

Interview Questions for the  
**Bicycle and Pedestrian Master Plan**

for



**Interview: October 18, 2013**

## INCOG BICYCLE AND PEDESTRIAN PLAN RESPONSE TO QUESTIONS LSA, ASSOCIATES, INC.

### 1) **Discuss problem-solving approaches the team has used or anticipates using in developing a Bicycle/Pedestrian Master plan for other regions/cities?**

The proposed LSA Team has been preparing bicycle and pedestrian plans since 1995 for jurisdictions throughout the United States. Our approach has always been that bicyclists and pedestrians want to go everywhere that an automobile driver wants to go. Therefore, the problem statement is “how to design a bicycle and pedestrian network which provides access to all regional bicycle and pedestrian destinations.”

The bigger issue that we must address for each community is what is the proper infrastructure and funding balance between the automobile and active transportation network including bicycle facilities, the pedestrian network, and transit. Each community is different.

LSA has been fortunate to have prepared transportation plans for two of the four cities which have received the League of American Bicyclist’s Platinum-Level Award: the City of Boulder, Colorado and the City of Fort Collins, Colorado. Both of these cities have embraced the role of transportation to move people in a multi-modal system, with a strong emphasis on bicycles, pedestrians, and transit. This mindset has been institutionalized throughout the City’s transportation division. Often when a project is planned on one of the several state highways that cut through the community, the City asks the State for permission to build narrower lanes or install innovative treatments. The City’s engineers are adept at finding standards or producing crash and safety data that back up their designs. The state Department of Transportation (DOT) usually approves the City’s requests, based on the validity of the information provided.

Our success in defining the communities balance between automobile and active transportation facilities is based on our years of expertise and experience, a public involvement process that promotes meaningful public input, and sound and proven technical analysis.

As your bicycle and pedestrian master plan consultant, we assist the plan development process from assessing current conditions, defining bicycle and pedestrian demand, having a transparent plan development and prioritization process based on meaningful public, and an implementation.

Although we have a general set of technical analysis and public outreach tasks that we typically perform, each project is different. LSA is creative and will respond to the nuances of your project as they arise. We believe our greatest assets in problem solving is listening to advisory committees and the public as to what outcomes are desired. We will not be just saying “Yes.” We will explain our thinking and what other jurisdictions might have done and how. However, ultimately the plan is yours and the final plan will be tailored to your community.

#### **UNIVERSITY TOWN MULTI-MODAL TRANSPORTATION PLAN EXPERIENCE**

- Boulder, CO: University of Colorado
- Fort Collins, CO: Colorado State University
- Chapel Hill, NC: University of Chapel Hill
- Champaign, Ill: University of Illinois
- Lawrence, Kansas: University of Kansas
- Lincoln, Nebraska: University of Nebraska
- Missoula, MO: University of Montana
- Irvine, CA: University of California Irvine
- San Luis Obispo, CA: California State Univ.
- Laramie WY: University of Wyoming
- Flagstaff, AZ: University of Northern Arizona
- Greeley, CO: University of Northern Colorado
- Fargo, North Dakota: North Dakota State University

**2) Describe how your team plans to utilize analytical tools such as GIS to conduct demand analysis and analysis of existing infrastructure.**

The methods we use for identifying pedestrian and bicycle demand and the methodology for evaluating the existing infrastructure are different. The following steps through the process of each.

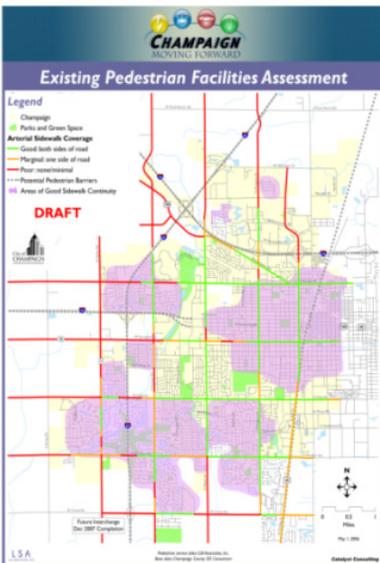
**Pedestrian Infrastructure and Demand Analysis**

Based on decades of research, LSA has developed a methodology to assess five basic pedestrian Level of Service (LOS) measures which define the quality of the pedestrian network:

- **Directness** – Does the network provide the shortest possible route in the system or are there gaps in the system?
- **Continuity** – Are there sidewalks on both sides of the local roadways and arterials?
- **Street Crossings** – Can the pedestrian and bicyclist safely cross streets?
- **Visual Interest and Amenities** – Is the environment attractive and comfortable to promote bicycle and pedestrian activity?
- **Security** – Is the environment secure and well lighted with good line of sight to see the pedestrian and bicyclist?

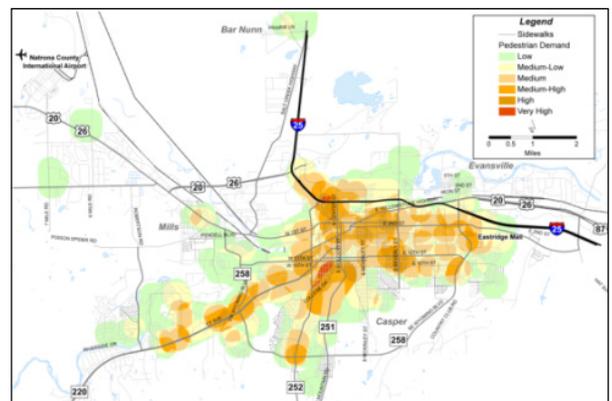


To develop a pedestrian level of service assessment of the region, the INCOG area will be divided into sub-regions, which will include individual neighborhoods or logical collections of neighborhoods. Using the GIS database, and aerial photography, supported by strategic field surveys, each individual area will receive a level of service grade for each of the five pedestrian measurements. The field survey is not intended to inventory and assess each sidewalk, but



provide sufficient detail to identify the pedestrian character or condition of pedestrian network for a given area. Because the safety of street crossings is critically important, the roadway network data and collision data can assist in defining potential problems. Based on the five individual levels of service scores, each area will be identified as to whether they have a high, middle, or low pedestrian facility assessment.

The pedestrian demand areas within the region is based on GIS spatial analysis where key destinations such as transit stops, schools, parks, retail and service centers, hospitals, medical facilities and key destinations identified by the BPAC and public involvement process. Each key destination is defined by a ¼ mile walking radius. Areas of highest pedestrian demand are spatial stacking of the destinations and walking radiuses.

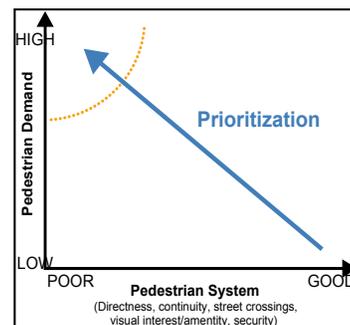


It should also be noted that it is not just fiscally impossible, but in many lower density residential areas with lower volume roadways and no local destinations to walk to, the pedestrian system may not be necessary. Demand for pedestrian activity will vary dramatically throughout the INCOG region. This fact is related to

and somewhat dependent upon a number of factors. These include a mix and density of land use, availability of sidewalks and other pedestrian facilities, and the general travel patterns associated with the various types of trips residents are making.

The general estimate of pedestrian demand and their geographic locations relative to the demand areas are important information to the pedestrian planning effort because this information can help to prioritize pedestrian investments in the most beneficial areas. This analysis, coupled with the pedestrian facilities analysis, will begin to define four general areas throughout the INCOG region. The four general area types are:

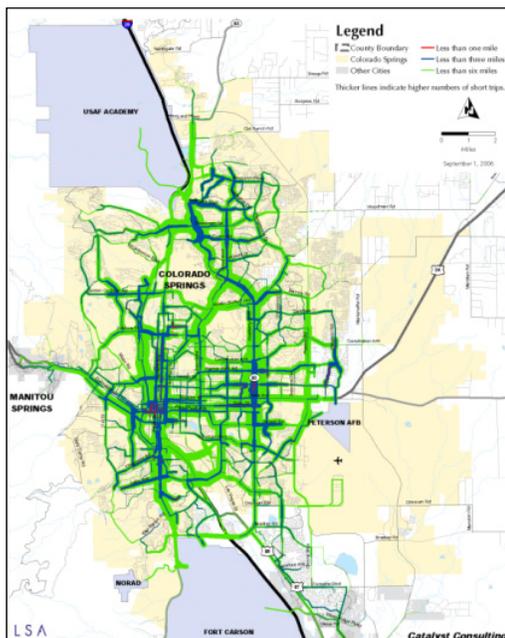
1. Locations with high pedestrian demand and good pedestrian facilities;
2. Locations with high pedestrian demand and poor pedestrian facilities;
3. Locations with low pedestrian demand and good pedestrian facilities; and
4. Locations with low pedestrian demand and poor pedestrian facilities.



In order to be good stewards of limited resources, it is recommended that efforts to improve pedestrian mobility be prioritized in locations with high pedestrian demand and poor facilities. The idea is that high demand areas that already have a good pedestrian system do not need major improvements as they are already served. Areas that have low pedestrian demand are not candidate targets for improvements as they are not required at a higher a level.

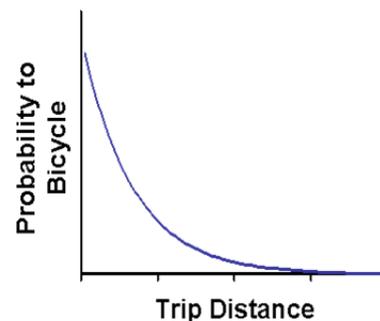
It should be noted that even some of the high pedestrian demand and good pedestrian facility areas have pedestrian improvement needs. These may include new pedestrian crossings of high speed and high volume roadways to simple maintenance of the existing sidewalk system.

### Bicycle Infrastructure and Demand Analysis



The bicycle infrastructure facility analysis will also include a level of service assessment for the existing bicycle lanes and routes within the region. Unlike vehicular LOS, where volume, capacity, and congestion are key inputs and measurements, bicycle LOS is a measure of the design and safety of the network. The best tool for assessing the quality of the bicycle system is the Bicycle Compatibility Index (BCI) prepared by the FHWA and University of North Carolina. Based on geometrics, traffic operations, parking, and roadside development, they developed a bicycle index where LOS A had an extremely high compatibility index (comfortable for novice riders and families), LOS B, very high (comfortable for occasional riders), LOS C, moderately high (comfortable for the more active riders, LOS D, moderately low (for experienced riders and Level of Serve E, very low and F, extremely low (facilities which should be avoided). The LSA Team will use this methodology to rate the existing regional bicycle network and map the results.

Bicycle trip origins and destinations are pretty much identical to automobile origins destinations. In essence, the bicyclist wants to go to the same places as the driver or passenger of a vehicle. This issue, however, is that although there exists an extensive network for the automobile, the network for the bicyclist to get from their origin to destination is



very limited. The development of this bicycle network will take time and begin with addressing the regions critical needs and then supplement these improvements with additional bikeways.

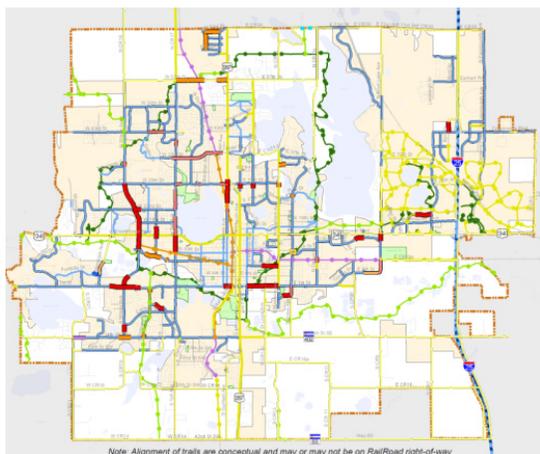
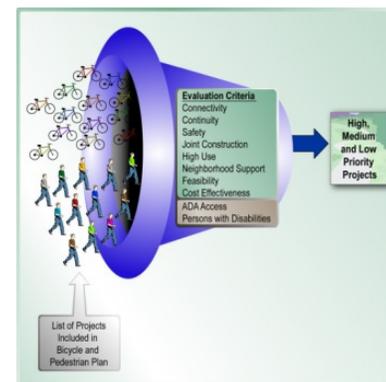
LSA has developed a very useful bicycle trip estimator that will assist INCOG on where the greatest bicycle demand exists to address trip origins and destinations that could be captured with a bicycle if a facility were available.

The way LSA estimates short- and long-term bicycle demand is based on a technique developed by LSA referred to as a Short Trip Assignment. Using the regions travel demand model, only trips which are less than three miles are assigned to the roadway network. The three mile or less trips are those most likely could be captured if a good bicycle network was available. Overlaying these short trips on top of the existing bicycle networks and the bicycle level of service maps, LSA will identify missing links and improvements that should be prioritized.

**3) What is your recommended methodology for determining the range of bicycle & pedestrian infrastructure needs, developing cost estimates, and prioritizing the improvements for construction with an implementation schedule? Discuss your past experience with the use of this methodology.**

The process LSA uses to determine bicycle and pedestrian infrastructure needs is described in our response to Question 2.

The process for determine bicycle and pedestrian improvements is based on a planning level unit cost basis. Using recent cost estimates for various improvements such as adding a sidewalk, bike lane, or an intersection improvement, planning level unit cost estimates are developed for each type of improvement. These unit cost times the number and length of facilities is used to develop the total bicycle and pedestrian plan cost estimates.



In order to prioritize projects, it is necessary to develop a simple and concise method to evaluate bicycle and pedestrian projects. These needs and issues include connections to key destinations, completing missing segments, addressing safety problems, etc. Through this process, six to ten evaluation measures are typically developed to evaluate each project.

As part of the public involvement process, LSA has also included weighting of these measures to reflect local and community values. Based on an evaluation of each projects, LSA will typically develop a list of short-, middle-, and long-term solutions.

**4) What type of data and survey methods do you anticipate using to create a comprehensive regional bicycle/pedestrian master plan?**

The data analysis for the INCOG Bicycle/Pedestrian Master Plan includes an inventory of all existing system improvements to identify the connections, continuity, street crossings, visual interest and amenities, and the security of the system to determine gaps, barriers, and enhancements for a complete network. It will also be necessary to inventory other facilities that currently do not include bicycle and/or pedestrian networks to determine opportunities for bicycle and pedestrian improvements to be added.

The base for this data and survey reporting is GIS and aeriels. LSA would begin with the collection of existing bicycle and sidewalks GIS data from INCOG and member jurisdictions to determine what data is available and what additional data will need to be collected.

Bicyclists and pedestrians are hands on. Therefore, we believe they should be included in the entire process including the development of data.

The importance of including the regions bicyclists and pedestrians in the survey data collection is invaluable for three reasons. First, having the bicycle and pedestrian community assist in the data collection saves costs that can be used for plan development. Second, these bicyclists and pedestrians become vested in the process. Third, the bicycle and pedestrians actual field data collections provide them with important knowledge in describing the bicycle and pedestrian network important at the bicycle/pedestrian workshop Charrette.



The approach LSA has successfully used for collecting data is through engaging the bicycle and pedestrian community to assist in the collection of this data. LSA will provide aeriels to the local bicyclists and pedestrians to record information. The work plan is to divide the region into smaller manageable areas and assign a bicycle club or pedestrian advocates the task of collecting the data.

The community field survey typically includes two specific assignments: 1) an inventory of the bicycle and pedestrian network, which will be used to prepare a bicycle level of service assessment, and 2) a gap/barriers analysis. LSA will develop the work plan instructions and provide a time line for completion.

The field survey will include documenting all bicycle facilities that may exist within the region including trails, bicycle lanes, and bike routes. LSA will provide a handout that specifically describes each facility. As part of the survey, the bicycle community will document each facility regarding key information such as whether a bike lane exists and the width of the bike lane. This inventory will include instructions to define whether a roadway has a bicycle facility or sidewalk, the type of facility, the type of roadway such as general width, traffic, parking, and access.

Another survey approach that LSA recommends is the Neighborhood Walking Survey. This survey is administered at the neighborhood or school district level. Groups are provided with the Walking Survey, colored pens and maps, where they identify where pedestrian destinations, routes that are taken to get to these destinations, available facilities, and traffic control. They are then asked to identify what are the top improvements that they would like to see included in the plan.



- 5) There are numerous existing local and regional plans that require careful consideration in developing the master plan. For example, the City of Tulsa Comprehensive Plan, ADA Transition Plan, Arterial and Non-Arterial Rehabilitation projects, Arterial Widening projects, Small Area Plans, INCOG Trails Master Plan, Major Street and Highway Plan, etc. What is your proposed approach to coordinating with existing local and regional plans?**

The review and documentation of local and regional plans is necessary for all bicycle and pedestrian plans for two critically important reasons: 1) identifying what is in these plans will influence the development of the Bicycle/Pedestrian Master Plan, and 2) identifying what is is not in these plans that should be included in the Bicycle/Pedestrian Master Plan.

Reviewing local and regional plans and documents is relatively straight forward. To the extent possible, LSA would utilize GIS mapping techniques to identify specific improvements or recommendations that have been proposed. Having these recommendations in a GIS format allows various types of mapping for the public workshops and plan development. The identification of bicycle and pedestrian policies, goals, ordinances, procedures begins to define the regional needs and objectives.

Identifying what is not in these plans might have a bigger impact to the implementation of the Bicycle/Pedestrian Master Plan. As an example, through our review of the current plan development review processes, LSA often finds that local agency review of proposed land development projects often does not include bicycle and pedestrian connection review. The local development review team, which might include engineers and planners, might not have a specific person to review bicycle and pedestrian plan elements and details. If missed, which often happens, the improvement or facility is much more costly and difficult to correct after the project has been developed. In all bicycle and pedestrian projects we work on, we stress the importance of a planning process that does not continue promoting bad bicycle and pedestrian planning.

One area that we have helped local jurisdictions is to assist in the development of bicycle and pedestrian plan checklist and traffic impact analysis that is required for development review. A checklist also flags to the developer that their proposed development must address bicycle and pedestrian connections as part of the plan development process. Similar to a traffic impact study that evaluates the traffic impacts of a development on the local roadway network and identify what improvements, both on and off site, would be required to mitigate these impacts, these traffic impact study requirements do not include bicycle and pedestrian analysis. Including these procedures in the jurisdictions codes and ordinances will help avoid future bicycle and pedestrian impacts from new development, allowing concentration on fixing existing development areas.

**6) When discussing matters related to bike lanes and newer treatments, such as cycle tracks and buffered bike lanes, describe your team's experience communicating with citizens and the media regarding how these treatments work and when they are appropriate to apply.**

The proposed LSA Team has been preparing bicycle and pedestrian plans since 1995. When we first got started, there was very little data or best practices to draw from within the United States, and often had to go to Europe to find planning solutions and facilities that might potentially be used here. Since those initial beginnings and while preparing bicycle and pedestrian plans over the years, LSA has continued to assemble a growing list of Best Practices in bicycle and pedestrian planning, facilities, and implementation. These Best Practices now include facilities and improvements from ITE, ASHTO, national research and examples we have picked up in projects we have worked on from coast to coast.



LSA's Best Practices includes a definition, where it is appropriate to be used, and examples of where it was implemented. We provide these ever growing Best Practices free to our clients. Some of these best practices might be bicycle facility concepts such as cycle tracts or bike boxes that might be new to the INCOG region. Others might be bike programs such as a bike library, a bike mechanics work station, or education/training that can create a buzz or story to promote bicycling, Cyclevias, Bike Co-Op, bicycle sporting events, bicycle law enforcement, Adopt-a-Bikeway, Priority Bikeways, Bicycle Boulevards, recycled bike project, and summer bike camps.

The presentation of these ideas early in the process to the BPAC and at public meetings promotes creative ideas as to what might be good for the region and to begin to think and discuss what might be the right solution when looking at the bicycle inventory and assessment to develop a high quality bicycle and pedestrian network for the region. These best practices may include, but not necessarily be limited to, the following:



- Bicycle Impact Analysis Guidelines for New Developments
- Pedestrian and Bicycle Site Design General Connectivity Requirements
- Urban Design Guidelines Features and Accommodations for Bicyclists
- Bicycle network requirements for beginner, intermediate and advanced bike riders
- Context Sensitive Street Design Standards for Bicyclists and Pedestrians
- Public Facility Bicycle Improvements for New Streets
- Bicycle Parking Requirements by Land Use
- Wayfinding
- Bicycle Mapping

**7) Give an overview of the specific staff you are proposing for this project and the roles (i.e. traffic analysis, public involvement, GIS analysis, conceptual design) they will fill for the project. Include information about percentage availability to dedicate toward this project.**

As presented in our Statement of Qualifications, there are five key LSA staff members that will be assigned to this project. These are the same staff members that worked on the example projects previously presented.



**RAY A. MOE - Managing Principal:** Mr. Moe is a Principal with LSA and 40 years of experience in comprehensive multi-modal transportation planning, non-motorized planning, land use/transportation site design, comprehensive plans, and corridor studies. Mr. Moe has been preparing bicycle and pedestrian master plans since 1995. He developed pedestrian level of service and pedestrian demand analysis. Ray was the project manager for multi-modal transportation plans in the City of Boulder, Colorado and the City of Fort Collins, Colorado which each received the prestigious Institute of Transportation Engineers highest honor the "International Best Practices Plan of the Year Award". (Availability – 40%)



**SHANNA K. GUILER, AICP - Senior Active Transportation Planner:** Ms. Guiler is an urban, environmental, recreation and trails planner with over 10 years of experience in multi-modal active transportation planning, trails planning, parks and open space planning, resource management, environmental analysis and project prioritization. Ms. Guiler has developed best practices in the areas of bicycle and pedestrian mobility and project prioritization. (Availability – 30%)



**JESSICA KRAMER, RLA AND SEGD - Facility Design & Wayfinding:** Jessica Kramer is a Landscape Architect and Community Visioning Specialist with more than 15 years of experience. She specializes in design, planning, and project conceptualization "visioning." Ms. Kramer has worked on a multitude of streetscape, urban design, and revitalization projects that have successfully integrated within the surrounding environments, while offering a fresh vision. Ms. Kramer is a Registered Landscape Architect, experienced in a variety of aspects of computer-driven designs, as well as traditional illustration techniques. (Availability – 20%)



**RAVIKUMAR PALAKURTHY - Pedestrian Origins/Destinations, Gap & Barrier Analysis** Mr. Palakurthy is a senior transportation planner with 10 years of experience in travel demand model development, comprehensive plan preparations, traffic impact studies, corridor studies, transportation fee programs, and air quality analysis. Mr. Palakurthy is skilled in the development of visually appealing and readable maps using GIS, presentations and other graphics for communication of information. (Availability – 40%)



**KAUSHIK SABBA, GIS, Field Survey, and Bicycle and Pedestrian Analysis**

Mr. Sabba is a transportation planner/engineer with 7 years of experience in transportation planning, traffic and safety analysis, travel demand modeling, geographic information systems (GIS) and transportation surveys. (Availability – 60%)

**8) What other projects is the team and the Principal(s) committed to or pursuing that might interfere with staff availability?**

LSA has just completed two major MPO Long Range Transportation Plans under MAP-21, one in March 2013 and the other in September 2013. With the completion of these major projects, LSA has the skilled staff and capacity to assist INCOG and the BPAC for completing this project on time and within budget. The proposed LSA Team will continue to work on one additional MPO LRTP, a travel demand model update, and several small design projects.

**9) The Bicycle/Pedestrian Master Plan will require a multi-disciplinary staff. This includes expertise in traffic operations, bicycle facility design (on- and off-road), commute shed analysis, public participation and visualization. Describe how your team plans to integrate this expertise in the Tulsa Bicycle/Pedestrian Master Plan.**

The key LSA staff proposed for this project is included in our Statement of Qualifications and summarized in our response to Question 7. Also included in the response to Question 7 is the role each member will have in the development of the Bicycle/Pedestrian Master Plan.

**10) Describe your team's approach to public involvement on this project.**

In our bicycle and pedestrian planning experience from the east to west coast, we have consistently found that cyclists and pedestrians prefer a “hands-on” opportunity for making public input. Cyclist and pedestrians know their system well and want to share their knowledge by marking on maps and discussing system needs. Our approach to the development of the INCOG Bicycle and Pedestrian Master Plan will be to capitalize on that energy and experience. In short, we plan to put the regions cyclists and pedestrians to work gathering data, evaluating the bicycle and pedestrian network, responding to surveys, and helping to weigh the pros and cons of system improvements.

The first step in the public outreach process is the development of a Public Involvement Plan. The Public Involvement Plan will outline the goals of outreach, the specific tools to be developed, and a schedule of events as they interface with the technical work effort. We will prepare all presentation materials and graphical displays for workshops. We recommend email announcements, public workshops, and a project website as the primary components of communication. Our efforts will lay the groundwork for a public outreach strategy that could continue beyond this project through the design and construction of priority non-motorized transportation projects.

The public involvement steps are depicted in the graphic below and explained as follows.



## Stakeholder Interviews

At the outset, we will meet with INCOG staff and the Bicycle/Pedestrian Advisory Committee (BPAC) and set up one hour stakeholder meetings. There are also a number of bicycle clubs and pedestrian advocacy groups, such as the Tulsa Wheelmen, the Oklahoma Bicycle Society, Legends Bicycles and Accessories Bike Club, Tulsa Bike Club that we would want to discuss the upcoming plan and conduct interviews. Other organizations may include bike shops, the Health Department or similar agencies, convention and visitors bureau, as well as senior and youth organizations, schools, and organizations serving people who are underserved and with special needs.

These stakeholder interviews serve three purposes. The first is to start the communication about the plan and solicit what they would like to be included in the plan. The second is to develop a line of communication for assisting in administering surveys and soliciting input and public meeting participation with their organization members. The third is to become vested in the plan and be plan ambassadors.

## *Pedestrian and Bicycle Surveys*

Working with INCOG staff and the BPAC, we will identify as many as 12 organizations to conduct walkability and bikeability surveys at various locations in the region. We have also had very good success in providing these organizations aerials and mapping instructions to collect data regarding the bicycle and pedestrian network. Our experience is that they do a very good job in both collecting the data and doing it in a timely fashion. It also provides a large amount of data at a very low cost.

## *Website*

We propose to either develop a project website or provide information to INCOG for inclusion to your website information on the study process and opportunities for organizations or individuals to conduct surveys, schedule presentations, or participate in the public workshops.

## Inquiries on the Go



**Kick-Off Meeting  
Bicycle & Pedestrian Plan**

The City of Loveland's Public Works Department is starting a 12 month planning project—the Bicycle & Pedestrian Plan—that will identify where Loveland can improve conditions for bicycling and walking and identify strategies for investing in those improvements over time.

Bicycle and pedestrian facilities include sidewalks, streets, bike lanes, shoulders and shared use pathways.

The open house meeting will provide an overview and timeline of the study. Come share your feedback to help shape the City's plan for future bicycle and pedestrian facilities.

**For additional information contact:**  
Justin Stone 970-962-2642 [stonej@ci.loveland.co.us](mailto:stonej@ci.loveland.co.us)  
<http://www.ci.loveland.co.us/PublicWorks/PWHome.htm>

**Loveland Museum • Foote Gallery**  
503 N. Lincoln Ave.  
Sat. June 26, 2010  
1:00 p.m.—3:00 p.m.

In this step, we will mobilize people to gather supplemental data on the bicycle and pedestrian network within the INCOG region. Working with the INCOG staff and the BPAC, we will identify key destinations, like recreation centers, parks, schools, shopping areas and downtown, and provide posters with a website address to come and take the survey. We will also provide survey materials for neighborhood organization meetings.

Inquiries on the Go also include attendance at major public events that can capture input from the community that is not aware of the plan or planning effort. As an example, some communities host a bike day or bicycle jamboree where hundreds of input surveys can be collected about the regions pedestrian and bicycle system.

## Needs Assessment Workshops

The Needs Assessment Workshops will be held early in the process, but after completion of the existing conditions inventory and analysis. We typically hold the major needs assessment workshop on a Saturday morning, ideally located in a facility accessible by transit, bicycles, and pedestrians.



This first workshop will provide the public the opportunity to help define issues and needs, provide input on the importance of performance measures for selecting and evaluating projects, and provide hands-on input on how the current pedestrian and bicycle plan elements can be improved. This workshop will be held in an interactive Charrette style format. The Charrette style involves a presentation followed by breakout groups. The PowerPoint presentation will present the existing conditions assessment and identification of issues. Evaluation and performance criteria that will be used in selecting and prioritizing projects will also be

presented. It is also proposed that a Best Practices resource booklet be provided which presents innovative techniques and solutions used elsewhere that might have application within the region.

The workshop table exercise, facilitated by a trained team member, will consist of four tasks. The first is simply a placement of a dot on a map as to where they live and work as part of their introductions. The second task will be to go around the table and share one key observation or issue they heard from the presentation. The third task will be to play a poker chip exercise where each participant is given ten poker chips and places them on the performance measure most important to them. This could be completing a missing link, providing a new connection, or fixing a safety problem. The fourth and final task will be to build their vision of the bicycle and pedestrian plan. Using a base map of the existing bicycle network and the pedestrian level of service ratings, participants will be given pens and markers to identify where they believe new improvements are needed. This approach will allow us to take the transportation suggestions developed by each breakout group and paste them together on the wall for the larger group to see and the project team to evaluate.

## Plan Refinement Workshop

We propose to conduct one regional workshop to review and discuss the draft Plan. The focus will be on how to strengthen bicycling and walking within the region, focusing on interconnectivity and implementation strategies. Comments from the workshop will be used to refine the draft Plan.

The second workshop will be held once a priority set of recommendations have been developed and vetted through the INCOG Technical Committee and BPAC. At this workshop, the public will have the opportunity to examine the multi-modal set of recommendations identified. We have successfully utilized an interactive “key pad voting” process, whereby the public selects their preference for different strategies and can view the preferences selected by the group as a whole. This would be particularly useful in understanding the priority non-motorized transportation improvements in the region at multiple scales, as well as the localized level.

**11) As a client, one expectation INCOG will have is to have the consultant be the “face” of the project to the public. Describe your team’s experience communicating specific project details to the media and local government officials and how you expect to manage that process.**

LSA’s proposed project manager has been preparing multi-modal transportation plans for 40 years. He has the expertise and experience to represent and guide the team, INCOG staff, and the BPAC to a successful project. This success will be based on a technical process for data collection, evaluation, recommendations and implementation, and a public involvement process for collecting meaningful public input.

LSA will identify key media outlets and provide them early on with a project description and project objectives. Each step of the public involvement process will include media notifications regarding upcoming events and key findings.

In order to keep government officials involved, we would identify some early on for stakeholder interviews. We would also provide each government official with a personal invitation to attend upcoming public meetings.

Approximately two-thirds through the process, we would propose a Public Officials Workshop to present to all government officials what we have found to date and what are some of the key findings and recommendations of the plan. We will also provide them with the opportunity to provide input to the plan through various workshop techniques such as key pad voting. This provides them with an opportunity to provide input to the plan before it is refined and submitted to them for review. It also provides an opportunity for them to become vested in the development of the plan.

**12) How has your team integrated public transit into previous bicycle/pedestrian planning efforts?**

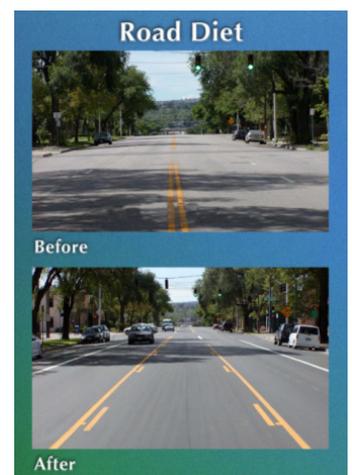
We have often said that both ends of a transit trip is a pedestrian trip. With increased inclusion of bicycles on buses, this statement has expanded to include bicycle trips as well. In summary, bicycle, pedestrian, and transit trips are all integrated modes of travel that are alternative to the automobile trip.

All of our multi-modal long-range transportation plans provide for a mode interface section that describes how these modes work together. Bicycle and Pedestrian Master Plans also include discussions as to pedestrian routes to and from transit stops and the bicycle network to these stops as well. In some cases, we have proposed bicycle storage facilities and parking at transit hubs and major stations.

**13) Give examples of projects for which this team has recommended bicycle-oriented roadway treatments that were implemented after planning was completed.**

We believe all of our bicycle and pedestrian plans have included implementation of some of our proposed bicycle-oriented roadway treatments. In most projects, the use of sharrows for designating shared mode facilities has become pretty standard. We have also identified a threshold of approximately 18,000 vehicles for day as a cut-off where you could implement a road diet from four lanes to one lane in each direction, a center left turn lane, and bicycle lanes on either side. A number of our clients have implemented some road diets.

We believe one of our greater successes was for Champaign, Illinois, home of the University of Illinois. In this City, the plan was not only well received, but they implemented one of our funding recommendation for a 2 cent per gallon increase in gas tax to fund their bicycle system. This was such a success that they have implemented over 10 years of improvements over the past three to four years. Many of



these improvements included shared use facilities, new bicycle lanes, in which some of these lanes were achieved by reducing the width of through lanes, and a bicycle parking program road diet.

**14) Based on your experience, describe what the pedestrian element of the plan would address. Would the plan be infrastructure or policy oriented? Or both?**

We believe that for an excellent pedestrian system you need both infrastructure and policy recommendations. The infrastructure recommendations are based on the regional pedestrian level of service assessment, pedestrian demand analysis, and pedestrian infrastructure prioritization process. The important policy recommendations are implementing pedestrian development review procedures to assure that new developments do not further exasperate the problem, a policy statement on maintenance, code enforcement, coordination between departments, and the 5 E's.

**15) Has your team worked with policy-related issues, such as block length on previous plans? Describe how block length and connectivity might be addressed in the plan.**

Over the past five years, LSA has been preparing context sensitive street design standards for agencies that include greater discussions regarding block size, length, and perimeter for development areas such as activity centers. These policy design issues also include on-street parking, diagonal parking, narrowed travel lanes, parkway design, and café seating to name a few. Typically, these new design standards include both traditional design roadway standards and the context sensitive standards. These context sensitive standards include an applicability statement as where they might be used and guidance on how to implement them.

**16) How has your team used visual aids (photographic renderings, maps, etc.) to illustrate to elected officials and the public the proposed projects of bicycle/pedestrian master plans?**

LSA's reports are visually oriented with maps, graphics, sketches, and illustrations conveying the plan and design objectives. We believe that this is not just important for presentation to the public and decision makers, but is important to staff and the development community to understand the concept that is being conveyed. Jessica Kramer, a Landscape Architect with exceptional graphics and design skills, prepares our graphics and illustrations.

LSA

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