

ATTACHMENT A SCOPE OF SERVICES

SCOPE OF WORK

Bainbridge Island Sustainable Transportation Planning

November 21, 2019

Definitions:

- *City – City of Bainbridge Island Project Manager*
- *Consultant – Nelson\Nygaard and EnviroIssues*
- *PTAT – Project Technical Advisory Team (internal City of Bainbridge Island staff)*
- *PAC – Project Advisory Committee*

TASK 1 PROJECT KICKOFF, MEETINGS, AND ONGOING MANAGEMENT

Task 1.1 Project Kickoff

A project kickoff meeting will be held with the Consultant team and the City of Bainbridge Island Project Technical Advisory Team (PTAT) to discuss goals, expectations, key issues, and communications protocols to ensure a smooth project from start to finish. Specific tasks to be included in this meeting are the following:

- Discuss project goals, potential obstacles, logistics, and key decision makers
- Finalize the project timeline
- Establish roles, communication protocols, and expectations; discuss invoice requirements
- Confirm plans and future projects for review (Task 4.1)
- Discuss available sources of data for existing conditions analysis; begin a discussion of network criteria and remaining data needs
- Identify key stakeholders and composition of Project Advisory Committee (PAC)
- Discuss the public engagement strategy and outreach formats, schedule, and key events for inclusion in the Engagement Plan (Task 2.1); identify social media strategies and existing outlets

Task 1.2 Bi-Weekly Calls and Ongoing Project Management

The Consultant team will work with the PTAT to set up standing 45-minute calls every other week. On each call, the Consultant will discuss current project work, upcoming tasks, or deliverable review. The Consultant PM and the City PM will maintain regular contact throughout the project to ensure day-to-day management is smooth and coordinated. The Consultant will submit monthly invoices and progress reports throughout the project.

Task 1.3 City Council Meetings

The Consultant team and the City PM will provide quarterly updates to City Council at key project milestones. The project team anticipates engaging the Council shortly after project kickoff to inform development of the engagement strategy, confirm project goals, and advise on development of objectives, performance measures, and potential evaluation criteria (Task 3). The second check-in will follow the review of existing plans and completion of the gap analysis, and the third will occur after initial evaluation and project prioritization to inform scenario development (Task 6.1). The final Council meeting will involve review of costs, funding, phasing, and the implementation plan (Task 7.2) to inform development of the near-term action plan (Task 8). Up to eight additional meetings with Council are budgeted for monthly updates.

City Deliverables:

- Planning for kickoff meeting; provide kickoff meeting space
- Scheduling, coordination, and submittal of materials for City Council meetings

Consultant Deliverables:

- Kickoff summary notes with decisions made, project schedule, and data requested
- Bi-weekly call agendas and summary notes (assuming a 12-month project duration)
- Monthly invoices and progress reports
- Presentations and materials for up to twelve (12) City Council meetings

TASK 2 COMMUNITY OUTREACH AND ENGAGEMENT

Task 2.1 Develop Engagement Plan

The success of the Sustainable Transportation Plan will hinge on inclusive community engagement and consensus. The Consultant will integrate public and stakeholder participation throughout the planning process to ensure that the project reflects the shared values, needs, and priorities of the community. Shortly after the project kickoff meeting, our team will finalize the community engagement plan that details:

- Outreach objectives
- Key messages and communication strategies
- Potential stakeholders
- Proposed outreach event locations, dates, and times

We anticipate working with the City of Bainbridge Island to finalize the Engagement Plan. We will use a variety of approaches to connect with residents and stakeholders.

Task 2.2 Advisory Committee Meetings

The City Project Manager and PTAT will invite and appoint a PAC to guide development of the Sustainable Transportation Plan and ensure that the project benefits from strong support, feedback, and stewardship throughout the planning and implementation process. The PAC will meet no more than six (6) times throughout the duration of the project. The committee will be comprised of community members and stakeholders with a focus on including underrepresented groups such as youth, older adults, people with disabilities, and low-income populations on Bainbridge Island as well as inter-agency stakeholders, including Kitsap Transit, WSDOT, and

Washington State Ferries. Committee meetings will be designed to solicit information that responds to core questions and to allow open-ended conversation.

Task 2.3 Engagement 1: Sustainable Transportation Goal Confirmation, Needs, and Priorities

Phase 1 engagement will focus on confirming plan goals and gathering community feedback on the top mobility priorities for the Sustainable Transportation Plan. This input will inform the development of plan objectives and evaluation criteria to flesh out plan goals. Understanding what goals tangibly mean to community members and how investments can improve their day-to-day mobility experiences will inform how investments are prioritized through the plan.

Engagement will be proactively inclusive, employing targeted strategies to gather feedback from voices typically underrepresented in planning processes, such as youth, older adults, people with disabilities, and low-income populations.

Phase 1 engagement includes the following strategies:

- One (1) community open house to kick-off the project
- Online open house and survey following the in-person open house
- Three (3) pop-up engagement events at pre-existing community events focused on reaching traditionally underrepresented communities
- Outreach-in-a-box for stakeholder and community organizations to engage their member networks on sustainable transportation values and priorities
- Associated engagement materials development, including project information for posting on City-hosted project website

Task 2.4 Engagement 2: Feedback on Priority Projects, Programs, and Policy Packages

Following initial project and program prioritization (Task 6), the Consultant team in partnership with the PTAT and PAC will conduct a second round of engagement to gather feedback on initial prioritization results. Evaluation results will be presented as packages of goal-focused, high-priority projects, programs, and policies, with the mix of investments maximizing benefit to achieve plan goals.

The intent of the second phase of engagement is to confirm whether the mix of priority projects, programs, and policies accurately reflect and advance the community’s top mobility needs. This round of engagement will also gather feedback on the timing and phasing of investments (e.g., What do we invest in first with limited resources?).

Through PAC feedback, and both digital/online and limited in-person engagement, the Consultant will design and administer a trade-off exercise where participants must choose how to spend a limited amount of money in the first five years to implement plan priorities and advance the Island’s sustainable transportation goals.

Figure 1 Example of engagement materials for feedback on objectives and performance measures (North Downtown Mobility Action Plan)



Figure 2 Sample engagement materials depicting project scoring based on plan goals (North Downtown Mobility Action Plan)



Phase 2 engagement includes the following strategies:

- One (1) open house—co-hosted by the PAC and Council—to engage in a trade-off exercise
- Online open house and survey to replicate trade-off exercise and pop-up questions
- Three (3) pop-up engagement events at pre-existing community events focused on reaching traditionally underrepresented communities
- Outreach-in-a-box for stakeholder and community organizations to engage their member networks on prioritized investments
- Associated engagement materials development, including project information for posting on City-hosted project website

Task 2.5 Engagement Summary

The Consultant will summarize the community feedback received throughout the project in a brief memo. The memo will include the compilation of feedback received during in-person engagement, online survey responses, and feedback from outreach-in-a-box engagement led by stakeholders. Engagement results and feedback will be also be featured prominently in the Near-Term Action Plan (Task 8).

City Deliverables:

- Invitations, coordination, and scheduling with PAC members
- Space reservations and logistics support for open house and engagement events
- Staffing for events and meetings
- City website for project

Consultant Deliverables:

- Community engagement plan
- Event plan, presentation, activities, supporting materials, and staffing for open houses
- Supporting materials and staffing for three pop-up engagement events at pre-existing community events

- Outreach-in-a-Box kit
- Online open house and surveys
- Engagement Summary Memo

TASK 3 GOALS AND EVALUATION FRAMEWORK

Task 3.1 Confirm Vision, Goals, and Performance Measures

Building upon the Council-established goals for the Sustainable Transportation Plan (see draft goals below), the Consultant will work with the City Project Manager, PTAT, and PAC to identify a preliminary set of objectives and performance measures to operationalize the goals. The vision and goals will serve as a foundation for the development of the Sustainable Transportation Plan. The development of the objectives and performance measures will be supported by a community engagement effort to understand what these goals mean to members of the Bainbridge Island community (Task 2.3).

- Goal 1: Present a unifying vision for the future of transportation on Bainbridge Island
- Goal 2: Create a holistic, inclusive definition of sustainable mobility with a suite of practical solutions
- Goal 3: Integrate the island’s transportation and land use visions
- Goal 4: Complete missing links and make first/last mile connections
- Goal 5: Build a toolbox of facility types and solutions tailored to people of all ages and abilities and the island’s unique contexts
- Goal 6: Demonstrate transparent decision-making based on community values, with a clear link to implementation planning, investments, and subsequent funding requests

Task 3.2 Evaluation and Prioritization Framework

The Consultant will integrate community feedback on mobility needs and priorities as well as the plan objectives and performance measures into a weighted project prioritization framework to screen projects. Evaluation criteria will be established for each plan goal to elevate investments that deliver the highest value in advancing the Sustainable Transportation Plan vision. Evaluation criteria weighting will be consistent with community priorities and top needs expressed during Phase 1 engagement, and the PAC will advise on the final weighting of project prioritization framework.

Consultant Deliverables:

- Goals, Objectives, and Performance Measures memo
- Evaluation and Prioritization Framework memo

TASK 4 INVENTORY OF EXISTING CONDITIONS, PROJECTS, AND GAPS

Task 4.1 Existing Plans and Future Projects Review

To build upon the extensive planning work done by the City and Bainbridge Island community members, the Consultant will review existing plans and studies. The focus will be on identified/planned projects, unmet mobility needs, and existing conditions, including island-wide travel patterns, current/planned networks and facilities, multimodal performance and use metrics, and current/future land use characteristics. The Consultant will

assemble a cohesive, comprehensive inventory of plans completed and projects identified, supplemented by an assembly of existing conditions. This inventory of plans and projects will be analyzed and prioritized in the following tasks.

Existing plans and studies for review include:

- Island-wide Transportation Plan (ITWP) (2017)
- Climate Action Plan (CAP)
- Olympic Drive Non-Motorized Improvements Project (2014 and under construction in 2019)
- Bainbridge Island Comprehensive Plan (2017)
- Kitsap Transit Comprehensive Route Analysis (2019)
- SR 305 Safety Improvements Project (ongoing)
- Existing bicycle, pedestrian, and paved trail facilities
- Programmed and planned bicycle, pedestrian, and paved trail facilities
- Recent and future land use planning efforts

Task 4.2 *Gap Analysis*

The Consultant will analyze the comprehensive inventory of planned networks and projects identified in previous planning efforts based on their alignment with Sustainable Transportation Plan goals and objectives to reveal any gaps where existing plans and projects do not address priority needs and goals. Based on the priorities expressed by the community during Phase 1 engagement and solidified in the evaluation framework (Task 3.2), the Consultant will work the PTAT to determine supplementary analyses necessary to identify projects to fill gaps and address plan goals.

Supplementary analyses could include approximately three (3) of the following (up to a not-to-exceed budget amount as indicated in the attached budget):

- Equity analysis to understand where low-income populations, youth and older adults, and communities of color may experience mobility barriers or disproportionate burden
- Systemic safety analysis: collision patterns and analysis of roadway factors commonly present in collisions involving people walking and bicycling
- Analysis of travel patterns and commute trips by mode
- Travel demand index based on current and future land use analysis
- First/last mile connections to transit
- Transit ridership, travel sheds, and new mobility opportunities
- Bicycle level of traffic stress, pedestrian level of comfort

Task 4.3 *Project Identification*

Informed by the supplementary analyses, the Consultant will identify additional projects or areas of investment to address gaps and advance plan goals. Potential new projects will be reviewed and vetted with both the PTAT and PAC.

City Deliverables:

- [Assembly and transmittal of all plans and projects for Consultant review](#)

- Other data needs as requested

Consultant Deliverables:

- Comprehensive matrix/database of plans and projects identified to date
- Gap analysis memo documenting initial findings on planned networks and project alignment with Sustainable Transportation Plan goals
- Supplementary analysis to identify investments to fill gaps
- Updated matrix/database of projects for screening and evaluation

TASK 5 PROGRAMS AND POLICIES

Task 5.1 Supportive Programs and Policies

In addition to the projects and network investments identified in previous plans and the new projects identified during the Gap Analysis, the Consultant will assemble a list of supportive programs and policies to meet plan goals and address mobility needs and priorities expressed during community feedback. Programmatic investments will be included in initial project prioritization to gauge alignment and return on investment in advancing plan goals. Potential programs and policies for the Sustainable Transportation Plan could include:

- Vision Zero policy and supportive programs
- Safe Routes to School program
- Safety education and encouragement programs
- Parking pricing, residential parking permit program, and/or elimination of parking minimums
- Multimodal level of service, transportation impact fees, and concurrency policy assessment and revision recommendations
- Transportation demand management program
- Transit investments including speed and reliability improvements, first/last mile transit access program, and formal partnerships with local transit agencies for implementation

Consultant Deliverables:

- Supportive Programs and Policies memo aligned with community feedback and plan goals

TASK 6 PRIORITIZATION AND SCENARIO DEVELOPMENT

Task 6.1 Evaluation and Prioritization of Projects, Programs, and Policies

The Consultant will use the evaluation framework developed in Task 3 to score each project, program, and policy identified from previous plans (Task 4.1) and through the gap analysis and project identification (Tasks 4.2 and 4.3). The scores will be reported in tiers—rather than as absolutes—to help PTAT and PAC understand which investments can help to make the most progress toward specific goals. The results of this evaluation will be used to create goal-focused scenarios.

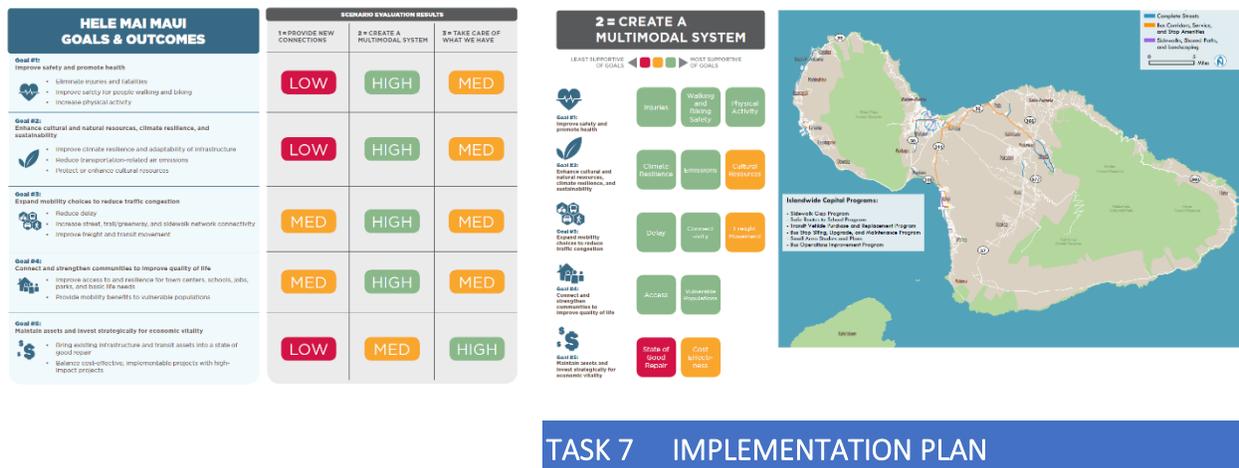
Task 6.2 Develop Scenarios

The Consultant will develop three scenarios, focused on different plan goals and maximizing different types of investments, to convey the opportunities presented in the Sustainable Transportation Plan. These three scenarios will be distinct in scale and approach and will form the basis of Phase 2 engagement. The intention of depicting a mix of investments as scenarios is to frame a community conversation about trade-offs and using investments to emphasize priorities. Each scenario will include a mix of projects, programs, and policies and will be communicated graphically with maps and icons to support public review (see Figure 3).

Consultant Deliverables:

- Matrix of project and program evaluation scores by tier
- Draft and final memo with descriptions and supporting graphics for three (3) scenarios

Figure 3 Example of scenarios depicting mixes of investments with different emphases on plan goals (Hele Mai Maui Long-Range Transportation Plan)



TASK 7 IMPLEMENTATION PLAN

Task 7.1 Final Package of Priority Investments

Following Phase 2 engagement, the Consultant will work with the PTAT and PAC to assemble the final package of priority investments. This final package will likely be a hybrid of the three scenarios developed in Task 6.2. Changes between the initial project prioritization and scenarios and the final package will be documented as part of the Sustainable Transportation Plan.

Task 7.2 Costs, Funding, Phasing, and Implementation Plan

Planning-level costs will be developed for the final priority package of projects, programs, and policies to inform the implementation plan and phasing. The Consultant will work with the PTAT to establish a realistic amount of financial and human resources to inform the timeframe and amount of investment per year for the implementation plan. The Consultant will inventory potential implementation partners and local, state, federal and grant-based funding sources to support Sustainable Transportation Plan implementation.

City Deliverables:

- Identification of available resources

Consultant Deliverables:

- Final package of priority investments per plan goal with planning-level costs

- Implementation Plan memo with funding, phasing, and partnerships

TASK 8 NEAR-TERM ACTION PLAN

Task 8.1 ***Near-Term Action Plan***

The Consultant will create a highly visual public-facing Near-Term Action Plan detailing the first five years of Sustainable Transportation Plan implementation. This document will function as a robust executive summary and vision document rather than as a comprehensive master plan. All deliverables from previous tasks will be available to the public as supporting appendices.

The Near-Term Action Plan will visually depict the plan development process, including documenting community feedback received along the way. Central to the Near-Term Action Plan will be the highest priority investments that are needed to make the most progress toward plan goals in the first five years.

In collaboration with PTAT and the PAC, the Consultant will select one priority project, program, and policy (three highlights total) to develop and depict in further detail in the Near-Term Action Plan as marquee investments.

City Deliverables:

- Identification of highest-priority project, program, and policy as features in Near-Term Action Plan
- One set of non-conflicting comments on the draft Near-Term Action Plan

Consultant Deliverables:

- Draft and final Near-Term Action Plan (no more than 20 pages/10 spreads of highly graphic content) with detailed highest-priority investments (three total)