

# MISSOULA 2020 LONG-RANGE TRANSPORTATION PLAN UPDATE

## Final Scope of Work (11/25/19)

The Missoula MPO is updating its Long-Range Transportation Plan (developed in 2016) in accordance with federal guidelines. The objectives of the 2020 Long-Range Transportation Plan (LRTP) Update are:

- Update existing conditions and long-term outlook for the Missoula area transportation system, building on work completed in 2016.
- Ensure the LRTP update includes appropriate performance-based planning that meets federal, state and local requirements and community goals. Develop measures to evaluate implementation of the plan's mode split goals, such as Multi-modal Level of Service.
- Ensure consistency with area infrastructure plans such as the Pedestrian Facilities Master Plan and Bicycle Facilities Master Plan.
- Identify opportunities to increase consistency between the LRTP and other regional plans and policies such as the Missoula County and City of Missoula Growth Policies, the City of Missoula Complete Streets Policy, annexation policies, Capital Improvement Programs, and other infrastructure plans.
- Develop analyses and recommendations on how Missoula's transportation system can be enhanced or improved through emerging technologies such as autonomous vehicles, shared-mobility systems like carshare, bikeshare or ride-hailing services, signal optimization and vehicle-to-infrastructure communication systems, electric vehicle usage and adoption.
- Evaluate long-term financial outlook and transportation system improvement costs in order to better align funding with plan goals.
- Identify implementation steps, roles, and timelines, with a focus on achieving the mode split goals identified in the 2045 *Activate Missoula* Long Range Transportation Plan.
- Integrate required Climate Resilience planning into the LRTP update.

The LRTP update will have 2050 as the target horizon year. The adopted plan will be fiscally constrained and implementable by the appropriate local and state transportation agencies. The LRTP will improve on long-range and short-range strategies/actions that lead to the development of an integrated multimodal transportation system to facilitate the safe and efficient movement of people and goods. It will be developed with regards to the intent and requirements of the Moving Ahead for Progress in the 21st Century Act (MAP-21) passed in July 2012, the Fixing America's Surface Transportation (FAST) Act, and requirements stipulated by the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), and the Montana Department of Transportation (MDT). The 2050 LRTP update will continue to be multimodal in nature including transit, pedestrian facilities, bikeways and highway/street transportation, and will also consider other transportation-related facilities and projects, such as Intelligent Transportation Systems and emerging technologies.

### TASK 1: PROJECT INITIATION AND MANAGEMENT

#### Task 1.1 *Project Kickoff Meeting*

A kickoff meeting, via web-based conference call, will be held with MPO staff to refine and confirm the Project Work Plan and Schedule. This meeting will also be used to clarify communications protocols and to provide details of expected deliverables. The Consultant will provide the MPO with a data request list to support the technical aspects of the scope of work.

### *Task 1.2 Detailed Project Work Plan and Schedule of Activities*

The Consultant will develop and present a plan outlining all work and deliverables of the 2050 LRTP update. The MPO staff will use this work plan to monitor and assess progress of the LRTP update. This includes, but is not limited to, a detailed project schedule that identifies key task deadlines and milestones, presentations, and public involvement activities.

The Consultant will also provide a work plan that outlines the project approach including coordination with the MPO Project Manager, expectations for LRTP Committee meetings, expectations for public involvement activities and involvement of planners and community stakeholders (public and private sector), and updates of the key project milestones to the project's various committees, which will include an LRTP Citizen Advisory Committee (CAC) and LRTP Technical Advisory Committee (TAC), as well as the MPO's Transportation Technical Advisory Committee (TTAC) and Transportation Policy Coordinating Committee (TPCC).

### *Task 1.3 Ongoing Project Management, Meetings, and Coordination*

The Consultant will hold bi-weekly web-based conference calls with the Project Team. In-person meetings with the CAC, TAC, TTAC, and TPCC will be conducted during visits to Missoula by the Consultant as part of subsequent technical tasks. The Consultant will also provide monthly written progress reports detailing the progress on key tasks and deliverables along with the status of the project budget as part of invoicing. Invoicing and progress report format will be confirmed with the Project Team during Task 1.1.

#### **TASK 1 DELIVERABLES:**

- Final approved Project Work Plan and Schedule
- Biweekly call agendas and notes
- Monthly invoices and progress reports

#### **TASK 1 MEETINGS:**

- Kickoff meeting with MPO staff
- Bi-weekly project coordination calls

## **TASK 2: DISCOVERY**

### *Task 2.1 Existing Conditions and Deficiencies Review*

This task will entail the review of existing planning documents, projects, policy frameworks, assets, and opportunities to develop a baseline of existing conditions. This task will result in a memorandum summarizing existing transportation conditions and deficiencies for all modes, emerging market trends, and key demographic and economic themes relevant to long-term transportation planning in the study area. The memorandum will also evaluate progress toward interim mode split goal targets and performance measures since the previous LRTP and will establish criteria for alternative level of service measures.

Background data and information that shall be provided by the MPO for Consultant review includes, but are not limited to, the following:

- 2016 Long-Range Transportation Plan
- Transportation and land use considerations of the Missoula County and City of Missoula Growth Policies

- Envision Missoula
- 2011 Active Transportation Plan
- Facilities Master Plans (Bicycle and Pedestrian)
- Locally adopted Master Plans, public facilities plans, and related development regulations
- MUTD Long Range Plan (2018) and Comprehensive Operational Analysis
- 2019 Community Transportation Safety Plan and associated crash data
- 2020 Transportation Improvement Program
- Transportation Demand Management Programs
- Truck traffic and freight movement information
- MPO Travel Demand Model
- Census Bureau data
- 2008, 2015 and 2019 (underway) update Long-Range Transportation Survey

The analysis of transportation system performance and deficiencies will include the following, with all data provided by the MPO:

- Existing travel patterns and forecast of future traffic volumes from the regional travel demand model
- Existing conditions for vehicular and multimodal level of service/congestion
- Progress towards interim Mode Split Goal targets
- Progress towards established Performance Measures
- Alternative level of service measures, such as Multimodal LOS, as a means of evaluating the current transportation system

### *Task 2.2 Vision, Values, and Goals*

The Consultant will conduct an in-person work session to review existing conditions findings and confirm the community vision and goals to be used as input into the development of the project list, prioritization, and evaluation. This session will also include development of initial performance measures for the LRTP based on the draft goals. The Consultant will draw on previous planning documents—and the goals articulated in the 2016 LRTP—as well as discussions with the project management team and the public to refine the goals and develop the draft performance measures for this project. Key findings from this work session will be compiled in a brief summary sheet.

#### **TASK 2 DELIVERABLES:**

- Existing Conditions and Deficiencies Memorandum
- Vision, Values, and Goals Summary Sheet

#### **TASK 2 MEETINGS:**

- Vision, Values, Goals, and Performance Measures Working Session

## TASK 3: DESIRE

### *Task 3.1 Needs Assessment and Public Involvement Plan*

Within two weeks of the kickoff meeting, the Consultant will conduct a systematic needs assessment with the MPO. To accurately represent resources such as staff availability and established communication channels, the needs assessment is completed prior to developing a public involvement plan. The Consultant will then develop a strategic public involvement plan.

The public involvement plan will include SMART goals (Specific, Measurable, Actionable, Realistic and Timely) for assessment, outreach strategies, and supporting tactics, along with key audiences and a corresponding timeline. In addition, the public involvement plan will confirm activities to be conducted in Missoula by the project team during three critical “public touchpoints” to gather public input on mobility values and needs, confirm plan goals and project priorities, and to present and confirm recommended scenarios.

### *Task 3.2 Stakeholder Outreach*

The Consultant will initiate and facilitate discussions with key stakeholder groups such as public transit, freight, bike/walk advocates, and disadvantaged populations throughout Missoula County. In addition to traditional measures such as roundtables and one-on-one interviews, the Consultant will conduct ride-alongs with freight and transit drivers and partner with agencies serving disadvantaged populations to hold two drop-in sessions (or similar) at central ADA-compliant locations such as the Missoula Library or Soft Landings office.

The Consultant will also complete one-on-one interviews with local agencies that may not be heavily involved in the LRTP process but can offer significant insight into the community’s needs such as City Parks and Recreation, City Public Works Department, County Parks, Trails and Open Lands, and the Office of Emergency Management. The Consultant will coordinate specifically with liaisons for the County Commissioners and Missoula City Council to ensure these legislative bodies are briefed and offered opportunities for individual feedback.

### *Task 3.3 Community Outreach*

The primary approach to community outreach will center on meeting people where they live, work, and play. The Consultant team will foster conversations with the community, gathering input through pop-up exhibits at well-attended events such as the Missoula Marathon or Out to Lunch and hold coffee klatches at popular local spots such as The Break or Caffe Dolce. The Consultant will coordinate feedback sessions with Missoula’s neighborhood councils and Missoula County’s community councils. Working with an established network of community partners, the Consultant will disseminate information to more than 10,000 engaged subscribers on a quarterly basis, serving to build a more informed public at minimal cost. The Consultant will ensure federal and state requirements are met by coordinating and promoting the necessary open houses and supporting any required public hearings.

### *Task 3.4 Media Relations*

The Consultant will secure consistent, quality earned media about the LRTP update process. In conjunction with key project timelines and community touchpoints, the Consultant will develop a press release, distribute press releases, and conduct outreach to journalists. The Consultant will ensure timely facilitation of interviews and prepare the MPO’s spokesperson with talking points, coaching, and support at interviews as needed. The Consultant will track for mentions of the MPO and LRTP in news media,

capture all coverage, and ensure the project team is briefed. In addition, the Consultant will create and distribute public service announcements and invite the media to key events.

#### *Task 3.5 Public Involvement Content Creation*

The Consultant will lead development of a project identity that includes a project tag line and logo (up to four concepts). The Consultant will make up to two (2) round of revisions of the project logo(s) based on feedback from the Project Team.

Using the final project logo and brand, the Consultant will develop content for stakeholder and community outreach including a two-sided, 3.5" x 8.5" informational rack card (for use at community locations and in displays), one-page Q&A, two open house flyers, 12-16 social media posts, four digital ad sets, and four written electronic updates for email and the project website. In addition, the Consultant will develop the primary written content (up to 1,500 words), photography, and basic graphics for the project website.

#### *Task 3.6 Digital Engagement*

The Consultant will develop a digital content calendar to dictate the creation and use of educational content on the project website and the established social media platforms of the MPO and its partners. The Consultant will create content for quarterly website updates, social media, and a digital/social media advertising campaign. The Consultant will track comments on paid digital advertising and provide response support as needed, assuming administrative access to the MPO's social media platforms.

### **TASK 3 DELIVERABLES:**

- Public Involvement Plan
- Communication Log (outreach and feedback documentation)
- Press Releases (up to 4)
- Project Identity Concepts (up to 4 logos)
- Rack card
- Q&A document
- 12-16 social media posts (Facebook, Instagram)
- Open House Flyers
- Digital ads sets (Facebook, Instagram) (up to 4)
- Written updates for electronic and website updates
- Website content

### **TASK 3 MEETINGS:**

- Stakeholder Interview Working Sessions
- LRTP Open Houses (up to 2)

## **TASK 4: DESIGN**

#### *Task 4.1 Evaluation Framework*

The Consultant will refine the performance-based evaluation framework drawn from community values and FAST Act goals developed during the previous LRTP process for screening and evaluation of projects.

The Consultant will work with the MPO staff to develop a Multiple Account Evaluation Framework that clearly links vision to projects to implementation.

#### *Task 4.2 Needs Assessment and Project Identification*

The Consultant will conduct a future year (2050) transportation system needs assessment, using the existing conditions and deficiencies analysis, current project lists and prioritization, and future growth scenarios in the City of Missoula and Missoula County Growth Policies to provide an updated list of LRTP candidate projects. The needs assessment will build upon Task 2.1 by identifying future year network performance and congestion from the region's TransCAD travel demand model. To address future year needs, the Consultant will work with the MPO and MDT to identify projects that move people and goods through the Metropolitan Planning Area in a manner that uses available resources most efficiently.

#### *Task 4.3 Project Scoring and Evaluation*

The Consultant will work with the MPO to refine a project-scoring tool, building on the MPO's current GIS-based tool. This tool will support project scoring and prioritization based on the Evaluation Framework developed in Task 4.1 and informed by system deficiencies identified in Task 2.1, needs assessed in Task 4.2, community input, and close coordination with MPO and partner agency staff. To facilitate this task the project team will hold a working session with MPO staff and partner agencies in Missoula to review and refine initial evaluation results.

#### *Task 4.4 Scenario Refinement and Testing*

The Consultant will use the region's TransCAD travel demand model to test prioritized projects versus measurable mobility-focused criteria developed in Task 4.1. This may be done by developing and testing new scenarios or by further organizing the 2016 LRTP adopted scenario to maximize the impact on project goals and support implementation. The Consultant will work with the MPO to define the approach through the project work plan.

Regardless of the approach used, the scenario(s) will be coded into the regional model to test the aggregate impact of projects on regional travel network performance to the year 2050. The task's efforts will be summarized in a methodology and findings memorandum.

#### *Task 4.5 Recommended Project List*

Following completion of the tasks above, the Consultant will compile a final list of recommended projects. In addition to a revised project list, the Consultant will evaluate projects for necessary updates to required elements and estimated costs. To make the document more comprehensive and reader-friendly, all existing project descriptions will be updated to include detailed, comprehensive summaries based on information provided by the MPO and partner agencies.

#### *Task 4.6 Emerging Mobility Playbook*

The Consultant will develop a visual playbook document that highlights key trends in emerging mobility, such as autonomous vehicles, shared micromobility, intelligent transportation systems (ITS) and communication tools, mobility as a service (MaaS), microtransit, TNC partnerships, and the future of parking and curb management. The document will provide an evaluation and recommendation of technologies that are identified as supportive of Missoula's future transportation system and provide best practices for implementation and management.

### **TASK 4 DELIVERABLES:**

- Draft and Final Evaluation Framework
- Unconstrained Project List (matrix and map)
- Summary of Scenario Refinement and Testing Approach
- Travel Model Methodology and Findings Memorandum
- Updated List of Prioritized Fiscally Constrained Projects
- Emerging Mobility Playbook Document

**TASK 4 MEETINGS:**

- Project Identification and Evaluation Working Session

**TASK 5: DOCUMENT**

*Task 5.1 Financial Plan*

The Consultant will develop a practical financial plan that recognizes the opportunities and constraints for current local and state funding. The financial plan will be financially constrained based upon projected revenues. The financial plan will identify innovative sources beyond federal funding that may be available to support implementation of the LRTP.

The task includes coordination with the MPO, MDT, and others to identify current and projected funding—including both public and private sources as well as mode-specific sources—and analyze the gap between available resources and needs for plan improvements through the lifetime of the LRTP. As part of this task, the Consultant will hold a working session with MPO staff in Missoula to solidify the final constrained plan. The Consultant will analyze public input data collected throughout the planning process to develop potential funding priorities that emphasize support of the adopted mode split goals and funding scenario in the 2016 LRTP.

As the future needs assessment is developed and refined, the Consultant will develop the cost estimates required to implement the transportation projects under consideration. These project costs for each will then be compared to the available and projected revenues. All proposed improvements should include detailed design concept, scope, and estimated engineering and construction costs in 2020 and year of expenditure dollars.

For the updated future model, the Consultant will analyze the gap between the funding and other resources required to fully implement that future and the resources reasonably forecasted to be available. The Consultant will analyze whether the gap between resources needed for improvements and resources available for improvements is forecast to become larger or smaller over the time period of the plan.

The Consultant will consider whether any innovative financing techniques can be implemented or new funding sources can be obtained and what steps/support would be required. Strategies shall identify ways to reduce the need for transportation improvements, such as land use policies, and ways to increase funding for transportation improvements, including funding for motorized and non-motorized systems. The MPO is interested in comparing the cost of these strategies relative to the likelihood of meeting forecast transportation needs.

*Task 5.2 Performance Monitoring and Implementation Plan*

The Consultant will work with the MPO to develop a short list of performance measures for ongoing tracking and reporting. This will be supported by a summary of the measures established in the 2016 LRTP and clear graphics.

The Consultant will develop clear short-, mid-, and long-term recommendations for plan implementation to meet mode split goals, solidify roles and responsibilities of partner agencies, achieve funding priorities, and ensure project delivery rooted in principles of complete streets design. The work will begin with an evaluation of current funding and design priorities.

The Consultant will also identify and document additional policies or procedures that may be needed to achieve the LRTP mode split goals. These may include land use or development policies, funding priorities, innovative design guidelines, and use of emerging technologies. The policies and procedures will be included in the implementation plan (described above), with responsible agencies identified along with a clear strategy for implementation.

### *Task 5.3 Air Quality Conformity Modeling*

The Consultant will conduct an air quality conformity analysis of the final fiscally-constrained plan using the most current version of MOVES software in coordination with the Montana Department of Environmental Quality and the Missoula City-County Health Department. The Consultant will provide a summary of the analysis and results along with associated data.

### *Task 5.4 Draft Long-Range Transportation Plan*

Coordinating with MPO staff, the Consultant will gather all information collected during previous tasks, including technical analysis and public input, to develop a draft plan document that provides a fiscally constrained project list in accordance with federal requirements. The draft plan is anticipated to be highly graphic and accessible, with technical appendices that provide additional detail. The initial draft of the plan will be provided to MPO staff in Word for review, and the Consultant will address one round of consolidated, non-conflicting comments. The draft document will then be produced in InDesign for one round of MPO review. The Consultant will address a single set of consolidated, non-conflicting comments to create a draft plan ready for broad distribution.

The Consultant will assist in presenting the public hearings and will analyze the input received for the MPO. The MPO may require additional revisions to the draft plan before recommending it to TPCC for approval. A copy in electronic format will be submitted to the MPO for review and recommendation for approval by TPCC. If needed, the Consultant will make one set of revisions to this draft following TPCC review.

### *Task 5.5 Final Long-Range Transportation Plan*

Upon approval of the draft plan by the TPCC, the Consultant will prepare a final plan document incorporating all revisions and comments from the draft. At the MPO's request, the project team will also conduct a presentation of the final plan.

The Consultant will provide the MPO with ten (10) copies of the final plan for distribution. This final plan document shall be formatted and bound in a manner that will allow it to be revised or updated without reprinting the entire document. A copy in electronic format shall also be provided, along with electronic copies of all supporting analyses and information.

### *Task 5.6 Resident's Guide*

In addition to the LRTP document, the Consultant will develop a public-facing briefing book style guide that summarizes the goals, objectives, and prioritized actions of the plan in a manner that is easily understood by members of the public and agencies that may not be familiar with transportation topics. The guide will be designed for easy transition to online formatting or presentations by MPO staff. The



Consultant will provide a draft guide to the MPO for review and will finalize the guide in response to a single set of consolidated, non-conflicting comments.

*Task 5.7 L RTP Dashboard*

Upon completion of the draft plan, the Consultant will work with MPO staff to storyboard an online data dashboard that documents ongoing regional progress towards performance measure targets and mode split goals and allows for continued community engagement. The dashboard will be developed in an interactive format that will be embedded and hosted on the MPO's website.

**TASK 5 DELIVERABLES:**

- Preliminary Financial Resources Summary
- Project Cost Estimates
- Draft and Final Financial Plan (Technical Memorandum)
- Draft and Final Performance Monitoring and Implementation Plan (Technical Memorandum)
- Air Quality Conformity Analysis (Technical Memorandum)
- Review Draft and Public Draft Long-Range Transportation Plan Document
- Final Long-Range Transportation Plan Document
- Draft and Final Resident's Guide to the 2020 Missoula LRTP Document
- Online LRTP Dashboard

**TASK 5 MEETINGS:**

- Financial Planning Work Session
- Final Plan Presentation