REQUEST FOR PROPOSAL

Mill Creek to Cushing’s Point Multimodal Priority Corridor Study
South Portland

Prepared for:
The Portland Area Comprehensive Transportation System (PACTS)
Revised July 13, 2020
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April 30, 2020

Mr. Harold Spetla
The Portland Area Comprehensive Transportation System (PACTS)
970 Baxter Boulevard
Portland, ME 04103

RE: Request for Technical Proposal
PACTS – Mill Creek to Cushing’s Point Priority Corridor Study

Dear Mr. Spetla:

In response to your RFP, T.Y. Lin International (TYLI) is pleased to submit the following Technical Proposal to conduct the Mill Creek to Cushing’s Point Priority Corridor Study in South Portland. As detailed in our project understanding, TYLI has researched prior work, conducted field observations, and strategized on an approach to successfully conduct the study. Our Team is well suited to successfully complete this study on time and on budget, and has a long history of producing consensus-based recommendations that are implementable and award winning. I want to touch on a few reasons Why you Should Select the TYLI Team:

- As the proposed Project Manager, I am excited about applying 30+ years of experience in transportation planning and engineering with a focus on complete streets design. My career has focused on assisting communities plan for and design solutions that accommodate all modes of transportation, allowing for greater connectivity that result in more livable, lively, and economically successful communities. I have lived and worked locally and managed the East Broadway Traffic Management Plan. I know the importance of Broadway’s function and how this study will help to provide the framework for supporting future development and City Site Plan and MaineDOT Traffic Movement Permit approvals.

- To successfully complete the study, we have thoughtfully and strategically added four outstanding team members. MRLD, based in Yarmouth, will provide key services related to marine transit analysis, funding strategies, and land use recommendations. MRLD staff have assisted several Maine communities plan for working waterfronts with active water-based transportation modes. We believe public involvement to be a critically important element of developing consensus-based recommendations. South Portland residents and businesses are active, and a comprehensive and engaging process is warranted. Accordingly, we have added Morris Communications (DBE Certified) to lead the public outreach process. McMahon Associates will provide expertise to ensure corridor recommendations include specific ways to increase transit ridership. They have a long successful history in providing bus transit planning in Maine.

- Our entire Team have collaborated on many of successful Maine-based projects and we enjoy working together. Our proposed Team is energetic, cost efficient, passionate, innovative, and truly excited to be working on this type of study. This is a seasoned team that is ready and able to start quickly.

- While many of us have gained national experience, most of our Team members are Maine-based or have substantial Maine experience. Our Team has a keen understanding of the planning and engineering environment and crafting solutions that are realistic and practicable for the City. We also work frequently with MaineDOT, are familiar with their standards, and have great working relationships with their staff.

We thank you for your favorable consideration and look forward to the opportunity to work with you. Please do not hesitate to contact me with questions by calling (207) 347-4354, or email at Thomas.Errico@tylin.com.

Sincerely,

T.Y. Lin International

Thomas A. Errico, P.E.
Senior Associate / Traffic Engineering Director
1. PROJECT UNDERSTANDING

This proposal details our approach to meeting the RFP objectives and preparing a feasibility study identifying improvements to Broadway from Casco Bay Bridge to Cushing’s Point and the South Portland waterfront proximate to Cushing’s Point and Spring Point. In preparation for this proposal, we have spent time reviewing prior studies, conducting field observations, and strategizing on an approach to conducting the study. In general, this is what we know and how we will approach this study to ensure project success:

**Building off of Prior Studies:** There have been several excellent studies that have established the groundwork for this effort. We know we need to be focused on the goals of this study and not reworking what has been accomplished. The 2018 Smart Corridor identified relevant multi-modal recommendations as well as mobility improvements. We know there is not an interest in roadway widening and thus this study will identify efficiency increases via traffic signal enhancements and identify strategies for creating an environment for accomplishing a mode shift away from vehicles. Given recent traffic volume growth and economic growth from large (Liberty Shipyard) and incremental small developments, it is critically important to provide roadway capacity efficiency by providing attractive alternative mode options.

**Adaptive Traffic Signal benefits** will be quantified and details on implementation specified. We propose to use the computer model VISSIM to determine if traffic mobility will substantially improve. Many communities have realized significant delay reductions, but not all corridors and volume conditions experience meaningful reductions. A cost-benefit estimate will be computed and determine feasibility.

**Transit Service:** The character of the Broadway corridor varies throughout the study area, which has important implications for transit service. At its western end, the road is characterized by suburban strip commercial development, where connectivity between bus stops and access points to development may be lacking, leading to accessibility issues and an auto-oriented environment. This area has opportunity for transit, as the Broadway corridor is located less than ¼ mile from the Mill Creek Transit Hub, South Portland Greenbelt Pathway, and potential bus-ferry connections across Casco Bay. The middle portion of the corridor transitions into more of a neighborhood area, with buildings closer to the street edge, more residential uses, and a reduction in travel lanes. Safe connections between modes for all ages and abilities will be necessary to make transit a feasible option for families and seniors, especially as residents are likely to walk or bike at the start or end of their transit trip. At the eastern end of the Broadway corridor it will be important to link transit improvements to development opportunities, such as the development expected at Liberty Shipyard. Existing bus stops on Broadway are within walking distance of the development site (approximately ¼ to ½ mile), meaning improvements to the stops can increase transit use to the area, but rerouting service to serve the site is also an opportunity.

**Bicycle and Pedestrian Facilities:** The 2018 Smart Corridor Study identified pedestrian and bicycle infrastructure enhancements and we will look to expand and prioritize recommendations to increase usage. A data-driven analysis will be performed for increasing usage including understanding current demographic information and feedback from a study survey that will be programmed in conjunction with the Public Outreach process. Additionally, we will look to City Ordinance changes to recommend local Transportation Demand Management strategies to reduce vehicle demand via other modal opportunities.

**Marine Transit:** Given Portland-South Portland interaction, the opportunity for providing water-based transportation has been something both communities have envisioned as a commuting and non-commuting opportunity. Recent employment growth in Portland and both existing and future residential growth in South Portland may produce the ingredients for a sustainable water-based transportation system. We will explore this exciting opportunity and will provide ridership estimates and operational feasibility.
2. SCOPE OF WORK

**TASK 1: Project Management**

Through clear and concise communication, Tom will remain well-apprised of progress throughout the development of the study and, in turn, will assure the Study Team is kept abreast of schedule, budget, and any issues along the way.

**Project Roadmap**

Definition and projections of critical milestones throughout the project, and percentage of work associated with those milestones will provide a roadmap to project delivery. The Roadmap will also highlight more intensive and costly undertakings of the study, such that progress estimates can be weighed against the projection as a percentage of work complete, and not as a single milestone.

**Quality**

Quality control efforts will help to ensure that all constraints are properly considered and managed and all potential alternatives have been identified.

The Quality Management Plan utilized for this study will include:

- **Defined organizational structure**: Clearly defined roles and responsibility from the onset of the study will ensure the efficiency and proficiency of the team. It will memorialize a structure that assures both the production and validation of work.

- **Defined design standards and design control**: For conceptual design, standards will be identified and verified to assure concepts are viable and cost estimates are valid.

- **Regulatory Requirement checklist**: A checklist outlining specific regulatory requirements will be compiled and applied to each alternative to assure compliance.

- **Subconsultant Design and Plan reviews**: Work performed by subconsultants will be frequently and independently reviewed to guarantee their complete understanding of progress and desired outcomes.

- **Regular cost control and schedule evaluations**: In addition to the milestone estimates performed by the Project Manager, the Quality Manager will perform independent assessments of these estimates and estimate cost to completion.

**Deliverables:**

A Project Management Plan outlining project tasks and completion dates will be provided at the beginning of the Study.

**TASK 2: Documents Review**

GPCOG will assemble and review relevant plans and documents from PACTS, City of South Portland, MaineDOT and others. We will create a summary of all documents obtained to ensure a comprehensive existing base line of information is available. This is an important step to ensure we are not duplicating efforts and understanding and accounting for prior work. Accordingly, we will provide a summary of recommendations that are relevant to the study purpose and area of influence. As noted in the RFP, there have been a number of studies conducted in the study area and that will be the beginning of the assembly effort.

**Deliverables:**

A memorandum listing all documents obtained and a summary of key relevant findings/recommendations from prior adopted studies will be performed by GPCOG. The memo will be provided to the project team in printed and electronic form and the findings will be incorporated into the draft and final project plan.
**TASK 3: Public Outreach**

Over the past several years, the public’s acceptance of – and even preference for – providing online feedback has been growing. Especially as part of a long-term planning process, providing an online option in addition to a physical meeting results in much higher participation levels. (The only exception to this is when the planning process is specifically centered around a highly controversial option: a new road or a new facility perceived as out-of-scale.)

Not surprisingly, one result of the COVID-19 stay-at-home order has been an even higher acceptance of virtual meetings. Based on this, and the uncertain timing of unrestricted public meetings for all members of the population, the team has created a public outreach program that will be effective with or without COVID-19 restrictions in place.

Because the study area is small, the team will position this planning study as a local, neighborhood-centered effort. Step 1 will be to create widespread awareness of the study, its objectives, and the need for public input. A major rollout will include traditional media (print and TV), social media – including such platforms as Next Door South Portland, school networks, Mill Creek employers, retail locations, even variable message signs along the corridor. The message: The city and residents must learn to use this corridor better and more efficiently – tell us what works best for you.

As Step 2 of this rollout, the team will launch an online survey to gauge people’s travel preferences and needs. The survey will solicit general origin and destination information, ascertain whether residents see their work or travel habits changing over the long term, get a sense of the level of interest in marine transport, and generally assess the feasibility of and support for other possible alternatives.

Survey results will be announced using the above media mix, combined with the announcement of the range of potential alternatives. At this point, the team will create a public meeting format that includes both face-to-face and online opportunities, allowing the public to vet the alternatives. The online meeting would take place using current City of South Portland guidelines already in place, with opportunity to provide input in writing or live. A full summary of the feedback received via all methodology, including potential implications, will be made broadly available to the public.

Working with the study team, feedback will then be incorporated into a set of final recommendations. These recommendations would be brought out to the public through a final interactive online meeting, publicizing the meeting with the full slate of communications methodologies used in the initial study launch. Final public feedback in regards to recommendations will be included in a final media blitz and the final study report.

**Deliverables:**

- *Project Team Meetings – with notes by GPCOG; Two Public Meetings (both virtual and in-person) – with notes by GPCOG; Public Survey – with a summary report by GPCOG.*

**TASK 4: Analysis of Traffic Signals Improvements**

TYLI will conduct an Adaptive Traffic Signal (ATS) study at eight traffic signals along the Broadway study corridor, including the Erskine Drive signal on Casco Bay Bridge, and the two adjacent signals feeding Broadway on Highland Avenue, at Ocean Street and Cottage Road. We intend to fully understand the effectiveness and benefits of Adaptive Traffic Signal control by performing three specific tasks as summarized below:

**VISSIM Traffic Modeling**

A VISSIM model will be developed for the study corridor to document existing traffic conditions under current traffic signal operations and following adaptive signal technology is implemented. We will calibrate the model according to field observed vehicle queuing. It is assumed that peak hour traffic volumes for use in the model will be provided by Others.

**Model Systems Engineering**

Current operations will be evaluated according to the FHWA document “Model Systems Engineering Documents for Adaptive Signal Control Technology”
Vendor Coordination
We will engage with one vendor to gain an understanding of equipment adaptation and cost estimates for implementation if deemed to be feasible from a traffic mobility perspective.

**Deliverable:**
A detailed memorandum will be provided in printed and electronic form with the findings to be incorporated into the draft and final project plan. The memorandum will include a summary of the above and include:

- Identification of specific reasons operations have been limited under the current coordination plan.
- A summary of Measures of Effectiveness from VISSIM for Existing and Adaptive Traffic Signal Control Scenarios during the AM, Midday and PM peak hours.
- A summary of the Model Systems Engineering analysis.
- Determination as to whether installation of ASCT would be expected to result in better operations (lesser delays and queues).
- A conclusion on determining if adaptive signal control is beneficial to the overall Broadway signal system.
- A order of magnitude cost estimate for upgrading the existing traffic signals to Adaptive Control.

**TASK 5: Inventory and Analysis of Bus Services**

**Existing Conditions**
Existing transit service will be documented along with a preliminary desktop review of the physical bus stop and corridor environment, subsequently validated with a brief field visit. Transit along the corridor will be evaluated based on the issues and opportunities provided by the surrounding context. These are noted in the table below, which also illustrates our approach to how we could present information in the memo. Field Work and Assessment

**Transit Issues and Opportunities on the Broadway Corridor**

**Suburban Commercial Corridor**
- Connectivity between bus stops and access points to development may be lacking leading to accessibility issues.
- Less than ¼ mile from Mill Creek Transit Hub, South Portland Greenbelt Pathway, and potential bus-ferry connections across Casco Bay.

McMahon identified accessibility improvements at this stop as part of the PACTS TSAP. The team will build on that evaluation to consider additional measures to increase transit usage, such as bus priority at the previous intersection or changes to the bus stop configuration. Both of these measures would reduce delay and increase reliability.

**Neighborhood Street**
- Buildings closer to the street edge, more residential uses, and reduced travel lane capacity.
- Safe connections between modes for all ages and abilities will be necessary to make transit a feasible option for families and seniors.
This stop is located where the South Portland Greenbelt runs closest to Broadway. There is a pedestrian desire line from the bus stop to the path, as well as a bicycle lane through the stop. Providing better integration between the bus stop, path, and on-street bicycle lane will improve access to and safety of all modes for the community.

**Future Development Area**

- Link transit improvements to development opportunities, such as that expected at Liberty Shipyard.
- Existing stops on Broadway are within walking distance to the development site; improvements to the stops can increase transit use, and rerouting service to serve the site is also an opportunity.

This stop is currently the closest bus stop on the Broadway corridor to the Liberty Shipyard. The future transit analysis will consider the feasibility of extending and rerouting bus routes to best serve future development to capture new riders. This area could potentially be the home of a new transit mini-hub to provide more amenities than a typical bus stop and multimodal connectivity.

**Analysis of Future Bus Service Alternatives**

The bus stop optimization plan will include new and defined stop locations to better service existing or future populations/transit generators, bus stop placement that takes into account the City’s comprehensive plan goal for “pearls-on-a-string” neighborhood activity centers, improvements to sidewalks and pedestrian crossings, and incorporation of bike parking to facilitate first/last mile connections that are inaccessible for buses or inefficient for service.

**Transit Implementation Plans**

Establishing transit implementation plans has proven to encourage the establishment of sustainable transportation mode choices from the outset of development. Mill Creek was identified in the RFP as a downtown TIF district and also houses the existing Mill Creek Transit Hub. With future development and an existing transit base, the Broadway corridor could be reconfigured as a transit corridor to prioritize bus travel and reduce travel by single occupant vehicles. As part of the Bayside Transportation Master Plan, McMahon provided recommendations for improving efficiency of the METRO Route 8 service in the Bayside neighborhood of Portland to support redevelopment and facilitate multimodal transportation efficiency.

**Bus Stop and Routing Improvements**

Recommendations for bus stop and routing improvements will be developed through a Complete Streets approach, prioritizing connectivity between modes. With the South Portland Greenbelt Pathway running parallel to Broadway, ensuring pedestrians and cyclists can easily and safely connect from the path to bus stops will be vital for increasing users of both modes. The team will integrate findings between Tasks 5, 6, and 7 to ensure the interaction between buses and bikes provides for safety and efficiency of both modes and to understand how buses and ferries can work together to increase ridership and reduce vehicular travel between Portland and South Portland. Recommendations may include service adjustments to better align schedules, wayfinding, and feasible locations for a bus-ferry connection/bus turnaround. Sandra Clarey brings this experience through her work on the MBTA Hingham Intermodal Center and with Massport on Logan Airport bus and MBTA ferry service connectivity.
Guidance on Bus Priority Measures

Alongside the adaptive signal controls review we will provide guidance on evaluating opportunities for incorporating bus priority measures at intersections, including transit signal priority (TSP) and queue jump lanes. We bring a breadth and depth of experience in bus priority through our MBTA on-Call GEC for Bus System Infrastructure Improvements, which includes full-time and peak-only exclusive bus and shared bus bike lanes, bus stop curb extensions, floating stops, separated bicycle lanes, and other bus stop, sidewalk and intersection enhancements, as well as transit, bicycle, pedestrian and general traffic signal improvements.

Our Multimodal Approach to Connectivity

Pedestrian accessibility principles are an integral component of transit convenience. Integration of bicycle infrastructure at bus stops is also an important component and illustrates our multimodal approach to planning for connectivity. Thinking about how walkers and cyclists can seamlessly connect to the existing transit network is essential to expanding overall mobility and connectivity for these users.

Cost Estimate

We will approximate at a very high conceptual level infrastructure and operational costs associated with recommended improvements for typical bus stops and service changes, relying on best management practices, Portland or MaineDOT current bid prices (provided by TYLI), and McMahon’s prior experience. For the SRTA Maintenance Facility project McMahon identified the operational costs of consolidating SRTA’s maintenance facilities in Fall River and New Bedford, MA.

Deliverable:

Memo detailing existing bus service and recommended improvements or service changes with associated conceptual level costs, including graphic summaries of the existing conditions, issues and opportunities, and recommendations.

TASK 6: Feasibility Analysis for Water Transit Service

As South Portland and Portland look to greater regional sustainability and efficiencies as demonstrated by the 2018 Smart Corridor Study, the 2017 Moving Southern Maine Forward, and the ongoing One Climate Future, the opportunity to develop the Broadway corridor and the South Portland waterfront by leveraging the demographic, economic, and infrastructure nuances and capacities of both communities will be a key aspect to the success of this study. MRLD with support from the project team will complete the scope of work for Task 6.

The transportation and land use strategies that will be formulated for the Broadway corridor and designated catchment shed must be rooted in an understanding of the commuting and commercial activity patterns among local residents, businesses, and other visitors. This understanding will be gained through three key tasks: 1) an analysis of the key transportation demand generators along the corridor and in the catchment area such as major employers, educational institutions, commercial businesses, and recreational areas; 2) an evaluation of the commuting patterns of residents living along the corridor and in the catchment area; and 3) projections of employment and household growth in the study area specific and the greater catchment area. This analysis will include the review and analysis of existing plans and projections, public and proprietary datasets, and interviews with key employers and stakeholders.

By first developing an understanding of existing and potential demand for marine transit services, the project team will be able to right size the required marine and landside infrastructure, vessel type (i.e. ferry, water taxi), schedule, organizational structure, and transit-oriented land use policies. Building on this baseline analysis the project team will provide project specific calibrated solutions for the complete scope and deliverables for Task 6.

The project team will conduct a market analysis of potential users including forecasted demand, operation/trip frequency recommendations, key user groups/target markets including but not limited to, individuals, formal and informal user groups, primary reasons and frequency of use, and their associated
demographics/behavior patterns and possible engagement strategies. The study will include discussions and analysis of existing Portland area marine transportation operators to further define the market and existing capacities. The market analysis will guide the teams’ planning process in the identification of the appropriate capacity and vessels to support the demand and will support analysis of purchase and operating costs.

The TYLI team will conduct a market analysis of potential users including forecasted demand, operation/trip frequency recommendations, key user groups/target markets including but not limited to, individuals, formal and informal user groups, primary reasons and frequency of use, and their associated demographics/behavior patterns and possible engagement strategies.

Additional tasks included in the analysis will include:

- Provide analysis of existing passenger marine transportation operations including routes, fees, vessel specifications/capacity, passenger frequency data, operation period/frequency, historical & current operational/passenger usage data, key user demographics/behavior patterns, characteristics of successful passenger services, ongoing sustainability, and future growth plans.

- Assess level of interest and capacity of existing operators to operate a regularly scheduled South Portland/Portland marine transit service.

- Forecast associated start-up and ongoing capital costs, ongoing operational requirements, as well as all ongoing expense and revenue projections for all project elements. Provide passenger/trip fee structure recommendations.

- Provide an analysis of potential funding sources for associated start-up infrastructure & operational costs, including the Transit Oriented Development TIF, with any needed revisions.

- Analyze potential ridership and how marine transit could affect automobile traffic and pedestrian movement along the corridor.

- Provide overall marine transportation feasibility recommendations based on results of data collection, analysis, and consultation process.

- Look at comparables for ferry service to understand how fees, schedules, and service might be implemented between South Portland and Portland as related to growth and capture projections.

**Deliverable:**

*Detailed memo incorporating the tasks listed above will be provided to the project team in printed and electronic form, and the findings should be incorporated into the draft and final project plan*

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**TASK 7: Examine Methods for Increasing Bicycle and Pedestrian Trips**

GPCOG and the TYLI team will examine and make recommendations on strategies for increasing bicycle and pedestrian trips. The effort will include the following methods:

**Infrastructure Assessment and Improvements**

A number of prior studies identified infrastructure based recommendations for improving bicycle and pedestrian facilities. For example, the Smart Corridor Study identified three specific recommendations; Improved RRFB pedestrian crossings of Broadway; Widening the Greenbelt to comply with current multi-use path standards; and improving sidewalks. We will build upon prior recommendations and develop a strategic and prioritized plan that will consider market opportunities as determined in an evaluation of mode shift opportunities. We will identify specific barriers within the infrastructure network that may discourage use as we will also investigate Safe Routes to School opportunities.

**Market/Capture Bicycle/Pedestrian Shed Analysis**

To gain an understanding of opportunities to increase bicycle and pedestrian trips we will conduct a land use/market analysis of the capture shed to quantify a mode shift potential. The tables below note general census information for South Portland as a whole and indicates a current commute walk share of 3% and 1% for bicycle...
commuting trips. Given that the median commute distance is less than 4 miles (an easy bike trip), there seems to be opportunities for increasing bike/ped mode share. In addition to looking at existing data, we will also include an analysis of future development plans and estimate bicycle/pedestrian trips.

The following table provides Census “Journey to Work” information.

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<th>City of South Portland</th>
<th>Cumberland County</th>
<th>Maine</th>
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<tr>
<td>Drive Alone</td>
<td>76%</td>
<td>76%</td>
<td>78%</td>
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<tr>
<td>Carpool</td>
<td>10%</td>
<td>8%</td>
<td>10%</td>
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<tr>
<td>Walk</td>
<td>3%</td>
<td>5%</td>
<td>4%</td>
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<tr>
<td>Bicycle</td>
<td>1%</td>
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<tr>
<td>Public Transit</td>
<td>3%</td>
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<tr>
<td>Work from Home</td>
<td>5%</td>
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<tr>
<td>Median Commute</td>
<td>3.67 miles</td>
<td>8.32 miles</td>
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**Ordinance/Site Plan Standards**

To help with creating a balanced multi-modal environment we will identify site plan review ordinance changes that foster an environmental where development projects adapt to a multi-modal transportation environment with specific requirements for walking, biking and transit use. This may include consideration of a Transportation Demand Management program (which requires mode share assumptions and annual monitoring and associated strategies for makes alternatives attractive). It may also include specific site plan requirements that enhance bicycling and walking trips.

**Deliverable**

A detailed memorandum will be provided in printed and electronic form with the findings to be incorporated into the draft and final project plan. GPCOG will lead this effort. The memorandum will include a summary of the above and include:

- Infrastructure Assessment and Prioritizing the most beneficial improvements
- A summary Market/Capture Bicycle/Pedestrian Shed Analysis
- Recommendations on Ordinance and Site Plan regulation changes
- An order of magnitude cost estimate for infrastructure recommendations

**TASK 8: Identify Potential Funding Sources**

The implementation of the recommended transportation and site improvements related to this plan will require innovative approaches to financing. Working with staff from PACTS and the City of South Portland we will conduct a review of available funding sources at the local, regional, and state level. We will also explore other possible funding sources including outside grant programs, real estate value capture, or public-private partnerships.

As noted in the RFP, tax-increment financing is expected to be a key source of project funding. We will carefully review background information on the existing TIF district around Liberty Shipyard in order to understand how much funding is available from this source and what uses are permitted with those funds. We will also consider the economic and fiscal factors that will determine the viability of establishing a new complementary TIF district for the Liberty Shipyard site.

**TASK 9: Preparation of Final Plan**

The TYLI team will prepare and deliver in printed and electronic formats a Draft and Final Report to the Project Team detailing findings and recommendations and will encompass all memoranda prepared in prior tasks as well as a summary of the public process and planning-level cost estimates for identified projects. We will identify short, mid and long-term implementation recommendations. As noted in the RFP we will identify funding sources, develop a timeline for implementing traffic signal improvements, expanding bus transit service, developing bicycle and pedestrian accommodations, and establishing marine transit service in the Mill Creek to Cushing’s Point Multimodal Priority Corridor study area. The TYLI team will provide the Study Team draft documents at least one week in advance of a meeting. The Final Draft will be transmitted to
PACTS and MaineDOT no later than two months before closeout of the contract, for final review and comment.

**Deliverable**

*Draft and Final Plan. It is assumed ten (10) copies of printed reports will be produced.*
3. BRIEF FIRM HISTORY AND EXPERIENCE OVERVIEW

Founded in 1954 as a minority owned, two-person engineering firm, T.Y. Lin International (TYLI) has grown into a globally recognized, full-service infrastructure consulting firm. TYLI has over 60 offices and 3,000 engineers and planners throughout the United States, Latin America, and Asia. TYLI is ranked No. 43 in Engineering News Record’s annual listing of Top 500 Design Firms and No. 11 in Top 20 Transportation Design Firms. Our Falmouth, Maine office employs 44 people and has been providing transportation engineering and planning services similar to those requested in this RFP to clients throughout New England for over 30 years.

The table below highlights the services relevant to this Study that were provided on a selection of the TYLI Team’s past projects. Project briefs are provided in Section 5, starting on Page 15.

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<th>Project Name</th>
<th>Traffic Signal Analysis</th>
<th>Bike &amp; Ped Facility Analysis</th>
<th>Waterfront Analysis</th>
<th>Bus Transit Analysis</th>
<th>Public Outreach</th>
<th>Traffic Planning</th>
<th>Land Use and Economic Analysis</th>
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<td>Scarborough &amp; Saco Route One Complete Streets Plan</td>
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<td>21st Century Downtown Master Plan, Windham</td>
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4. SUBCONTRACTORS

In reviewing the scope of work for this important study we thought carefully and strategically about our choice of subconsultants. In order to maximize efficiency and bring fresh eyes and cutting edge expertise to PACTS and the City we have assembled a team of trusted partners with whom we have a solid history of successful collaboration. This team will deliver this study on time, on budget, and with clear attention to the study’s purpose and need.

Your Team

<table>
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<tr>
<th>Team Member</th>
<th>Study Role</th>
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<tr>
<td>T.Y. Lin International</td>
<td>Project Management, Adaptive Traffic Signal Analysis, Traffic Engineering, Bike and Ped Planning and Complete Streets Expertise</td>
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<tr>
<td>MRLD Landscape Architecture + Urbanism</td>
<td>Funding and Land Use Recommendations, Marine Transit Analysis</td>
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<tr>
<td>McMahon</td>
<td>Bus Transit Analysis</td>
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<tr>
<td>Morris Communications (DBE)</td>
<td>Public Outreach</td>
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Ferry services. MRLD has significant experience with waterfront planning and familiarity with the study area (MRLD designed Bug Light Park). Additionally, TYLI also has a long history of successful collaboration with MRLD including: New Auburn Village Center Study; Kittery Foreside Planning Study; Windham’s 21st Century Downtown Plan; South End Transportation Study in Bath; and Bayside Transportation Study in Portland.

MRLD is an award-winning landscape architecture and urban design office. Mitchell Rasor, a landscape architect and urban designer, founded MRLD in 2000. The office collaborates with clients and communities in an engaging manner leading to informed and integrated decisions regarding land use, economic development, design, mobilities, strategic infrastructures, zoning, and visioning.


We work closely with clients, architects, and other professionals sharing our appreciation of the collaborative process. This approach encourages trust and transparency throughout the course of a project. Our extensive experience with community visioning forums and stakeholder relations engages a cross-section of the entire community, building consensus for a project.

Our select, but broad client base includes institutions, municipalities, the private sector, and non-profit agencies. This range of work gives us a unique understanding of varying project types, market forces, group dynamics, and policy decisions.

The office is currently working on a range of public and private projects involving land use policy, waterfront planning and design, economic development, streetscapes, mobility, civic spaces,
location efficient development, master plans, Brownfields, urban design, and green infrastructure.

Whether working at the scale of a 2,000-acre master plan or an urban plaza, the office emphasizes the quality of good design to create engaging, economically sustainable, and environmentally sensitive places.

MRLD has developed specific expertise and is recognized in the areas of:

- Waterfront/Resiliency Planning and Design
- Market Analysis and Economic Development Strategies
- Transit-Oriented Development Strategic Planning and Design
- Alternative Zoning and Implementation
- Complete Streets / Shared Spaces
- Public Participation and Stakeholder Engagement
- Visualizations
- Low Impact Development and Green Infrastructure
- Site / Landscape Design
- Permitting / Construction Documents

**McMAHON**

20 Water Street, 4th Floor Boston, MA 02109

TYLI selected McMahon to provide Transit Analysis for this study due to their excellent qualifications for the specific analysis required on this study. TYLI also has a strong history of successful collaboration with McMahon in Maine on similar studies, including Route One Scarborough/Saco Complete Streets Plan and the Bayside Transportation Plan in Portland.

With 15 regional offices along the East Coast, including five offices in New England, including Boston, Taunton and Westfield, MA; and Lincoln, RI; McMahon specializes exclusively in transportation planning and design, traffic engineering and construction services, and has documented success in helping our clients develop and implement a variety of transit and transportation projects since 1976. Our New England region has a strong focus on serving the needs of large metropolitan transit agencies, such as the Massachusetts Bay Transportation Authority (MBTA), and the Rhode Island Public Transit Authority (RIPTA) and smaller Regional Transit Authorities (RTA) (including Greater Attleborough Taunton Regional Transit Authority (GATRA), Southeast RTA (SRTA), Berkshire RTA (BRTA) in Massachusetts, and South Central RTA (SCTA) in Pennsylvania, providing a range of transit services, such as bus stop design; fixed-route bus planning and operations analysis; Complete Streets planning and design; bike and pedestrian accommodations, fare analysis, and transit project management services; financial feasibility assessments; environmental assessments and permitting; and federal transit funding grant applications. We have also provided transit planning and design services to MassDOT and municipal clients, including Boston, Cambridge and Waltham, MA; and Providence and Pawtucket, RI; PACTS/GPCOG; and private sector clients.

McMahon follows a Complete Streets policy with all roadway users in mind, including bicyclists, public transportation vehicles and riders, and pedestrians of all ages and abilities. Our roadway design experience focuses on integrating pedestrian and bicycle facility design with transit accommodations, including floating island bus stops, ADA requirements for pedestrian facilities at bus stops, and shared bus-bike lanes. Most recently, McMahon led Phase I and Phase II Part A of the Transit Stop Access Project for PACTS/GPCOG, auditing and prioritizing 200 stops; and developing concept designs for accessibility improvements at 120 stops and two mini-hubs at the Maine Mall and Redbank in South Portland, and inclusion of strategic pedestrian and bicycle improvements at 20 of these stops. McMahon also recommended transit improvements within a Complete Streets context to the Route 1 corridor as part of both the Saco & Scarborough Route 1 Corridor Complete Streets Plan and the North of Portland Route 1 Corridor Complete Streets Plan.
TYLI selected Morris Communications to provide Public Outreach Services for this study because we have a long history of successful collaboration with Carol Morris on similar studies, including Saco Rte 112/I-95 Transportation Study, South End Transportation Study in Bath, PACTS Route One Scarborough/Saco Complete Streets Plan; and Bayside Transportation Master Plan in Portland and the Route ONe North of Portland Complete Streets Plan. Founder, Carol Morris brings 25 years of experience in communications, including public outreach, facilitation, and media relations. Her firm specializes in bringing a clear message to diverse audiences and managing the inevitable conflict around change. The company’s strength is in helping to build strategic outcomes, using innovative methods to connect with a wide range of people, and translating technical language into messages easily understood by stakeholders.

Morris provides a detailed outreach strategy, expert meeting facilitation and experience with traditional and social media. Over the past several years, the firm has focused on public outreach that is less traditional and more interactive, allowing the full range of participants to comment and interact in smaller, informal groups. A strong emphasis on online interaction is now an integral part of public outreach programs. This approach has increased participation, allowing people to provide input in a way that is convenient. Additionally, Morris’ work in using social media to make the public aware of planning efforts, and integrating online surveys to gather baseline data and gauge support for various options has positioned the firm well to manage the virtual environment in which we now find ourselves. Morris has an extensive background in all types of transportation planning studies, many recently including or focused on a complete streets strategy, including transit. She specializes in projects where mobility of all kinds, and quality of life are key concerns for the community. Morris Communications is a DBE in Maine, New Hampshire, Massachusetts, Vermont, Rhode Island and Connecticut.
5. FIRM EXPERIENCE

<table>
<thead>
<tr>
<th>Product Samples</th>
<th>Links to Final Reports (to view reports, click on link or paste link into your browser)</th>
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<tr>
<td>PACTS Route One South Complete Streets Plan, Scarborough &amp; Saco - 2019 (TYLI)</td>
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<td>South End Transportation Plan, Bath - 2019 (TYLI)</td>
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Project Briefs

**Scarborough & Saco Route One Complete Streets Plan**

**Scarborough and Saco, ME**

TYLI developed a corridor plan that identifies and provides concept designs for multi-modal transportation opportunities along Route 1 from Beach St., Saco to the Pleasant Hill area of Scarborough. TYLI provided the following services for this study: transportation planning, with particular expertise in access management practices, intersection improvement analysis, traffic signal optimization and coordination, multi-modal design, complete streets planning and design, and public process facilitation and presentation skills.

TYLI brought its knowledge of best practices in adapting automobile-oriented suburban corridors into vibrant complete streets to this project with the intent of improving access and safety for all users, including riders of bus transit, pedestrians and bicyclists, and drivers of motor vehicles.
PACTS RFP | PACTS’ Mill Creek to Cushing’s Point Multimodal Priority Corridor Study, South Portland

Portsmouth Naval Shipyard (PNSY) Transportation Study
Kittery, Maine

The Study included the collection of transportation data and development of a VISSIM Model that simulated existing transportation conditions associated with morning and afternoon shift changes at the PNSY. The VISSIM model is being used to test the effectiveness of various improvement actions and as a tool for presenting findings to a broad group of decision-makers including the Department of Defense. The key purpose of the study is to model and assess strategies to improve traffic conditions including:

- Implementing Adaptive Traffic Signal Control.
- Installation of new traffic signals at PNSY gate locations and on-site intersections.
- Investigating Transportation Demand Strategies including remote parking facilities, carpool/vanpool/bus transit expansion, telecommuting, shift hour changes, managing non-employee traffic, and improving to bicycle and pedestrian infrastructure.
- Identifying roadway infrastructure improvements to increase vehicle capacity.
- Identifying neighborhood traffic management and traffic calming.
- Installing real-time travel time and delay information.

Route 302 Adaptive Traffic Signal Study
Windham, Maine

The Study included the evaluation of feasibility of adaptive traffic signals for Route 302 from River Road to Whites Bridge Road, the primary objective of alleviating traffic congestion. This effort included:

- **Conceptual review of the corridor and other immediate intersections to evaluate implications of traffic signal adjustments on the overall traffic patterns in the area.**
- **Coordination with a minimum of 1 vendor regarding the applicability of smart signals along the corridor.**
- **Communication with Maine Department of Transportation to identify potential funding.**
- **Development of an order of magnitude cost of smart signal implementation so that the Town may better weigh the cost/benefits and evaluate funding.**
- **Conceptual evaluation for identifying Phase I improvements which may include pedestrian crossings and localized sections of new and/or improved sidewalk. These improvements were combined with the Signal Improvements.**
BACTS Long-Range Pedestrian and Bicycle Transportation Plan
Bangor Area, Maine

TYLI was selected by Bangor Area Comprehensive Transportation System (BACTS) to develop pedestrian and bicycle long range and strategic plans that will guide policy, short, medium, and long-term pedestrian and bicycle system improvements in and around the BACTS area.

The purpose of the Plan is to document and provide a shared vision for the development of a safe and functional active transportation network of pedestrian and bicycle facilities and amenities for the BACTS area. The Plan promotes safe, convenient and attractive pedestrian and bicycle transportation in the BACTS area.

The Plan includes a facility inventory; a review of the most current data and policies for the region; guidance and recommendations on facility design and policy; and an implementation plan to guide policy and improvements in and around the BACTS area.

This Plan will be incorporated, by reference, into the BACTS 2018-2038 MTP, which is required by federal regulation to be updated at least every five years.

Bath South End Transportation Study
Bath, Maine

The City of Bath, in collaboration with General Dynamics-Bath Iron Works (BIW) and Maine Department of Transportation (MDOT) selected TYLI to develop a comprehensive plan of policy recommendations and infrastructure improvements to improve pedestrian safety, reduce parking demand, and improve transportation efficiency.

This comprehensive transportation study, focused on three key objectives:

- improving the safety of pedestrians
- reducing the impact of vehicular traffic on neighborhood streets
- identifying strategies that will improve the availability of parking and/or reduce parking demands
**Route 100 Visioning Study**

**Falmouth, Maine**

Wright-Pierce and TYLI assisted in the development of a Visioning Plan for Route 100. The need to prepare an updated vision for Route 100 was identified in the 2013 Comprehensive Plan and appeared consistently in several annual Council Work Plans.

The objective of the Vision Plan was to develop a creative concept plan for Town Council consideration that shapes the Route 100 area from the Portland City line to the Cumberland Town line into a well-planned area for the community, which considers traffic, infrastructure, and development issues with a planning horizon of approximately 25 years.

A plan that is both visionary and realistic, so that it can, and will, be implemented in the near future. TYLI led the transportation planning and engineering efforts, with a focus on complete streets planning and design.

**Kittery Foreside Traffic, Parking, and Land Use Study**

**Kittery, Maine**

TYLI developed transportation recommendations for the Foreside area of Kittery that experiences traffic congestion and parking challenges associated with successful commercial developments and commuter traffic from the Naval Shipyard.

TYLI is conducted this study in the economically vibrant area of Kittery Foreside. The Study is developing recommendations on transportation circulation, parking and land use that will allow for a sustainable growth Plan that will ensure development intensities do not degrade the village character and yet allows for reasonable economic growth.

**TYLI Role:** Key tasks included, reviewing current parking requirements for site plan approvals; identifying strategies for increasing parking supply and efficiencies; evaluating the conversion of Government Street and adjacent side streets from their one-way configuration to two-way flow; and reviewing on-street parking regulations for improved parking turnover and utilization.
Bath Road Masterplan | Wiscasset, Maine

This plan was intended to help Wiscasset shape a future for Bath Road and surrounding areas that reflects the needs and values of the community and preserves the Midcoast Region’s most important arterial highway. The plan:

- Identified traffic improvements to meet the needs of existing and future development, while maintaining/improving the highway’s mobility, safety, and capacity.
- Provided concept plans and street networks that improve local pedestrian and vehicular circulation.
- Provided design standards for corridor preservation and developed a responsible plan for coordinated highway infrastructure improvements as well as practical financing strategies.
- Identified transportation-related land use strategies consistent with Wiscasset’s Comprehensive Plan.

Park Street Transportation Study | Orono, Maine

This study developed a Traffic System Management Plan to allow Park Street (Route 2) to operate successfully through 2038. Goals were to facilitate through traffic movements and minimize congestion, while at the same time providing safe vehicular access to existing intersections and driveways along the corridor; Maintain the functional integrity and safety of the corridor, while accommodating the public and private needs for access to adjacent land parcels. TYLI addressed the following:

- The frequency and spacing of intersecting streets and private driveways;
- The location, spacing, timing and coordination (for progressive two-way traffic flow) of existing and future traffic signals;
- The location and design of turning lanes;
- Channelization, or other turning movement controls;
- Identification of current levels of service and development of access management standards (which may include minimum sight distance requirements, corner clearance requirements, separation standards, etc.);
- Identification of multi-modal improvements;
- Identification of future University access roads.
West Commercial Street MultiModal Study
Portland, Maine

TYLI provided planning and engineering services to guide the evolution of Portland’s waterfront from High Street to Veteran’s Memorial Bridge, specifically to:

- Develop a plan that maintains a strong working waterfront and character which strikes a balance between the needs for improved walking and bicycling facilities with the ongoing needs of the existing and proposed marine industrial uses along the corridor;
- Create specific improvement projects and funding mechanisms that work with the existing waterfront and guide its future development including the extensive redevelopment with the expansion of the International Marine Terminal, new boat yards, and mixed-use developments;
- Divide proposed projects to create a series of short term recommendations that can make implemented immediately such as striping improvements and includes more intensive projects that have already secured funding and will be ready for implementation in the next year or two; and
- Build on short term recommendations with more substantial medium and longer term recommendations such as changing existing curb lines and widening of roads.

SACO Rte 112/I-95 Exit 36 Transportation Study
Saco, Maine

TYLI was retained by a three party partnership of MaineDOT, City of Saco and the Maine Turnpike Authority to perform a planning and feasibility study to promote safety and economic vitality within the City and the region. The purpose of the study was to evaluate the potential for adding additional capacity on Route 112 to increase mobility, making safety improvements at intersections, improving easy access to and from the Turnpike, separating local and through traffic as much as practicable, and managing and improving access to Route 112. Specifically, TYLI provided the following:

- reviewed available studies and data and assessed current conditions including traffic volumes, turning movement patterns, capacity, and crash experience, bike and pedestrian deficiencies in the study areas, and baseline environmental data
- assessed future scenarios including future traffic volume projections, alternatives to prevent or minimize loss of service
- prepared recommendations and basic conceptual renderings
- managed public and regulatory feedback
- provided final report
21st Century
Downtown Master Plan
North Windham, Maine

TYLI provided PACTS and the Town of Windham with planning and engineering services and subsequently the final design for downtown improvements in North Windham. The plan had the following goals:

- Develop a comprehensive vision for transportation improvements in North Windham
- Create a transportation system that provides for multiple modes of transportation
- Further economic development opportunities through improved transportation
- Focus on implementation by identifying specific projects and funding mechanisms
- Furthering the “sense of place” in Windham’s commercial center

“2014 Plan Of The Year” by Maine Association Of Planners

“This plan truly is more than a corridor study and is a visionary approach to addressing not only the transportation issues but also the quality of place of North Windham.”
- Ben Smith, Town of North Windham

Pleasant Street Corridor
Transportation Study
Brunswick, Maine

The Town of Brunswick in collaboration with the Maine Department of Transportation (MaineDOT) is undertaking a transportation study of Pleasant Street from the I-295/Route 1 area to Maine Street. The study objective is to conduct an analysis of potential improvement strategies to improve congestion and safety along the corridor without widening Pleasant Street. The study will review and make recommendations on:

- Access Management,
- Frontage Roads,
- Changes to lane configurations,
- Additions to the roadway grid,
- Traffic demand management strategies,
- Traffic signal modifications, and
- Bicycle and pedestrian access
Transit Stop Access Project – Phases I & II Part A
Greater Portland Area, Maine

Client: PACTS/GPGOG
Dates: 2019
Key Staff: Sandra Clarey, AICP

McMahon led Phase I and Phase II Part A of the Transit Stop Access Project, initiated by PACTS, GPCOG, and the PACTS Transit Committee, to improve the accessibility of bus stops region-wide. The three participating transit agencies included the Greater Portland Transit District (METRO), the City of South Portland Bus Service, and Biddeford Saco Old Orchard Beach Transit.

Phase I identified high priority bus stops for accessibility improvements; defined amenities for, and possible locations of, new regional transit mini-hubs, highlighted potential bicycle and pedestrian accommodations to improve mobility to stops; and developed recommendations for a project management structure for Phase III (construction) of the project. Accessibility issues were identified through an extensive data collection effort.

Phase II Part A involved preparing concept design plans and an opinion of probable construction cost at 120 prioritized stop locations and two mini-hubs at the Maine Mall and Redbank, South Portland, focused on improving bus stop accessibility, based on deficiencies identified in Phase I, adding benches where feasible, and enhancing bicycle and pedestrian facilities at key bus stops. Pedestrian and bicycle improvements included the addition or modification of crosswalks, pedestrian signals and flashing beacons, curb extensions, and bicycle parking at strategic locations. Photo renderings of both mini-hubs were also created. There was significant stakeholder engagement with the transit agencies and each municipality to identify existing and potentially overlapping roadway projects, and inform the recommended action for each bus stop location.

Plainridge Park Casino Transit Feasibility Study, Plainville, MA

Client: Penn National Gaming Inc
Dates: 2015
Key Staff: Sandra Clarey, AICP

As part of the transportation demand management plan for the Plainridge Park Casino, McMahon evaluated potential transit services to the project site. In consultation with the Greater Attleboro-Taunton Regional Transit Authority (GATRA) and the Southeastern Regional Planning and Economic Development District (SRPEDD), McMahon evaluated the feasibility of extending existing bus routes, developing new routes, and establishing a potential transit hub.

The study considered the ridership potential of several transit corridors within surrounding communities. The corridors were evaluated based on demographics that constitute typical transit ridership, bus operational considerations, the pedestrian environment and connectivity with adjacent land uses, projected employment and population growth, future development, and interaction with existing transit services, including bus and commuter rail services. The top three options to provide GATRA service to employment and shopping destinations in the vicinity of Plainridge Park Casino were analyzed for transit ridership, potential trip times, provisional schedules, vehicle requirements, and cost estimates for service. Additional options, including a peak-period-only, commuter rail shuttle connection, was also evaluated. McMahon’s final recommendations included establishing bus-rail connections at the Mansfield Commuter Rail Station, and a new bus route via the Triboro Plaza.
MAINE STATE PIER MASTER PLAN | Portland, ME

Relevant Services Provided:
• Ferry, cruise ship, and CAT planning
• Passenger growth analysis
• Market and demographic analysis
• Alternatives analysis
• Management recommendations
• Homeland Security compliance
• Landside and waterfront infrastructure improvements
• METRO coordination
• Tug operations coordination
• City, DEP, and Corps compliance
• Funding strategies

STONE WHARF MASTER PLAN | Chebeague, ME

Relevant Services Provided as a Subconsultant to Collins Engineering:
• Ferry, water taxi, and barge planning
• Market and demographic analysis
• Alternatives analysis
• Vessel recommendations
• Passenger growth analysis
• Management recommendations
• Landside and waterfront infrastructure improvements
• Sea level rise planning
• Town, DEP, and Corps compliance
• Funding strategies

LINCOLNVILLE HARBOR MASTER PLAN | Lincolnville, ME

Relevant Services Provided as a Subconsultant to Collins Engineering:
• Ferry, water taxi, and barge planning
• Harbor market analysis and business plan
• Alternatives analysis
• Passenger growth analysis
• Landside and waterfront infrastructure improvements
• Sea level rise planning
• Mooring management plan
• Town, DEP, and Corps compliance
• Funding strategies
6. REFERENCES

T.Y. Lin International References

Nate Howard | MaineDOT  
207.624.3310 | nathan.howard@maine.gov  
Key Staff: Tom Errico and Carol Morris (Morris Communications)  
- Route 109 Corridor Study - Wells (Morris not involved)  
- South End Transportation Study - Bath  
- Saco Rte 112/I-95, Exit 36, Area Transportation

Marc Meyers | City of Bath  
207.443.8330 | mmeyers@cityofbath.com  
Key Staff: Tom Errico, Carol Morris (Morris Communications), Mitchell Rasor (MRLD)  
- South End Transportation Study - Bath

Ryan Barnes, Town Engineer | Town of Brunswick  
(207) 725-6659 | rbarnes@brunswickme.org  
Key Staff: Tom Errico and Darin Bryant  
- Brunswick Maine Street and Riverwalk Trail Study  
- Pleasant Street Corridor Study

MRLD Landscape Architecture + Urbanism References

Bill Needelman, Waterfront Coordinator | City of Portland  
207.874.8683 | wbn@portlandmaine.gov  
Key Staff: Mitchell Rasor, RLA, David Versel  
- Eastern Waterfront Building Height, Access, and Zoning Study  
- West Commercial Street Area Master Plan  
- East End Waterfront Access Project  
- Bayside Transportation Master Plan  
- Reclaiming Franklin Arterial Master Plan

Rod Melanson, Director of Planning and Development, Town of Topsham  
207.725.1724 X 2113 | rmelanson@topshammaine.com  
Key Staff: Mitchell Rasor  
- Main Street Village Master Plan and Zoning Implementation  
- Topsham Zoning and Design Standards  
- Topsham Fair Mall Road Complete Streets Master Plan and Land Use Study

Terry Pinto | Project Manager | City of Rockland  
207.594.0324 | tpinto@rocklandmaine.gov  
Key Staff: Mitchell Rasor and David Versel  
- Winter Street Shared Space Redesign  
- Harbor Trail and Park  
- Snow Marine Waterfront Park  
- Downtown Revitalization Plan  
- Waterfront Area Redevelopment Plan  
- Pleasant Street Area Mobility and Streetscape Study  
- MacDougall School Community Park  
- Edna St. Vincent Millay House Master Plan and City-Wide Cultural Uses Rezoning

McMahon References

Aubrey Miller | Transportation Project Manager | PACTS  
207.774.9891 ext. 202 | amiller@gpcog.org  
Key Staff: Sandra Clarey, Natalie Raffol, and Jessica Bello  
- PACTS Transit Stop Access Project, Phase I

Bruce Hyman | Transportation Program Manager  
City of Portland | 207.874.8717 | bhyman@portlandmaine.gov  
Key Staff: Sandra Clarey and Natalie Raffol  
- PACTS and City of Portland - Bayside Transportation Master Plan

Frank Gay | Administrator  
Greater Attleboro-Taunton Regional Transit Authority  
508.823.8828 | fgay@gatra.org  
Key Staff: Sandra Clarey  
- Plainridge Park Casino Transit Feasibility Study - Penn National Gaming, Inc.
7. STAFF QUALIFICATIONS

**PACTS RFP | PACTS’ Mill Creek to Cushing’s Point Multimodal Priority Corridor Study, South Portland**

**Project Manager**
Tom Errico, PE

**Principal-In-Charge and QA/QC Manager**
Kevin Ducharme, PE

**Support Staff**
- Natalie Raffol, AICP (McMahon)
  Transportation Planner
- Jessica Bellow, PE (McMahon)
  Transit Designer
- David Versel (MRLD)
  Marine Transit Market Specialist
- David Burhans, PE
  Transportation Engineer
- Cherry Xiong, PE
  Adaptive Traffic Signal Modeling
- Meaghan Monaghan
  Transportation Designer

**Subconsultant Partners**

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**Task Leaders**

- **Traffic Analysis & Complete Streets Review**
  - Tom Errico, PE
    Task Leader
- **Public Outreach**
  - Carol Morris (Morris Communications - DBE)
    Task Leader
- **Bus Transit Analysis**
  - Sandra Clarey (McMahon Associates)
    Task Leader
- **Marine Transit Feasibility Analysis**
  - Mitchell Rasor (MRLD)
    Task Leader
- **Bicycle and Pedestrian Planning**
  - Darin Bryant, PE
    Task Leader
- **Traffic Signal Analysis**
  - Tom Errico, PE
    Task Leader
- **Funding Options, Land Use Analysis, & Marine Transit Analysis**
  - Mitchell Rasor (MRLD)
    Task Leader

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THOMAS (TOM) A. ERRICO, PE
Project Manager - Lead Traffic & Complete Streets Engineer

Tom joined T.Y. Lin International as a Senior Associate and New England Traffic Engineering Director. He has served as Project Manager/Lead Traffic Engineer for a variety of design and study projects for municipal and state agency clients throughout New England and beyond. Named “2013 Transportation Engineer of the Year” by the New England section of the Institute of Transportation Engineers, Tom is passionate about his work and dedicated to increasing the livability and mobility access for all users in cities and towns across New England. Tom’s background in traffic engineering includes access management, corridor studies, traffic operations studies, pedestrian studies, parking studies, safety evaluations, and traffic impact studies. He has significant experience in designing traffic signals, developing and maintaining traffic plans, and determining intersection and roadway design requirements for highway projects, including auxiliary lanes, bicycle and pedestrian facilities, signing, and traffic control. Project experience relevant to this proposal includes:

- Complete Streets Plan, Saco and Scarborough, ME – PACTS - Project Manager
- BACTS Pedestrian and Bicycle Long-Range Plan - Project Manager
- Pleasant Street Transportation Corridor Study – Brunswick, ME - Project Manager
- Portsmouth Naval Shipyard (PNSY) Transportation Study - Kittery, ME - Project Manager
- Court Street Transportation Study – Auburn, ME – Project Manager
- Route 302 Adaptive Traffic Signal Study - Windham, ME – Project Manager
- Androscoggin Riverwalk Feasibility Study – Brunswick, ME - Project Manager and lead Traffic Engineer
- North Portland Complete Streets Plan, Falmouth, Yarmouth, Cumberland, and Freeport, ME – PACTS - Project Manager
- Park Street Transportation Study, Orono, ME – Town of Orono. Project Manager
- Kittery Foreside Traffic, Parking and Land Use Study, Kittery, ME – KACTS/Town of Kittery - Project Manager
- Route One Infrastructure Plan, Falmouth, ME – Town of Falmouth - Project Manager and Lead Traffic Engineer
- South End Transportation Study, Bath, ME – City of Bath, BIW, Maine DOT - Project Manager
- Bayside Transportation Master Plan, Portland, ME – PACTS/City of Portland - Project Manager
- City of Portland On-Call Traffic Engineering – City of Portland - Traffic Engineer
- Route 1 Multi-Use Path / Road Diet Project, Yarmouth, ME – Town of Yarmouth - Traffic Engineer
- Anderson Street Neighborhood By-Way Project, Portland, ME – City of Portland - Project Manager
KEY STAFF BIOGRAPHIES

Darrin Bryant, PE | TYLI

Bicycle and Pedestrian Planning
Experience: 32 Years
Education: B.S., Civil Engineering, University of Maine, 1986
MaineDOT LPA Certified

Darrin is a Vice President at TYLI and has been with the company for over 30 years. He has been involved in both the roadway/bike path design and traffic planning/analysis fields since joining the firm. His roles and responsibilities include project management, planning and design of roadways, major intersections, and bicycle-pedestrian trail facilities from Maine to Florida.

Darin was the Lead Trail designer for several off-road trails in Maine including the Beth Condon Memorial Paths in Yarmouth, Maine and the Topsham Trails. Darin is also an avid bicyclist who routinely uses both of these trails for training rides. He was also Lead Designer for the 16 mile, Anacostia Riverwalk Trail located in Washington, D.C for DDOT. His experience includes a variety of projects ranging from the planning and environmental analysis phase through permitting to the final P.S. & E. stage of development. Darin is also. Relevant project experience includes:

- Topsham Trails Phase I Final Design, Topsham, ME, Town of Topsham, ME - Project Manager
- Beth Condon Memorial Pathway Extension, Final Design, Phase 1, Route One Bicycle and Pedestrian Path – Town of Yarmouth, ME - Project Manager
- Camden Riverwalk and Public Landing Feasibility Studies – Camden, ME - Project Manager
- Belfast Harbor Walk, Belfast, Maine – City of Belfast, ME - Senior Project Engineer
- Anacostia Riverwalk Trail, Washington, D.C. – DDOT - Project Manager and Project Engineer

Cherry Xiong, PE | TYLI

Adaptive Traffic Signal Modeling
Experience: 32 Years
Education: M.S., Civil Engineering, University of Illinois, 2002; B.S., Civil Engineering, Suzhou University of Science and Technology, P.R. China, 1997

Cherry will provide all VISSIM modeling on this project. She is the lead VISSIM modeler for TYLI and has more than 18 years of progressive experience in transportation planning/transit ridership forecasting, and microsimulation modeling in the US, Canada, UK and China. Her principal expertise is in regional transportation planning, multi-modal transfer hub planning and traffic analysis, travel demand modeling, transit operations analysis, transit ridership forecasting, traffic impact studies, pedestrian accessibility analysis, traffic and revenue studies, and software.

As a former employee of PTV, Ms. Xiong was directly involved in software development of VISSIM/VISUM/VISWALK and provided training courses to many consulting firms/public agencies. Relevant project experience includes:

- VISSIM Traffic Modeling for Portsmouth Naval Shipyard, Portsmouth, NH
- Multimodal Corridor Enhancement TIGER VI Grant Project, Champaign-Urbana, IL
- Downtown Atlanta Bus Circulation Study, Atlanta, GA
- I-95 (Piscataqua River)Part-time shoulder lane and ramp metering traffic operations analysis

Mitchell Rasor, RLA | MRLD

Landscape Architecture + Urbanism
Funding Recommendations and Urban Design
Experience: 30+ Years
Education: M.S., Landscape Architecture, Harvard University Graduate School of Design, MA; B.A., English/Environmental Art, Oberlin College, OH

Mitchell Rasor has over 20 years of experience with landscape architecture and urban design, with a particular focus on integrating land use, mobility, and urban waterfro
• 21st Century Downtown Master Plan, Windham, ME
• Lincolnville Harbor Master Plan and Market Study, Lincolnville, ME
• Kittery Foreside Transportation, Parking, and Land Use Study, Kittery, ME
• 3 Lincoln Street Market and Urban Design Study (MERC site), Biddeford, ME
• Bath Road/Route 1 Master Plan and Design, Wiscasset, ME
• Bayside Transportation Master Plan and Urban Design, Portland, ME
• Boothbay Region Market and Land Use Study, Boothbay Harbor, ME
• Chebeague Waterfront Multi-Modal/Resiliency Study and Design, Chebeague, ME
• Downtown/Waterfront Master Plan, Belfast, ME
• Eastern Waterfront Access Project, Portland, ME
• Front Street and Harbor Village Master Plan, Belfast, ME
• Main Street Gateway Transit-Oriented Development, Westbrook, ME

Sandra Clarey | McMahon
Bus Transit Analysis
Experience: 17 Years
Education: M.S., Regional & Urban Planning, University College Dublin, 2004; B.A., Geography, University of Dublin, Trinity College, 2000

Sandra specializes in transit planning and design, primarily for bus operations, but her background in traffic and transportation planning gives her an edge on projects where improvements for all modes are being considered and a holistic approach is required. Since joining McMahon, she has guided the planning, design and construction of improvements for numerous bus routes for transit agencies, municipalities, regional planning commissions, and private sector clients. In her prior role as Senior Transportation Planner/Analyst at the Massachusetts Bay Transportation Authority (MBTA), she was responsible for evaluating bus and ferry services. Sandra updated and maintained systemwide ridership and service statistics, conducted ridership surveys, and planned and designed wayfinding and information signage. She was selected by Mass Transit as a 2017 Top 40 Under 40 honoree for her contributions to the industry, capacity for innovation, demonstrated leadership and commitment to making an impact in public transportation. Relevant experience includes:

• PACTS’ Transit Stop Access Project – Phase I and Phase II Part A, Greater Portland, ME - Project Manager
• PACTS, Saco & Scarborough Route 1 Complete Streets Corridor Plan, Saco & Scarborough, ME - Project Manager
• MBTA, On-Call GEC for Planning, Design and Construction Phase Services for Bus System Infrastructure Improvements, Greater Boston, MA - Deputy Project Manager
• City of Waltham, Transportation Master Plan, Waltham, MA - Transit Planner
• Charles River Transportation Management

David Versel | MRLD Landscape Architecture + Urbanism
Economic Market Analysis
Experience: 23 Years
Education: M.S., City Planning, Georgia Institute of Technology, GA; B.S., Architecture, Washington University, MO

David is an industry leader in land use economics and development policy, with particular expertise in creating and implementing innovative approaches to transit-oriented urban revitalization. Since 1997, David has completed more than 200 consulting assignments in 30 US states and has been actively working with communities in Maine since 2002. David’s market and land use development policy work has been central to MRLD waterfront projects in New Auburn, Biddeford, Rockland, Belfast, Chebeague, and Damariscotta.

David developed market studies and conducted future growth analysis for the following relevant projects:

• Tillson Avenue Waterfront District Market/Highest & Best Use Study; Rockland, ME
• New Auburn Village Center Revitalization Study; Auburn, ME
• Downtown / Waterfront Redevelopment Plan; Belfast, ME
• Downtown Master Plan; Westbrook, ME
• Palm Coast Marina Waterfront Redevelopment; Palm Coast, FL
• Middle River Waterfront Destination Study; Baltimore County, MD
• Pepperell Mill Campus Redevelopment; Biddeford, ME
Carol Morris | Morris Communications (DBE)
Public Outreach
Experience: 30+ Years

Carol Morris heads up Morris Communications, a firm that specializes in managing the inevitable conflict around change. Morris provides a well-developed communications and outreach strategy, expert meeting facilitation and experience with traditional and social media. The firm focuses on less traditional and more interactive methodology, allowing the full range of participants to comment and interact in smaller, informal groups or online. Morris specializes in projects where growth, mobility of all kinds, and quality of life are key concerns for the community. The firm is a DBE in Maine, New Hampshire, Massachusetts, Vermont, and Connecticut. Relevant project experience includes:

- **Transit Stop Access Project Phase 1 and 2, Greater Portland** – GPGOG, Area Transit Agencies
- **Saco Route 112/I-95 Exit 36 Area Transportation Study, Saco** – City of Saco, Maine Turnpike Authority and MaineDOT
- **South End Transportation Study, Bath, ME** – City of Bath, BIW and MaineDOT
- **Scarborough & Saco Complete Streets Route 1 Corridor Plan** – Town of Scarborough, City of Saco, PACTS
- **Midcoast Transit Study - Rockland, Camden, Thomaston, Rockport, Maine**
- **North Portland Route 1 Complete Streets – Falmouth, Cumberland and Yarmouth**

### 8. SCHEDULE

While we appreciate that there are activities beyond our control that may impact this schedule, we are committed to doing our part to keep it moving and ensuring the effective communication necessary to meet the stated milestones to the best of our abilities. We have created the following realistic schedule which includes ample review time for MaineDOT and others.

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<thead>
<tr>
<th>Study Milestone</th>
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<td>Notice to Proceed</td>
<td>May 26, 2020</td>
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<tr>
<td>Assemble Data</td>
<td>Jun 15, 2020</td>
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<tr>
<td>Study Team Kick-off Meeting</td>
<td>Jun 19, 2020</td>
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<tr>
<td>On-Line Survey</td>
<td>Jul 31, 2020</td>
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<tr>
<td>Public Meeting #1</td>
<td>Jul 23, 2020</td>
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<tr>
<td>Study Team Status Meeting</td>
<td>Jul 30, 2020</td>
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<tr>
<td>Submit Draft Task Memoranda</td>
<td>Sept 4, 2020</td>
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<tr>
<td>Study Team Meeting</td>
<td>Sept 15, 2020</td>
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<tr>
<td>Draft Final Report</td>
<td>Oct 30, 2020</td>
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<tr>
<td>Study Team Meeting</td>
<td>Nov 19, 2020</td>
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<tr>
<td>Public Meeting #2</td>
<td>Dec 3, 2020</td>
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<tr>
<td>Revised Draft Final Report</td>
<td>Jan 15, 2021</td>
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<tr>
<td>Contract Expiration Date</td>
<td>Feb 26, 2021</td>
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