

SCHEDULE A

NEW YORK METROPOLITAN TRANSPORTATION COUNCIL

Hudson River Valley Greenway Link

CONTRACT #C000761

SCOPE OF SERVICES

EXECUTIVE SUMMARY

The RBA Group – New York (the Consultant), in cooperation with its subcontractors (PB Americas, Inc., Eng-Wong, Taub & Associates, Howard/Stein Hudson & Associates, and Interactive Elements Incorporated) shall undertake the Hudson River Valley Greenway Link planning study. The objective of the Hudson River Valley Greenway Link study is to plan for a facility that links communities across the region and provides access to important trip generators and to bring trail users closer to nature.

The Consultant shall provide professional consulting and planning services to develop and refine, through an iterative process, a plan to develop a conceptual design for a multi-user trail that would follow the eastern shore of the Hudson River Valley from the northern reaches of Manhattan to the City of Yonkers.

TECHNICAL SCOPE OF WORK

TASK 1 - FORM STUDY GOVERNANCE STRUCTURE

A steering committee and technical advisory committee (TAC) shall be formed. The steering committee shall consist of concerned individuals and organizations. The TAC shall consist of community members, local planning officials, local decision makers and others. All decisions made by the Steering Committee shall be reviewed by the NYMTC Program, Finance and Administration Committee (PFAC). A limited number of relevant groups and individuals may also be included. The consultant shall develop and maintain a database of contact information for all Steering Committee and TAC members for the life of the study. Up to three presentations shall be made to the PFAC by the Consultant. Meetings of the Technical Advisory Committee (TAC) shall generally be open to the public. The Consultant shall make arrangements for public outreach, provide accommodations as needed for the public and arrange meeting places. Minutes of all meetings will be kept by the Consultant and emailed to the NYMTC project manager within ten (10) business days of the meeting date.

Participation on the Steering Committee shall be by invitation only. The Client shall approve all appointments to the Steering Committee. It is assumed that the Steering Committee will be limited to between 6 and 10 individuals including at a minimum representatives of NYMTC, Westchester County and the City of New York. Key stakeholders, including operating agencies, elected officials, not-for-profit organizations and cycling and walking/hiking clubs shall be invited to participate on the TAC which shall be open to the public as well. Steering Committee members shall be encouraged to participate in TAC meetings. The Client shall provide the Consultant with names and contact information for recommended TAC participants. It is envisioned that many of the TAC members shall be persons and/or organizations already identified in RFP Attachment 5, Additional Background Information. The TAC and Steering Committee meeting schedule shall be as specified in the RFP or as detailed elsewhere in this scope of services.

Task 1 Deliverables

Mailing list and member database in Excel file format.
Monthly Progress Reports shall be submitted with each invoice.

TASK 2 - LITERATURE REVIEW

Plans, Maps, and Relevant Data

The Consultant shall compile and review relevant planning studies and capital projects related to the Greenway project at the Community District, municipal, regional and State levels. There have been previous attempts to plan for a greenway along this corridor. For this task it will be sufficient for the Consultant to take stock of these efforts and to distill the key conclusions and recommendations. It is also necessary at this stage to highlight the most important engineering, design, jurisdictional, and political challenges facing the project manager and steering committee members. Two efforts shall be discussed at a minimum; A Greenway Plan for New York City and Hudson River Trailway Plan by Westchester County Department of Planning.

The review of relevant existing plans shall also include the *Hudson River Trailway Plan* prepared by Westchester County Planning and the *Hudson River Valley Greenway Plan – 155th Street, Manhattan to Bronx/Westchester County Line* prepared by NYCDPR (2004). Other relevant New York City plans that may be reviewed include the *Department of City Planning Comprehensive Waterfront Plan – Reclaiming the City’s Edge* and the *Bronx Borough President’s Waterfront Access Plan*.

In addition, published county and state highway and park maps will be collected. Copies of related plans, such as the New York State Trails Plan and other past trail planning efforts, County Master Plans and Recreation Plans and similar regional documents, will be collected to serve as an initial inventory of planning documents. The Consultant will also seek permission to use relevant data collected as part of the *New York State and City Bicycle and Pedestrian Master Plans*. The Department of Environmental Protection will be contacted to

gather open space inventory information, along with other agencies that may be identified that have relevant information.

NYMTC, NYSDOT, Westchester County, and New York City will provide the Consultant with data concerning the locations of existing and planned non-motorized facilities within the project limits. The Consultant may be required to initiate additional data collection from individual local government offices or officials and other agencies not herein listed. A regional map of existing bicycle and multi-use path facilities shall be produced and included in the report, see GIS Base Mapping below

GIS Base Mapping

A base map will be developed using GIS software. The base map will be utilized to illustrate the findings of the Gap Analysis (see Task 3) and also to illustrate proposed route alternatives and the final preferred alternative (see Tasks 6 and 8 – Alternate Design Solutions and Select Preferred Alternative, respectively).

The Consultant will develop electronic base mapping for the study using ESRI ArcGIS (ArcView v.8.2). The Consultant will incorporate existing GIS information as appropriate into a project GIS database that will be used in illustrating potential alignments.

The Consultant will prepare two levels of base mapping. The first level will be used to evaluate potential routes during initial phases of the project. A second, more detailed level of base mapping will be developed and utilized to more accurately assess environmental impacts associated with the recommended alternative. Both levels of mapping will incorporate digital geospatial data that is either provided 'ready-to-map' in a compatible electronic format or is available via the internet.

The first level of mapping will consist of a single regional base map representing the entire project area on a single sheet at a typical scale of 1" = 3000'.

It is envisioned that the Project GIS shall consist of the following layers:

- Roads
- Streams and Rivers
- Water Bodies (Lakes, Ponds, Reservoirs)
- Railroads (active and abandoned)
- Utility Corridors
- Municipal and County Boundaries
- Tax lots
- Open Space/Park areas
- Other Recreational Attractions

Note that data conversion to GIS coding is not included in this scope of work. Conversion of data to GIS coding would be negotiated as an item of extra work, depending on the extent and quality of the data received or developed. Data received on paper copies will be used to plan routes, but may not be depicted on GIS mapping.

Task 2 Deliverables

1. A draft/final report listing previous study efforts, study sponsor, extent of technical effort and extent of outreach shall be prepared. In addition, this report shall include a description of all relevant data collected whether directly through studies or through other technical efforts such as data collection or surveys. The report shall contain a map of the area that shows existing on road bicycle routes and lanes and off-road multi-use trails in the corridor. The Consultant shall create the map in ArcView GIS shape file format. The map will locate previously proposed facilities as summarized in the report. GIS files shall be created in accordance with standards to be provided by the Client.

Task 2 Assumptions:

1. All data, reports, plans, project proposals (including IPP's and EPP's), photo logs, maps and other materials to be reviewed in Task 2 will be provided by the client.
2. New topographic survey will not be undertaken as part of this Agreement.
3. The client will provide or shall help facilitate access to all GIS shape files relevant to the project as required to produce an accurate base map for the corridor, including layers showing existing and currently planned bicycle and pedestrian facilities in New York City and Westchester County.

TASK 3 – GOALS AND OBJECTIVES AND GAP ANALYSIS

The objective of this task is to clarify the goals of the project and to identify alternative route alignments that have not been adequately explored or possibly overlooked altogether in the previous planning efforts reviewed in Task 2. The purpose in doing this is to narrow the scope and geographic limits of research to be performed under Task 4 – Research.

It is important to determine the direction and ultimate targets of the study. Using the NYMTC Regional Transportation Plan and the goals and objectives it includes, the Steering Committee and subsequently the Technical Advisory Committee, will develop and determine the goals and objectives of the project. The Consultant shall facilitate this process. The goals of the project tentatively include but are not limited to:

- To improve mobility and safety for cyclists and pedestrians in the subject corridor such that bicycling and walking become feasible alternatives to motorized travel for all persons.
- To provide direct interregional connections for pedestrians and cyclists.
- To provide expanded opportunities for pedestrian/bicycle access to popular destinations.

The Consultant shall identify the gaps in previous planning efforts relative to the project. The Consultant shall perform an analysis and comparison will be made of the physical, environmental and jurisdictional issues arising from the planning considered under Task 2. The objective is to produce an assessment of the information that is available including data, measurements, borders and other considerations and which will form the work that needs to be done under this study.

(We recommend that at this point the first of the two community workshops be held prior to commencement of the Research phase of the assignment (Task 4). The purpose in doing this is to gather input from the public as to the pros and cons of potential alignment alternatives, as seen from the perspective of the potential user... information that may confirm, contradict or supplement the conclusions reached and direction taken resulting from the gap analysis performed in Task 3.)

Task 3 Deliverables

1. The Consultant shall prepare a draft/final report describing the results of the gap analysis. The report will identify geographic areas or specific linear routes along streets or other rights-of-way (such as along railroad, highways or through parks, etc) that appear to hold promise but that have not been adequately documented prior to this assignment. The identification of potential routes not yet thoroughly documented shall lead to a detailed description of data that is available and data that needs to be collected. Data to be collected shall be noted as either field collected or obtained in some other manner in Task 4. The report will also identify previously proposed route segments that are likely candidates for inclusion as part of one or more of the five design solutions to be developed in Task 6. The report shall include a map illustrating the geographic gaps in previous planning efforts, effectively identifying locations where to focus field investigations.
2. A map illustrating the geographic gaps in previous planning efforts, effectively identifying locations where to focus field investigations.

Meetings

1. Technical Advisory Committee (TAC) – Up to three (3) meetings
2. Steering Committee - Up to three (3) meetings

TASK 4 – RESEARCH

The Consultant shall undertake data collection, field surveys and other investigations based on the gap analysis. Task 3 shall form the basis for the data collection program and all information research. Data to be collected may include but is not limited to

- Operational and User data such as traffic volumes, signalization timing, turning movements, transit operations (bus) and parking regulations in the affected corridor
- Physical data such as roadway measurements and intersection geometry (from available mapping, aerial photography and/or field measurements)

- Crash and Safety data including crash type and all relevant attribute data.
- Railroad operations

The Consultant shall start by analyzing available land use information to determine likely points of trip origin, likely destinations and the travel corridors that connect them. By comparing this analysis with the result of the analysis conducted in Task 3, the Consultant shall identify potential HRVG routes that serve these destinations, including links to nearby transit or highway infrastructure such as where existing pathways and on-street routes could be feasibly connected to each other or to transit access points.

This task will also consider potential HRVG routes that could link the counties' independent non-motorized networks together, thus examining the potential for connecting facilities in the southwestern Westchester with adjacent facilities in New York City. Linkages could potentially include utilization of highway ROW, (rail and bus) transit, and ferry modes.

In developing a list and map of potential routing alternatives, the Consultant will consult with the Steering Committee and TAC and the public.

Detailed data gathering efforts described in the RFP as part of Task 4, shall be completed as part of Task 6, for the five proposed design solutions only. The Consultant shall identify potential route alignments in Task 4 based on:

1. The detailed analysis of existing data as documented in previous planning efforts
2. Detailed analysis of likely trip origin and destination points from available existing mapping.
3. Input from the Steering Committee and TAC
4. Input from the public at the first of the two Community Workshops, and
5. Our own field observations and professional judgment.

Task 4 Deliverables

1. Draft/Final Map depicting the various potential routing alternatives highlighting potential trip origin and destination points and other existing and proposed non-motorized transportation facilities in both counties.
2. Draft/Final Report describing the various potential routing scenarios resulting from the outreach and research described above and an Excel spreadsheet containing the information collected.

TASK 5 – COMMUNITY WORKSHOPS

The Consultant shall share the results of the literature review, gap analysis and supplemental research with the TAC and public at two community meetings. The objective of these meetings is to refine and confirm guiding principles for the project and gather input on the proposed route alternatives. Public meetings may be held at the county level or at lower levels. This will be determined through input from the TAC in the form of a

recommendation to the Steering Committee. At a minimum, two meetings will be conducted, the first in workshop format and the second in charrette format.

The Consultant shall organize all efforts related to this task including facilitation of workshops, logistics of meetings and mailing invitations. Appropriate persons and organizations shall be contacted to be included in the workshops. Workshop locations shall be in the corridor area.

The first of the two meetings, to be conducted in a workshop format, shall take place at the conclusion of Task 3 when the analysis of existing plans and studies and identification of gaps in previous planning efforts is complete. The purpose of this first meeting is to solicit input from project stakeholders and the public as to where (geographically speaking) they think the Client/Consultant team should be looking for trail implementation opportunities. Another purpose of this meeting is to gain feedback on preliminary concepts generated by the Consultant on potential alignment alternatives and trail design prototypes. These alternatives and prototypes will be very preliminary and presented in sketch form only as a means of gauging receptivity to different geographic locale's and design styles.

The second meeting should be held at the completion of Task 7 when conceptual design alternatives have been developed and ranked for the five alternative alignments. This second meeting will be used to refine the five alternative alignments and begin to finalize preferred trail design options... items such as exact alignment, trail surface, palette of materials and furnishings, etc.

Task 5 Deliverables

Draft and Final Reports summarizing the outcome of meeting number 1 – Public Workshop.
Draft and Final Reports summarizing the outcome of meeting number 2 – Design Charrette.

TASK 6 – ALTERNATE DESIGN SOLUTIONS

The Consultant shall develop up to five route design solutions for the project based on work done to this point in the process. The design solutions will consist of, if necessary, combinations of off-road trail and on-street segments. Each solution will include egress from and access to the facility. The focus will be on providing inter-regional travel opportunities for all trip purposes including: work, education, and recreation trips. Innovation is encouraged as constraints of various kinds have been identified in previous planning efforts, particularly with regard to the availability of public right-of-way. Where necessary, facilities that have been planned and/or designed through other studies and agencies will be considered for inclusion herein to form part of the trail corridor, including on-street bike lanes. The examination of the “rails with trails” concept is encouraged as a means of addressing the contiguity of the interregional facility. Interchangeability of corridor segments is encouraged to maximize the flexibility of decision-making for Tasks 7 and 8.

In developing the five design solutions, the following criteria will be observed:

- The ideal HRVG facility is envisioned as a minimum 12' wide paved off-road multi-use trail. The proposed routing should be off-road as much as possible. Where on-road connections are necessary, they should be developed so as to be appropriate for primary user groups, bicyclists and walkers. Both on and off road segments should meet accepted standards for bicycle and pedestrian facility design, as defined by 1999 AASHTO guide to the Development of Bicycle Facilities and the FHWA Pedestrian Facilities Users Guide.
- Use limitations affecting user groups along the proposed routing will be noted. Alternative routing opportunities for other targeted user groups, equestrians and in-line skaters, will be identified where possible.
- Access to key destinations along the route such as city and village centers, major places of employment, parks, schools, universities and hospitals and links to key transportation nodes shall be considered.
- Creation of a user experience that varies with New York's changing landscape, with the potential for connections to area attractions, shall be encouraged.
- Additional criteria shall be developed in consultation with the Steering and Technical Advisory Committees
- The consultant shall coordinate with Amtrak and other stakeholders.

Coordination and Outreach

During this period the Consultant shall coordinate with the Steering Committee and TAC through meetings and conference calls as needed to secure information for future analysis and validate proposed concepts. The Consultant will coordinate with New York City and

Westchester County officials to identify potential linkages between the Bronx and Westchester County.

The Consultant will mail a letter to City and County Planning Directors informing them about the project and seeking an opportunity to meet and discuss emerging concepts regarding possible routes within their respective jurisdictions. The Consultant will follow up the letters with telephone calls. In these phone calls, The Consultant will confirm available data, request available reports and plans to, secure a name of a staff person for future contacts and set up appointments for any interviews to be conducted during subsequent field visits.

Existing bicycle touring and racing clubs active in New York City and lower Westchester County will be contacted to inquire about preferred cycling routes in the study corridor.

Walking and hiking organizations will be contacted to solicit their input as it relates to the designation of walking routes and identify specific locations where the pedestrian route may need to separate from the cycling route.

The Consultant will contact Trail Facility/Open Space/Park Managers at key management agencies of properties affected by alignment alternatives under consideration to assess their suitability.

Analysis to be Performed for the Five Design Solutions

In identifying the alternate design solutions, the Consultant shall identify and examine constraints to implementation. Constraints associated with each proposed design solution will be documented and a feasible solution proposed. Constraints may include: natural geographical impediments (steep slopes, water, etc.), man made structures (highways, bridges, etc.), restrictive land use patterns and zoning regulations and traffic and safety issues (dangerous intersections and congested streets, etc.). The Consultant shall also identify community concerns and jurisdictional issues, such as property ownership.

Environmental concerns shall also be documented. Environmental analysis shall be conducted in such a way so as to lay the groundwork for future environmental analyses, which may be required to obtain permits for construction of the selected greenway design. The description of environmental conditions will be primarily based on data gathered from previous planning studies and other available sources, including relevant local, state and federal agencies.

For all constraints, conditions will be described and evaluated for an area 400 feet around the selected alignment and more generally for the larger area (between Broadway and the Hudson River) as follows:

- *Land Use, Zoning and Public Policies*

The existing land use and underlying zoning defining the larger study area will be

identified for each design solution. Proposed development plans and projects in the surrounding communities that could potentially affect or be linked to the greenway will be identified and described based on information gathered from relevant agencies and available studies and reports. This will include:

- Narrative and graphic descriptions of existing land uses and generalized descriptions of uses.
- A description of land use, zoning and policy trends in the area and the identification of anticipated future projects in the study area that could potentially affect or be affected by the proposed greenway.
- An assessment of the impact of the proposed greenway on existing land use, land use trends, and public policy in the study area;
- If the selected alignment is located within the coastal zone boundary of the Hudson River, we will conduct a preliminary waterfront revitalization program consistency review according to local and state laws.
- If property acquisition is required to implement the selected alignment, the nature and size of the subject property will be described and possible relocation options presented.

- *On-Street Issues*

In order to assess the feasibility of proposed on-street route segments, existing traffic and parking data will be analyzed. Where no such data is available, new data will be collected. For on-street route segments it may be necessary to document projected improvements in Bicycle Level of Service (BLOS) resulting from implementation of improved bicycle facilities. Field data gathering shall include the collection of curb lane width, traffic volumes, parking regulations, driveway placement and posted speeds.

- *Natural Resources*

Natural resources in the project area will be documented based on information obtained primarily from information available from applicable resource agencies (e.g., NYSDEC and the US Fish & Wildlife Service), as appropriate, and secondarily from site visits to the selected alignment. A full inventory of natural resources is not included as part of this conceptual design phase scope.

- *Open Space*

The project could potentially result in the creation of new publicly-accessible waterfront recreational space and opportunities in northern Manhattan, the Bronx and Lower Westchester. Existing open space features (including wildlife viewing, boat launches, fishing access, piers, and community gardens) along the alignment will be identified and new open space opportunities will be described as well. The interface between existing resources and the proposed greenway alternatives will be generally described for each design solution.

- *Visual Environment*

The study will also consider the alignment’s visual environment in an effort to complement the scenic waterfront and enhance the notable human-made features that define the alignment as well. The report will include a description of the existing visual resources, view corridors and viewsheds as well as the new ones created by the proposed greenway link. The proposed greenway’s enhanced linkages to these important features will be described. Likewise, if any elements of the project would potentially obstruct significant views, this condition would be evaluated as well. Photographs will be used to illustrate view corridors and other visual aspects of the project.

- *Historic and Cultural Resources*

Historic and cultural resources, such as landmarks, districts or other standing resources (including locally significant resources) will be documented based on information gathered from available studies and reports from local agencies and historical societies. Properties already listed or determined eligible for landmark status, as well of local significance will be described and mapped. The Consultant shall contact the New York State Historic Preservation Office (NYSHPO) and New York City Landmarks Preservation Commission (NYCLPC), as appropriate, for more detailed information regarding the selected alignment.

Similarly, previously identified archaeological resources will be documented as part of this study, though no new inventories or screenings will be conducted.

- *Hazardous Materials*

Known hazardous sites will be documented and summarized based on a literature search of the alignments under consideration. No detailed inventory or fieldwork will be involved.

- *Construction Impacts*

Construction of the greenway could potentially result in disruptive effects on sensitive habitat (e.g., open spaces, waterfront access points, etc.) identified near the proposed greenway. These consequences will be considered for each design solution and conceptual recommendations will be made as to how best to reduce their impact.

TASK 6 DELIVERABLES

1. A technical memorandum describing the results of the data gathering effort
2. A Draft/Final Report describing each of the five proposed alignments in detail. The report shall include the following information for each alignment alternative:
 - A description of the ability of the proposed design to address a broad range of non-motorized needs.
 - A description of constraints to implementation.
 - A description of proposed design solutions and/or mitigation.
 - Photographic Case Study Examples of proposed design ideas
 - Conceptual alignment plans (illustrated as a custom line style superimposed over aerial photographs)

- 10 typical problem location design solutions (one 11" x 17" sheet each containing a plan and/or cross-section in color)
- Approximate cost to construct

Meetings

1. Technical Advisory Committee (TAC) – Up to three (3) meetings
2. Steering Committee - Up to three (3) meetings

Task 6 Assumptions:

1. Five feasible proposed alignments shall be developed based on the analysis conducted in tasks two, three and four and public outreach described in Task 5. Portions of individual alignments for the five alternative routes may overlap in places.
2. The client will supply available base mapping materials and aerial photography as required by the Consultant to prepare deliverable products listed above. Topographic survey not included. The Consultant will engage in a limited amount of field data collection and verification.
3. General or 'typical' proposed pedestrian improvements will be identified for the five proposed route alignments in Task 6 only.
4. A maximum of ten motorized vehicular counts will be performed. The client will provide existing traffic data to the Consultant as available.
5. 'Preliminary' warrant analysis will be conducted for a maximum of five locations.
6. Utility plans, as-built surveys and topographic surveys will be provided by the client or counties as requested by the Consultant and as available.
7. Topographic survey, sub-surface investigations, materials sampling, final design are not included.
8. Preparation of traffic models is not included.
9. Preparation of an environmental assessment is not included.

TASK 7 – ALTERNATIVES ANALYSIS

Using the stated goals and objectives of the project as a guide, the Consultant shall evaluate the relative merits of the five proposed design solutions developed in Task 6 and rank them in order of priority for implementation. Ranking of the alternative solutions shall be accomplished by evaluating a number of selection criteria including, but not limited to:

- Identification of the markets to be served (origin/destination) and relative number of users that the proposed route alternative would serve (latent demand modeling not included). Whether or not proposed bicycle facilities would attract peak period work trips or off-peak shopping or recreational trips, either from the producer or from the transit link to the producer shall be considered. Commute/travel trip (as opposed to recreational trips) origin and destination points (major employment and shopping centers and schools, etc.) shall be

identified and the potential for diverting vehicle miles traveled (VMT) shall also be considered.

- Potential connections to and from transit stations will be considered. The Consultant shall specify whether the facilities would serve as inter-modal links to facilities such as park-and-ride lots, bus stops, train stations or ferries.
- The degree to which the proposed solution connects to other non-motorized transportation facilities.
- Relative safety of the proposed solution for less skilled cyclists and pedestrians
- Convenience, beauty and overall experiential quality of the proposed solution
- Accessibility of the proposed solution.
- Technical/jurisdictional feasibility/cost of implementing the proposed solution.

Task 7 Deliverables

1. A draft/final report describing the selection process and criteria upon which it was based including a summary matrix depicting the five design solutions and relative scoring per the criteria described above.

Meetings

1. Technical Advisory Committee (TAC) – Up to three (3) meetings
2. Steering Committee - Up to three (3) meetings

TASK 8 – SELECT PREFERRED ALTERNATIVE

Based on the above screening of the pros and cons associated with the five design solutions, a preferred route shall be chosen. The TAC will make a recommendation to the steering committee based on input received from concerned groups and individuals involved in the workshops. The Consultant shall provide information as needed and facilitate TAC and Steering Committee meetings. The Consultant shall make a presentation to PFAC summarizing the discussions and explaining the preferred alternative. A detailed conceptual design complete with presentation graphics and order-of-magnitude construction cost estimate shall be developed for the preferred alternative. An illustrative site master plan shall be developed that locates and conveys the proposed route in a graphically pleasing way. A maximum of six rendered cross sections prepared to scale shall be developed to illustrate trail or road conditions along the proposed route. A maximum of two photo simulations shall be developed to further illustrate the design intent of the proposed route. A materials board depicting proposed greenway design guidelines for construction materials and site furnishings shall be developed to ensure that future implementation projects along the proposed route are constructed in a visually consistent manner.

Task 8 Deliverables

1. Draft/Final Report describing the proposed route and key design elements along the way, issues associated with implementation and photographic images of

typical materials and furnishings recommended for use. The draft final report shall include illustrative presentation materials consisting of:

- a. An illustrative conceptual master plan
- b. A maximum of six rendered typical cross sections
- c. A maximum of three rendered plan enlargements
- d. A maximum of two computer simulations

TASK 9 – DEVELOP IMPLEMENTATION PLAN

The Consultant shall develop an implementation plan in the form of a written report that identifies:

- Identification of sponsor agencies
- Identification of funding sources
- Environmental process and necessary permits
- Steps necessary to incorporate into MPO TIP and plan
- Public and/or private organizations to be involved including public and private railroads
- Staging of project if necessary
- Gross order-of-magnitude cost estimate for itemized by major plan component

Task 9 Deliverables

1. Draft/Final report.

Meetings

1. Presentation to the PFAC