3) Title VI of the Civil Rights Act of 1964, as amended (42 U.S.C. 2000d-1) and 49 CFR part 21;
- (4) 49 U.S.C. 5332, prohibiting discrimination on the basis of race, color, creed, national origin, sex or age in employment or business opportunity;
- (5) Section 1101(b) of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (Pub. L. 109-59) regarding the involvement of Disadvantaged Business Enterprises in FHWA and FTA funded planning;
- (6) 23 CFR part 230, regarding the implementation of an equal employment opportunity program on Federal and Federal-aid highway construction contracts;
- (7) The provisions of the Americans with Disabilities Act of 1990 (Pub. L. 101-336, 104 Stat. 327, as amended) and USDOT implementing regulation;
- (8) Older Americans Act, as amended (42 U.S.C. 6101);
- (9) 23 U.S.C. 324, regarding prohibition of discrimination based on gender; and
- (10) Section 504 of the Rehabilitation Act of 1973 and 49 CFR Part 27, regarding discrimination against individuals with disabilities.

Columbus Area
Metropolitan Planning
Organization

Indiana
Department of
Transportation


Laurence Brown
Director, CAMPO


Troy A. Woodruff
Chief of Staff, INDOT

10/31/12
Date

11/1/12
Date

RESOLUTION 2012 – 13

**RESOLUTION TO AMEND THE CAMPO URBAN AREA BOUNDARY BASED ON
THE 2010 CENSUS URBANIZED AREA**

WHEREAS, the Columbus Area Metropolitan Planning Organization (CAMPO) is the designated Metropolitan Planning Organization for the City of Columbus, the Town of Edinburgh and Bartholomew County; and

WHEREAS, based upon the 2010 Census and in accordance with federal requirements, Urban Area Boundaries must include the Census Urbanized Area which has grown slightly, and

WHEREAS, these new boundaries have been developed by CAMPO staff in cooperation with INDOT, and are basically the same as the existing UAB set by Resolution 2004-3 with the following minor changes:

- (1) incorporating the north west piece of Woodside Industrial Park, and including CR S300 W from just south of Deaver Rd to CR W600 S, and
- (2) incorporating a piece of Edinburgh city limits north of SR252, east of CR S800 W, and west of I-65, such that all municipal land remains within the boundary, and
- (3) incorporating Clifty Village neighborhood on US 31, south of CR E100 S, and
- (4) other minor boundary changes such as at edges of water ways to include minor expansion of the 2010 Census Urbanized Area.

WHEREAS, such a grant must be approved by the affected local government bodies, INDOT, and FHWA,

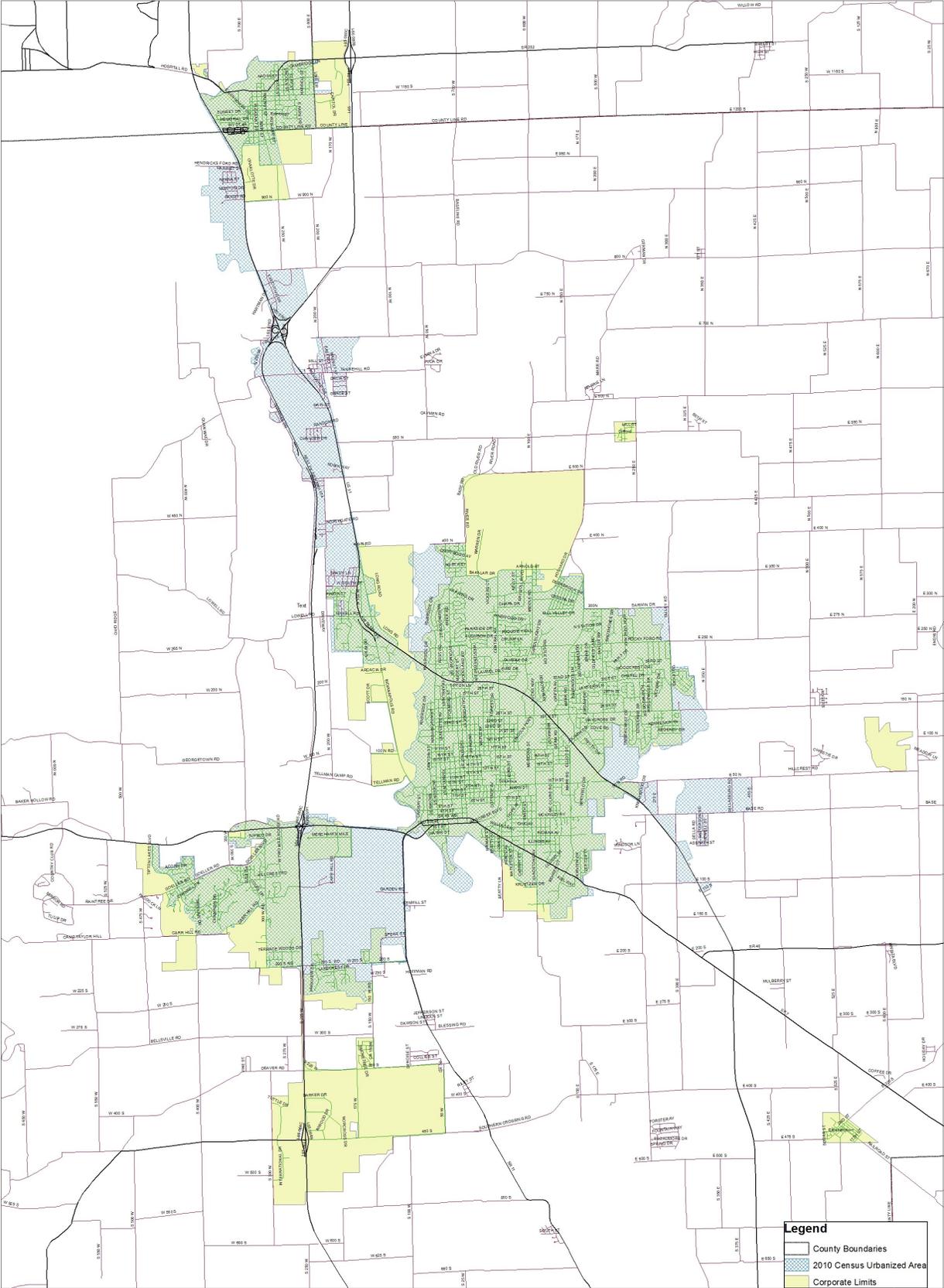
NOW, THEREFORE BE IT RESOLVED by the CAMPO Policy Board that the boundary map is hereby approved.

Adopted this 21th day of December 2012

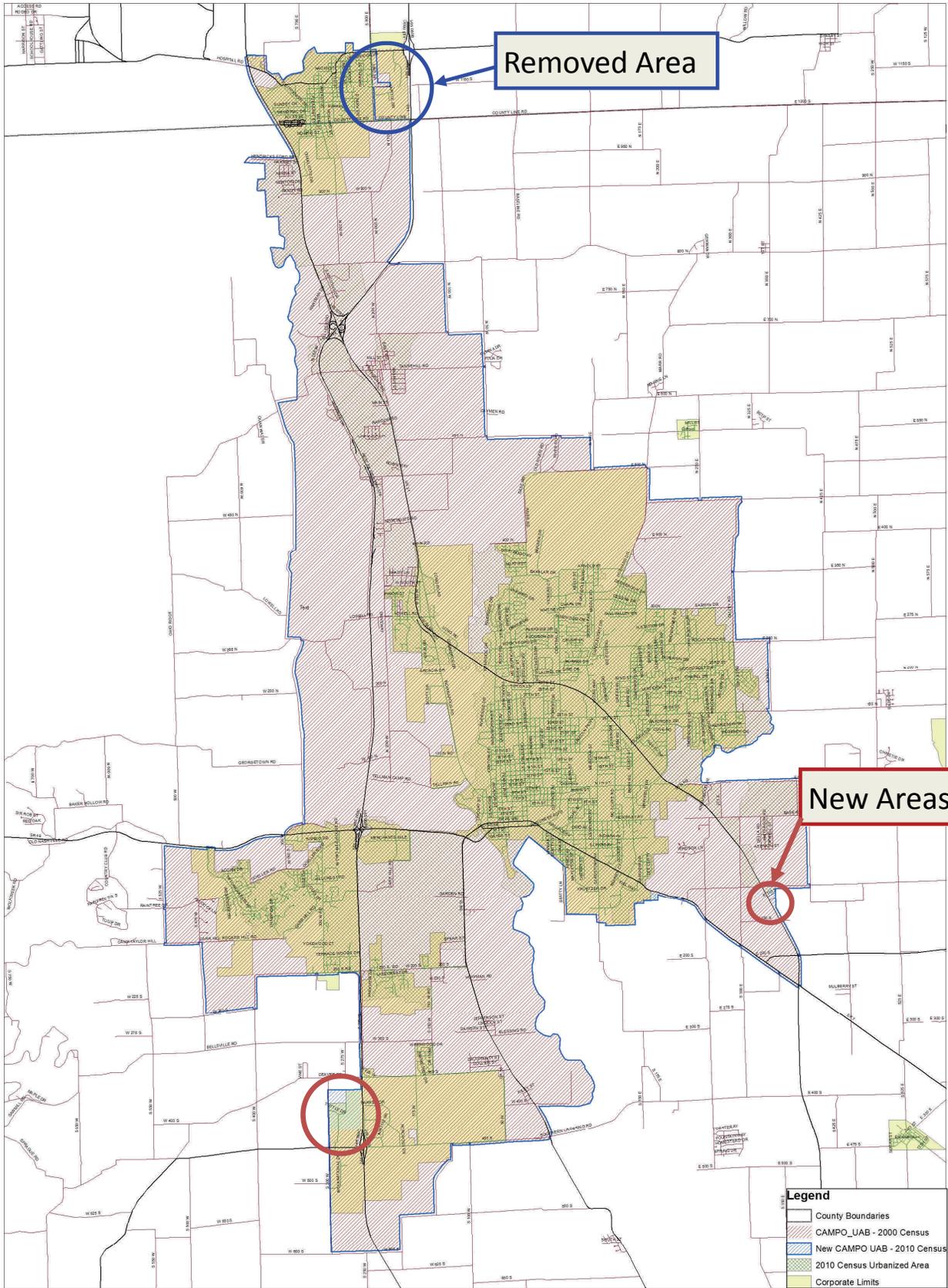
Zack Ellison, President

Attest: Mayor Kristen Brown
Secretary/Treasurer

2010 Census Urbanized Area



New Columbus Area MPO Urban Area Boundary - based on 2010 Census



Approval of Columbus Area Urban Area Boundary based on 2010 Census

Mayor	_____	Date	_____
MPO President	_____		_____
MPO Director	_____		_____
Bartholomew County Commissioner	_____		_____
INDOT Commissioner	_____		_____
FHWA Div. Administrator	_____		_____

RESOLUTION 2012 – 14

RESOLUTION TO AMEND NEW INDOT PROJECTS INTO THE SFY 2012-2016 TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

WHEREAS, the Columbus Area Metropolitan Planning Organization (CAMPO) is the designated Metropolitan Planning Organization the City of Columbus and Bartholomew County; and

WHEREAS, development of the annual TIP, listing all federally funded and regionally significant transportation projects is a requirement of the U.S. Department of Transportation; and

WHEREAS, INDOT has specific maintenance and improvement projects on their state-owned facilities which are in the CAMPO planning area (Bartholomew County) and thus must be in the TIP if federal funds are to be expended on these projects, and

WHEREAS, the TIP is developed by the staff of CAMPO for the Policy Board;

NOW THEREFORE BE IT RESOLVED by the CAMPO Policy Board that the following projects be amended into the Transportation Improvement Program (TIP) for SFY 2012-2016:

Route	DES	Work Type	Location	Cat.	Phase	Year	Cost	Future Cost to Finish
I 65	0501212	HMA Overlay, Preventive Maintenance	From US 50 to 018 miles N of SR 58	IM	PE	2013	\$6,000	
	1297604	Surface Treatment, Ultrathin Bonded Wearing Course	From US 31 to SR 252	IM	CN	2014	\$924,000	
	1297607	Concrete Pavement Restoration (CPR)	From .51 mile N of Carr Hill Rd to .17 mile S of CR 100N	IM	CN	2014	\$1,100,000	
	1297761	Bridge Inspections	I-65 over SR 46	BR	PE	2013	\$300,000	\$600,000
SR-46, US-31, SR-11	1173673	Signing Installation / Repair	38 various locations on SR-46, US-31, and SR-11 in Bartholomew	HSIP	CN	2014	\$330,000	
SR 46	1297454	Bridge Inspections	SR 46 over EBL White River	BR	PE	2013	\$300,000	\$600,000
SR 9	1297603	Surface Treatment, Ultrathin Bonded Wearing Course	From SR 46 to the Shelby County Line	STP	CN	2014	\$911,000	
SR 11	1297605	Surface Treatment, Ultrathin Bonded Wearing Course	From Columbus UAB to SR 46	STP	CN	2014	\$493,000	
Various	1297451	Bridge Inspections	Statewide - Bridge Load Rating Inspections	BR	PE	2013	\$0	
	1297452		Statewide - Fracture Critical Inspections	BR	PE	2013	\$500,000	
	0901464		Statewide - Inspections on Post-Tensioned Bridge	BR	PE	2013	\$500,000	

Adopted this 21th day of December 2012

Zack Ellison, President

Attest: Mayor Kristen Brown
Secretary/Treasurer

**SELECTED ELEMENTS OF THE REQUEST FOR PROPOSAL
FOR A COLUMBUS TRANSIT IMPROVEMENT & EXPANSION PLAN FOR THE
CITY OF COLUMBUS TRANSIT FIXED-ROUTE SYSTEM**

1. GENERAL

Date of issue: November 20, 2012

Proposal due date: December 5, 2012, 4:00 P.M., local time.

Contracting agency: CAMPO – Columbus Area Metropolitan Planning Organization
123 Washington St.
Columbus, Indiana 47201

Funding: This project is financed through grants from the Federal government, and any contract entered into is subject to the provisions of applicable laws governing that grant. The successful proposer and all subcontractors shall be required to comply with all applicable federal, state, and local laws and regulations.

2. BACKGROUND INFORMATION

The City of Columbus is located in south-central Indiana, approximately 40 miles south of Indianapolis. It is the county seat of Bartholomew County. The 2010 Census shows Columbus with a population of 44,061, and a total of 17,651 households. The quality of life in Columbus is among the best in the U.S.. Columbus also is known worldwide for its architecture, which brings many visitors to the area.

ColumBUS Transit operates fixed-route bus and demand-response services from 6:00 a.m. to 7:00 p.m. Monday through Saturday. The system has a fleet of five (5), heavy-duty, 30-foot, diesel buses for fixed-route operations, and five (5), 12-passenger converted vans for demand-response service. All vehicles are wheelchair accessible. All fixed-route buses are equipped with bicycle racks.

Current fixed-route service includes four (4) routes. These routes have one-hour headways, and carry about 250,000 passenger trips annually. Full-fare riders pay \$0.25 per one-way trip, plus same fare for each transfer. Half-price fares of \$0.10 per ride are available to Senior Citizens (age 60 and older), disabled individuals, and Medicare/Medicaid cardholders. High school age and younger can get free fare.

Call-a-Bus is an “origin to destination” demand-response service that is provided for persons who, because of disability, are unable to access the fixed-route bus service. The fare for this service is \$0.50 per one-way trip.

Columbus is a fairly compact community. The street network pattern is primarily a grid-system. The four existing public transit routes have a lengthy configuration. Each of the route buses leaves from Mill Race Transit Center, a new transfer station near the downtown, at five minutes

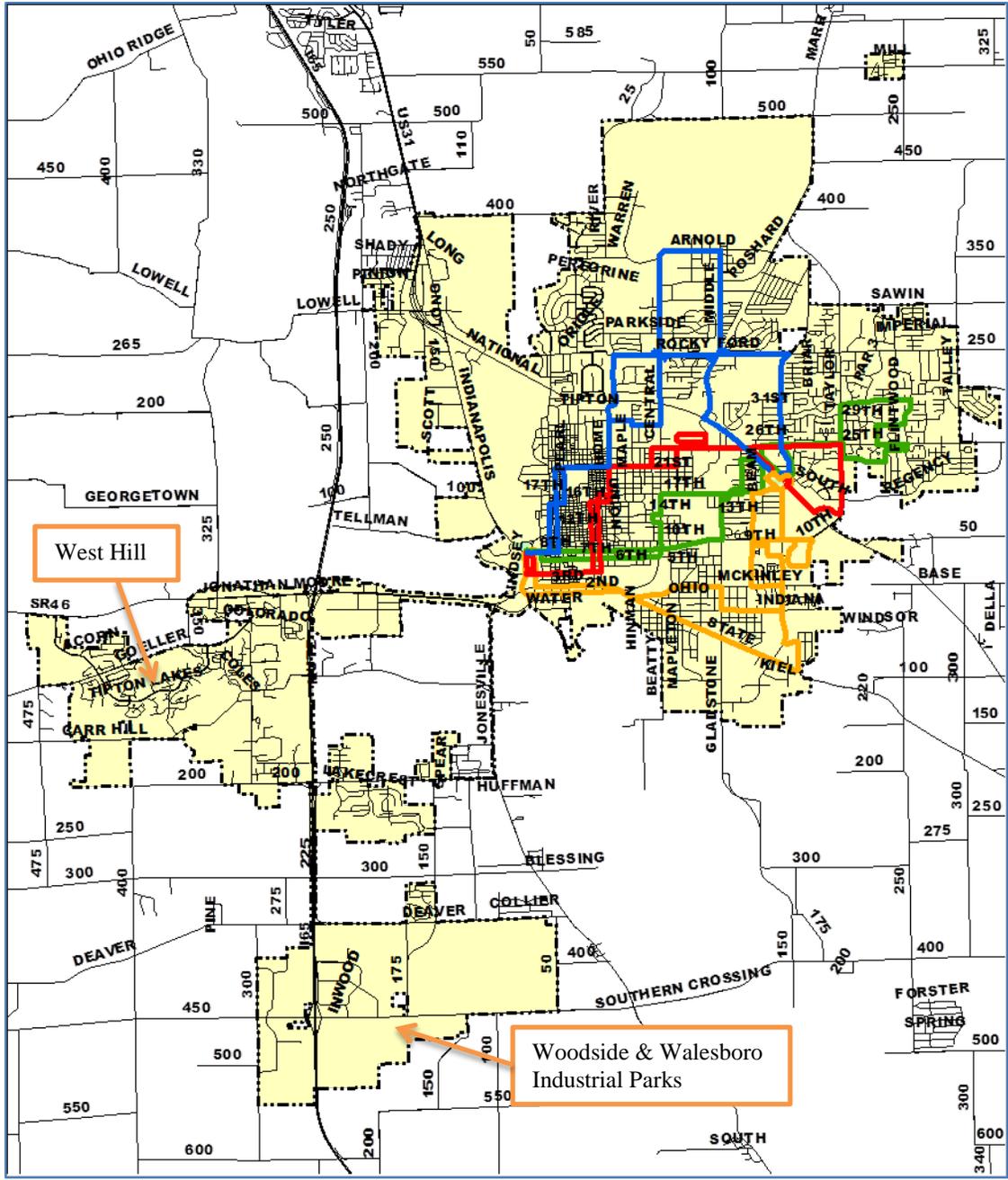
after the hour as a timed-transfer point. Similarly, all four outbound buses have a common terminus at the Target Store in the Columbus Shopping Center.

The City of Columbus has remained a prosperous community, even with the current economic climate in the U.S. Several manufacturing companies continue to exist in Columbus. The automotive industry alone employs nearly 10,400 people.

Cummins Inc., which is a manufacturer of diesel engines and components, has its world headquarters and multiple production facilities within the city and nearby rural industrial parks. Cummins employs approximately 7700 persons in the region.

There are numerous other industrial businesses that also contribute to Columbus' strong economic base. Substantial growth also has occurred in high-tech industries in Columbus. An interesting note about these companies is that they have a substantial number of international employees, many of whom do not drive cars, and either live within walking distance of work, or find housing along a bus route.

In the map below, the city boundaries are shown in yellow. The four fixed routes are shown in color; they service the central city of Columbus. There is currently no fixed route service to the West Hill area of town nor the industrial parks south of town.



3. PURPOSE OF THIS STUDY

The purpose of this *ColumBUS Transit Improvement and Expansion Plan* (“CTIEP”) is to evaluate the efficiency and effectiveness of the current fixed-route bus service and provide alternative system designs to maximize transit-use for the system’s patrons and the community as a whole. Of particular interest is providing job-commute needs for the community.

This Request for Proposals (RFP) will lead to the selection of a qualified firm to develop this plan for the City of Columbus. The Columbus Area Metropolitan Planning Organization (CAMPO) is the sponsor of this plan. The planning process shall include data collection and analysis, substantial input and participation from system patrons, the general public, and businesses, and recommendations for system improvements.

A CTIEP Steering Committee (the “Committee”) will be formed. It will include staff from CAMPO, ColumBUS Transit, Engineering, Planning, Administration and representation from the Transit Advisory Committee.

4. SCOPE OF WORK

Prospective consultants are encouraged to establish their own methodologies for achieving study objectives and purposes. That is, the term “shall” in these objectives can be considered “should” if you can propose good reasons (like cost) as to why you would suggest something else that would provide equal or better value. Proposals may be generalized, but should address the following objectives and issues.

4.1 Review of Existing Ridership Composition

The consultant shall prepare a summary of the current ridership characteristics of ColumBUS Transit patrons in terms demographic composition. 2010 Census data shall be used to determine the locations within the community where the majority of these residents live. The consultant will use GIS and 2010 Census data to quantify the demographics, population, destination centers, and transit proximity to correlate to route use and route potential.

4.2 Onboard Data Collection and Analysis

The consultant shall conduct a 100 percent on/off count of all trips on all routes during one six-day week in the Spring of 2013, but no later than May 15, 2013. The week of the counts will be selected by the Committee. Data collected as a part of the on/off counts shall, at a minimum, include the following:

- Number of embarking & debarking persons by stop location for all trips on all routes;
- Passenger origins & destinations of stops (or actual), as best as possible.
- Passenger load factors for all trips on all routes;
- Schedule adherence data for all trips on all routes;
- Numbers of persons in wheelchairs for all trips on all routes; and
- Numbers of bikes loaded for all trips for all routes.

The consultant shall compile, tabulate, and summarize all on/off data into spreadsheets or GIS, and provide such data to CAMPO.

The consultant is responsible for providing all necessary personnel to conduct all on/off counts and supervise the count personnel. If the consultant desires to enlist assistance,

the Committee can attempt to provide staff, or provide names and contacts for temp firms in the area.

4.3 Customer, Driver, Public & Business Surveys

The consultant shall conduct surveys to collect demographic, travel data relative to ColumBUS fixed route customers, and desired service improvements of customers, drivers, the non-riding public, and business owners/leaders.

Customer & non-riding public demographics such as gender, age, ethnicity, household income, vehicle availability and frequency of transit use shall be considered.

The customer survey shall be conducted using a statistically valid sample size. The survey data shall be summarized by route. Service improvement choices for riders shall include things like:

- Improved frequency
- Addition hours of service
- Expanded coverage of the City by fixed routes
- Sunday service
- New stop locations
- Route changes (more streamlined routes, etc.)
- Technical amenities (Next bus info, wifi, bus locator app, signal preemption, etc.)
- park and ride service
- express bus routes (less stops, Bus Rapid Transit)
- downtown shuttle/circulator service
- Additional shelters and benches at bus stops

Non-riding public and business owner/leader surveys should focus on what keeps them from using the bus, and what would encourage use. Surveys can be a substantial cost; survey simplicity and use of on-line surveys is encouraged. The consultant shall collaborate with the Committee on survey questions and the survey methods.

4.4 Identification and Location of Major Public Transit Trip Generators

From the information obtained through the onboard data collection effort, census data, etc., the consultant shall identify the major trip generators in Columbus for ColumBUS Transit and for all modes of transportation. The consultant shall prepare a map that shows the location of the major public transit trip generators, which shall be incorporated with the ridership GIS data in section 4.1.

4.5 Pedestrian Environment to Origins / Destinations

Transit users need a good pedestrian environment to get to their destinations. The consultant will create an inventory of the sidewalks, quality of the pedestrian

environment, and pedestrian difficulties (deflections, elevations, curbs, traffic, etc.) when traveling from origins to bus stops or from bus stops to desired destinations. These are necessary to determine possible improvements and to prioritize these improvements based on potential demand improvement need.

A GIS layer of citywide sidewalks and associated conditions is a part of another RFP being advertised at this time. It will be the consultant's responsibility to coordinate with that consultant so that compatible information can be and is exchanged and duplication is avoided. The consultant (you) shall produce a prioritized list of problem areas -- based on the level of the problem and the existing & potential demand in that area -- which shall be a deliverable of the consultant. This does not need to be citywide, but specific to the needs of transit users. Some GIS and sidewalk inventory work has been done.

4.6 Coordination with Travel Model Developer

A separate RFP will develop a Travel Demand Model which will incorporate transit, bike and pedestrian trips. The census data, travel-survey data, socio-economic data and ultimately, the transit scenarios that this Plan produces, should be coordinated with the travel model consultants as best as possible to share data, reduce duplication and improve GIS data exchange issues. CAMPO owns a TransCAD license.

4.7 Public Participation

The consultant shall conduct a public participation process to ensure that there is substantial opportunities for early consultation and participation in the study process from system patrons, the general public, elected officials, and the business community. Outreach methods shall include consultation with CAMPO, ColumBUS Transit, the Committee, and the MPO's Transit Advisory Committee during the study process, and public information meetings, through which the general public can attend and provide input during the planning process. Public participation meetings shall be held at key milestones during the project to solicit comments on the findings and recommendations as they become available. The consultant is encouraged to use social media as another source of public information exchange.

The consultant shall be responsible for the preparation of all presentation materials to be used at all public forums related to the Plan development. The consultant also shall be responsible for collecting, evaluating, and developing response to comments received through the public participation. All comments shall be reviewed with the Committee prior to release to the general public.

The total number of public meetings to be held with regard to *CTIEP* should be stated in the response. CAMPO shall be responsible for securing the sites for any and all public meetings. Expenses associated with the conduct of the public meetings, including displays, printed materials, personnel, travel, per diem, etc., shall be the responsibility of the consultant.

4.8 Identify and Evaluate Service Alternative Scenarios.

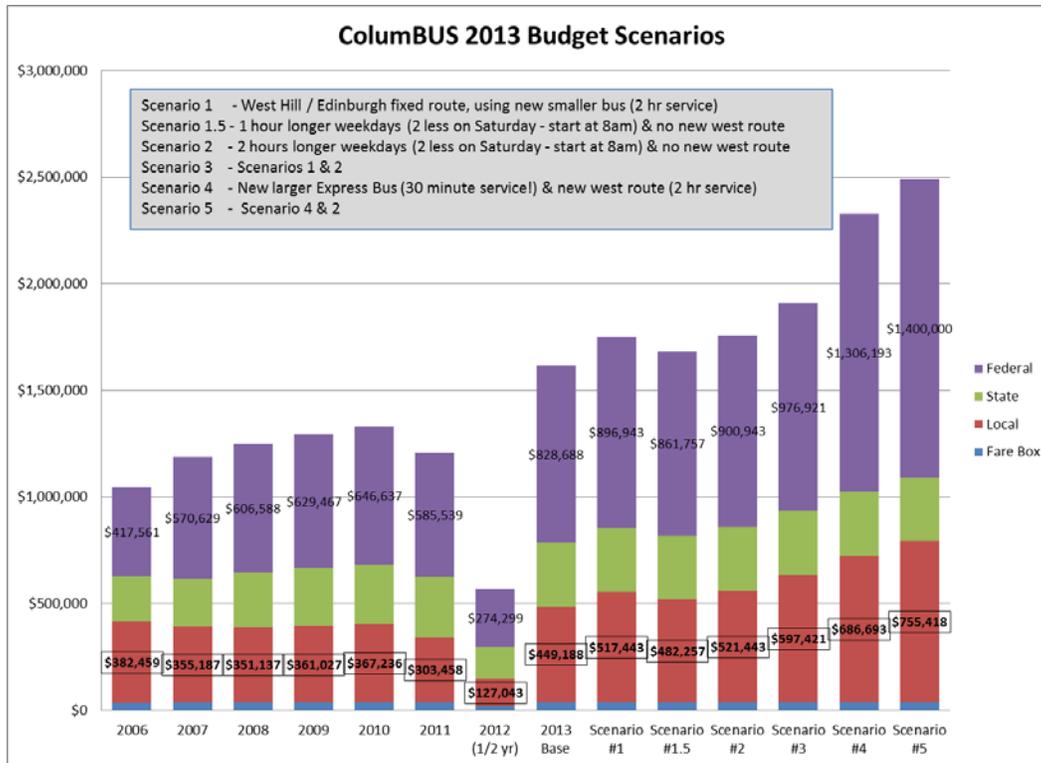
This is the meat of this RFP. The consultant shall formulate alternatives to improve the current fixed-route system. Such alternatives shall include substantial changes that exceed the term “adjustments.” They may include changing the number of hubs and the location(s), new routes covering new areas, completely new route alignments, operating strategies, schedule revisions, express routes, Bus Rapid Transit, marketing strategies, technological improvements, sidewalk improvements, and other enhancements to make the system more user-friendly.

Specific issues which should be evaluated and discussed include the following:

- Routes to unserved areas: West Hill, Woodside, Edinburgh
- Route frequency to 30 minutes.
- Route hours expansion.
- Route realignments.
- Routes that facilitate interplant movement
- Routes that facilitate job commutes
- Route interlocks to improve schedule adherence and facilitate transfers;
- Streamlining service, impacts on existing riders & ridership.
- Pedestrian environment improvements
- Reducing service redundancy;

The surveys should have an effect on the list and priority of the alternatives considered. A number of optimizing and investment scenarios have been considered very preliminarily by city and MPO staff. The following graph shows numerous potential improvements and their estimated system costs.

Scenario 4 is the least self-explanatory. This is Scenario #1 plus adding a 5th route to the existing central-city system and creating a single hub along Central Ave and running a single express bus (30 min headway) up and down Central Ave from downtown to the college campus areas, meanwhile, changing the existing 4 routes to do 30-minute headway from the central hub.



The consultant-developed scenarios should begin with the resources being used now and alternatives system designs to best use these resources, and then consider a number of incremental improvements and the concomitant increased resource investment. These should include a qualitative and/or quantitative description of what community benefits will occur as a result, such as ridership increases, job accessibility, personal costs reductions, congestion relief, safety improvements, reduced parking needs, sprawl reducing effects, pollution reduction, health improvements, etc..

These scenarios, or similar scenarios can be found in existing Columbus planning documents such as:

[City of Columbus Central Avenue Corridor Study \(2007\)](#) – p22, 23, 25

[2005 Corradino ColumBUS Route Study](#)

[2005 Corradino ColumBUS Route Study Summary Handout](#)

4.9 Identify and Evaluate Service Metrics

The consultant also shall evaluate the ColumBUS Transit fixed-route service to determine service metrics that represent efficiency and effectiveness. Included in this analysis will be a discussion of the following data:

- Hourly boardings for each route – Weekday and Saturday;
- Hourly productivity for each route by time of day;
- Boarding/alighting activity by route segment;

- Maximum passenger loads by trip-time for each route;
- Route speeds and schedule, and impact of wheelchair/bike boardings
- Adequacy of layover times for individual routes.

The consultant shall consider metrics that describe the value (benefit & cost) to the community such as those values listed in section 4.8. Also, we are looking for metrics that can be used across modes, or can be used to score and prioritize projects of different modes.

In Columbus, we would like to see our transit LOS be similar to our car and bike LOS, but each LOS is not generally gauged on the same scale. We are aware that a road-capacity LOS of “A” may represent an overinvestment that has negative urban effects. We are looking for metrics that put transit, bike, ped and auto LOS on a comparable scale and provide a quantitative value of benefits & costs to the overall community (local, national and global).

4.8 Service Improvements and Expansion Scenarios

The consultant shall develop three sets of recommendations to improve the system. One set will provide alternative system designs for different levels of resource investment, prioritize by the expected community benefits. The second set will focus on the costs of providing the improvements each year for a period of five (5) consecutive years, both capital and operational. Overall cost/benefit may be an appropriate method for determining these. The third will consider funding sources and methods to implement these improvements. Public-private partnerships should be a consideration.

The consultant will present these recommendations to the Committee. The consultant will take the results of these discussions and formulate the various service improvement options into a preferred implementation plan.

4.9 Program of Projects

The preferred implementation plan will include a program of projects and an implementation schedule, which again, will be vetted by the Committee, or members thereof. Some or all of which may be incorporated into the metropolitan area’s *Transportation Improvement Program (TIP)*.

A West Hill fixed route has substantial demand. The number of customer requests for this additional route is formidable compared to other requests. It is possible that this and other “projects” may be identified early in the process by the Committee as part of the Program of Projects. In this case, implementation may be desired prior to the approval of the Plan.

4.10 Final Recommendations and Plan

The consultant shall prepare the final recommendations and the initial draft *Columbus Transit Improvement & Expansion Plan* in cooperation with the Committee. The draft will contain, at a minimum, the results of the surveys, studies of the existing system, the scenarios considered, their benefits and costs and possible funding mechanisms, the preferred implementation plan and the program of projects and implementation schedule. A summary document shall also be drafted that provides the public with a nice-looking, well-illustrated summary of, at a minimum, the preferred implementation plan and schedule, and other important aspects of the plan.

There shall be a public meeting where the Plan and its development are described and the public is allowed to comment. These comments may be incorporated into the Plan. The consultant then shall formally present the final draft of the *Columbus Transit Improvement & Expansion Plan* to the MPO Policy Board, it may also be presented to other Boards for endorsement, approval or comment. CAMPO shall endeavor to schedule these meetings on the same day or on consecutive days. The consultant shall supply a total of thirty (30) copies of the final draft and 30 copies of the summary to CAMPO. The consultant also shall provide an electronic version of draft report to CAMPO in pdf and in Microsoft Word, or another approved format, and all documents, spreadsheets, databases, GIS files, and all other files CAMPO requests that were developed in the process of developing the Plan.

All expenses associated with these presentations, including displays, printed materials, personnel, travel, per diem, etc., shall be the responsibility of the consultant.

4.11 Plan Implementation

As necessary, the consultant will provide on-going support in the implementation of the Plan. At this point, it is unknown how much change to the system the Plan will recommend, and how much the city will approve or can afford. We imagine that continued consulting services would keep us on track and accelerate our implementation of the plan. It is reasonable to contemplate 10 hours/month for six months, without onsite visits, would provide sufficient support to implement much of the plan efficiently.

5. BUDGET

A total of \$45,000 is budgeted for the total project. Each proposer shall propose a fixed dollar amount for the total project in order to successfully complete the project according to the scope of work

6. PROJECT SCHEDULE

Issue Requests for Proposals	Nov 20, 2012
Q & A for RFP	Dec 3, 2012
Proposals due	Dec 5, 2012

Selection of consultant	Dec 7, 2012
Contract Draft	Dec 11, 2012
Contract Signing	Dec 19, 2012
Draft Plan - Survey and Scenarios	May 1, 2012
Draft Plan - Preferred Implementation Plan	June 1, 2012
Final Plan	July 1, 2012

7. BASIS OF EVALUATION AND CONTRACT AWARD

The selection of the preferred firm/individual will be based on the following evaluation criteria:

1. Demonstrated understanding of the project's primary purpose and the ability to develop an effective project work program and schedule.
2. Qualifications and relevant experience of the project manager, project staff, and any subcontractor(s) identified.
3. Demonstrated ability and experience in similar projects.
4. Demonstrated ability and experience in producing innovative and creative project results or recommendations, specifically with regard transit planning and implementation.
5. Demonstrated familiarity with comprehensive transit surveys, travel models, socio-economic data, planning tools, GIS, etc..
6. Demonstrated general understanding of the study area.
7. Number of planned visits and proximity to Columbus.
8. Professional references from past clients for similar projects.
9. Demonstrated ability to deliver the project within budget and on-time.
10. Fee

Interviews with a shortlist of consultants are likely prior to a final selection being made. The proposals will be reviewed by a committee of local officials and stakeholders.

8. PROPOSAL SUBMITTAL REQUIREMENTS

Proposals shall be limited to maximum of 12 pages - 8½ by 11 inches. Interested consultants are welcome to team with other firms or add sub-consultants necessary to complete the project. All proposals must address all aspects of the project.

1. **Firm Information:** The name of the firm, its website address, and the location of the office from which the work will be completed. If a team of firms or sub-consultants will be used, identify all included firms, the lead firm, and the general percentage of work to be completed by each firm.
2. **Qualifications:** The qualifications of the consultant's staff members who are proposed to complete the project. Include only those staff members who will be active members of the project team. Do not include any firm leadership members who will not actively participate in the project.

3. **Experience:** Related and similar projects previously completed by those consultant staff members proposed to complete the project. Do not include similar projects completed by the consultant, but by different staff members.
4. **Scope of Services Outline:** A general outline of the consultant's proposed scope of services that demonstrates the consultant's understanding of the project, intended overall approach, and any unique resources or practices to be applied to the project.
5. **Project Concepts:** Any system design concepts, creative finance concepts, etc. that might indicate your knowledge and creativity are welcome in the proposal.
6. **Fee Proposal:** A proposed lump sum fee to complete the project.
7. **Timeline:** A general timeline for completing the project.
8. **References:** Two references for which the consultant has completed similar projects, including the title of that project and the reference's name, address, and phone number
9. **Contact Information:** Contact information for the individual to whom questions about the proposal should be directed (including a phone number, and e-mail address).
10. **Draft Contract:** Given the short time to create a contract, a draft contract can be offered by the proposer, although it is not a necessary component of the proposal. This does not count toward the 12 page limit.

Submit To:

Proposals can be submitted in an electronic format (Microsoft Word or Adobe PDF are the preferred formats) to the Columbus Area MPO (CAMPO) at: mpodirector@CAMPO.in.gov

Please label the attached file or files with the firm name. The document may also be submitted via hardcopy, although this is not necessary, to:

Transit Plan Proposal Review Committee
c/o Laurence Brown
CAMPO
123 Washington Street
Columbus, IN 47201

Submit By:

4:00 p.m. EST on December 5, 2012

Contact for Questions:

Questions about the proposal will be answered at any time up to Dec 3rd at 1:00pm, at which time those that have shown an interest in participating can call in or come to a Q & A session (City Hall) where we will do our best to present answers to previously asked questions and take other questions as well. Questions can be directed to:

Laurence Brown
CAMPO
Phone: 812.376.2502
E-mail: mpodirector@CAMPO.in.gov



Proposal for

Columbus Transit Improvement and Expansion Plan for the City of Columbus Transit Fixed-Route System



Submitted to

Columbus Area Metropolitan Planning Organization

Submitted by

**PARSONS
BRINCKERHOFF**

December 5, 2012

December 5, 2012

300 North Meridian Street
Suite 1010
Indianapolis, IN 46204
Main: 317-972-1706
Fax: 317-972-1708

Mr. Laurence Brown
Columbus Area Metropolitan Planning Organization
123 Washington Street
Columbus, IN 47201

www.pbworld.com

**RE: Response to Request for Proposal, Columbus Transit Improvement & Expansion Plan
for the City of Columbus Transit Fixed-Route System**

Dear Mr. Brown:

The Columbus Area Metropolitan Planning Organization (CAMPO) plays a vital role in the lives of local riders, carrying them from their homes to work, school, shopping, or any number of other everyday tasks, and back again safely. Parsons Brinckerhoff recognizes and applauds the significant commitments that CAMPO has made to maintaining and improving transportation for the Columbus region. We are focused on the success of your region's transportation system, and have a proven track record in planning, designing, and implementing a balanced and integrated set of transportation improvements and linkages so that local citizens can better realize the full range of transportation, economic, and land-use opportunities provided by the ColumBUS transit system. Parsons Brinckerhoff is pleased to have this opportunity to bring our expertise to Columbus and help you improve and expand transit throughout the metropolitan area.

Our team understands the time-sensitive nature of your funding requirements and is prepared to assist CAMPO in meeting the goals set forth with this study, while also managing limited funds in a responsible manner. As you read through our qualifications, we think you will agree that the Parsons Brinckerhoff team is the most qualified team to help you balance your short-term needs with a sensible approach that will save you money in the long run. From our seasoned Project Manager, Tim Reynolds, AICP, to our creative and streamlined approach to meeting the needs of this study, Parsons Brinckerhoff is committed to assisting CAMPO and delivering a practical and improved transit plan.

We are excited about the prospect of assisting CAMPO as you improve the efficiency and effectiveness of your service. Should you have any questions concerning our qualifications, please don't hesitate to contact me at (317) 972-1706 or at swangos@pbworld.com.

Sincerely,

Parsons Brinckerhoff, Inc.



Shelby Swango, PE
Area Manager

Columbus Transit Improvement and Expansion Plan for the City of Columbus Transit Fixed-Route System



1. FIRM AND CONTACT INFORMATION

Firm Information

Parsons Brinckerhoff is a global consulting engineering firm with a history of excellence that spans more than a century. Founded in 1885, Parsons Brinckerhoff has an established reputation of providing quality services that meet and exceed client needs. We provide a full range of engineering, architectural, planning, and construction management services. Parsons Brinckerhoff's success can be attributed to many factors – our commitment to quality, our reputation for technical excellence, the respect of our peers, and most important of all is our positive and service oriented attitude toward our clients. The depth and breadth of our technical expertise combined with our geographic diversity allow us to mobilize our resources to provide clients with efficient services whenever and wherever they are needed.

Since then, Parsons Brinckerhoff has demonstrated its commitment to providing full-service transportation planning and engineering services for Indiana. Parsons Brinckerhoff in Indiana specializes in many aspects of infrastructure planning, design, and construction including transportation planning; highway, road, and bridge design; traffic engineering and signal design; environmental services; construction services; geotechnical engineering; transit services; and wastewater and stormwater management.

The project will be completed from Parsons Brinckerhoff's Indianapolis and Cincinnati offices. Since opening the Indianapolis office in 1997, we have grown to almost 50 professionals. Growth in design staff has proceeded deliberately, reflecting a focused strategy emphasizing local experience and the right balance of personnel. We continue to demonstrate our commitment to Indiana through the addition of key senior staff members, experienced engineers, and technicians. This successful strategy offers a core design staff providing superior quality service on our transportation planning, design, and construction projects.

Parsons Brinckerhoff continues to attract and retain the best professional staff to meet local needs. Occasionally, however, additional expertise may be required to help solve specialty issues as they arise. Consistent with the firm's long-standing philosophy of providing the best professional qualifications to every client, we will draw from our vast national resources whenever it is needed, resulting in the ultimate success of your project.

Local Office Information

Parsons Brinckerhoff, Inc.

300 North Meridian Street, Suite 1010
Indianapolis, IN 46204

Website: www.pbworld.com

Contact for Questions

Shelby Swango, PE
Vice President/Area Manager

Phone: (317) 972-1706

Email: swangos@pbworld.com

Columbus Transit Improvement and Expansion Plan for the City of Columbus Transit Fixed-Route System



2. QUALIFICATIONS

The key personnel assigned to the study are as follows:

Timothy Reynolds, AICP

Project Manager

Tim Reynolds will serve as project manager and have a key role in scenario development. Tim has 33 years of experience as a transportation and transportation planner, including 15 years as the Director of Planning and Development for the Southwest Ohio Regional Transit Authority in Cincinnati, where he managed a Comprehensive Operational Analysis and led the agencies innovative MetroMoves long range strategic plan. Tim previously served as transit planners for MPOs in Wisconsin and Massachusetts. For nine years he was a consultant with ATE Management and Service Company (now First Transit) where led operational analyses and network studies at over 40 systems of various size, ranging from Detroit, Michigan to Janesville, Wisconsin. Since joining Parsons Brinckerhoff, Tim has managed the analysis of the four-route system in Middletown, Ohio; developed TOD and urban design guidelines for the Abu Dhabi Regional Rail Study in the UAE; and development vehicle procurement procedures for the Cincinnati Streetcar project. He is currently the transit planning task manager for the North-South Corridor Alternatives Analysis in Indianapolis.

Years Experience: 33

Education

B.A. Urban Studies, University of Connecticut, 1979

Professional Registration

American Institute of Certified Planners

Jennifer Pyrz, PE

Quality Assurance/Quality Control

Jennifer Pyrz leads the traffic engineering team for the Indianapolis office of Parsons Brinckerhoff. She is a supervising civil engineer with experience managing and conducting technical work on a variety of projects ranging from transit architecture and facility upgrades (HVAC, lighting, plumbing) and multimodal planning to environmental analyses and traditional traffic analysis. Jennifer has traffic engineering and transportation planning experience on traffic impact studies, traffic forecasting, parking studies, transit studies, transportation plans, traffic analyses, operational analyses, and safety audits. Jennifer's relevant experience includes serving as project manager of the Transit Synthesis Report, Central Indiana, responsible for review and synthesis of existing documentation related to transit in Central Indiana. The final report describes the current transit situation in Central Indiana in terms of both capacity and funding and compares both to Indianapolis' peer cities. Future plans are also described in detail, including the status and costs of the proposed Northeast Corridor rapid transit line; Parsons Brinckerhoff project manager of the Comprehensive Operational Analysis (COA), Indianapolis, Indiana, responsible for overseeing financial planning and service/facility planning services of the Indianapolis COA development; and project of the North-South Central Corridor Alternatives Analysis, currently underway for the Indianapolis Metropolitan Planning Organization, which is investigating mass transit alternatives, including BRT, the 33-mile Carmel-Greenwood corridor.

Years Experience: 16

Education

M.S., Civil Engineering, Purdue University, 1997; B.S., Civil Engineering, Purdue University, 1995

Professional Registrations

Professional Engineer: Indiana, 2001 (10001153); Ohio, 2008 (72943)

Columbus Transit Improvement and Expansion Plan for the City of Columbus Transit Fixed-Route System



Philip Roth, AICP

Existing and Future Conditions

Philip Roth is a supervising planner who recently joined Parsons Brinckerhoff after serving for 10 years with the Indianapolis Metropolitan Planning Organization (IMPO), including eight years as Assistant Director. He also is an adjunct faculty member at the Indiana University-Purdue University Indianapolis, where he lectures on transportation and urban geography. His primary experience is in long-range transportation planning and all its components, including performance management, travel demand forecasting, stakeholder and public outreach. He works in TransCAD travel demand software, and is experienced with ArcGIS, R and SPSS.

Years Experience: 23

Education

PhD, Indiana University-Bloomington (ABD – 2014); Master's in Regional Planning, UNC-Chapel Hill, 1992; B.A., Anthropology, Grinnell College, 1990

Professional Registrations

American Institute of Certified Planners

Matthew Orenchuk, PE, AICP

Planning and Scenario Development

Matt Orenchuk is a transit planner and senior traffic engineer with Parsons Brinckerhoff experienced in transportation engineering and planning projects, as well as a focus on transit operations planning. He is proficient in HCS 2000 and Synchro 7.0 for traffic modeling and signal design; ArcGIS 10.0 for planning and demographic use; and MicroStation and AutoCAD programs for roadway design. Matt's recent assignments serving as senior transit planner for the Central Ohio Transit Authority Northeast Corridor Alternatives Analysis, Columbus, Ohio; senior transit planner for the METRO Transit Master Plan, Akron, Ohio; task manager for transit development for the Stark Area Regional Transit Authority Transit Development Plan, Canton, Ohio; and senior transit planner for the Durham Area Transit Authority Comprehensive Operations Analysis, Durham, North Carolina.

Years Experience: 8

Education

M.U.P., Urban Planning, Transportation Planning, University of Michigan; B.S., Civil Engineering, University of Notre Dame

Professional Registrations

Professional Engineer: Ohio, 2008 (73048)
American Institute of Certified Planners

Jeffrey Ensor

Financial Analysis and Evaluation

Jeff Ensor specializes in federal transportation policies, funding strategies, and transportation economics. He frequently provides executive-level advisory services to public and private entities, particularly in the areas of policy analysis, major capital investment plan implementation, and project finance. Jeff is also an expert on federal funding programs and requirements including funding opportunities through the US Department of Transportation (USDOT). His recent efforts include leading the TIGER (Transportation Investment Generating Economic Recovery) discretionary grant applications for eligible agencies, the results of which secured grant funding for six applications (amounting to 20 percent of TIGER funds).

Years Experience: 9

Education

M.S., Transportation, Massachusetts Institute of Technology; B.S., Civil Engineering, Washington State University



3. EXPERIENCE

Middletown Transit Route Study

Middletown, Ohio

The City of Middletown, with a population of 49,000, sought its first comprehensive system plan in over 15 years. Middletown Transit, operated by the City of Middletown, consists of four route, four bus fixed route system with 60 minute service frequency on a pulse schedule on weekdays and Saturdays. Area coverage is extensive but based on a series of one-way loops that required time-consuming, out-of-direction travel for many users. Three major issues influenced the analysis and redesign: 1) the transfer hub is not centrally located; instead, the downtown transit terminal is situated on the far western edge of the service area, requiring lengthy travel times for passengers to effectively use the system, and 2) the route structure, consisting of a series of one-way loops, maximized service coverage at the expense of convenient travel, and 3) new commercial and employment growth is along the eastern edge of the city; its distance has made it difficult to be served by transit under current conditions. Tim Reynolds served as Project Manager and lead planner for the study, which was completed in 2012.

Key Personnel Involved: Tim Reynolds, AICP

Bloomington Transfer Center and Dispatch Center

Bloomington, Indiana

Parsons Brinckerhoff provided planning, architectural and engineering services for preliminary engineering and final design to the Bloomington Public Transportation Corporation (BPTC) and the City of Bloomington (CoB). Design includes the replacement of the existing bus transit center for BPTC and collocation of an emergency dispatch center for CoB, Public Safety. Project goals include improving transit operations, providing a safe, efficient and aesthetic transit center, and contributing to the vitality of the downtown. Several design options were explored via public discussion and breakout groups, as a way to reach consensus on a preferred solution.

Key Personnel Involved: Jennifer Pyrz, PE

Richmond Transportation Plan – Transit Operations Analysis

Richmond, Indiana

In 2010, Parsons Brinckerhoff was retained by LSL Planning to assist with a Transportation Plan for the City of Richmond, a small city located east of Indianapolis on I-70, near the Indiana/Ohio border. As a part of the larger plan, a transit analysis for Roseview Transit (Richmond's transit provider) was prepared, with Parsons Brinckerhoff acting as a subconsultant to LSL Planning. The transit analysis focused on Roseview Transit's six existing, fixed bus routes that operate in the Richmond area. The existing conditions analysis included demographic mapping of the city, an origin-destination survey, and an on-site route analysis. In addition, during the on-site visit meetings were held with local stakeholders from Earlham College, Ivy Tech, and local senior groups. Each piece of information was used to determine the existing transit market and how well Roseview's existing transit service serves key destinations. Recommendations were then made for three goals for the system: keep the system viable for existing riders, make changes to help attract additional riders to the system, and improve operations to reduce emissions and fuel consumption.

Key Personnel Involved: Matt Orenchuk, PE, AICP



4. SCOPE OF SERVICES

Project Understanding

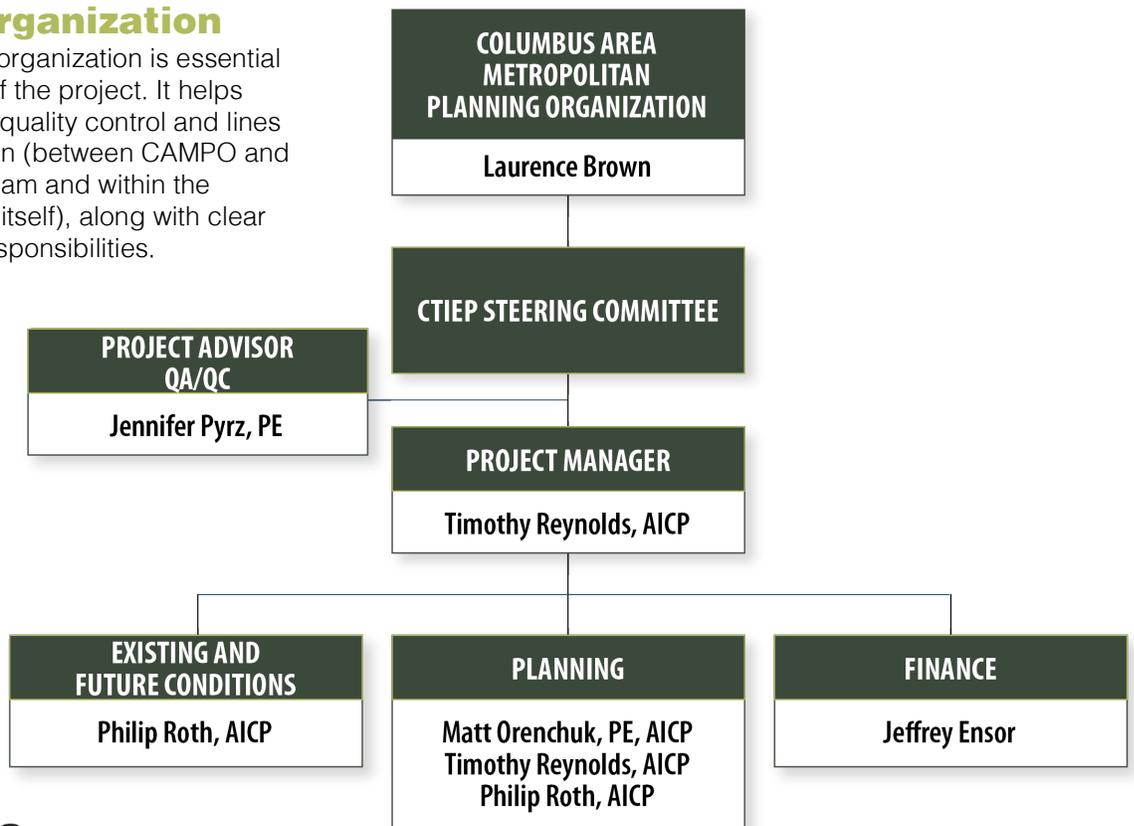
CAMPO is seeking a comprehensive analysis of the City of Columbus' ColumBUS transit system; the last analysis was conducted in 2005. Since that time, the city has expanded outward and grown inward as well, with continued enhancement of downtown and surrounding areas. The city's demographic and employment composition continues to shift as well.

The ColumBUS network is relatively traditional, consisting of a four-bus, four-route radial pulse system centered on the transit depot in the southwestern portion of the city. Geographical coverage is extensive but not comprehensive, as it does not extend west of the Flatrock River, where new commercial and residential development has occurred. Routes tend to consist of a series of interlocking one-way loops—this design allows for good service coverage but can come at the expense of direct and convenient travel. The ColumBUS depot is far removed not only from the walkable downtown core, but from the geographical center of the city. A de facto central hub is located at the Target store, which helps improve the availability of shorter and more direct trips, but features no passenger amenities and no guarantee of permanent use by ColumBUS. Pedestrian and bicyclist connections to transit exist but may require improvement to maximize the utility of the bus system.

A series of funding level and service expansion scenarios has already been crafted and will be evaluated as part of this study. These scenarios will help inform detailed system alternatives. In addition, CAMPO is seeking to integrate resource allocation for mass transit within the context of the regional transportation plan and related process to allocate limited financial resources for all forms of transportation, not just roadways. Meaningful and ongoing user, operator, public and stakeholder involvement is essential throughout the plan development process.

Project Organization

Efficient project organization is essential to the success of the project. It helps deliver effective quality control and lines of communication (between CAMPO and the consulting team and within the consulting team itself), along with clear delineation of responsibilities.



Columbus Transit Improvement and Expansion Plan for the City of Columbus Transit Fixed-Route System



General Project Approach

After careful review of the scope of work in the Request for Proposal (RFP), we have incorporated all elements of work but reorganized the sequence to maximize efficiencies based on Parsons Brinckerhoff's past experience with similar projects. Proposed work tasks are based on our thorough understanding of services needed, available funding, and desired schedule.

Task 1: Project Kickoff

The Parsons Brinckerhoff project manager and key team members will meet with the CTIEP Steering Committee to discuss the role of the Steering Committee, project goals and objectives, establish contacts and relationships, obtain data (including budgets, capital plan and fleet replacement schedule), identify stakeholders, and refine the project schedule. Project initiation is also an opportunity to meet with the ColumBUS Transit Advisory Committee, which includes rider representatives and can provide insights and stakeholder/data contacts.

Consultant staff will meet separately with ColumBUS staff, including drivers, through a combination of one-on-one and group meetings. Drivers in particular are an important source of information and ideas, as they constitute the front line of service. ColumBUS will be asked to set up convenient and efficient meeting times to meet with drivers.

Task 2: On-Board Passenger Count and Schedule Adherence Check

Parsons Brinckerhoff will conduct a 100% boarding and alighting count and schedule adherence check of weekday activity on the four fixed routes. ColumBUS will be asked to develop and/or provide lists of bus stops on each route for the outbound and inbound segments. Parsons Brinckerhoff staff will administer, conduct, tabulate and analyze the count and check. This will help ensure quality and accuracy. The count/check will be conducted over a two day period to create a representative weekday in Spring 2013. Although dependent on the weather, a March count is suggested as the information is essential for the design portion of the study.

A smart phone app is proposed for obtain accurate schedule adherence data in an efficient and cost effective manner. Ridership and schedule adherence reports will be prepared and submitted to CAMPO in tabular and GIS format to identify ons/offers by stop/trip; load factor by stop; number and location of boardings by persons with wheelchair or with bicycles; comparison of scheduled vs. actual time at timepoints; and activity by route segment. Analysis of the impact of the time necessary to accomplish boardings and alightings of persons with disabilities using wheelchairs, as well as the adequacy of scheduled layover/recovery time, will be included.

Task 3: Customer Survey

Concurrent with the conduct of the on-board passenger count (Task 2), a survey will be conducted of ColumBUS passengers. A self-administered survey will be distributed and collected by the on-board passenger count personnel, and assistance will be provided as necessary. A one-page survey instrument will be prepared and submitted to CAMPO for review and approval. The survey will be conducted on all trips and form a representative and valid sample for each route.

The survey will focus on existing transit usage habits and preferences, including basic demographic characteristics, O-D, trip purpose and frequency, transferring, opinions on current service and potential improvements/expansion, and passenger amenity and technical improvement enhancements. ColumBUS will be asked to promote the survey prior to its conduct to foster awareness and acceptance of the survey. The results will be tabulated and summarized by route and for the system as a whole, with relevant cross-tabulations as appropriate.

Columbus Transit Improvement and Expansion Plan for the City of Columbus Transit Fixed-Route System



Task 4: Transit Service Metrics

In addition to the results of the on-board passenger count and schedule adherence check (Task 2) service parameter data will be obtained from ColumBUS and system timetables to develop service metrics on a systemwide and route-by-route basis, including average passengers per trip, revenue mile and revenue hour; farebox recovery and subsidy per passenger. Profiles of each route will be prepared, including service metrics, area served, demographics, and major activity centers.

Task 5: Service Area Profile

A transit propensity analysis, using US Census and American Community Survey data, will be conducted to illustrate in map form the demographic characteristics of the Columbus area, including various factors that relate to actual and potential transit use, including age, employment status, household income, auto ownership, population levels and population density.

This analysis will be included in a service area profile that will identify major employment centers, major activity centers. The profile maps will be overlaid with the ColumBUS network map as well as major ridership activity locations as identified in the passenger count (Task 2). Additional background data, including review of CAMPO's Regional Transportation Plan, Transportation Improvement Plan, and Central Avenue Corridor Study, will be reviewed. The service area profile will identify what areas and activity centers served by ColumBUS as well as areas, such as neighborhoods, employment centers, commercial areas, and other significant activity centers, not served by ColumBUS.

Task 6: Pedestrian Facility Coordination

Parsons Brinckerhoff will coordinate with the concurrent CAMPO project that will result in a GIS layer of citywide sidewalks and related pedestrian connections. As part on the on-board passenger count and survey, route segments that lack sidewalk access to bus stops will be identified. Where possible, bus stops that lack a paved or defined connection between the passenger waiting area and curb and between the bus stop and primary destination served (i.e., an on-street stop serving a shopping center that requires a walk through a parking lot) will be identified. Parsons Brinckerhoff will provide the consultant responsible for the sidewalk analysis with all relevant data collected as part of the transit study, including the stop-by-stop passenger count.

Task 7: Outreach

The on-board passenger survey is an important outreach tool; however, it is important to solicit the opinions and reaction of the community at-large, whether or not its members use ColumBUS. Bus riders are not the only customers of ColumBUS. As subsidized operation, taxpayers are customers of ColumBUS as well. The outreach effort will focus on the business community and public at-large.

The Transit Advisory Committee will be asked to assist in the identification of potential outreach venues and key stakeholders.

To solicit input and participation from the business community in an efficient manner, a two-hour stakeholder forum is proposed. A list of business and community leaders, and identification of a suitably convenient meeting location will be developed with the help of CAMPO, ColumBUS, the Transit Advisory Committee and others. The forum can be facilitated either by CAMPO or Parsons Brinckerhoff staff. The Columbus area chamber of commerce or equivalent organization will be asked to help encourage attendance by key members. One-on-one meetings or surveys will also be sought with key major employers such as Cummins.

To solicit broad-based input and participation among the public at-large, Parsons Brinckerhoff will employ an on-line survey instrument such as Survey Monkey for posting on the City of Columbus,

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Bartholomew County and CAMPO websites, as well as other websites that are referred by these key entities and are agreeable act as hosts. Use of social media such as Facebook is also proposed. The key entities will be asked to promote use of the survey. To encourage maximum communication, a press release will be prepared to help publicize the survey in local media.

The survey questions will be prepared and submitted to CAMPO for review and approval. Parsons Brinkerhoff will tabulate and analyze the results.

In addition, Parsons Brinckerhoff will conduct two public open houses to present the information collected and analyzed up to this point in the study at a convenient location and time based on discussions with CAMPO and ColumBUS. The first open house will designed to educate citizens on ColumBUS service and ask for their ideas on service improvement and potential expansion. The second will be conducted to solicit public input on the draft service plan recommendations.

Task 8: Travel Model Coordination

The Columbus regional travel model currently does not account for transit; however, this is currently being rectified as part of an update of the model. Parsons Brinckerhoff will coordinate with the consultant responsible for the model and provide the data from the on-off count, schedule adherence check, and on-board passenger survey. Parsons Brinckerhoff will conduct a general review of the model to determine if any components or outputs are relevant to this study, including potential origin-destination patterns/volumes on a TAZ level.

Task 9: Development of Alternative Service Scenarios

A four step process will be used to develop service and capital improvement scenarios:

- 1) **System and route plans:** Using the data and community input received and analyzed to date, up to three service scenarios will be developed. These will take into consideration the service ideas and concepts already developed by ColumBUS, which include additional service hours, improved frequency, new routes (including the city's areas west of the contiguous portion of the City of Columbus, and a central hub or dual hub concept. Industry-standard elasticity formulas will be used to develop ridership estimates. In addition, other service scenarios will be considered. These include an evaluation of the appropriateness of potential Bus Rapid Transit-type services and route deviation service. Parsons Brinckerhoff will also draw upon its national experience and suggest additional programs and activities designed to boost awareness of transit including, but not limited to, improved signage, advertising, and promotions.
- 2) **Cost estimates:** The operating costs of the scenarios will be determined, based on an assessment of ColumBUS's financial model/formulas. In addition, capital cost estimates will be developed for improved passenger amenities, bus replacement and potential fleet expansion, major pedestrian connectivity improvements, and transit hubs.
- 3) **Revenue and implementation considerations:** With an eye toward implementing service improvements by the end of 2013, Parsons Brinckerhoff will assess the future direction of ColumBUS's current, traditional funding sources, including an analysis of unexpended federal funds that could be used to implement service improvements. Parsons Brinckerhoff will review potential alternative funding sources based on its nationwide and equivalent system experience, including university pass programs, a charitable foundation to provide fares to low income persons, employer/employee pass programs, and additional federal funding opportunities such as STP dollars that can potentially be flexed to transit.

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- 4) **Program of projects:** A program of projects and implementation schedule will be developed to allow the Steering Committee to pick and choose service improvement components that are identified as high, medium or low priority.

Task 10: Transportation Prioritization Metrics

Parsons Brinckerhoff will assess the current prioritization process for transportation investments in the Columbus area. Metrics, including benefit-cost will be suggested that will allow decision-makers to understand the impacts of investment allocation and place transit on a more equal footing with non-transit transportation investments.

Task 11: Reports and Presentations

Parsons Brinckerhoff will fully document all findings and recommendations in an attractive, user-friendly report. A draft report will be prepared and 30 printed copies, plus an electronic version, will be submitted. Additionally, a fold-out summary of the findings and draft recommendations will be prepared; 30 printed copies will be submitted along with an electronic version.

A public meeting under the auspices of CAMPO will be conducted at this stage of the study. Parsons Brinckerhoff staff will be available to present the findings and recommendations. Public input on the service and implementation scenarios will be solicited.

Following the public meeting and review of the draft report by the Steering Committee, Parsons Brinckerhoff will prepare and submit a final report.

Task 12: Plan Implementation

Parsons Brinckerhoff will provide up to ten hours per months for a six month period to assist local staff in the implementation of the plan.

5. PROJECT CONCEPTS

Innovative and successful concepts and practices achieved by Parsons Brinckerhoff include the following:

Middletown Transit Route Study

Middletown, Ohio

The short range plan was based on existing resources and recommended alignment revisions that reduced the amount of out-of-direction, one-way travel. In particular, it provided a new bi-directional connection between the downtown terminal and the Miami University-Middletown campus. It also provided more direct service for senior citizens to shopping areas on the city's east side. The long range plan recommended the addition of two routes (two buses), creation of a second transfer facility in the geographic center of Middletown, and a higher frequency main line connecting the two hubs. The dual hub concept is designed to expand coverage, allow for more convenient bi-directional service, and reduce passenger travel times.

Bloomington Transfer Center and Dispatch Center

Bloomington, Indiana

BPTC initially requested a solution to provide for 15 bus bays. During the design workshop process, a preferred solution was identified that can accommodate the required number of standard buses, and up to five additional buses when integrating smaller vehicles from BPTC and Rural Transit existing fleets. Additionally, specific bus bays have been identified to accommodate articulated buses should BPTC's

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future needs require adding articulated buses to their fleet. Materials, finishes and spatial organization will complement the existing context of the community, make use of regionally available resources, and effort to inspire new development in the area through innovation. In addition to core transit functions within the transfer facility including entry, enclosed waiting area, public restrooms, information, ticketing and operational functions for BPTC. The facility will also house a training center for BPTC, additional administrative facilities and opportunities for retail functions. Separate from the transit center program, but integrated into the facility will be a collocated emergency dispatch center that will serve the needs of City of Bloomington Public Safety divisions. This project is designed to achieve LEED Silver Certification from USGBC.

Richmond Transportation Plan – Transit Operations Analysis *Richmond, Indiana*

Route changes were recommended to help better connect riders to the growing Chester Boulevard corridor. Other recommendations focused on kneeling or low-floor buses which would help with Roseview Transit’s disabled and senior population. Finally, longer-term recommendations included the investigation of a student pass so that Ivy Tech/IU East/Earlham College students could ride the system for free or reduced fare. This could help grow the number of riders and expand Roseview Transit’s reach within the city.

6. FEE PROPOSAL

Given that CAMPO has allocated \$45,000 to complete this study, Parsons Brinckerhoff would recommend allocating this amount according to the work tasks as follows:

TASK	APPROXIMATE FEE	APPROXIMATE HOURS
1: Project Kickoff	\$2,700	16
2: Passenger/Schedule Check	\$7,600	40
3: Customer Survey	\$1,400	8
4: Transit Service Metrics	\$1,300	4
5: Service Area Profile	\$1,900	12
6: Pedestrian Study Coordination	\$600	4
7: Outreach	\$5,000	24
8: Travel Model Coordination	\$300	2
9: Service Scenarios	\$6,600	40
10: Prioritization Metrics	\$600	4
11: Reports and Presentations	\$8,000	40
12: Implementation Support	\$9,000	60

Parsons Brinckerhoff proposes a lump sum fee of \$45,000, and anticipates that a period of negotiation would follow consultant selection, with the opportunity to refine this distribution according to CAMPO’s needs.

Columbus Transit Improvement and Expansion Plan for the City of Columbus Transit Fixed-Route System



7. TIMELINE

Based on a mid-December contract signing and project kick-off, Parsons Brinckerhoff will complete the project by July 1, 2013, as per the schedule outlined in the RFP. This will be followed by a six-month implementation assistance period. The proposed schedule broken down by task is as follows:

TASK	DEC 2012	JAN 2013	FEB 2013	MAR 2013	APR 2013	MAY 2013	JUN 2013	JUL 2013	AUG 2013	SEP 2013	OCT 2013	NOV 2013	DEC 2013
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
11													
12													

8. REFERENCES

Middletown Transit Route Study

Doug Adkins, Director of Community Revitalization
City of Middletown, Ohio
One Donham Plaza, Middletown, OH 45042
Phone: (513) 425-1856
Email: douga@cityofmiddletown.org

Bloomington Transfer Center and Dispatch Center

Lew May, General Manager
Bloomington Public Transportation Corporation
130 West Grimes Lane, Bloomington, IN 47403
Phone: (812) 336-7433
Email: mayl@bloomingtontransit.com

Richmond Transportation Plan

Brad Strader, President
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306 S. Washington, Ste. 400, Royal Oak, MI 48067
Phone: (248) 586-0505
Email: strader@lsplanning.com

Scott Zimmerman, City Planner
City of Richmond, Indiana
50 North 5th Street, Richmond, IN 47374
Phone: (765) 983-7343
Email: szimmerman@richmondindiana.gov

REQUEST FOR PROPOSAL FOR A COLUMBUS BICYCLE & PEDESTRIAN PLAN EXPANSION

1. General

Date of issue: November 21, 2012

Proposal due date: December 6, 2012, 4:00 P.M., local time.

Contracting agency: CAMPO – Columbus Area Metropolitan Planning Organization
123 Washington St.
Columbus, Indiana 47201

Funding: This project is financed through grants from the Federal government, and any contract entered into is subject to the provisions of applicable laws governing that grant. The successful proposer and all subcontractors shall be required to comply with all applicable federal, state, and local laws and regulations.

2. Background

The City of Columbus is a small city of about 45,000 people. It is a flat, compact city, with some remote developments that have been annexed into the city. Columbus has a long history of providing excellent bicycling facilities. Columbus has a trail system called the “People Trail,” which is 18 miles of mostly exclusive, paved, multiuse paths. Also, Columbus has a wonderfully designed bike path that attaches a relatively remote parts of town, West Hill/Tipton Lakes, to the downtown virtually without crossing any streets, yet negotiating its way under an interstate.

More recently, initiated by strong interest in the community and a citizen-led Bicycle and Pedestrian Committee, the city created the [Columbus, Indiana Bicycle & Pedestrian Plan](#). The initial work of the plan was completed by the Bicycle and Pedestrian Committee and was then handed off to the Planning and Engineering Departments, who completed the plan in-house. The plan was adopted by the City Council in 2010 as an element of the comprehensive plan. Since its adoption, the city has made significant progress on the implementation (see attached map).

In addition, the county has an active Safe Routes to School Committee and a [Safe Routes to School Plan](#) has been completed for 9 Bartholomew Consolidated School Corporation schools. Currently, a People Trail Campaign is underway to raise \$1,000,000 to leverage federal, local, and private funding of approximately \$5,000,000 toward 18 specific People Trail expansion projects and other bicycle and pedestrian infrastructure improvements in the city. In 2012, the city was designated as a Bronze Bike-Friendly City by the League of America Bicyclists.

Based on the 2010 Bicycle and Pedestrian Survey (1,149 respondents) and the 2010 Bicycle and Pedestrian Plan Open House (60+ attendees); one of the community’s top priorities is to create a livable city with bicycle and pedestrian facilities. Data shows that creating a city that is safe for biking entices a growth in bicycling, which calms traffic, reduces crashes for every mode, reduced congestion, improves public health, livability and quality of life.

The *Columbus, Indiana Bicycle & Pedestrian Plan* is the starting block for the continued improvement and expansion of the bicycle and pedestrian system, as stated therein:

“It is anticipated that this plan will require revisions and modifications as projects are implemented and as conditions change. This plan should be reviewed and updated as related plans, transportation projects, and facility needs evolve.” (Bike & Ped Plan, p 7)

3. Purpose of this Study

The purpose of this RFP is to expand the menu and scope of the existing bicycle and pedestrian transportation plan.

To put this in context, we have noted that Columbus has been designated as a Bicycle-Friendly Community by the League of American Bicyclists at the Bronze level. There are three higher levels: Silver, Gold and Platinum. One cannot really know the exact criteria to meet these levels; it is determined by the League staff, but the current plan, once completed, might bring the community to a Silver level.

While there are only three Platinum communities in the US, there are many cities approaching this level, or striving for it. Portland, Oregon, which is one of three Platinum cities has seen a 5-fold increase in bicycling over the last 20 years, which has culminated in a 10% bike-to-work mode share, a 16% reduction in car crashes, a reduction in miles-driven per person, and a reputation for being the healthiest, most livable city in the US. A 16% reduction in crashes in Columbus is about 400 crashes/year. Although a thorough count has not been performed, Columbus is probably around a 2% bike-to-work mode share.

It is not necessarily a goal of the city to be Platinum, but this RFP seeks an individual or firm that would help develop project concepts and costs that would likely bring the community to these advanced levels of bicycle friendliness that culminate into these health, safety and quality-of-life benefits.

To get there from where we are today, this RFP focuses on the following three items:

- 1) Expand on the *Columbus, Indiana Bicycle & Pedestrian Plan*: The plan was completed in 2010 and at that time was envisioned to be expanded in the future. It is important to note that this request is to use the plan and expand on it, rather than starting new.
- 2) One-way Street Study: Identify and research the city’s one-way streets, primarily downtown, to consider if changing the one-way into two-way would bring value to the bicycle and pedestrian environment along with other benefits two-way streets bring.
- 3) Sidewalk and Pedestrian Facilities: Review existing GIS City sidewalk and pedestrian data. Recommend parameters for future data collection. Create a GIS layer based on existing data that best reflects the current pedestrian environment. Determine gaps in pedestrian access, and prioritizing pedestrian projects accordingly.

4. Scope of Work

Prospective consultants are encouraged to establish their own methodologies for achieving study objectives and purposes. Consultants you can propose good reasons (like cost) as to why they would suggest something else that would provide equal or better value. Proposals may be generalized, but should address the following objectives and issues.

Columbus, Indiana Bicycle & Pedestrian Plan expansion: The following should be addressed:

- 1) Identify non-construction (painted) Bike/Ped Facilities – Locations for and types of bike/ped facilities, such as bike lanes, counterflow bike lanes, sharrows, bike boxes, crosswalks, and bicycle routes.

- 2) Identify constructed Bike/Ped Facilities – Locations for and types of bike/ped facilities, such as bump-outs, traffic calming, speed tables, pedestrian refuge islands, diverters, cycletracks, Hawk light locations, signal improvements.
- 3) Identify Bike Boulevard possibilities – Bike boulevards are streets that are design to discourage through movement of cars, and are usually outfitted with calming devices so that cars move slowly. Determine what streets could work for a bike boulevard and what treatments are appropriate.
- 4) Propose Specific Improvements: Identify key streets or intersections that need improvement and propose specific redesigns to incorporate bicycle and pedestrian transportation.
- 5) Prioritize projects: Develop a priority list of projects based on the best benefit/cost ratio, where the benefit is associated with the level of improvement in safety and convenience, factored with the number of users or potential for users (if it is along a high-traffic corridor).
- 6) Goals, policies, metrics: Consider policies, ordinances, metrics, evaluation methods, educational strategies, marketing concepts, and community goals: bike-friendliness, crash reductions, bike-commute rates, etc., so we know where we are going, and how to get there, and how to measure our success.

One-way Street Study: One-way streets were commonly created in the 60s to allow fast entry and exit between employment centers and suburban locations. Throughout the US, these are being changed back to two-way street to slow the traffic down and make the street more neighborhood friendly. Two-way streets often make better environments for bikes and pedestrians and reduce driving distances because vehicles can go more directly to their destinations.

- 1) Identify One-way Streets: Study the street dimensions, on-street parking, traffic counts (we can do them), determine their function in the transportation system and identify the possible effects if changed to two-way.
- 2) Identify the Streets Ideal for Two-way: Identify the streets with the most potential to change into two-way and the concomitant benefits or disbenefits that might result from that change.

Sidewalk and Pedestrian Facilities:

- 1) Sidewalk Inventory: This is a GIS layer of the entire city that contains the geometry of the sidewalks, their condition, the condition of the pedestrian environment, and whatever else would be useful. This data is also needed for the transit study that is also being done in parallel with this work. Communication with the transit consultant on this will be necessary to avoid duplication. There is a GIS layer of sidewalks that is partially done, but it needs improved. There is also a substantial amount of sidewalk inventory data in a spreadsheet that has not yet been geo-located. These will both be available to the consultant. No field work should be needed for this. If there is, it can be done by city staff. This is not meant to be a major part (cost) of this RFP.
- 2) Connector paths: Many homes are in close proximity to destinations as the crow flies, but walking and biking to these areas require long trips due to poor street connectivity and cul-de-sacs. These areas should be identified and solution alternatives considered.
- 3) A map should be developed that indicates where there are gaps in pedestrian accessibility and what improvements are recommended. This should be based on pedestrian level of service, level of demand or potential demand (transit access is important), and gaps of access. Quantitative analyses using 'gravity' models and quantified levels of service are favored.

Public Participation: As needed, public meetings will need to occur regularly throughout this process to get public input and determine support. For public meetings maps and displays may be needed. City

staff will be available to work with consultant to develop exhibits and all printing for these meetings can be done by city staff. Proposals should discuss the number of visits and availability.

City and MPO Staff: City staff should be used as a resource and can be solicited to prepare meetings and gather data as needed.

Bicycle and Pedestrian Plan Implementation Committee: This committee meets quarterly at this time, but can meet more frequently to expedite this project. The committee will be consulted in directing this work.

Final Deliverables: Preparing an update of the Bicycle and Pedestrian Plan document can be a joint effort of the consultant and the city, MPO staff, and the committee. The substance of the consultant's work is to provide assistance to the MPO, Planning and Engineering staff on possible, high-value bicycle and pedestrian infrastructure ideas. Proposals should discuss this, and it will be negotiated in the contract.

5. BUDGET

A total of \$30,000 is budgeted for the total project. Each proposer shall propose a fixed dollar amount for the total project in order to successfully complete the project according to the scope of work

6. PROJECT SCHEDULE

Issue Requests for Proposals	Nov 21, 2012
Q & A for RFP	Dec 4, 2012
Proposals due	Dec 6, 2012
Selection of consultant	Dec 10, 2012
Contract Draft	Dec 13, 2012
Contract Signing	Dec 19, 2012
Draft - GIS Sidewalk inventory	April 1, 2012
Draft – one-way / two-way study	May 1, 2012
Draft Plan Update	June 1, 2012
Final Plan	July 1, 2012

7. BASIS OF EVALUATION AND CONTRACT AWARD

The selection of the preferred firm/individual will be based on the following evaluation criteria:

1. Demonstrated in-depth understanding of bike/ped infrastructure and policy.
2. Qualifications and relevant experience of the project leader & subcontractor(s) identified.
3. Demonstrated ability and experience in similar projects.
4. Demonstrated ability and experience in producing innovative and creative project results or recommendations, specifically with regard bike infrastructure.
5. Demonstrated familiarity with GIS database development, travel models, socio-economic data, planning tools, etc..
6. Demonstrated general understanding of the study area.
7. Number of planned visits and proximity to Columbus.
8. Professional references from past clients for similar projects.
9. Demonstrated ability to deliver the project within budget and on-time.
10. Fee

Interviews with a shortlist of consultants are likely prior to a final selection being made. The proposals will be reviewed by a committee of local officials and stakeholders.

8. Proposal Submittal Requirements

Proposals shall be limited to maximum of 10 pages - 8½ by 11 inches. Interested consultants are welcome to team with other firms or add sub-consultants necessary to complete the project. All proposals must address all aspects of the project.

1. **Firm Information:** The name of the firm, its website address, and the location of the office from which the work will be completed. If a team of firms or sub-consultants will be used, identify all included firms, the lead firm, and the general percentage of work to be completed by each firm.
2. **Qualifications:** The qualifications of the consultant's staff members who are proposed to complete the project. Include only those staff members who will be active members of the project team. Do not include any firm leadership members who will not actively participate in the project.
3. **Experience:** Related and similar projects previously completed by those consultant staff members proposed to complete the project.
4. **Scope of Services Outline:** A general outline of the consultant's proposed scope of services that demonstrates the consultant's understanding of the project, intended overall approach, and any unique resources or practices to be applied to the project.
5. **Project Concepts:** Any design concepts, policy concepts that might indicate your knowledge, creativity and direction are welcome in the proposal.
6. **Fee Proposal:** A proposed lump sum fee to complete the project.
7. **Timeline:** A general timeline for completing the project.
8. **References:** Two references for which the consultant has completed similar projects, including the title of that project and the reference's name, address, and phone number
9. **Contact Information:** Contact information for the individual to whom questions about the proposal should be directed (including a phone number, and e-mail address).
10. **Draft Contract:** Given the short time to create a contract, a draft contract can be offered by the proposer, although it is not a necessary component of the proposal. This does not count toward the 10 page limit.

Submit To:

Proposals can be submitted in an electronic format (Microsoft Word or Adobe PDF are the preferred formats) to the Columbus Area MPO (CAMPO) at: mpodirector@CAMPO.in.gov

Please label the attached file or files with the firm name. The document may also be submitted via hardcopy, although this is not necessary, to:

Bike/Ped Plan Proposal Review Committee
c/o Laurence Brown, CAMPO
123 Washington Street
Columbus, IN 47201

Submit By: 4:00 p.m. EST on December 6, 2012

Contact for Questions:

Questions about the proposal will be answered at any time up to Dec 4rd at 1:00pm, at which time those that have shown an interest in participating can call in or come to a Q & A session (City Hall) where we will do our best to present answers to previously asked questions and take other questions as well. Questions can be directed to:

Laurence Brown, CAMPO Director
Phone: 812.376.2502
E-mail: mpodirector@CAMPO.in.gov

proposal

BICYCLE AND PEDESTRIAN PLAN EXPANSION

prepared for

Columbus Area
Metropolitan Planning Organization



submitted by



RUNDELL ERNSTBERGER ASSOCIATES, LLC
LAND PLANNING + URBAN DESIGN + LANDSCAPE ARCHITECTURE

in association with



Sprinkle
CONSULTING

Active Transportation Planners + Engineers

6 December 2012



Team Information

Our team possesses an unequalled combination of **creativity, experience and expertise** uniquely suited to the proposed expansion and enhancement of the current Columbus Bicycle and Pedestrian Plan. We will assist CAMPO and its partners in the identification and development of innovative and implementable bicycle and pedestrian projects that would bring the community to an advanced level of bicycle friendliness with the associated health, safety and quality-of-life benefits.

RUNDELL ERNSTBERGER ASSOCIATES, LLC will serve as lead consultant, coordinating the efforts of our team and leading the urban design and landscape architecture services for the project out of our Indianapolis office. Established in 1979, REA is widely recognized for innovative, creative, and sustainable urban design that transforms communities through projects such as **Campus Martius Park** in Detroit, **Main Street Square** in Rapid City, and the **Glick Peace Walk** in Indianapolis. REA has extensive experience leading multi-disciplinary teams and has led the planning and design efforts on **more transportation enhancement projects than any other landscape architecture firm in the state.**

REA has a long history of leading the planning and design efforts on a wide variety of alternative transportation and urban infrastructure projects, such as the Monon Rail-Trail, the Louisville Southwest Greenways Master Plan and the **Indianapolis Cultural Trail**, the country's premier urban bikeway. REA has been a pioneering advocate of complete streets and is proven leader in **pedestrian-focused urban design** - including urban bikeways, streetscapes, and public spaces. We understand the role of mobility options, walkability, and smart growth solutions in the development of economically, socially, and environmentally sustainable communities.

SPRINKLE CONSULTING, INC. will lead the bicycle and pedestrian planning services for the project. Established in 1979, Sprinkle is a nationwide planning and engineering firm headquartered in Tampa, Florida. Sprinkle Consulting serves communities throughout North America in all aspects of bicycle and pedestrian transportation including long-range area wide planning, facility design, research studies on safety and operational characteristics for non-motorized modes, and the development of new evaluative and predictive tools for use by planners. Grounded in traditional transportation planning and engineering, they develop and apply cutting-edge methods and technologies to provide innovative solutions to the common challenges faced by transportation agencies seeking to better integrate bicyclists and pedestrians into their networks. Because of their innovative yet practical partnership approach to transportation planning, the plans produced by Sprinkle Consulting result in projects being built immediately.

CONTACT

Kevin Osburn, ASLA, PLA
Principal
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Indianapolis, Indiana 46202
kosburn@reasite.com
317.263.0127
www.reasite.com

% OF WORK

REA | 33%
Sprinkle | 67%

CAPACITY

Our team has the capacity to complete this project in a timely, efficient manner. Key Staff Members will be assigned to the project for its duration, ensuring a high level of responsiveness, experience, and timeliness. The core team assigned to the project is supported by REA's and Sprinkle's combined staff total of 35 in seven offices, enabling us to provide a technically solid, highly creative, and fully implementable planning and design solutions for this project.





Key Staff Qualifications

The REA-Sprinkle team members that will work on this project are the same individuals that have successfully completed our team's award-winning portfolio of active transportation projects. Our experience is comprehensive, from planning and design through implementation and construction oversight.

RUNDELL ERNSTBERGER ASSOCIATES, LLC

Kevin Osburn, PLA, ASLA | Kevin is principal-in-charge of REA's Indianapolis office, with over 22 years of experience, serving as project manager and lead designer for some of the firm's most complex urban planning and design projects. He has extensive expertise in pedestrian and bicycle transportation projects, including the **Indianapolis Cultural Trail** and the **Monon Rail-Trail** in Indianapolis, the **Maple City Greenway** in Goshen, IN, and the **4th Street Enhancements** in Columbus. Most recently he has led the master planning for **Switchyard Park** in Bloomington, IN, which includes over six miles of proposed pedestrian and bicycle facilities integrated within the city's existing system of multi-use paths and bike lanes. As Team Leader, Kevin will serve as the primary point of contact and oversee all aspects of the project, including schedule, consultant team coordination, public outreach, development of design concepts and standards, and document production.

Tricia Smallwood, PLA, LEED AP | Tricia has over 15 years experience in site architecture, planning, and urban design for a variety of public and private clients. Her portfolio of work includes greenway plans, roadway enhancement plans, park and open space plans, master planning, corporate site design, low impact site development, public design manuals, and urban plaza design. Her extensive bicycle and pedestrian planning and design experience includes the **Southwest Greenway Master Plan** for the Louisville Metro Parks Department which identifies a network of paths, on street bike facilities, and greenway corridors that builds upon the legacy of Louisville's Olmsted parks and parkways to connect neighborhoods to natural areas, historic sites and community facilities. Tricia is currently leading the design and implementation of the **Olmsted Parkways Bicycle and Pedestrian Improvements** project which will create improved pedestrian and bicycle opportunities along eight miles of historic parkways in Louisville.

SPRINKLE CONSULTING, INC.

Bruce W. Landis, PE, AICP | Bruce is a national leader in active transportation planning and design. His analysis, planning, engineering, design, and construction project experience with bicycle and pedestrian facilities totals in the hundreds. This experience, coupled with his nationwide transportation safety and operational studies, intersection and urban streetscape designs, and roadway designs, qualifies him as among the most widely experienced transportation design and engineering professionals in the United States.

Bruce helps transportation professionals across country meet the challenges in providing efficient, safe facilities that promote walking and bicycling. His nationwide expertise in pedestrian and bicycle facilities planning, design and operations led to his selection by FHWA to develop the national curriculum for the National Highway Institute's popular Pedestrian and Bicycle Facilities Design Courses. He is now the lead instructor training municipal and state DOT engineers throughout the United States. Numerous state DOTs and local agencies have also engaged Bruce to develop their design standards and/or develop and teach their agency's pedestrian and bicycle facility design curricula.





Key Staff Qualifications (continued)

For nearly two decades, as both a professional engineer and certified land use / regional planner, he has led multi-disciplinary teams conducting a vast array of statewide, regional, areawide and corridor-level multi-modal evaluations, studies, master plans and designing facilities and creating construction documents. His evaluations target the transportation systems' infrastructure and/or agencies' policy responses to their respective communities' social, economic and environmental needs considering current conditions and growth trends. Bruce and his staff integrate public involvement, stakeholder input, and community and agency leadership for comparison with transportation systems or alternatives within corridors, then develop options, alternatives and feasibility.

Theodore A. Petritsch, P.E., PTOE | Theo is a nationally recognized expert in multimodal transportation planning, modeling, design, operations and safety. He works on the local, state and national levels developing guidelines for the design and operation of neighborhood streets, traffic calming features, intersection design, and pedestrian and bicycle facilities. Theo leads groundbreaking transportation demand modeling efforts such as creating the induced recreational travel model for non-motorized transportation and has helped develop the first field calibrated mode shift model to estimate the utilitarian use of non-motorized transportation facilities and the energy conservation and health benefits resulting from this usage. In addition to research evaluating the travel demand management benefits of infrastructure improvements, he has also documented the benefits of employer incentives for non-motorized transportation, Safe Routes to School programs, land use patterns, transit linkages, and educational/promotional activities.

Peyton S. McLeod | Peyton McLeod is a Project Transportation Planner who manages numerous multimodal transportation planning projects. His wide range of experience coordinating projects includes multimodal Complete Streets level of service analyses, non-motorized trip prediction techniques, energy conservation studies, transportation facilities and conditions mapping, national transportation safety studies, multimodal facility demand analyses, and evaluations of transit systems. Mr. McLeod helps a variety of jurisdictions develop network evaluation and project prioritization methodologies to rank and implement non-motorized transportation projects. His experience includes using innovative GIS methods to determine non-motorized transportation demand and the Highway Capacity Manual pedestrian and bicycle level of service models. He recently coordinated a statewide research project to develop a Mode Shift and Induced Recreational demand model to predict the use of planned facility improvements.

Marni Ratzel | Marni has over 13 years of experience as an expert in public sector bicycle and pedestrian planning. She helps develop transportation demand management strategies to reduce vehicle miles traveled and increase quality of life in communities. Her knowledge spans the spectrum of raising public awareness of the rights and responsibilities of bicyclists and pedestrians, coordinating events, developing marketing and information campaigns, prioritizing and funding facility enhancements and launching programs that support a sustainable transportation system. As the Bicycle & Pedestrian Transportation Planner for the City of Boulder, she has been instrumental in helping Boulder attain and retain their League of American Bicyclists Platinum Level "Bicycle Friendly Community" designation. Marni also held the positions of Borough Planner for the Brooklyn Borough Commissioner's Office and Deputy Director of the Citywide Bicycle Program for the NYC Department of Transportation. She has a solid understanding of municipal political process, budget procedures and government agency funding.





Experience

A selected list of pedestrian and bicycle planning and design projects, studies, and programs completed by the REA-Sprinkle project team members. Our collective portfolio of work is comprehensive and unparalleled, representing a complete package of bicycle and pedestrian planning and design experience necessary for this undertaking. Additional project examples can be found on our firm websites at www.reasite.com and www.sprinkleconsulting.com.

PROJECT

AASHTO Guide for the Development of Bicycle Facilities
Bicycle and Pedestrian Master Plan
Bicycle Master Plan
Bikeways Plan
City-Wide Bicycle Network Plan
Cool Creek Trail North
Clear Creek Trail
Community Trail Network
Community Bike Share Program
Comprehensive Bicycle Safety Plan
DOT Bicycle Facilities Design Training
Fall Creek Greenway
FHWA Pedestrian ITS Countermeasures
First Coast MPO Greenways & Trails Master Plan
Indian Creek Trail
Indianapolis Cultural Trail
Indy Parks Greenways Signage Standards
Jackson Creek Trail Master Plan
Little Turtle Waterway Master Plan
Madison Heritage Trail
Maple City Greenway
Midblock Trail Crossing Treatments Protocol
Mishawaka North Shore Riverwalk
Monon Rail-Trail
Monon - Midland Trace Trails Master Plan
MPO Bicycle & Pedestrian Data Collection Project
Multi-modal Transportation Plan
Non-motorized Demand Analysis
Olmsted Parkways Bicycle and Pedestrian Improvements
Pinellas Trail / Downtown Connector Shared Use-Pathway
Regional Bicycle and Ped Plan
Regional Bicycle & Walking Conditions Assessment
Regional Bikeways Implementation Plan
Plainfield Greenways
Salt Creek Trail
Southwest Greenway Master Plan
Rivergreenway Master Plan
Wabash River Recreation Plan
White River Corridor Master Plan
White River Greenway Master Plan

LOCATION

N/A
Louisville, KY
Rochester, NY
Rocky Mount, NC
Philadelphia, PA
Carmel, IN
Bloomington, IN
N. Manchester, IN
Indianapolis, IN
Miami-Dade, FL
Colorado
Indianapolis, IN
N/A
Jacksonville, FL
Corydon, IN
Indianapolis, IN
Indianapolis, IN
Bloomington, IN
Logansport, IN
Madison, IN
Goshen, IN
MAG, AZ
Mishawaka, IN
Indianapolis, IN
Westfield, IN
San Antonio, TX
Scottsdale, AZ
Westchester, NY
Louisville, KY
St. Petersburg, FL
Chicago, IL
Lexington, KY
Buffalo, New York
Plainfield, IN
Nashville, IN
Louisville, KY
Ft. Wayne, IN
5 County Region, IN
Anderson, IN
Muncie, IN





Scope of Services

The following outline addresses the Scope of Work outlined in the RFP; it is intended as a preliminary outline that can be refined based on discussions with CAMPO. The outline addresses the stated primary objectives of the study - Expansion of the Columbus, Indiana Bicycle & Pedestrian Plan, One Way Street Study, and Sidewalk and Pedestrian Facility Analysis - as well as the desire to position Columbus to achieve advanced levels of bicycle friendliness as determined by the League of American Bicyclists. As requested, we have also included some unique services that will help in attainment of these objectives. A general timeline for the completion of each task is also included; the proposed overall timeline is seven (7) months.

Bicycle and Pedestrian Plan Implementation Committee | Months 1-7

The REA-Sprinkle Team will attend up to four (4) meetings with the Implementation Committee, including a project kick off meeting and up to three (3) meetings throughout the planning process. In conjunction with the initial project kick-off meeting, the REA-Sprinkle Team proposes an **Implementing Partners Facility Design Workshop**. Intended principally for the technical staff of the municipal, county, and state agencies who will be active in designing, constructing, and operating the infrastructure components of the Plan, this highly interactive design workshop will yield many benefits for CAMPO, enabling traffic and roadway engineers to become familiar with new findings and upcoming changes in national standards that now enable the accommodating of all modes within constrained rights-of-way. New findings in roadway capacity, highway safety, and changes in roadway cross-section design will be topics presented and discussed in great detail in a collaborative learning environment. REA-Sprinkle key staff, the lead instructors of the *National Highway Institute's Bicycle and Pedestrian Facilities Design Courses*, will develop and lead this special workshop for Columbus that will accomplish several important objectives: build relationships with the region's traffic and roadway engineers, introduce contemporary and emerging design approaches to accommodate bicycling and walking, enable them to do more innovative things on their own, and invest them in the creation of the Plan and foster motivation for its implementation.

Public Participation | Month 2 and Month 6

The REA-Sprinkle Team envisions two points in the planning process where public participation will be most beneficial. The first would be a “needs identification” meeting or workshop held early in the planning process. Participants will provide valuable insight into the community's expectations regarding the level of bicycle and pedestrian accommodation provided by the area's streets and the types of facilities that are most desired. In addition, participants can “vote” for locations of specific needed improvements, the results of which can be used as an element in prioritizing recommended facilities (as described below). A second public event, likely to occur when the majority of work products are available in draft form, would represent a “confirmation” meeting. This event provides a summary of the Plan's progress to that point, with an emphasis on illustrating how people's input was directly incorporated; residents see in tangible ways that their opinions are used by planners and decision makers. We have found this approach encourages residents to remain engaged in the process and stay interested and very supportive through the Plan implementation stages.

Bicycle & Pedestrian Plan Expansion | Months 2-5

The basis for many Plan Expansion elements is a thorough and concentrated **field review and data collection** event for an established study roadway network. This multi-day effort will be led by REA-Sprinkle Team key staff, but would benefit from active participation by MPO/City staff. Performing this work collaboratively





Scope of Services (continued)

will enable staff to more fully understand the data and resulting analyses and to then carry out the Plan's recommendations. Data collection elements would likely include the following: roadway geometry information needed to perform existing conditions evaluations (i.e. bicycle and pedestrian level of service); supplemental roadway data needed to identify facility improvement opportunities, such as pavement width, median type, and right-of-way width; characteristics of parallel local streets for identification of bicycle boulevard and bike route candidates; and intersection and mid-block crossing facilities, opportunities, and constraints.

The resulting **multi-modal level of service evaluations** (pioneered by members of the REA-Sprinkle Team and now included in the Highway Capacity Manual) will provide the MPO with a snapshot of existing conditions, a method for identifying network "gaps," a measure of perceived safety, and a key element of the Plan's prioritization methodology. While level of service provides a technically sound representation of non-motorized facility supply, a similar measure of **demand** is a second key aspect of determining project priorities. Team members also developed the widely used **Latent Demand method**, which is a gravity model that provides a relative measure of the propensity for bicycling and walking on the network streets, assuming a conducive bicycling and walking environment. We will explore this and related (simplified) demand analysis options with CAMPO.

The Plan's **data collection and analysis components** will yield the **identification of all facility improvement types and locations**, both construction and non-construction, identified in the scope. Just as importantly, locations that currently provide good bicycle and pedestrian accommodation (as defined through the Public Participation activities) will also be identified. All recommended facilities will be evaluated through the existing conditions and demand analyses described above, as well as from the perspectives of both public-identified need and associated implementation costs. Collectively, this information allows for the creation of a straightforward and easily implemented **benefit-cost analysis** that can serve as a clear guide for the Plan's implementation for years to come.

A final element of the Plan Expansion is the **identification of new goals, policies, and metrics**. The MPO's existing plan provides an excellent starting point for this task, but opportunities for enhancements will be identified, with a focus on potential for crash reductions and strategies to increase both utilitarian and recreational travel. The REA-Sprinkle Team includes a municipal planner who was instrumental in helping a city (Boulder, CO) achieve **Platinum Bicycle Friendly Community** designation from the League of American Bicyclists. We will accordingly focus the development of goals, policies, and metrics toward helping Columbus make similar strides.

One-Way Street Study | Months 3-4

The potential safety and operational benefits to bicyclists and pedestrians created by the conversion of one-way streets to two-way streets are numerous and diverse. The most obvious of these benefits (particularly on signalized streets) is the slowing of motor vehicle traffic. Furthermore, at driveways and other intersections, motorists are forced to scan in both directions at two-way streets, which can mitigate pedestrian crashes (and wrong-way riding bicycle crashes). An often overlooked additional consideration is the reduced travel distance and time for bicyclists who are not forced to make a series of turns to reach their destinations. This topic is often considered from a motorist perspective, but represents an even greater consideration (as a function of





Scope of Services (continued)

overall trip length) for bicyclists. It should be noted that contraflow bike lanes help alleviate this problem on one-way streets, and locations for such facilities will be recommended in a prior Plan task.

This one-way street study task will focus on identifying these and other non-motorized transportation benefits. It will include a review of Columbus' existing one-way street operations and may include some preliminary location-specific recommendations, but will likely focus on a broader area-wide approach. The REA-Sprinkle Team is experienced in providing advice on additional key aspects of conversion (such as outreach to local businesses).

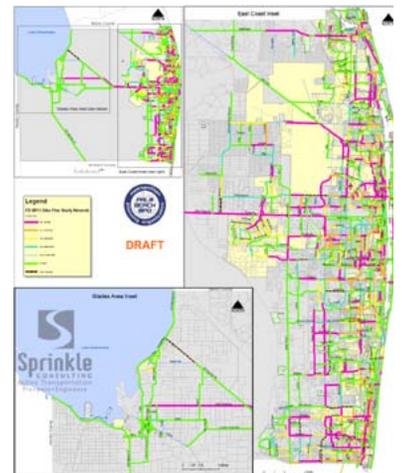
Sidewalk and Pedestrian Facilities | Months 2-5

The field data collection and review described above will also include a detailed inventory of the area's sidewalks and conditions. The REA-Sprinkle team will coordinate with CAMPO to ensure that the resulting data is provided in a format that enables seamless integration with the existing sidewalk inventory. By collecting sidewalk width, buffer presence/width, and presence of trees in buffer zones (all elements of pedestrian level of service), there may be opportunities to enhance the existing inventory. The collected data will be conducive to the creation of thematic maps that indicate presence of facilities, existing conditions, and locations of gaps (note that gaps can be defined purely by the absence of a facility and/or by poor accommodation, regardless of facility presence or type, based on other operational factors).

Historical residential development patterns have unintentionally created a built environment that is generally not conducive to bicycle and pedestrian travel, in large part because of the lack of non-motorized connections between adjacent communities. This leads to dependence on motor vehicle travel for short trips such as errands, school trips, and social visits. The REA-Sprinkle Team will identify locations for potential non-motorized connections (usually in the form of a short shared use path connecting existing streets) that have the greatest potential to replace short motor vehicle trips. In addition to these recommended retrofit facilities, it is equally important to review this situation from a policy perspective. We will share approaches we have developed for other regions that create a land use pattern matrix of recommended minimum intervals for non-motorized connections among residential neighborhoods to ensure that future development considers the needs of bicyclists and pedestrians.

Final Deliverables | Month 6 (Draft) & Month 7 (Final)

The REA-Sprinkle Team's approach is that we are always working on final deliverables from the outset of the project, which will help ensure quick plan adoption. Wherever possible and appropriate, work products will be a collaborative effort including city and CAMPO staff, as well as the Plan's committee. This collaborative involvement, which will extend to base data collection and every other Plan development stage, will create widespread investment in the Plan's recommendations and thereby lead to its full implementation.





Fee Proposal

The REA-Sprinkle Team has defined a scope of work and timeline to complete a successful bicycle and pedestrian plan expansion for Columbus. We look forward to further discussions with CAMPO on the specifics of the scope of work, process, extent of community outreach and input, work products, and final deliverables in order to ensure CAMPO's goals for the planning effort are comprehensively addressed. Based upon our current understanding of the project and the Scope of Work provided in the RFP, we estimate our team's fees would be approximately \$65,000 plus expenses, as indicated below.

We also understand there are budget limitations and we remain flexible and open to scope modifications that would reflect a lower fee range, pending further discussions with CAMPO. Our goal is to establish a successful partnership with CAMPO and to become the preferred bicycle & pedestrian consulting team assisting the Columbus community with their goals of improved public health, reduced congestion, increased bicycling and walkability, and a higher quality of life.

Bicycle & Pedestrian Plan Expansion Columbus, IN	REA			Sprinkle			Total
	PM	LA	Services	Sr. Eng.	Planner	Services	
1.1 Identify opportunities for non-construction bicycle facilities such as bike lane restripes, road diets, and sharrows - includes collection of geometric data for study network	4		\$ 740	8	48	\$ 5,320	\$ 6,060
1.2 Identify opportunities for constructed bike/ped facilities such as cycle tracks and pedestrian crossing installations - includes supplemental data collection	4		\$ 740	24	40	\$ 7,120	\$ 7,860
1.3 Advise the MPO on identifying bike boulevard candidates and associated components	2		\$ 370	8	32	\$ 3,960	\$ 4,330
1.4 Propose improvements based on Tasks 1.1 & 1.2 above	2		\$ 370	4	16	\$ 1,980	\$ 2,350
1.5 Prioritize Task 1.4 improvements - includes facility cost estimates, existing conditions analysis, and demand analysis	4		\$ 740	16	76	\$ 8,940	\$ 9,680
1.6 Review existing goals, objectives, policies, and performance measures and suggest additions and refinements	2	12	\$ 1,570	2	4	\$ 650	\$ 2,220
2.1 Review downtown one-way streets that are potential two-way conversions and identify associated bicycle and pedestrian benefits	2		\$ 370	8	40	\$ 4,640	\$ 5,010
3.1 Coordinate an update to the existing sidewalk inventory based on data collected in Task 1	2		\$ 370	2	16	\$ 1,670	\$ 2,040
3.2 Identify potential locations for, and types of, connector paths	4	24	\$ 3,140	2	4	\$ 650	\$ 3,790
3.3 Create thematic display of pedestrian gaps based on Task 1 existing conditions and demand analyses	2		\$ 370		16	\$ 1,360	\$ 1,730
4.1 Prepare materials for and conduct two public workshops or meetings - needs identification (early) and confirmation (late)	8	32	\$ 4,680		16	\$ 1,360	\$ 6,040
5.1 Attend Kick-off meeting and up to three subsequent meetings with Implementation Committee, including Implementing Partners Facility Design Workshop	16	16	\$ 4,560	4	32	\$ 3,340	\$ 7,900
6.1 Prepare final project deliverables	4	32	\$ 3,940	2	16	\$ 1,670	\$ 5,610
Hours by Staff	56	116	172	80	356	436	608
Billable Rate	\$185	\$100		\$155	\$85		
Labor Cost	\$10,360	\$11,600	\$21,960	\$12,400	\$30,260	\$42,660	\$64,620
Travel							\$6,300
Expenses (2% of services)							\$1,292
Total Project Cost							\$72,212



References

RUNDELL ERNSTBERGER ASSOCIATES, LLC

Indianapolis Cultural Trail | *Indianapolis, IN*

Mr. Lori Miser

Director

City of Indianapolis
LMiser@indygov.org
(317) 327.5083

Southwest Greenways Master Plan | *Louisville, KY*

Ms. Lisa Hite

Senior Planner

Louisville Metro Parks Department
Lisa.Hite@louisvilleky.gov
(502) 456.8139

SPRINKLE CONSULTING, INC.

Rochester Bicycle Master Plan | *Rochester, NY*

Mr. Erik Frisch

Transportation Specialist

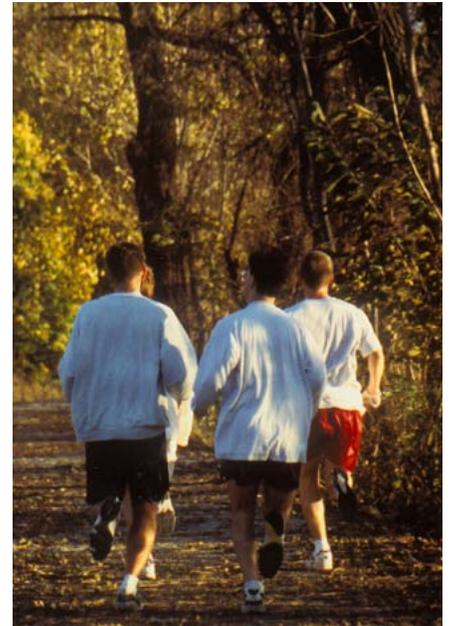
City of Rochester
Frische@CityofRochester.gov
(585) 428.6709

Region Bicycle Transportation & Pedestrian Walkways Plan | *Atlanta, GA*

Ms. Regan Hammond

Principal Planner

Atlanta Regional Commission
RHammond@atlantaregional.com
(404) 463.3269



"Of the thousands of decisions I made as Mayor, one of the very best was to pick Rundell Ernstberger Associates to help make the Maple City Greenway a reality."

- Mike Puro
Former Mayor of Goshen, IN



"The facility design workshop conducted for implementing agency staff was invaluable. As a result, we are already implementing the plan's roadway restriping recommendations. We would not be in the position we're in had we not selected the Sprinkle Team."

- Mr. Erik Frisch
Transportation Specialist
City of Rochester, NY

Request for Proposals

State Street Corridor Plan

City of Columbus – Bartholomew County, Indiana Planning Department

November 2, 2012

Location: Columbus, Indiana

Submit Proposal By: November 20, 2012, no later than 4:00 pm EST

Introduction:

The City of Columbus, Indiana, through the City of Columbus – Bartholomew County Planning Department, is seeking a well-qualified consultant to complete a land use and transportation plan for Columbus' State Street Corridor. The State Street corridor extends approximately 2 miles through the City of Columbus. State Street itself is also State Road 46, is under the jurisdiction of the Indiana Department of Transportation, and features a total of 5 lanes of traffic (2 through lanes in each direction and a center turn lane). The properties adjacent to State Street feature a mixture of residential, commercial, industrial, and institutional uses. In many instances the usability and redevelopment potential of the adjacent properties is limited by their small size and the expansion of State Street over time, which has resulted in some atypical building setbacks and parking arrangements. The surrounding neighborhoods are characterized by an aging housing stock and primarily low to moderate income households. The City of Columbus seeks a land use and transportation plan for the corridor that contains both a long-term land use planning component and a short-term, readily implementable strategic plan for redevelopment.

The City of Columbus, population 45,000, is a regional center for employment, health care, finances, shopping, and entertainment in south-eastern Indiana. Columbus is known for its strong local economy, vibrant downtown, high quality of life, and overall commitment to community excellence. Our community's recognitions include a ranking by the American Institute of Architects as the 6th most significant city in the United States for architectural design. For more information about our community please visit the City of Columbus website at www.columbus.in.gov or the Columbus Area Visitor Center website at www.columbus.in.us.

Project Description:

The City of Columbus anticipates a project that will include the following components:

- **Review of Property Features:** A review of the existing land uses and land use patterns along and in the vicinity of the corridor; general parcel sizes, shapes and arrangements; ownership patterns; and general site configurations (including parking). The review should document current conditions and identify resulting issues and opportunities.
- **Review of Transportation Features:** A review of the current street design and condition, general vehicle access patterns, pedestrian and bicycle circulation (both along and crossing State Street), and bus routes, stops, rider destinations, and sources of ridership. The review should document current conditions and identify resulting issues and opportunities.
- **Market Analysis:** An analysis of the current and long-term market demand for commercial development along the corridor. The market analysis will identify the amount and type of commercial development that can be supported along the corridor (both under current conditions and if any identified barriers to development can be resolved). The market analysis will identify barriers to demand and any options for local government in addressing those barriers. The market analysis will be used as a basis for establishing future land use recommendations and realistic re-development goals.
- **Review of Local Policies and Planning Documents:** A review of the Columbus Comprehensive Plan, Zoning Ordinance, subdivision regulations, housing study, and other regulations, policies,

procedures and documents applicable to State Street. The review should both establish a context for the State Street Corridor Plan and identify any barriers and opportunities for redevelopment.

- Review of Streetscape Features & Aesthetics: A review of the functionality and appeal of the current State Street streetscape. The review shall consider the corridor's role as a gateway to Columbus, as a neighborhood and community shopping area, and as an employment district.
- Public Input: Collection of public input that includes both (1) initial public preferences and issue identification and (2) follow-up public responses to draft findings and recommendations.
- Steering Committee Facilitation: Facilitation of periodic input from a steering committee of local residents, business owners, and City officials.
- Creation of Redevelopment Plan Content: Development of a strategic, implementable redevelopment plan component for the corridor that includes (1) identification and recommendations for critical properties; (2) identification of redevelopment opportunities; (3) recommendations for streetscape and aesthetic improvements; (4) recommendations for transportation improvements necessary to provide a complete, pedestrian and bicyclist friendly, transit-supporting street system; (5) recommendations for the elimination of any barriers to redevelopment; (6) recommendations for zoning or other regulatory or policy changes in support of redevelopment; and (7) recommendations for financing and implementing redevelopment projects.
- Creation of Long-term Land Use Plan Content: Development of a land use plan component for the corridor that would be a suitable addition to the City of Columbus Comprehensive Plan. This content should function in support of and coordination with the redevelopment plan content and should include long-term land-use recommendations, access management recommendations, general site design recommendations (including parking), and other recommended policies and procedures for the long-term governance of the area by local government.
- INDOT Coordination: Facilitation of communication, engagement, and solicitation of buy-in with the Indiana Department of Transportation with regard to the planning and design of future State Street improvements.
- Creation of a Plan Document and Support Materials: Creation of draft and final State Street Corridor Plan documents as well as any displays, presentations, or other materials necessary to convey the contents of the Plan. The documents and support materials shall be suitable for both communicating the plan to the general public and the long-term use of the City's professional staff.

The preliminary study area for the project is as shown on the attached map. However, it is recognized that the findings of the project may dictate changes to the study area boundaries.

The City of Columbus – Bartholomew County Planning Department can dedicate staff to provide assistance in collecting background documents and other information, facilitating steering committee meetings, facilitating public input events, and otherwise supporting the project. The Planning Department will generate all documentation necessary for the adoption of the State Street Corridor Plan as an element of the City of Columbus Comprehensive Plan. However, the consultant will be responsible for making any edits to the Plan document itself identified through the Comprehensive Plan adoption process.

Proposal Submittal Requirements:

Interested consultants shall submit seven (7) identical copies of their proposal and include the items listed below. Proposals shall be limited to maximum of 20 pages - single sided, 8½ by 11 inches (or 10 such pages doubled sided). Interested consultants are welcome to team with other firms or add sub-consultants necessary to complete the project. All proposals must address all aspects of the project.

- Firm Information: The name of the firm, its website address, and the location of the office from which the work will be completed. If a team of firms or sub-consultants will be used, identify all included firms, the lead firm, and the general percentage of work to be completed by each firm.
- Qualifications: The qualifications of the consultant's staff members who are proposed to complete the project. Include only those staff members who will be active members of the project team. Do not include any firm leadership members who will not actively participate in the project.

- Experience: Related and similar projects previously completed by those consultant staff members proposed to complete the project. Do not include similar projects completed by the consultant, but by different staff members.
- Scope of Services Outline: A general outline of the consultant's proposed scope of services that demonstrates the consultant's understanding of the project, intended overall approach, and any unique resources or practices to be applied to the project.
- Fee Proposal: A proposed lump sum fee to complete the project.
- Timeline: A general timeline for completing the project.
- References: Two references for which the consultant has completed similar projects, including the title of that project and the reference's name, address, and phone number.
- Contact Information: Contact information for the individual to whom questions about the proposal should be directed (including a mailing address, phone number, and e-mail address).

Submit To:

State Street Proposal Review Committee
c/o Jeff Bergman
City of Columbus – Bartholomew County Planning Department
123 Washington Street
Columbus, IN 47201

Submit By:

4:00 p.m. EST on November 20, 2012

Contact for Questions:

Jeff Bergman
City of Columbus – Bartholomew County Planning Department
Phone: 812.376.2550
E-mail: jbergman@columbus.in.gov

Selection Procedures:

The consultant shall be selected based on the following factors, in order of importance, (1) qualifications, (2) project approach, (3) related experience, (4) timeline, and (5) fee. The proposals will be reviewed by a committee of local officials and stakeholders. Interviews with a shortlist of consultants are likely prior to a final selection being made.

STATE STREET CORRIDOR PLAN

CITY OF COLUMBUS - BARTHOLOMEW COUNTY PLANNING DEPT.

REQUEST FOR PROPOSAL



THE LAKOTA GROUP
TROYER GROUP
CLUE GROUP

NOVEMBER 20, 2012



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Mr. Jeff Bergman
City of Columbus - Bartholomew County Planning Department
123 Washington Street
Columbus, IN 47201

November 20, 2012

Re: State Street Corridor Plan

Dear Mr. Bergman:

On behalf of **The Lakota Group, Community Land Use and Economics Group (CLUE Group)** and **The Troyer Group**, we are pleased to present our professional services proposal to assist in the development of a **State Street Corridor Plan** for the **City of Columbus – Bartholomew County Planning Department**.

We understand that Columbus is seeking a consultant that will provide a land use and transportation plan that will reflect both long-term land use planning component and short-term, feasible implementation strategies. It is our intention to provide a compelling vision for State Street's future in terms of its transportation and urban design enhancements, as well as its business and economic development potential.

Our team comprises experienced professionals in master planning, engineering and market analysis that will provide Columbus with an achievable outcome it is seeking for this project. Our plan will take into account and enhance Columbus's assets—its vibrant downtown, strong local economy and architectural significance. The State Street corridor is a critical transportation corridor and community stakeholders recognize its importance as a key visual gateway into the community and its potential to serve the needs of Columbus citizens and business owners.

We are excited about this project and the prospect of working with the residents and stakeholders of Columbus. We look forward to discussing our submittal with you and your selection committee in person. Please feel free to contact me with any questions you may have. You may reach me at sfreres@thelakotagroup.com or directly at 312-498-5433.

Sincerely:



Scott Freres, RLA, ASLA
Principal
The Lakota Group
212 W. Kinzie Street, Floor 3
Chicago, Illinois 60654

FIRM INFORMATION

LAKOTA

212 W. Kinzie Street
3rd Floor
Chicago, Illinois 60654

www.thelakotagroup.com
312.467.5445

THE LAKOTA GROUP

The Lakota Group, based in Chicago, Illinois, was established in 1993 to serve a range of public and private sector clients. Our professionals are widely recognized for their large- and small-scale planning and urban design projects, with expertise in community engagement and participation processes. Lakota's projects have included downtowns and comprehensive community plans, commercial corridor plans, parks and greenways, streetscapes, wayfinding, signage and branding efforts, public spaces, waterfronts and river corridors, neighborhood revitalization plans, design guidelines and form-based codes, transit-oriented developments, historic preservation plans, medical districts and mixed-use developments. Experienced Lakota staff and associates have provided services to more than 200 communities throughout the country. The firm's approach is reflected in its name, "Lakota," which is a Native American word meaning "allies." Lakota professionals share a strong respect for the land and built environment, a sense of community and a desire to bring people together, to work together as allies for positive change.

Lakota will be the lead consultant for the project.



P.O. Box 2435
Arlington, Virginia 22202

www.cluegroup.com
202.657.5232

CLUE GROUP

The Community Land Use and Economics Group (CLUE Group) is a small, specialized consulting firm that helps community leaders create vibrant commercial districts. We work with local and state governments and nonprofit revitalization organizations to develop practical and innovative economic development strategies, cultivate independent businesses, identify regulatory and financial barriers to revitalization, and strengthen commercial district management programs. CLUE Group is regarded as one of the nation's leading experts in commercial district revitalization, downtown economic development, and small business development. Our clients include local and state governments throughout the United States; local, state and national nonprofit organizations; private developers; and government entities in Canada and the United Kingdom. The CLUE Group is a limited liability company based in Virginia.



550 Union Street
Mishawaka, Indiana 46544

www.troyergroup.com
574.259.9976

TROYER GROUP

The Troyer Group was established November 1, 1971 as a sole proprietorship providing architecture and planning services. As a leader in sustainable design since our inception, The Troyer Group believes that all we do with and to our environment must contribute to its maintenance or improvement. We have 17 LEED accredited professionals and 28 staff members have been trained in the LEED (Leadership in Energy and Environmental Design) Green Building Rating System™ which is a voluntary, consensus-based national standard for developing high-performance, sustainable environments.

With all of our design solutions, we seek to enhance the enjoyment of our clients while contributing to their overall wellness. We take pride in building and maintaining close relationships with our clients while helping them achieve their mission and goals.

QUALIFICATIONS

THE LAKOTA GROUP

SCOTT FRERES, RLA, ASLA, PRESIDENT AND PRINCIPAL

Scott Freres is Lakota founding Principal and leads the firm's urban design and landscape architecture studios. Scott has more than 27 years of planning and urban design experience ranging from revitalization plans for large urban districts, corridors and small towns to the detailed design of streetscapes and public spaces. Scott has been apart of every signage program in Lakota's 20 year history. His unique ability to take a fresh, feasible and inclusive approach to planning and design for the public, private and institutional sectors has contributed to establishing Lakota's reputation as a creative leader in planning and design. Scott is a Registered Landscape Architect with the State of Illinois and a member of the American Society of Landscape Architects.



EDUCATION

University of Wisconsin-Madison
Bachelor of Science - Landscape Architecture
Madison, WI (1986)

DANIEL GROVE, RLA, LEED AP, ASSOCIATE PRINCIPAL

Daniel Grove, RLA, LEED AP, is a Lakota Vice President with experience in downtown planning, mixed-use developments, large residential developments, site planning, park design, and wayfinding design and computer modeling/simulations. Daniel coordinates team resources and overall project scheduling for Lakota. He is particularly skilled at quality control and "value engineering" projects to balance planning/design goals with budget targets and funding. Daniel recently led the development of downtown wayfinding and streetscape design projects in Oak Park and other Chicago area communities as well as the Downtown Ferndale, Michigan Wayfinding and Signage Program design process and implementation.



EDUCATION

University of Wisconsin-Madison
Bachelor of Science - Landscape Architecture
Madison, WI (1998)

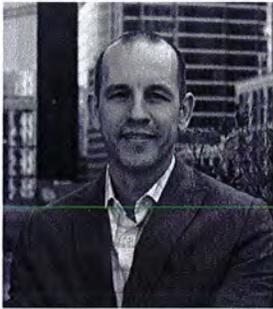
NICK KALOGERESIS, AICP, VICE PRESIDENT

Nick is a City Planner and currently manages Lakota's historic preservation planning and downtown revitalization portfolio and has provided consulting services to over 70 communities across the country. Nick's clients have included downtown development authorities, state and local Main Street programs and business improvement district (BID) supported organizations. Nick is also a frequent writer and public speaker on topics related to historic preservation based planning and downtown revitalization. Nick recently authored the article, "Incorporating Sustainability into Downtown Master Plans and Codes", for the May/June issue of Main Street Now, the quarterly journal of the National Trust Main Street Center. Prior to joining Lakota, Nick was for 10 years a Program Officer for Consulting Services with the National Trust Main Street Center (NTMSC). Nick is a member of the American Institute of Certified Planners.



EDUCATION

Elmhurst College
Bachelor of Arts - Urban Studies & History
Elmhurst, Illinois (1988)
University of Illinois at Urbana-Champaign
Masters of Urban Planning
Urbana, Illinois (1991)



KEVIN CLARK, RLA, AICP, VICE PRESIDENT

Kevin is a City Planner/Landscape Architect with extensive experience in downtown and corridor planning, streetscape planning, landscape and park design, site design and project management. His clients have included public agencies, corporations, institutions, retail businesses, and developers. Kevin is a Registered Landscape Architect with the State of Illinois and a member of the American Institute of Certified Planners.

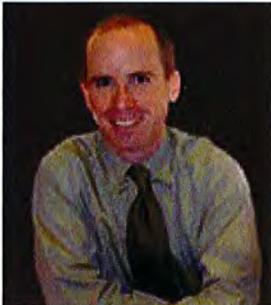
EDUCATION

University of Illinois at Chicago
Masters in Urban Planning & Policy,
Physical Planning
Chicago, Illinois (2006)

University of Kentucky
B.S. Landscape Architecture
Lexington, Kentucky (2000)

CLUE GROUP

JOSH BLOOM



Josh Bloom is a leader in the revitalization of historic commercial districts. He applies market-based strategies and research to help cities and communities create economically vibrant downtowns. He lectures and publishes on two of his favorite topics – creating sustainable clusters of independent and chain businesses, and the development of crowdsourced and crowdfunded community-owned businesses.

Before joining the CLUE Group, Josh led the National Trust Main Street Center's urban expansion efforts, establishing the citywide Boston Main Streets program in 19 neighborhoods, as well as individual neighborhood Main Street programs in Cleveland, St. Louis, Los Angeles, New Orleans, Miami, Philadelphia, and others.

Josh received his B.A. from Columbia University and a master's in historic preservation from the University of Pennsylvania. He is a former molecular biologist. In 2007 he graduated from the preservation carpentry program at the highly regarded North Bennet Street School, a historic trades school in Boston.

KENNEDY SMITH

Kennedy Lawson Smith is one of the nation's foremost experts on commercial district revitalization and main street economics and is a prominent spokesperson for economically and environmentally sustainable community development.

Kennedy has been a leader in downtown economic development for almost 25 years. After serving as director of Charlottesville, Virginia's downtown revitalization organization in the early 1980s, she joined the staff of the National Trust for Historic Preservation's National Main Street Center in 1985 and became its director in 1991, a position she held for 13 years. During her tenure the Main Street program was recognized as one of the most successful economic development programs in the US, generating \$18 billion in new investment and stimulating development of 226,000 new jobs and 56,000 new businesses and expanding to a nationwide network of almost 2,000 towns and cities, with additional programs in Australia, Canada, New Zealand, Singapore, Taiwan, and the UK. Although trained as an architect, Kennedy has focused most of her career on downtown retail market analysis, business development, and economic impact analysis, and she is credited with creating the downtown market analysis methodology now most widely used in the US.



THE TROYER GROUP

CHRISTOPHER W Aidner, P.E. - PROJECT MANAGER

Chris' main responsibility is to ensure that the client receives a constructed project, designed and constructed of high quality, on time and on budget.

During his professional career, Chris has served as Project Manger for a multitude of projects such as signal and roundabout intersection improvements, downtown streetscapes, storm sewer separations, and multiuse paths. Through coordination and communication with contractors and federal, state, and local agencies he has developed strong relationships and understanding of the requirements of each. Chris has used these relationships and knowledge during The Troyer Group work with the Town of Culver on the development and construction of the Safe Routes to Schools project, a project that exemplifies the hands-on approach Mr. Waidner takes with all stakeholders in directing projects through their successful completion site, grading, and landscape plans for public and private sector clients.



B.S. Civil Engineering
1997, Purdue University



B.S. Civil Engineering, 1979
Geneva College

Extension Courses:
• 1978, Fairleigh Dickinson
University
• 1989-1993, University of
Wisconsin-Madison

KENT SCHUMACHER, P.E., LEED-AP - PROJECT MANAGER

Kent uses his passion and expertise in traffic engineering to enhance environments by developing highly efficient, safe and aesthetically pleasing solutions for our clients. Kent's expertise in Traffic Calming design provides communities with safe and efficient vehicular and pedestrian circulation. His extensive experience as a traffic engineer with the City of Elkhart and The Troyer Group provides him the tools necessary to achieve INDOT's goals.



B.S. Landscape Architecture, 2004
Michigan State University

MIKE REESE, ASLA, LEED-AP - LANDSCAPE ARCHITECT

Mike joined TTG in 2004 as a graduate landscape architect and became a registered landscape architect in 2009. He has managed a variety of projects through the design process, from analysis and conceptual development to construction administration. Mike has worked on projects including park master plans, ADA master plans and improvement projects, streetscapes, trails, campus master plans, and many other site, grading, and landscape plans for public and private sector clients.



B.S. - Civil Engineering, 1975
Tri-State University

MBA - Indiana University
South Bend

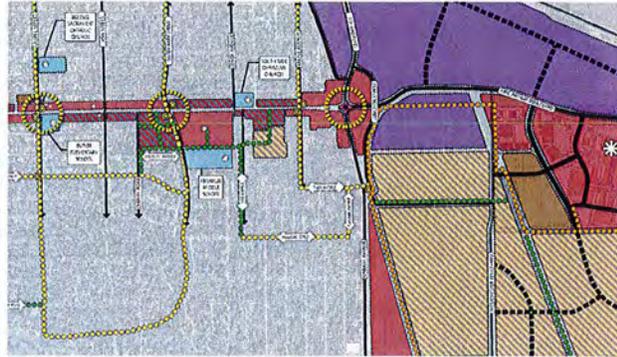
JOHN LESZCZYŃSKI- SENIOR VICE PRESIDENT

John directs the Public Sector for The Troyer Group. He will assist with idea generation and as the sounding board for The Troyer Group. His vast experience makes him an enormous asset to the team, especially with his history as a former Public Works Director. Since being a civil servant, he has been involved in community organizations like TRANSPO as a chairman, South Bend Housing Services Board, Area Plan Commission, St. Joseph County Chamber of Commerce, and many others that have provided him with the tools and knowledge to make effective decisions concerning projects. With this knowledge, John understands the importance of listening to clients and providing the client with unique and cost effective solutions.

John will also bring a working knowledge of the neighborhood and community players to help make this project a win-win for all parties. Community relations will be very important to project success and John has the knowledge and relationships to assist the team.

CITY OF SPRINGFIELD, ILLINOIS: MACARTHUR BOULEVARD MASTER PLAN

Lakota prepared a MacArthur Boulevard master plan for the Springfield-Sangamon Regional Planning Commission. This gateway commercial corridor, located southwest of downtown Springfield, had physically deteriorated over a period of many years. The team addressed land use, transportation, business development, streetscape, signage and key implementation steps. New commercial office space and residential land uses, such as a modern business park and senior housing campus, were among several development opportunities identified. Lakota facilitated the creation of a new taskforce committee that was charged with coordinating the multi-phased implementation strategy.



Project Contact/Reference
Norm Sims, Executive Director
Springfield-Sangamon County
Regional Planning Commission
217-535-3110

CITY OF ROCKFORD, ILLINOIS: SOUTH MAIN REVITALIZATION STRATEGY

Lakota, along with the CLUE Group, TY Lin International and Arc Design Resources, led a team in preparing a revitalization strategy for Rockford's South Main Street. A land use framework, transportation enhancements, market strategies, streetscape and signage concepts and implementation steps were developed for the main gateway corridor located south of downtown Rockford. Development opportunity sites were identified for new commercial, office and residential land uses. Strategies include reusing vacant buildings, creating a new district brand, improving physical conditions and reconnecting to the adjacent Rock River with new public amenities. Streetscape concepts were also designed as elements of continuity throughout plans for a soon-to-be reconstructed IDOT roadway.



Project Contact/Reference
Patrick Zuroske, Capital Program Manager
City of Rockford
815-987-5570

LAKOTA

WOOD DALE, ILLINOIS: THORNDALE CORRIDOR MASTER PLAN & STREETScape DESIGN

In order to capitalize on extensive roadway and transit changes that are planned for O'Hare International Airport—which include a Western Terminal, extension of the Elgin-O'Hare Expressway and two interchanges—Lakota developed a strategic master plan for the Thorndale Corridor, located in Wood Dale, Illinois.

The Plan defines a sustainable “Corporate Main Street” organized around a walkable, mixed-used street. This one-of-a-kind environment can accommodate 4 million square feet of office, hotel, retail, restaurant and light industrial space, as well as apartments, condominiums, transit nodes and plazas. It includes 16 key corner locations for development along 1.5 miles of expressway frontage, as well as a shared stormwater management system.

Project Contact/Reference

Ross Klicker
City of Wood Dale
404 North Wood Dale Road
Wood Dale, IL 60191
630-787-3731



SOUTH BEND, INDIANA: NORTHEAST NEIGHBORHOOD + EDDY STREET CORRIDOR MASTER PLAN & DESIGN GUIDELINES

Lakota, along with Troyer, prepared a redevelopment plan and design guidelines for a deteriorated, underdeveloped neighborhood located between the University of Notre Dame and downtown South Bend. This effort focused on creating a mixed-use community that includes new homes, row homes, condos, shops, restaurants and hotels to serve local residents, faculty, students and visitors. Lakota worked closely with several governmental and non-profit entities to create the future vision of a dynamic new “old” neighborhood. The guidelines included a range of urban design, landscape, streetscape and architectural images that illustrate the new development’s desired character, as well as maintain building preservation. Lakota also assisted the University with recruitment of the master developer.



Project Contact/Reference

Phil Byrd
Director of Real Estate
South Bend Heritage Foundation
574-289-1066



ELKHART, INDIANA: HIVELY AVENUE REVITALIZATION

The Troyer Group was selected to design the improvements to Hively Avenue, the main east-west corridor of the South West Industrial Area. This was an LPA project utilizing TEA - 21 funding.

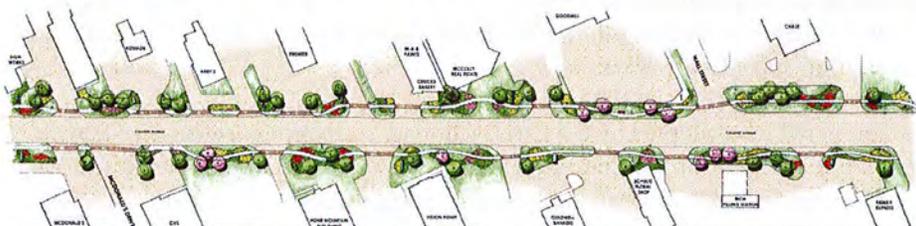
The scope for the project included:

- Widening Hively Avenue from SR 19 to Benham Avenue to a three lane section with continuous left turn lane
- Incorporating two roundabouts at existing intersections as an alternate way to control traffic
- Incorporation of landscape improvements into the roundabouts to achieve a “boulevard effect”
- Installing a new storm sewer system
- Updating existing signal at Hively and Benham with new equipment and decorative signal poles



VALPARAISO, INDIANA: CALUMET AVENUE STREETScape MASTER PLAN & DESIGN

The City of Valparaiso, in coordination with the Valparaiso Redevelopment Commission, is committed to the improvement of the streetscape appearance along Calumet Avenue, one of the City’s main north-south commercial corridors. The Troyer Group was selected to complete a planning study in 2008 which analyzed the existing streetscape and developed alternatives to be incorporated into the final design that would upgrade the aesthetics and pedestrian movement along the corridor. Work was done to assist the City in identifying potential improvements to the corridor’s curbs, drainage, aesthetics, lighting, landscape and overall connectivity. After identifying opportunities and constraints along the corridor, high-end and low-end alternatives were developed to provide the City multiple options depending upon the funds available for the eventual construction. Rendered plans, photo-simulations and preliminary cost estimates were prepared for each alternative, providing a basis for comparison. The momentum created in preparing the streetscape improvement Master Plan led towards the implementation of its recommendations. Phase two was completed in 2009 which included bioswales, lighting and landscape.



SEATTLE, WASHINGTON: RAINIER VALLEY RETAIL DEVELOPMENT STRATEGY (2009)

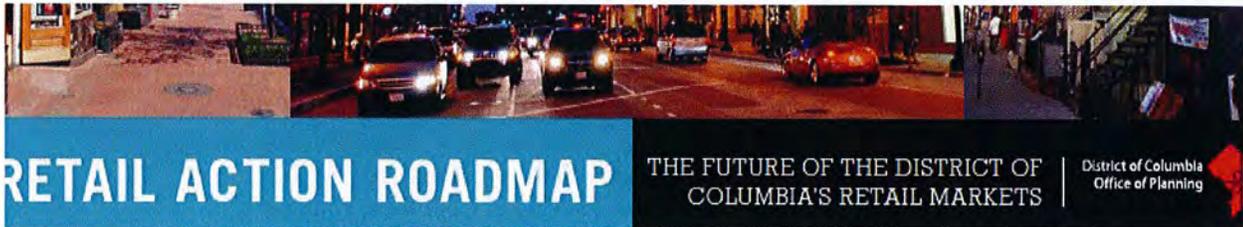


With the opening of a new light rail line along the Martin Luther King, Jr. Way corridor in Seattle's Rainier Valley in July 2009, the neighborhood's small, independently-owned, and culturally diverse businesses faced several significant threats. In particular, the lengthy construction period had hurt business traffic, and new commercial development along the light rail line was beginning to drive up retail rents. The City's Office of Economic Development engaged the CLUE Group to examine these problems in greater detail and to propose a set of strategies to help strengthen existing small businesses and develop or attract new ones. Our research uncovered a number of new market development opportunities for Rainier Valley businesses. We found that, while Rainier Valley was experiencing numerous sales leakages (some of which we believe can be recaptured), several of its business clusters were attracting shoppers from throughout the Seattle metropolitan area, providing additional potential customers and retail sales for other Rainier Valley businesses.

Our 24 recommendations included:

- Sharing property ownership with independent business owners, using equity from a community development foundation, to help mitigate escalating rents and lower operating costs;
- Developing a shared commercial kitchen in which Rainier Valley restaurants can produce and package specialty foods to be sold in grocery stores
- Creating community-based stock companies to help capitalize small businesses.

WASHINGTON D.C. NEIGHBORHOOD RETAIL DEVELOPMENT STRATEGY



In 2009 the District of Columbia's Office of Planning conducted a citywide analysis of retail needs and opportunities. The analysis concluded that the District was losing \$1 billion in retail sales each year to suburban shopping centers- but it lacked clear strategies for supporting small business development and for tailoring the data for individual neighborhoods. The Office of Planning engaged the CLUE Group to sift through the data, identify specific opportunities for specific neighborhood commercial districts, and suggest strategies the Office of Planning and its public- and private-sector partners might adopt to cultivate small business development. The office of planning was particularly interested in boosting retail development activity in 15 neighborhoods with weak or emerging markets.

We suggested over 50 specific actions grouped into four major strategies: Filling in the gaps in neighborhood markets, creating new business concentrations, cultivating and strengthening locally-owned small businesses and marketing the city's retail offerings in innovation and effective ways.

All but three of our 50 actions we proposed were adopted by the City, including: co-locating new businesses with established businesses in high-visibility areas; removing red tape holding back development of food trucks; creating an international market; creating a privately-capitalized small business development fund and teaching entrepreneurial skills through retail internships.

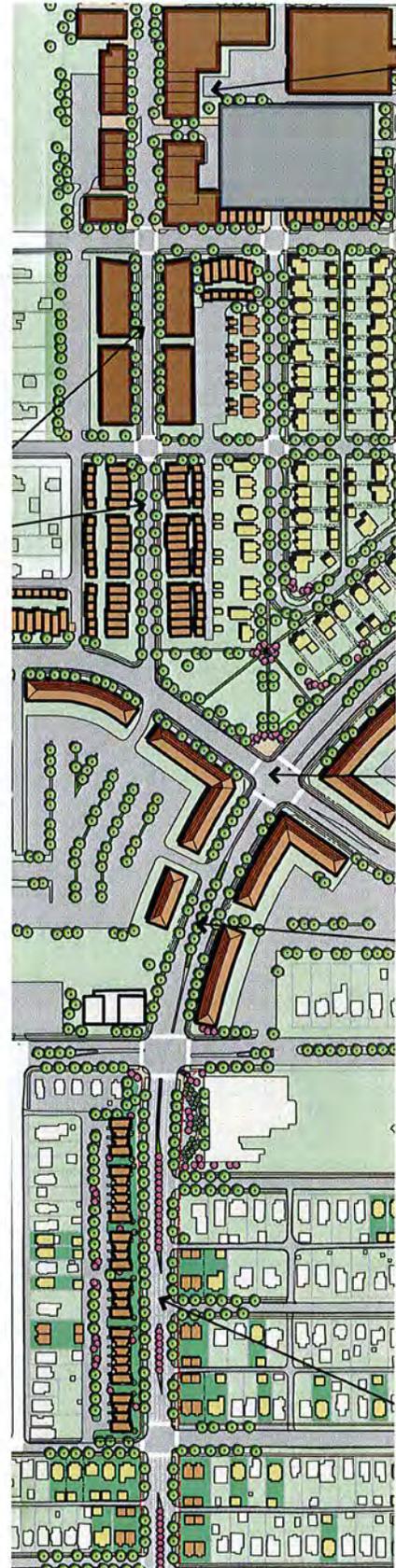
SCOPE OF SERVICES

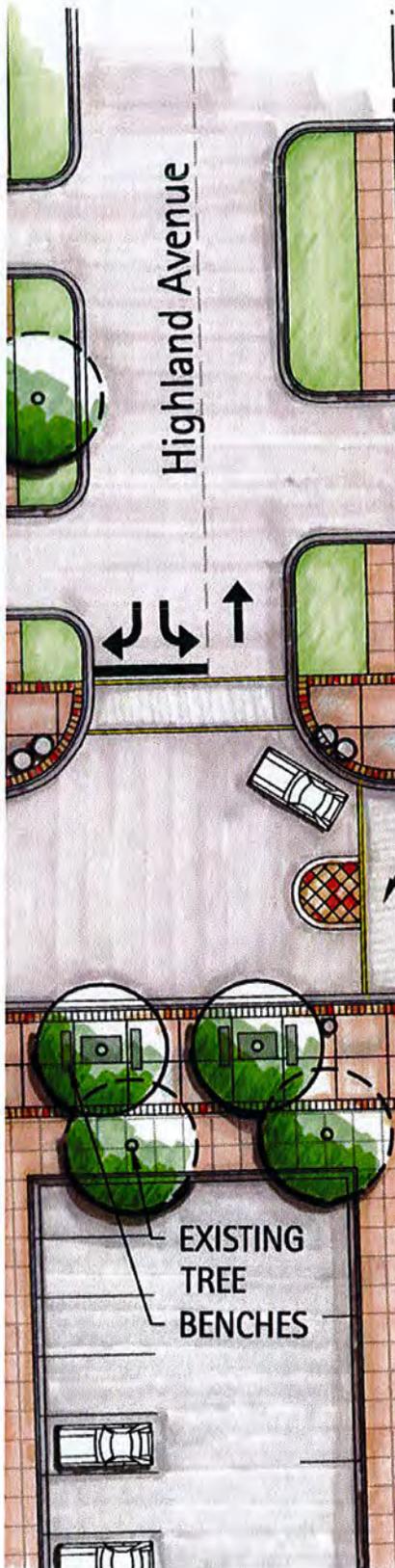
The City of Columbus - Bartholomew County Planning Department is seeking a professional planning team to assist in the preparation of a Plan for the State Street Corridor (State Road 46), which extends two miles from Downtown Columbus southeast to the City's municipal boundaries. The State Street Corridor is a critical transportation corridor, which stakeholders recognize its importance as a key visual gateway into the community and its potential for serving the needs of Columbus citizens and residents. It is understood that this Corridor Plan should provide a compelling vision for State Street's future in terms of its land use, transportation and urban design enhancements, and business and economic development potential. The Plan should also outline implementation strategies that are both comprehensive and creative, and that not only consider the roles of government entities in the implementation process but also various other organizations and agencies, including non-profit groups, business associations, and local citizen groups. Above all, implementation strategies must also be achievable by making the most of existing partnership opportunities and resources.

As part of the planning process, key catalytic redevelopment sites would be identified and analyzed to explore their redevelopment potential. Most importantly, the Corridor Plan will incorporate progressive design strategies that address the principles of Context Sensitive Solutions (CSS) adopted by the Indiana Department of Transportation (INDOT). It is INDOT's policy to integrate context sensitive solutions into the planning, development, and construction of roads in the state's jurisdictional system. Community character in transportation improvements, including pedestrians, cyclists, public transportation vehicles, trucks, and automobiles, as well as historic and scenic elements will be considered as part of this planning process.

To develop that compelling vision and achievable strategies, the Lakota Team proposes the following approach:

- Create a clear, compelling vision of the future that "sets the stage" for future capital improvement programming, new development, and retention/attraction of area businesses along the Corridor.
- Develop an optimal short and long-range land use strategy and development framework.
- Create a range of alternative land use mixes and development concepts that enhance the appearance and revitalize adjoining businesses and blocks within the State Street Corridor. In creating these alternatives, the Lakota Team will utilize a "Min-Mid-Max" approach for understanding whether a minimal amount of change should take place, a maximum, or a "middle" scenario of some stability and some change. Different scenarios will allow area stakeholders to better understand the possibilities for positive change related to land use, urban design, traffic and transportation, and business development.
- Assess transportation planning and traffic management issues with an





ultimate goal to balance pedestrian and vehicular needs, as well as make State Street corridor more efficient.

- Analyze market trends so that redevelopment scenarios can be grounded and tested, especially for short-term action strategies. However, this will not be a typical market analysis. Market analysis information will also be used to develop effective strategies for helping existing businesses benefit from the new development, rather than be displaced by it.
- Establish a framework for future changes to development regulations that emphasize high quality, sustainable site and building design. In addition, identify what financing tools and mechanisms the Corridor would be eligible for use implementation. New development should be compatible with the goals, needs, infrastructure, and “design character” of the community.
- Consider urban design strategies will seek to knit the Corridor together as a unified whole and as an attractive gateway in Columbus.
- Identify sensitive areas of the Corridor that should be maintained due to their character, scale and contribution to the immediate neighborhood and environment.
- Develop a detailed plan and matrix the outlines in detail the initiation and completion of specific implementation action strategies and steps. The implementation matrix should specify which agencies and organizations are responsible for certain plan implementation activities.

CORRIDOR OBSERVATIONS

The State Street Corridor, as shown in the Preliminary Study Area, has two distinct physical character environments in which the plan must focus its redevelopment and physical improvement strategies and recommendations. The first portion of the Corridor, defined by the areas between the Haw Creek and the Columbus People Trail and transition areas southeast toward South Gladstone Avenue contains a mix of uses and development patterns, as well as different streetscape and parkway conditions. This portion may be the most susceptible to change and where opportunities may exist to plan accordingly for the type of land uses and physical design that would help unify and strengthen the Corridor’s overall urban design character. A relevant planning and transportation framework and set of strategic action items for this portion of the Corridor may focus on concentrating development in organized nodes. Planning for the last portion of the Corridor past South Gladstone Avenue may focus on streetscape and transportation improvements that enhance this area’s semi-suburban - semi rural feel as it transitions to beyond the municipal boundaries and into the countryside.

The second area of the Corridor to consider as part of the study is its northwest portion, which travels through the Downtown district where

the land use and development pattern is predominately pedestrian-oriented with minimal building setback. Downtown's transitional areas, where single-use developments and parking lots along the sidewalk begin to predominate, are opportunities for potential redevelopment and for rethinking its ultimate physical form and character. The goal for redevelopment would be to encourage new pedestrian oriented and mixed use development that respects Downtown's overall character and development potential. Streetscape, wayfinding and urban design improvements in this area can also serve to provide better visual connections from the Downtown to the residential and industrial sectors to the east and southeast along the Corridor to Haw Creek and State Street's southeast segment. One particular reason to consider this area is to ensure that any new development fit within the framework and context of the larger State Street Corridor.

COMMUNITY ENGAGEMENT

The Lakota Team will work closely with the City of Columbus - Bartholomew County Planning Department and other stakeholders throughout the planning process to solicit and gather ideas and input so that the Corridor Plan reflects a strong consensus of the community. Our Team understands that a particular community's stakeholder level of interest and participation in a planning process can vary significantly. Therefore, our Team's collective history and experience of working on similar assignments tells us that the appropriate means and venues for community interaction, outreach, and feedback must be identified and understood early on before the planning process begins. In other words, a carefully designed, customized community engagement process will be developed in close collaboration with the City-County and other key stakeholders before planning process starts in earnest.

At a minimum, however, our Team's approach will include: area/site tour(s), stakeholder focus groups, participatory visioning/charrette workshop(s), electronic media outreach and web-based surveys, City staff review meetings, a project website, and various presentations. The Lakota Team will also assist the City-County in the establishment of a Project Steering Committee, which will help bring the public and private sectors together in guiding the visioning and planning process.



PROJECT WORK PLAN

The following is a suggested Project Work Plan that can be adjusted and modified to meet the needs of the City-County.

PHASE 1: ANALYSIS PHASE - STATE OF THE CORRIDOR (3 MONTHS)

The first-phase analysis will include a comprehensive review of the following:

- Previous Plans/Studies
- Existing Land-Use Mix
- Existing Roadway, Urban Design and Environmental Conditions
- Transportation Conditions/Plans/Studies
- Market and Development Trends
- Existing Zoning Code and Development Standards
- Recent/Pending Private Developments and Public Projects
- Development Opportunity Sites and Key Sub-Areas
- Building Permit Issuance Trends by Housing Type
- Real Estate Inventories, Tax Rates, Residential and Commercial Prices/Lease Rates, Major Employers, and other Economic Development Information
- Corridor Business Directory
- List of Active Community and Neighborhood Associations

The first-phase of the process will include City-County staff review, Steering Committee meetings and focus groups, and key stakeholder interviews. The analyses and meetings will be summarized in a State of the Corridor Report, which will include a review of policies, existing conditions, development strategies, transportation issues, market conditions, and land use issues. The culmination of these efforts will prepare stakeholders to move into the Visioning Phase of the planning process. The following Phase I tasks include:

Task 1.1: Project Start Meeting and Corridor Tour (Visit #1; Meeting #1)

A project start meeting/workshop with City staff and Steering Committee will be conducted to introduce the Team and discuss plan mission and goals, issues and challenges, work plan and schedule and available data and resources. The Project Work Plan and Schedule will be refined based on input received during the Project Start Meeting.

Task 1.2: INDOT Meeting (Visit #1, Meeting #2)

The Lakota Team will meet with INDOT Seymour District offices, and the City of Columbus Public Service Department to discuss Context Sensitive and Complete Streets principles, or other transportation improvements and enhancements to the Corridor. The meeting will also be used to confirm the status of any pending INDOT projects along the Corridor.

Task 1.3: Project Website

Lakota will develop a project website that describes the overall planning project and process, as well as to post project updates, draft plans, workshop materials and plan drawings.

Task 1.4: Field Work and Base Mapping (Visit #2)

Collect available digital base maps, Comprehensive Plan and other studies, aerial photos for use during the analysis phase, and Geographic Information System data, including parcels, rights-of-way, building footprints, easements, curb-line, edge of pavement, walks, vegetation, and zoning and general topography for use in planning analysis.

Task 1.5: Project Steering Committee Session (Visit #3, Meeting #3)

The Team will conduct a focus group discussion with the Project Steering Committee to review land use, market, real estate, transportation, and infrastructure conditions and opportunities affecting the Corridor and to discuss potential planning and urban design strategies.

Task 1.6: Stakeholder Interviews (Visit #3, Meeting #4)

Conduct a day-long session of interviews with neighborhood leaders, City staff, property and business owners and residents to discuss Corridor issues. Additional online surveys can be developed as a community engagement tool if necessary.

Task 1.7: Stakeholder Interview Summary

The Lakota Team will prepare a memo that summarizes input from the stakeholder interviews sessions.

Task 1.8: Land Use Analysis

Analyze existing land use, zoning, physical conditions, streetscape and ROW, wayfinding and signage, and road networks to establish a baseline of information for the planning process. This task will include the production of necessary drawings and exhibits. Based on the analysis, the Team will develop transects or sub-areas of the Corridor in order to better understand specific land use and development conditions.

Task 1.9: Market Assessment

The Team will conduct an overall market assessment and analyze the findings in the context of redevelopment and business, commercial and industrial development potential in the Corridor. Key components to be addressed include:

- Demographic profiles and forecasts of the Corridor Area and its regional context
- Current commercial/residential/industrial mix and trends
- Trends in employment and business establishments
- Forecasts for future demand.

From the market assessment, the Lakota Team will analyze the market position of the Study Area including new development and adaptive use opportunities. The land use mix, development capacities for key sites and specific commercial/industrial/residential development strategies will be determined in collaboration with the physical site design process and tested for overall economic feasibility.

Task 1.10: Transportation and Infrastructure Assessment

The Team will undertake the following activities in regard to this assessment:

- Infrastructure Assessment and Roadway Improvements. General observations will be made about the visual condition of the infrastructure in the Corridor right-of-way.
- Traffic Analysis. General traffic observations about traffic and traffic generators will be documented.
- Bicycle/Pedestrian Facility Assessment. The location of sidewalks, bicycle routes and facilities, and other existing conditions, including sidewalk continuity will be noted. Safety, connectivity, health, safe routes to school (SRTS), school buses will be analyzed along with plans, policies and ordinances in relation to the impact they have on the pedestrian realm.
- Truck Freight. Significant truck traffic generators in the Corridor will be identified.
- Transit. Identify locations of potential transit stops and transit stop amenities in the Corridor. Identify linkages to from the Corridor to City and other regional bike trails.
- Future Traffic. Current and future traffic volumes will be formulated. Land that could be developed in the future will be identified. The traffic that could be generated from this land use will be forecasted.

Task 1.11: State of the Corridor/Existing Conditions Report (Deliverable #1).

Prepare a report for City-County and Steering Committee review that summarizes the analyses regarding land use, urban design, infrastructure, transportation, market, and development issues and opportunities. The Report will be well-illustrated with graphics, photos and images that document existing conditions.

Task 1.12: City-County/Steering Committee Review Meeting (Visit #4, Meeting #5)

Conduct a meeting with the City-County and Steering Committee to review the State of the Corridor Report. The Team will revise the Report based on staff and Steering Committee input.

PHASE 2 – CORRIDOR VISIONING (2 MONTHS)

During this phase, the Team will generate concepts that address urban design, wayfinding and streetscape enhancement opportunities, local land availability, market conditions, access and circulation, parking, and potential development opportunities. The goal of Phase 2 is to solicit input from local stakeholders and others regarding Corridor planning issues and constraints. A community workshop will be conducted to gain public feedback and further refine the development concepts, generate additional planning/design ideas, and prioritize an overall land use, transportation and design direction for the Study Area.

To go beyond basic land use and market thinking, and assist the Steering Committee and stakeholders visualize the physical development potential of the Corridor, this phase will include a series of design and development studies. Lakota is known for its “Min-Mid-Max” approach, which involves presenting multiple concepts and scenarios to help area leaders and residents visualize the physical scale, character, and context of potential development and enhancements to the Corridor. This phase will also address Corridor planning goals, policies, and transportation and infrastructure needs. Phase II tasks include:

Task 2.1: Land Use Strategies and Urban Design/Transportation/Development Concepts.

Prepare a range of site specific and Corridor general land use/urban design and development concepts that address:

- Streetscape/intersection improvements
- Land use mix and development density
- General building and parking massing
- General road/street network improvements
- Bicycle and pedestrian paths and connections
- Open space and greenway linkages
- Area physical character/image
- Infrastructure improvements
- Transit facilities



Task 2.2: Community Visioning Workshop/Open House #1 (Visit #5, Meeting #6).

Conduct a workshop/open house with Corridor stakeholders and the community at large to review the alternative land use strategies/development and design scenarios. Evaluate the options according to their short and long-range potential for accomplishing plan goals and objectives. A slide show will be presented during the workshop, which may include photographs, hand sketches, and computer generated graphics to help describe potential land use mix, development context, urban design and physical needs as well as good examples of similarly scaled developments located throughout the country. With an Open House format, stakeholders and community residents will have additional time to view drawings and concepts, answer questionnaires and discuss plan strategies during roundtable discussions.

Task 2.3: Workshop Summary

Prepare a memorandum that summarizes input from the workshop for City-County/Steering Committee Review.

Task 2.4: City-County/Steering Committee Review (Visit #6, Meeting #7)

Conduct a meeting with the Steering Committee and City-County staff to review workshop results and preliminary planning strategies and concepts.

PHASE 3 – CORRIDOR MASTER PLAN (3 MONTHS)

Based on the input from Phases 1 and 2, the Lakota Team will prepare a more specific Corridor development and revitalization framework. An implementation strategy will also be prepared to address policy and zoning changes as well as public and private actions that can be taken to advance the goals and objectives of this Plan. This Phase concludes with presenting the Final Plan to the Steering Committee, planning commissions and the Columbus City Council. Phase III tasks include:

Task 3.1: Corridor Plan

The Lakota Team will prepare a State Street Corridor Plan that will incorporate plan drawings, design concepts/graphics, overview narrative, development capacities, and Implementation Strategy, and potential phasing diagram. The Plan will also include the following components:

- Land Use, Urban Design Plan. Refined land use strategies and an overall urban design enhancement and signage plan will be created focusing on public improvements, streetscapes, public spaces and general redevelopment opportunity sites.
- Transportation Recommendations. A transportation enhancement plan component will be prepared that optimizes vehicular, pedestrian, and bicycle access and movement. The plan will recommend pedestrian improvements and roadway treatments and the Team will provide a general magnitude of costs, including any system management upgrades to traffic signals or street network operations and traffic flow orientations.

Task 3.2: Implementation Strategy

The Team will prepare a set of Implementation Strategies and Matrix that will outline the specific tasks, timeframe, and the roles and responsibilities of public and private sector participants in implementing key Corridor Plan strategies and objectives.

- Zoning
- Catalytic projects
- Priority level, time frames, and parties responsible for initiating key actions
- Key interrelationships/dependencies between projects
- Land assemblage strategies (public sector, facilitated private sector, and joint ventures)
- On-site and off-site public improvements and urban design enhancements
- Timing and phasing of development within and among the priority sites
- Public financing tools the municipality may need to consider to achieve targeted objectives
- Developer recruitment strategies
- Business development assistance programs
- Organizational development strategies/funding
- Performance indicators and program monitoring

Task 3.3: City-County/Steering Committee Review (Visit #7, Meeting #8)

Conduct a meeting with the Steering Committee and City-County staff to review the preliminary planning strategies and recommendations of Draft Corridor Plan.

Task 3.4: Community Workshop #2 (Visit #7, Meeting #9)

Conduct a second community workshop to review preliminary plan recommendations and implementation strategies. Again, the workshop can be conducted as a formal presentation or in an open house format. A PowerPoint slide show will be presented during the workshop to help describe planning strategies. Prior to the workshop, the Team will prepare a workshop announcement and press release.

Task 3.5: Final Plan and Report (Deliverable #2).

Prepare the final project report based on the direction of the Steering Committee and City staff. Our Team will make all necessary refinements to the plan document and present to the Plan Commissions and Columbus City Council.

Task 3.6: Joint Plan Commission Presentation (Visit #8, Meeting #10)

Lakota Team will assist in preparing a presentation to the Joint Planning Commissions.

Task 3.7: City Council Presentation (Visit #9, Meeting #11)

Lakota Team will assist in preparing a final presentation of the Plan to the Columbus City Council.

Task 3.8: Final Plan Revisions (Deliverable #3).

Conduct any revisions to the Final Plan document as needed.

FEE PROPOSAL

Professional fees for this assignment are as follows:

The Lakota Group	\$32,440
The CLUE Group	\$16,540
The Troyer Group	\$10,212

Total Fees	\$59,912
Expenses (at 7 percent)	\$4,143

Total Project Budget \$63,335

The above fee estimates can be adjusted based on clarifications or changes to the work scope made by the City-County. The fee estimate includes all the visits, meetings and workshops outlined in the Work Plan and all production materials and copies. It does not include any additional meetings, project reviews, presentations, studies, plans, or designs other than those outlined above. If requested for budgeting purposes, the Team will provide fee estimates for additional tasks. Any additional services requested of the Team will be billed on an hourly rate basis according to each firm’s current hourly rates.

PROJECT TIMELINE



REFERENCES

	CONTACT	CLIENT	PROJECT TYPE	PHONE	EMAIL
THE LAKOTA GROUP	Norm Sims <i>Executive Director, Springfield-Sangamon County Regional Planning Commission</i>	City of Springfield, IL	MacArthur Boulevard Master Plan	217-535-3110	NormS@co.sangamon.il.us
	Ross Klicker	City of Wood Dale	Thorndale Corridor Master Plan & Streetscape Design	630-787-3731	klickerr@wooddale.com
	Pat Zuroske <i>Capital Program Manager</i>	City of Rockford	South Main Revitalization Plan	815-987-5570	zuroske@rockfordil.gov
	Phil Byrd <i>Director of Real Estate</i>	South Bend Heritage Foundation	Northeast Neighborhood + Eddy Street Corridor Master Plan & Design Guidelines	574-289-1066	philb@sbheritage.org
CLUE GROUP	Tina Vlasaty <i>Senior Community Development Specialist</i>	City of Seattle, WA	Retail strategy for Rainier Valley	206-684-3348	tina.vlasaty@seattle.gov
	Carolyn Hersch <i>Economic Development Coordinator</i>	City of Highland Park, IL		847-926-1027	chersch@cityhpil.com
TROYER GROUP	Michael Machlan, P.E. <i>Elkhart City Engineer</i>	City of Elkhart, IN	Downtown Beautification, Planning, and Design	574-293-2572	mike.machlan@coei.org
	Carl Littrell P.E. <i>City Engineer</i>	City of South Bend, IN	Eddy Street Commons	574- 235-5937	
	Tim Burkman, P.E. <i>Engineering Director</i>	City of Valparaiso	Calumet Avenue Streetscape Master Plan and Design	219-462-1161	
	Rick Gaul, Director of <i>Public Works/Stormwater Superintendent</i>	City of Plymouth	Michigan Street Lighting and Landscape	574-936-3614	