Task 1. Project Management & Meetings

Contractor emphasizes effective and proactive project management. As Project Manager, Jenny Young will be the City's primary point of contact and will fulfill all project management responsibilities, including staff allocation and coordination, schedule tracking, and budget management.

Task 1.1. Project Reporting:

Contractor will update the City's Project Manager monthly on the project status, progress, upcoming tasks, budget, and schedule. Additionally, Contractor propose developing a monthly City Council Report. This one-page document will summarize the highlights of the TMPU planning process, including recent and upcoming areas of focus for City staff's use in keeping the City Council informed.

Task 1.2. Quality Control:

Contractor will implement its Total Quality Management Plan to provide quality assurance and quality control (QA/QC) for the range of projects that Contractor work on, from transportation plans to final design and construction plan sets. Contractor will conduct a thorough review of its our work, and as Principal-in-Charge, Elliot Sulsky will administer the QA/QC process. A customized QA/QC process will be established specific to the TMPU deliverables and will identify:

- The team member responsible for producing each deliverable
- The person responsible for completing the QC review for each deliverable, along with direction as to the nature of the review, content, technical soundness, messaging, and/or process
- The team member responsible for incorporating the QC review comments
- The person responsible for technical editing on public facing deliverables, which will include review for grammar, formatting, and readability
- The person or people responsible for reviewing each deliverable on the City's behalf

Task 1.3. Project Management Team (PMT):

Contractor will establish a Project Management Team (PMT) consisting of key leadership personnel from the City and the Contractor's team. The PMT will meet monthly to guide the direction of the TMPU. The PMT kick-off meeting will include a discussion about potential project risks and cost recovery strategies.

Task 1.4. Inter-Departmental Coordination Team (IDCT):

Transportation touches many aspects of the City's operations, and a successful and implementable TMPU will have support across City departments. Contractor will establish an Inter-Departmental Coordination Team to ensure compatibility with and integration of the City's departmental priorities. Contractor will meet with the IDCT at three key points in the planning process as spelled out in the schedule.

Task 1.5. Transportation Advisory Committee:

Contractor will re-establish the Transportation Advisory Committee (TAC) that guided the City's Comprehensive Plan. Contractor will meet with the TAC at four key points in the planning process. These meetings will be an interactive, workshop format in which TAC members are actively engaged in developing TMP strategies. TAC meetings will consist of:

- Challenges and Opportunities Workshop (May 2024)
- Visioning Workshop (July 2024)
- Trade-Offs Workshop (October 2024)

- Priorities and Policy Planning Workshop (January 2025)

Task 1.6. City Council Engagement: Contractor will present to the City Council at three points in the planning process. Each presentation, which could be joint sessions with the Planning Commission, will follow the three phases of engagement, as described in Task 3. Each City Council presentation will involve sharing key themes from the preceding public engagement and include educational components that articulate the benefits of investing in multimodal mobility.

Task 1 Meetings

- Project Management Team (PMT) Meetings (12)
- Inter-Departmental Coordination Team (IDCT) Meetings (3)
- Transportation Advisory Committee (TAC) Meetings (4)
- City Council Meetings (3)

Task 1 Deliverables

- QA/QC Process Plan
- Meeting materials and notes for all TMPU meetings

Task 2. Visioning

Commerce City's Strategic Plan (2024 – 2028) establishes a vision for a thriving community with six supporting goals. Each goal sets a standard for Commerce City and has a connection to transportation. The TMPU will guide transportation policy decisions that support the strategic plan goals. The greatest success of the plan will be demonstrated in public policy and investment decisions that positively impact the quality of life for Commerce City's current and future residents.

Task 2.1. Visioning Workshop: The transportation vision and goals will be foundational to developing strategies, evaluation criteria, and performance measures. Contractor propose using one of the TAC meetings for a visioning workshop. CONTRACTOR will create and send out a vision questionnaire to TAC members prior to the vision workshop to gather feedback on desired outcomes, opportunities, and challenges/roadblocks, among other things. Contractor will compile and sort the questionnaire responses thematically and use them as a starting point for the two-hour visioning workshop. The workshop will involve interactive activities and brainstorming. Following the workshop, CONTRACTOR will draft the transportation vision and goals and share them with the TAC members for final refinements before sharing the vision with the public for affirmation/ refinement.

Task 2.2. Transportation Goals & Objectives: The City's Strategic Plan includes six goals. One goal – Infrastructure and Transportation – is directly related to transportation. The remaining five goals, while indirectly related to transportation and mobility (for example, describe other transportation strategies and policies that contribute to the City's Public Health and Safety goal). Demonstrating the connection between the transportation goals and each Strategic Plan goal will help to solidify the benefits of investing in transportation.

Task 2.3. Performance Measures: Commerce City strives to demonstrate progress and the effectiveness of public investments. Building from the transportation goals and objectives, Contractor will develop system-level performance measures that will enable the City to track progress toward

achieving the goals. An example performance measure could be the number of fatal and severe crashes (with a desired target of elimination).

Task 2 Meetings

- Visioning Workshop (TAC Meeting #2)
- PMT Meetings #5 & 6

Task 2 Deliverables

- Technical Memorandum #1: Transportation Goals, Objectives and Performance Measures

Task 3. Community & Stakeholder Engagement

Contractor recognizes that your City Council's emphasis on effective and broad-reaching community engagement is critical to the success of the TMPU. Multifaceted, inclusive, and equitable community involvement will be the cornerstone of this TMP update. Engagement will guide the vision for mobility in and around Commerce City, one that is reflective of all abilities, modal preferences, and income levels. This community-driven process will identify solutions to enhance quality of life by addressing the problems people are experiencing and build momentum toward implementation. Contractor will structure the community engagement in three phases, each of which will include educational elements (such as the benefits of active transportation infrastructure and the costs of transportation infrastructure), and the input from each phase will inform critical elements of the TMPU:

	We need to know...	How we'll use the input...
Phase 1: Values	What does "Ease of Mobility" mean to you?	Understanding what "Ease of Mobility" means to different community members will inform the transportation goals and objectives
	What problems do you encounter when traveling in Commerce City and what ideas do you have to overcome these problems?	Location specific issues and ideas will be integrated into the modal plan recommendations and project identification
Phase 2: Priorities	What street elements are important to you?	Trade-offs games will be used as input into the Streets Plan and policy recommendations
	What strategies would you employ to achieve our goals?	Strategy preferences will help to inform policy and next step recommendations
Phase 3: Validation	Did we get it right?	Public comments on the draft report will be discussed with the PMT and incorporated as appropriate

Task 3.1. Public Outreach Plan: The Contractor's team will refine the activities outlined in this proposal in our Public Outreach Plan, which Contractor will draft and deliver to the City within one month of project start. The activities outlined in the plan will support crafting a TMPU that incorporates community input and builds community awareness, buy- in and support for the final planning document. The Public Outreach Plan will include details for all engagement activities such as timeline, project team responsibilities, goals for engagement activities, engagement activity logistics and deliverables. Contractor will update this document as needed throughout the project to respond to any adjusting project needs.

The Public Outreach Plan will describe the key activities described in Tasks 3.2 through 3.5. Contractor are proposing these activities because they are effective in diverse, multilingual communities, meet people where they are and can cover a large geographic area effectively.

Task 3.2. Robust Digital Engagement Hub:

Our blended Contractor and Michael Baker engagement team will use Social Pinpoint as the hub for project information, to provide updates and to get the word out on engagement opportunities. The site will include information on public meeting and event opportunities and serve as a digital comment and question box. Social Pinpoint will launch within two months of project start and be available throughout the project.

Contractor will also use MetroQuest (a component of Social Pinpoint) as our interactive engagement tool during the first two phases of outreach. It offers a variety of tools including mapping input, strategy evaluation, survey, priority ranking and key project evaluation.

Contractor will overlap in-person engagement with this tool to boost participation and awareness of the digital engagement alongside in-person discussion and input.

Task 3.3. Public Open House:

Contractor will facilitate an in-person public open house that will occur during the first phase of engagement and while MetroQuest is open. The public open house will mirror our digital engagement, allowing for similar input and opportunities for in-person discussions. Contractor will have Spanish speaking planners available at the open house to ensure that all residents' input is fully captured.

Task 3.4. Integration Into Community Events:

Together with the City, Contractor will identify three community events where Contractor can bring materials and opportunities for input. There will be at least one event during each of the three phases of engagement.

Task 3.5. Communication Strategies:

Our communications specialists will develop an outreach plan to spread the word about the TMPU and encourage active participation. Communication strategies may include creative social media campaigns, media content in the Commerce City Connected, public kiosks in high-traffic areas, project bookmarks at the library, outdoor advertising, and more.

Task 3 Meetings

- Public open house (1, anticipated in June 2024)
- Community events (3, anticipated in July and November 2024 and February 2025)

Task 3 Deliverables

- Public Outreach Plan
- Meeting documentation, including notes, attendance, input summary and photos
- Final document engagement summary

Task 4. Existing and Future Conditions Analysis

A series of primarily GIS-based analysis tools will use readily available data and forecasts to assess the current and future transportation and mobility needs of Commerce City. Contracor will leverage the data collection efforts of the SAP (Michael Baker) and the Highway 2 Corridor Study (Contractor) to streamline this task.

Task 4.1. Demographics and Travel Patterns:

Commerce City's position within the Denver metro area, combined with its unique employment bases and demographic profile, results in a significant daily commuting pattern: 92 percent of Commerce City employees come from outside the city, and 90 percent of employed residents work elsewhere.

The Contractor will begin the existing conditions analysis by thoroughly analyzing US Census data by Census block to understand the spatial locations of disproportionately impacted communities, recognizing their unique transportation and mobility needs.

The analysis will help shed light on the varying transportation needs in different parts of the city. Contractor will use big data, specifically the Replica Platform, to understand the many components of travel in and around Commerce City today, including trip origins and destinations, mode of travel, trip distance, trip purpose, time of day, network volumes by travel mode, etc.

Task 4.2. Traffic Analysis:

Effective and efficient data collection is key to understanding the existing conditions of a transportation system and developing successful improvement strategies. Given the high cost of traffic data collection, it is imperative to leverage readily available data sources. Sources includes tube counts collected by the City and using Replica data. Planning-level volume to capacity analyses, augmented with staff and project team insights, will be used to spotlight congestion bottlenecks in the city.

Task 4.3. Bicycle and Pedestrian Analysis:

A major emphasis of contemporary bicycle and pedestrian planning is the concept of a low-stress network – one that does not require active transportation users to exceed their tolerance for traffic stress while also minimizing significant out-of-direction travel to destinations of interest. Research from the Mineta Transportation Institute led to the development of the Bicycle Level of Traffic Stress (LTS) tool, which considers several traffic-related variables to assess the stress associated with biking on a particular street on a scale of 1 to 4 (1 being comfortable for all riders, including children, and 4 being suitable for only the most dedicated cyclists). Streets with an LTS 1 or 2 rating are considered low-stress. Mapping existing low-stress facilities over the entire transportation network can demonstrate where major low-stress gaps exist today, and thereby identify where active transportation improvements are most needed. Similar methodologies have been developed for assessing pedestrian stress by considering factors such as existing sidewalk and sidewalk buffer width, and adjacent roadway speeds & volumes.

Conyractor will use the bicycle and pedestrian LTS methodologies to assess all Commerce City streets classified as major collector or higher to define the City's existing low-stress active transportation network.

Because walkability requires more than the presence of a sidewalk, Contractor will also generate a pedestrian demand heat map by overlaying factors that contribute to high pedestrian activity (such as proximity to transit, schools, retail districts, trails and parks, etc.), enabling identification of pedestrian focus areas where more detailed pedestrian needs will be considered.

Task 4.4. Transit Analysis:

The transit need analysis will build on recent regional transit planning work done by RTD and adjacent communities to understand the regional transit network and how Commerce City fits into the regional picture. Contractor will further develop the local Commerce City specific needs through:

1. Demographic analysis to identify historically under-served populations (older adult, low income, minority, limited English speaking, youth and populations with disabilities) and zero vehicle households,
2. Regional Travel Demand Model to identify areas of projected growth, and
3. Map existing high use transit stops and corridors and key origins and destinations (existing and planned).

Contracor will map datasets to develop a heat map of transit needs throughout the city. Additionally, Contractor will develop a service map indicating the quality of transit service throughout the community, e.g., high frequency service (15 minute or less service), medium frequency service (16-30 minute) and low frequency service (more than 30 minute). These two maps will be overlaid to understand how the high need areas are being served by the existing and planned high frequency transit network as opposed to lower frequency services. Contractor will map ravel sheds of ¾ miles for pedestrians and 3 miles for bicyclists from transit stops as part of this exercise to identify areas in need of improved first and last mile connections to transit.

Task 4.5. SAP Data Integration: Contractor has a unique ability to consolidate information across multiple studies throughout the city. Contractor team member Michael Baker has been selected to complete C3's Safety Action Plan (SAP), allowing for a streamlined integration of SAP data into the TMPU.

Task 4.6. Future Conditions Assessment: Contractor will use the outputs of the DRCOG regional travel demand model to project future traffic volumes and travel pattern changes associated with the year 2050. As highlighted below, the DRCOG model will be used to conduct a short-trip analysis.

Task 4.7. Needs Assessment: The community-identified transportation and mobility needs brought to light during Phase 1 of community engagement will be logged using interactive mapping in MetroQuest and all in-person comments will be coded and categorized thematically to enable sorting and trends identification. Location-specific issues will then be geocoded and mapped. Community comments will serve as an important element of the needs identification and will be overlaid with the data-driven analysis results described in Tasks 4.1 through 4.6 to find commonalities. The Needs Assessment represents the culmination of the data collection phase of the TMPU. The Needs Assessment also summarizes the transportation needs expressed by the community and through the technical analysis and will serve as the foundation for the plan recommendations.

Task 4 Meetings

- PMT Meetings #1-4
- IDCT Meeting #1

Task 4 Deliverables

- Technical Memorandum #2: Existing and Future Conditions
- Technical Memorandum #3: Needs Assessment

Task 5. Plan Recommendations

Task 5.1. Network Recommendations and Project Identification: The identification of project recommendations will begin with an assessment of previous recommendations from the 2010

TMP, and from other county, regional, corridor, and subarea plans. Previous recommendations that are compatible with the City's transportation goals will be carried forward. Additional projects will be identified based on data-driven analysis and community input. Mode-specific approaches to developing recommendations are described below.

Safety: Contractor will integrate specific safety improvement projects identified through the concurrent SAP into the TMPU, and the underlying philosophy of the SAP will likely inform many of the mode-specific projects.

Bicycle Network: The bicycle network recommendations will use current best practices from around the country – incorporating bicycle facility types such as separated bikeways and neighborhood bikeways that are attractive for a wide range of bicyclists, including those who are interested in biking but concerned about their safety. Designing bikeways for this population (more than half of the general population) provides the greatest opportunity for encouraging more bicycling for travel and recreation in Commerce City. The bike plan will be integrated with the existing trail network and proposed trail enhancements identified in the Parks Master Plan, ensuring people of all ages and abilities can easily travel by bike to their destinations.

Pedestrian Improvements: Contractor will use the pedestrian demand heat map and LTS analysis to identify pedestrian focus areas. The plan will identify critical gaps in the pedestrian network connecting to bus stops, transit stations, and other high demand pedestrian areas. It will also include specific pedestrian improvement projects and guidance for pedestrian enhancements based on land use types.

Transit Enhancements: The transit element of the TMPU will identify key transit corridors, incorporate design treatments that improve transit service (e.g., queue jumps, Transit Signal Priority (TSP), pre-signal queue bypasses, etc.), recommend additional park-n-ride needs, and provide bus stop guidelines. RTD considers shelter placement at stops when ridership exceeds 40 boardings per day. This may not be in alignment with Commerce City's local vision for transit stops. Contractor will develop bus stop design standards based on the local context of the corridor and the immediate area surrounding the stop to ensure that stops meet the community's and RTD's needs. The transit elements will consider options to complement RTD service such as microtransit and rideshare/ride hailing subsidies.

Traffic Mobility Improvements: As a suburban, family- oriented community, residents value being able to reliably and safely get to work, get their kids to soccer practice, and get to the store, among other travel needs. Contractor will evaluate motor vehicle mobility and develop recommendations that are contextually appropriate for Commerce City. Project needs will come from the data analysis (including travel time indices, bottleneck locations, and future areas of congestion) and will be combined with community and stakeholder input. Compatible with the Safety Action Plan, our team will apply a systemic approach to identifying factors that contribute to known safety problems, including roadway design, speeds, behaviors, technology, and policies. Contractor will develop traffic mobility solutions with consideration for:

- Advancing Commerce City's multimodal network and the adverse impacts of roadway widening on bicyclists and pedestrians (e.g., higher speeds, wider crossing distances)
- Existing technology applications such as dynamic traffic signals, and future technologies such as automated vehicles, and the potential for reduced roadway capacity needs in the future
- Being good stewards of Commerce City's limited transportation funds by identifying high-impact cost effective solutions

Freight Enhancements: The largest employers in Commerce City are primarily logistics, energy, and construction companies, reflecting the City's large industrial base. Efficient freight movement is a critical aspect of supporting these employment sectors. Contractor's freight approach is anchored in its understanding of freight planning processes, integrated data analysis, diverse funding and grant opportunities for freight projects, emerging technology impacts in freight planning, the value of including freight industry stakeholders to develop practical solutions, and considerations of regional freight impacts on Commerce City. Contractor will consider several key factors in the freight analysis:

- Increase in warehousing and freight-related businesses at several key locations with associated impacts related to congestion, truck parking, truck routing, pavement condition on key routes and freight workforce needs.
- Analysis of future growth, connectivity needs, and impacts from freight development associated with Denver International Airport.
- Need for potential policy and infrastructure updates related to expanding modes of delivery including continued increase in e-commerce online order delivery and potential drone delivery; truck parking strategy; consideration of future grade separations (road and rail), rail crossing safety and potential grants and other funding for a long-term improvement program; effective freight movement requiring a well preserved and maintained transportation system.

Task 5.2. Project Prioritization:

Projects will be prioritized by travel mode based on the urgency of the need and the degree to which they are expected to contribute to the transportation goals. Contractor will develop a customized project evaluation process that is both data-driven and replicable. All projects will be mapped, and a spatial overlay and analysis will be conducted to arrive at project "scores" using evaluation criteria that align with the transportation goals. Contractor will prioritize projects in various categories (e.g., by mode and/or likely funding source) to facilitate transition to the Capital Improvement Program (CIP).

Task 5.3. Funding Outlook:

Contractor will work closely with the PMT to assemble information on historical and current municipal, state, and federal transportation funding levels to develop forecasts of approximate projected funds available within the 2050 planning horizon. Contractor will then identify any potential new and innovative funding sources through partnerships with other agencies, grants, non-profit organizations, and businesses to fund mutually beneficial transportation projects.

Task 5.4. Implementation Plan:

The implementation plan will identify the phasing and funding of the projects necessary to realize the TMPU recommendations based on reasonable funding expectations. Contractor will identify priority projects that have the greatest potential for federal grants and other outside funding sources. Contractor can assist the City in applying for appropriate grants through its on-call grant writing contract with Commerce City. Acquisition of such funds would enable the City to stretch available local funds.

The implementation plan will include:

- Prioritized project lists
- Identification of potential outside funding sources (and the nature of those sources)
- Near-term Strategic Actions – high priority policy and next steps recommendations with a timeline and approach for each

- Annual Transportation Report Template – What did Contractor accomplish, why was it important, how is it helping us accomplish our goals? Contractor propose dual formats: a web-based dashboard and a document-based report
- Interactive Web Map to showcase projects completed and upcoming projects

Task 5 Meetings

- PMT Meetings #6-9
- IDCT Meeting #2

Task 5 Deliverables

- Technical Memorandum #4: Network Recommendations and Project Identification
- Technical Memorandum #5: Project Prioritization Process and Results
- Technical Memorandum #6: Funding Outlook
- Technical Memorandum #7: Implementation Plan

Task 6. Policy & Design Guidance

Task 6.1. Policy Audit: Contractor will review current City policies and work with City staff to assess how current policies are keeping the City from achieving its vision. The policy audit will focus on these three topics (among others):

- Integration of all modes
- Preparation for technology changes/smart city
- Linking land use and transportation

Task 6.2. Supporting Strategy and Policy Recommendations: In addition to project recommendations, a range of supporting strategies will likely be required to achieve the City's goals and associated performance targets. Strategies are the planned actions the City will take to translate stated goals to real outcomes. Strategies could include programs, education, and outreach initiatives, partnering opportunities, or policy changes related to:

- Emerging transportation technologies (automation, vehicle to infrastructure connections)
- Transportation services (ridesharing, ridehailing, Mobility as a Service, microtransit, micromobility)
- Electric vehicle charging station requirements
- Traffic calming and neighborhood traffic management
- Development requirements for improving multimodal accommodation, connections to adjacent neighborhoods, and access to parks, open space and trails
- Complete Streets policy
- Vision Zero initiative

Task 6.3. Design Guidance: Roadway design in Commerce City has not historically promoted alternative modes of transportation such as biking and walking. Contractor will identify tools and typologies that improve the safety and comfort of all roadway users, starting with industry standards such as:

- National Association of City Transportation Officials (NACTO),

- The newly published Manual of Uniform Traffic Control Devices (MUTCD), and
- FHWA's Proven Safety Countermeasures

Using these guidance documents and other known best practices, Contractor will prepare tables and graphics that easily guide staff and developers toward appropriate solutions for bike facility typologies, intersection treatments, end of trip facilities, traffic calming tools, quick-build tools, wayfinding, and maintenance standards for trails/walkways and bike lanes.

Task 6 Meetings

- PMT Meetings #7 - 9
- IDCT Meeting #2

Task 6 Deliverables

- Technical Memorandum #8: Policy and Strategy Recommendations
- Technical Memorandum #9: Design Guidance

Task 7. TMPU Documents

Task 7.1. Draft TMPU: Contractor will develop a reader-friendly and visually appealing TMPU report that clearly and concisely conveys the community's expressed vision, the recommendations to achieve the vision, and a compelling narrative about why the investments and strategic actions are needed. The technical memoranda listed in previous tasks will form the basis for the chapters of the TMPU. Contractor will prepare a concise magazine-style executive summary to convey the key points of the TMPU and generate excitement for implementation of the plan.

Task 7.2. Final TMPU: Contractor will incorporate comments from the City staff on the draft plan into a draft for public and key stakeholder review. Contractor will log and address general public comments as appropriate in the final plan.

Task 7 Meetings

- PMT Meetings #10 - 12
- IDCT Meeting #3
- TAC Meeting #4
- The final draft TMPU will be presented to City Council for adoption

Task 7 Deliverables

- Draft and Final TMPU
- Executive Summary