Southeast Tennessee Development District

REQUEST FOR PROPOSALS
North Shore Greenway
Feasibility Study and Concept Plan

Proposals due by August 25th, 2017

Southeast Tennessee Development District
P.O. Box 4757
Chattanooga, TN 37405-0757
Attn: Brian Taylor

Phone: (423) 424-4218
Email: btaylor@sedev.org

Posted on July 25th, 2017
I. Introduction

A. Project Description
The Southeast Tennessee Development District (SETD) is seeking a qualified consultant to complete a two-phase project to:

(I) evaluate the feasibility of a rail-with-trail / greenway within or parallel to the Norfolk Southern railroad corridor that runs through Chattanooga’s North Shore and the City of Red Bank, and

(II) draft a concept plan to guide the development and operation of the rail-with-trail / greenway.

The findings of the Phase I Feasibility Study will be used to decide whether to move forward with the Phase II Concept Plan for the North Shore Greenway.

B. The Study Area

Chattanooga’s North Shore and Red Bank
The study area for the North Shore Greenway includes the rail corridor that runs through Chattanooga’s North Shore and the City of Red Bank, adjacent properties, and the surrounding area within one half mile of this corridor (see Study Area Map on page 13). The greater North Shore area served by the proposed greenway has an estimated population of over 40,000 residents, and several important commercial areas.

The influx of businesses and residents to Chattanooga’s North Shore has brought new life to the commercial center and the surrounding neighborhoods. In the last several years rising home prices in North Shore neighborhoods have pushed these growth pressures to Red Bank and the outlying neighborhoods of Chattanooga’s North Shore. While these neighborhoods have become increasingly popular places to live, the lack of convenient bike and pedestrian connections has limited access to nearby places to dine, gather and recreate. Decades of auto-centric development have also created commercial corridors that do not welcome pedestrians or quality development.

The City of Chattanooga has made a concerted effort to build and plan for bike lanes, but these facilities are lacking on most of the arterial and collector streets that connect Red Bank and the North Shore. High traffic volumes and steep terrain are also likely to discourage many potential riders from using existing or planned bike facilities that are not separated from vehicle traffic.

North Shore to North Chick Corridor
The proposed greenway follows two corridors of the Norfolk Southern railroad with a combined 12 miles in length (see Study Area Map). The first 4.9-mile corridor begins in the North Shore commercial district across from Renaissance Park, moves west under Highway 27 towards Moccasin Bend before turning north at Pineville Road, continues north past the Baylor School to Signal Mountain Road, and ends at Portland Park. The second 7.6-mile corridor begins near the intersection of Pineville Road and West Elmwood Drive, extends under Highway 27 to Red Bank, continues north parallel to Dayton Boulevard, and then trends east with Lupton Drive, crossing over Hixon Pike, and ending near the confluence of North Chickamauga Creek and the Tennessee River. It is expected that these corridors will be subdivided into smaller segments of a mile or less for study and planning purposes.
C. Project Background

In April 2015, the Rails-to-Trails Conservancy (RTC), with guidance from the Chattanooga Department of Transportation (CDOT), the Trust for Public Land (TPL), and local trail advocates, completed an initial inventory of rail-trail and rail-with-trail opportunities in Hamilton County. The resulting project report, Connecting Chattanooga Neighborhoods by Rail Trail, highlighted the North Shore to North Chick Corridor as a priority for trail development, citing infrequent rail traffic, large right-of-way widths and proximity to popular destinations. In 2017, the Lyndhurst Foundation and the Benwood Foundation awarded the Southeast Tennessee Development District (SETD) with grant funding to hire a consultant to evaluate the feasibility of a greenway along this corridor, and to develop a concept plan to guide the path, design and eventual operation of this greenway.

D. Project Goals and Objectives

The Phase I Feasibility Study will identify the opportunities and constraints to greenway development within and parallel to the Norfolk Southern rail corridor, and provide recommendations for future greenway planning and acquisition strategies. The study will evaluate the feasibility of shared use paths in the rail corridor, but also consider on-road and off-road facilities adjacent to the rail corridor where applicable. The findings of the feasibility study will be used by the Steering Committee to decide how and whether to move forward with a concept plan.

The Phase II Concept Plan will provide local government partners and SETD with a blueprint to guide the acquisition, construction, operation and related financing of the greenway. The plan will lay out steps for the implementation of strategic model mile projects along the rail corridor with the greatest potential to increase walking and biking. These short distance initiatives will focus resources on projects that will build support for further development of this network.

The expected outcome of the project is a multi-jurisdictional effort, guided by the Concept Plan, to develop a greenway that will allow residents to bike and walk to popular destinations across the North Shore and Red Bank. This transportation and recreation asset is expected to reduce auto-dependency, promote more active lifestyles, bring new foot traffic to local businesses, encourage new investments in pedestrian-oriented development, and increase the viability of transit. The corridor may eventually serve as part of the larger network of greenways, trails, and bike routes marketed to bicycle tourists.

E. Organization and Management

The Southeast Tennessee Development District (SETD) will administer the project and function as the contractual client for the project. SETD is a regional council of governments that was created to provide planning and development services to member governments in the greater Chattanooga area.

A Steering Committee will be formed by SETD at the outset of the project to formally establish project objectives, release an RFP, and select a consultant to complete the feasibility study and concept plan. The Steering Committee will meet with the consultant for a kick-off meeting and hold subsequent meetings to review progress at important milestones. The Steering Committee will also recommend next steps after the completion of the feasibility study, and after the completion of the concept plan. The Steering Committee will include representatives from the City of Chattanooga, the City of Red Bank, Hamilton County, the Trust for Public Land, Bike-Walk TN, and other local stakeholders (see Figure 1). Representatives from the Benwood Foundation and the Lyndhurst Foundation will also serve on the Steering Committee.
II. Scope of Work
The Scope of Work is intended as a guide for consultants preparing proposals. Specific sub-tasks may be modified by the consultant to better address the project objectives and goals.

Tasks are separated by phase, as shown in the table below. The initiation of the Phase I Feasibility Study and related tasks will begin directly after the contract has been negotiated with the consultant.

<table>
<thead>
<tr>
<th>Phase I Feasibility Study</th>
<th>Phase II Concept Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1: Coordination with SETD and Steering Committee</td>
<td>Task 5: Mapping and Design</td>
</tr>
<tr>
<td>Task 3: Physical Inventory and Assessment of ROW</td>
<td>Task 7: Financial Feasibility</td>
</tr>
<tr>
<td>Task 4: Feasibility Study Report and Presentation</td>
<td>Task 8: Draft Plan, Final Plan, and Presentation</td>
</tr>
<tr>
<td>Task 5: Mapping and Design</td>
<td>Task 9: Public Participation</td>
</tr>
</tbody>
</table>

Initiation of Tasks 5 through 9 under the Phase II Concept Plan is subject to the approval of the Steering Committee, in consultation with the foundation representatives, based on the findings of the Phase I Feasibility Study.

A. Tasks

**Task 1: Coordination with Client and Steering Committee**

1.1: Hold a kick-off meeting with the Steering Committee to refine the scope of work and discuss the intent of the project, establish a project schedule for the Feasibility Study with milestones, and agree on communication protocol.

1.2: Meet with the Steering Committee to provide updates on the project status, present draft deliverables for review, and address any challenges. The consultant will be responsible for preparing agendas and presentation materials, facilitating meetings, and taking minutes.

1.3: Monthly email briefings and related correspondence with SETD on project progress, challenges and upcoming activities.

*Figure 1. Steering Committee members*
PHASE I: FEASIBILITY STUDY

Task 2: Railroad Outreach, Property/Right-of-Way Research, and Plan Review

2.1: Using data collected from initial corridor study, identify appropriate railroad representative and develop contact in conjunction with local officials and agencies to discuss viability of corridor co-use or excess property acquisition for trail development.

2.2: Conduct preliminary inquiries, including research in Hamilton County tax records, to obtain information about the current owner(s) of the land adjacent to the railroad right-of-way. *(SETD)*

2.3: Identify property owners and contact them, if appropriate, to describe the project and determine level of interest in supporting the project. *(SETD)*

2.4: Determine level of additional title research activity required to identify ownership.

2.5: Based on results from above, evaluate acquisition options such as type of agreements required, preferred arrangement from property owners, etc.

2.6: Identify proposed transportation and community development plans that potentially affect the study area and summarize relevant elements. *(RPA and SETD)*

2.7: Interview local government agencies responsible for maintenance of streets adjacent to rail corridor to evaluate the feasibility of alternative greenway routes.

*Indicates task where Regional Planning Agency and/or SETD can provide support to consultant

Task 3: Physical Inventory and Assessment of Right-of-Way

3.1: Prepare detailed mapping of proposed greenway alignments at an appropriate scale, including one base map for the project to serve as a source for more detailed segment maps that identify opportunities and constraints relevant to trail development.

3.2: Physiographic analysis and natural features inventory – identify and map:
   i. The length, dimensions and ROW boundaries.
   ii. Steep slopes and significant natural features (intersecting waterways, wetlands, etc.)
   iii. Erosion and drainage issues along the ROW.

3.3: Structures within the Corridor
   i. Provide a general assessment of existing bridges, canals, culverts, and/or tunnels.
   ii. Identify potential and/or obvious trail encroachments.

3.4: Intersections, Access Points and Parallel Corridors.
   i. Identify and map existing road crossings, active rail lines, driveways, etc.
   ii. Inventory access points located within the corridor for possible pedestrian and bicycle access to the greenway.
   iii. Identify alternative routes for multimodal paths outside railroad right-of-way.

Task 4: Feasibility Study Report and Presentation

4.1: Produce a report that outlines findings and recommendations from tasks 2 and 3, including:
   i. A map that illustrates property and right-of-way ownership and conveys opportunities and constraints to greenway development for all proposed segments.
   ii. An inventory of property and right-of-way owners for all proposed greenway segments.
   iii. Recommendations for pursuing easements and acquisition in railroad right-of-way and for alternative routes outside the railroad right-of-way.
   iv. Preliminary feasibility assessments for all proposed greenway segments.

4.2: Presentation to Steering Committee summarizing findings and recommendations from Feasibility Study, and implications for the Phase II Concept Plan.
PHASE II: CONCEPT PLAN

Task 5: Mapping and Design
5.1: Develop a greenway plan incorporating all data obtained and conclusions reached in Phase I.
5.2: Plan map will identify the:
   i. Preferred and alternative greenway alignments and proposed trailhead locations;
   ii. Areas for greenway barriers and emergency access;
   iii. Areas needing natural buffers and/or screening;
   iv. Proposed linkages to parks, schools, neighborhoods, etc.;
   v. Proposed linkages to other multi-use trails, bicycle facilities, and public transportation
5.3: Preliminary development of conceptual designs will include:
   i. Typical cross sections;
   ii. General design guidelines; Setback and fencing guidelines;
   iii. Conceptual renderings for public meetings, funding requests and future planning.

Task 6: Trail Operation, Maintenance, and Security
6.1: Determine ownership/maintenance/management options for involved entities.
6.2: Identify potential roles of public and non-public agencies.
6.3: Propose appropriate organizational structure for greenway maintenance, operation and security.
6.4: Identify typical greenway maintenance tasks, both routine and periodic.

Task 7: Financial Feasibility
7.1: Provide land acquisition and easement cost estimates for all segments of preferred and alternative greenway alignments.
7.2: Provide greenway construction cost estimates for all segments of preferred and alternative greenway alignments.
7.3: Develop a phased implementation plan.
7.4: Provide typical management and maintenance budgets from similar greenways.

Task 8: Draft and Final Concept Plan
8.1: Prepare Draft Plan
8.2: Presentation of Draft Plan
8.3: Prepare Final Plan
8.4: Presentation of Final Plan

Task 9: Public Participation, Community and Tribal Outreach, Agency Outreach
9.1: Advertise community meetings using a variety of outreach methods.
9.2: Conduct two community meetings to solicit public input on potential greenway segments along the rail corridor, and to inform the larger vision for the North Shore Greenway.
9.3: Implement a survey tool to collect input from residents, businesses, property owners, and other stakeholders in the study area.
B. Deliverables
The Consultant will be responsible for delivering the following products associated with the Feasibility Study and Concept Plan:

Project Coordination (Task 1)
- Steering Committee Agendas and Meeting Notes
- Monthly Project Status Updates to SETD

Phase I Feasibility Study (Tasks 2 to 4)
- Railroad & Property Owner Research / Plan Review - Technical Memorandum, Maps
- Physical Inventory – Technical Memorandum, Maps
- Draft Feasibility Study
- Presentation of Findings to Steering Committee
- Final Draft of Feasibility Study
  - Eight printed copies
  - Electronic copy of Feasibility Study
  - Electronic copies of all files used to produce the study (MS Office, Adobe, images, etc.)
  - ArcGIS files with format and attributes specified by local government GIS professionals

Phase II Concept Plan (Tasks 5 to 8)
- Presentation of Draft Plan
- Draft Plan, including 8 printed copies and electronic copies for review/comments
- Presentation of Final Plan
- Final Plan
  - Eight printed copies
  - Electronic copy of the Final Plan
  - Electronic copies of all files used to produce the plan (MS Office, Adobe, images, etc.)
  - ArcGIS files with format and attributes specified by local government GIS professionals

Phase II Public Participation (Task 9)
- Advertising Materials, News Releases, etc.
- Community Workshop Agendas, Presentations, Displays, Handouts
- List of Stakeholders, Meeting Notes
- Summary of Outreach and Input Collected
III. Proposal Requirements

A. Submittal Instructions
Consultant teams must submit 8 printed copies of the proposal, along with an electronic submittal, using either email, ftp, Dropbox or like application.

Paper copies of the proposal should be mailed or delivered to:
Southeast Tennessee Development District
P.O. Box 4757
Chattanooga, TN 37405-0757
ATTN: Brian Taylor

Electronic copies of the proposal should be submitted via email to btaylor@sedev.org.

B. Deadline
Proposals must be received by no later than 5:00 p.m. on Friday, August 25th, 2017. Proposals received after the specified time will not be considered.

C. Project Contact
Questions regarding this Request for Proposals will be received by e-mail or telephone. Written questions should include the individual’s name, the name of the firm, address, telephone number, and e-mail address.

Questions should be directed to:
Brian Taylor
Southeast Tennessee Development District
(423)424-4218
btaylor@sedev.org

D. Proposal Format
Proposals should be limited to 25 numbered pages. The following format is encouraged to provide consistency between proposals, aiding in evaluation and comparison.

1. Project Approach: Describe the consultant team’s approach and methods to successfully deliver the project. Provide details on how each task will be completed. The description should include a schedule of tasks and list of related products:
   a. Tasks to be performed and timeline for each task to be completed
   b. Tentative allocation of person days by task
   c. Data the consultant expects SETD or local government partners to provide

2. Relevant Project Experience: Provide a summary of the consultant team’s experience with similar projects, including location and client contact information. Specify the services provided, the office location from which the work was performed, and staff members’ responsibilities. Web links to recent plans and past work, if available, may be included in addition to project summaries.

3. Project Team: Provide an organizational chart identifying all staff assigned to the project, including any sub-contractors. Define the roles, responsibilities, and task assignments of each member for the
duration of the project. Provide specific information on the project manager that will be responsible for the project.

4. **Qualifications of Personnel:** Provide relevant experience and qualifications of all personnel assigned to the project.

5. **Project Cost:** A total of $35,000 has been awarded for the completion of the Phase I Feasibility Study. An additional $35,000 is available for the completion of the Phase II Concept Plan, under the condition that the Steering Committee decides to move forward with Phase II. Proposals should include a description of the proposed costs for the services requested. This description should include the hourly rates for personnel or personnel categories, and identify the total cost for completing each defined task. The proposal should be signed by the person responsible for the decisions regarding the costs and services being offered.

6. **References:** Provide contact information for at least three references from clients that are familiar with the work experience highlighted in the proposal.

**IV. Consultant Selection Process**

A. **Proposal Evaluation**
A selection committee will evaluate those proposals that meet the requirements laid out in the RFP. The selection committee will include representatives from the Southeast Tennessee Development District (SETD), local government partners, trail advocacy organizations, the Benwood Foundation, and the Lyndhurst Foundation.

B. **Consultant Selection Criteria**
Proposals will be evaluated and scored by the selection committee using the following criteria.

<table>
<thead>
<tr>
<th>CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant team’s experience in performing similar work, particularly rail-with-trail studies or plans</td>
</tr>
<tr>
<td>Proposed approach and methods for achieving the project objectives</td>
</tr>
<tr>
<td>Availability and qualifications of staff assigned to the project</td>
</tr>
<tr>
<td>Knowledge of railroad operations and the legal aspects of rail corridor use</td>
</tr>
<tr>
<td>Familiarity with local challenges, opportunities and stakeholders</td>
</tr>
</tbody>
</table>

C. **Consultant Interviews**
Consultant teams with the highest scoring proposals may be asked to present their proposal to the selection committee and answer committee member questions. These interviews with the selection committee will be scheduled for mid-September.

D. **Contract and Funding**
A contract will be negotiated between SETD and the consultant determined by the selection committee to be best suited to complete the feasibility study and the concept plan. If a contract cannot be negotiated with the consultant submitting the highest rated proposal, then SETD will terminate negotiations with that consultant and commence the negotiation process with the consultant submitting the second highest rated proposal.
The Feasibility Study and Concept Plan are fixed fee projects not to exceed the total funding awarded for each project. Funding for these projects are provided through grant funding provided by the Lyndhurst Foundation and the Benwood Foundation. A total of $35,000 is available for the hiring of a consultant to complete the Phase I Feasibility Study. If the Steering Committee, in consultation with the foundations, determine that the findings of the Feasibility Study warrant the completion of a greenway plan, a second installment of $35,000 will be available from the foundations for the completion of the Phase II Concept Plan. Contract services will be separated into Phase I and Phase II tasks. A separate bidding process is not planned for the Phase II Concept Plan.

E. Selection Process Schedule

<table>
<thead>
<tr>
<th>Consultant Selection Process</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP Available</td>
<td>Tuesday, July 25, 2017</td>
</tr>
<tr>
<td>Deadline to Submit Qs</td>
<td>Friday, August 11, 2017</td>
</tr>
<tr>
<td>Proposal Due Date</td>
<td>Friday, August 25, 2017</td>
</tr>
<tr>
<td>Consultant Interviews</td>
<td>2nd week of September, 2017</td>
</tr>
<tr>
<td>Consultant Selection Meeting</td>
<td>2nd week of September, 2017</td>
</tr>
<tr>
<td>Notification of Selection</td>
<td>3rd week of September, 2017</td>
</tr>
<tr>
<td>Negotiation of Contract</td>
<td>4th week of September, 2017</td>
</tr>
</tbody>
</table>

V. General Information

A. Conditions and Reservations

1. All proposals become the property of the Southeast Tennessee Development District (SETD) upon submission. Any restrictions on the use of the data contained within must be clearly stated in the proposal.
2. The cost of preparing, submitting and presenting a proposal is the sole expense of the consultant. SETD is not liable for any costs prior to issuance of a signed contract.
3. SETD reserves the right to reject any and all proposals, to consider alternatives, to waive irregularities and to re-solicit a Request for Proposals.
4. SETD reserves the right to cancel the RFP in part or in its entirety. This solicitation of Proposals in no way obligates SETD to award a contract.
5. SETD makes no guarantees to any proposing consultant until such time SETD approves the negotiated contract.
6. SETD reserves the right to end the contract with the selected consultant after the completion of the Phase I Feasibility Study.
7. The Feasibility Study and Concept Plan are fixed fee projects not to exceed the $35,000 in funding awarded for each project.
8. SETD will provide information and assistance in this project where available. SETD will be the primary point of contact with all county and municipal government.
9. The lead consultant must have the financial resources and ability to undertake the work in its entirety and must have adequate accounting systems to identify costs chargeable to the project.
10. The lead consultant shall furnish proof of general liability insurance in the amount of $1,000,000, workers’ compensation and employer’s liability insurance, and errors and omissions insurance. Each subconsultant thereof shall provide proof of equivalent coverage. The lead consultant shall also be required to sign a hold-harmless agreement.
B. Tentative Project Schedule

The tentative project schedule below is intended to serve as a guide for consultants preparing proposals. The completion of project phases or tasks is not required to follow this specific timeline.

<table>
<thead>
<tr>
<th>Consultant Selection Process</th>
<th>Phase I: Feasibility Study</th>
<th>Phase II: Concept Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP Available</td>
<td>START Phase I Feasibility Study</td>
<td>START Phase II Concept Plan</td>
</tr>
<tr>
<td>Proposal Due Date</td>
<td>Early October 2017</td>
<td>June 2018</td>
</tr>
<tr>
<td>Consultant Interviews</td>
<td>Feasibility Study Complete</td>
<td>Concept Plan Complete</td>
</tr>
<tr>
<td>Notification of Selection</td>
<td>May 2018</td>
<td>January 2019</td>
</tr>
<tr>
<td>Negotiation of Contract</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Consultant Selection Process:
- RFP Available: Tuesday, July 25, 2017
- Proposal Due Date: Friday, August 25, 2017
- Consultant Interviews: 2nd week of September, 2017
- Notification of Selection: 3rd week of September, 2017
- Negotiation of Contract: 4th week of September, 2017

Phase I: Feasibility Study:
- START Phase I Feasibility Study: Early October 2017
- Feasibility Study Complete: May 2018

Phase II: Concept Plan:
- SETD Meeting with Consultant on Phase II
- Concept Plan Complete: January 2019

C. Background Information

1. SETD Proposal to Lyndhurst Foundation
   - https://drive.google.com/open?id=0B8-jjYUUhDiAfqjhUdUjVhSEFMeDQ

2. Connecting Chattanooga Neighborhoods by Rail-Trail
   - https://drive.google.com/open?id=0B8-jjYUUhDiATU8wd19nVkBnYyA

3. Bicycling Implementation Plan
   - http://www.chattanooga.gov/bicycle-implementation-plan

4. North Shore Public Spaces Design Report
D. Study Area Map

- [https://drive.google.com/open?id=1pfSXppyplESkG8u454vOhKf2sBo&usp=sharing](https://drive.google.com/open?id=1pfSXppyplESkG8u454vOhKf2sBo&usp=sharing)