



ATTACHMENT B

– Proposed Scope of Services –

This Scope of Services is to develop the Southbridge Truck Bypass Study (STBS)—also titled “Reducing Truck Traffic in the Southbridge Neighborhood: A Feasibility Study of Alternative, More Efficient Routes in Wilmington, Delaware.”

As noted in the request for proposals, this study furthers a key aspect of the community’s Southbridge Transportation Action Plan (STAP) and the Southbridge Neighborhood Action Plan (SNAP). An equitable redevelopment plan, the SNAP identified actions to address the community’s self-identified challenges such as high poverty, limited investment, and mobility concerns. One of the mobility recommendations in the SNAP was to complete a traffic circulation study (what became the STAP, completed in 2023) to calm traffic and reduce truck traffic. The STAP recommends steps to calm speeding traffic, improve walking and bicycling, enhance bus access to food and jobs, and lessen the impact of truck traffic.

Trucks are common in and around Southbridge. About 450 large trucks pass through Southbridge each day along Heald Street and New Castle Avenue, instead of nearby roads more appropriate for trucks, such as Christiana Avenue and Terminal Avenue. The STBS will identify a truck bypass route that reduces truck traffic in Southbridge while maintaining regional freight efficiency and minimizing human and environmental impacts. Public involvement will occur throughout the planning process in coordination with the SBCA.

The initial STBS study area generally consists of South Wilmington, including the Wilmington neighborhood of Southbridge, as well as the Hamilton Park and Eden Park Gardens in unincorporated New Castle County. The Christina River will serve as the northern boundary. The Christina River southwards to the Port of Wilmington will be the eastern boundary. Pyles Lane and Rogers Road will be its southern boundary. And South Market Street will serve as the study area’s western boundary.

A key part of a successful plan to address truck traffic in Southbridge is to understand truck travel patterns, both in terms of origins and destinations. Since many industrial areas are adjacent to Southbridge, including either on South Heald Street or New Castle Avenue, truck traffic is likely both local and subregional. Southbridge is at the gateway to Wilmington at the 4th Street Christina River Bridge, and if the trucks are not utilizing Christiana Avenue or I-495, they are traveling through Southbridge.

The RK&K Team’s approach demonstrates our continued commitment to integrating effective technical analyses with an inclusive and collaborative engagement process. We are focused on achieving the study objectives to build upon the work and recommendations of the STAP with the focus on addressing the truck problems experienced by Southbridge.

The RK&K team will be a trusted advisor to the Management Committee on all planning issues. We will ensure that our technical leaders and managers will provide the needed services, be responsive to requests, address concerns, and work to find solutions to project challenges. To meet the expectations of this project, we have assembled a diverse and highly qualified team that will bring the expertise and relevant planning experience necessary to deliver the STBS on time, within budget, and with the support of the community and stakeholders. As the trusted advisor, RK&K will be the link and facilitator between the project partners to develop shared study goals and effective working relationships.

The RK&K team will be led by Mark Tudor as project manager and Donald Weber will lead truck and traffic operations for the STBS—offering their comprehensive knowledge and recent experience to guide the project process. Kelly Stoll will lead community outreach and communications for the STBS. Makeda Drake will lead the development of transportation concepts and alternatives. Erron Ramsey will lead NEPA related efforts associated with potential truck bypass alternatives and the development of the PEL

documentation. Anthony Brown (Remline) will lead meeting facilitation in working with the communities and stakeholders. Andrew Bing (KA) will provide strategic planning of public meetings and communication. We also have a wide range of technical leaders and managers to lead various aspects of the planning study, including traffic operational analysis, context sensitive design transportation planning and design, renderings, GIS, and NEPA. Our technical leaders will also serve as quality review officers and will review technical issues and deliverables and assist the project management team to provide proactive strategic advice.

We will meet with the Management Committee to kick off the project by communicating project goals and objectives, including schedule and budget requirements. We will maintain close contact with the Management Committee throughout the duration of this contract, both through scheduled (mostly virtual) meetings and via open channels of communication, including phone calls and emails.

The study will establish an Advisory Committee in addition to the Management Committee. The RFP has identified that the Advisory Committee will consist of community representatives, along with key stakeholders and other government officials. Given the focus of truck travel patterns and needs, representatives from the trucking industry and local industries will also be important.

The RK&K team views the Advisory Committee as an integral part of building consensus in the development of the STBS. RK&K's involvement in the STAP, and leadership in the South Wilmington Wetlands Park as well as the A, B, and C Street Sewer Separations gives us a unique insight into stakeholders. We recognize that the Advisory Committee is important in maintaining an open dialogue and developing shared goals and objectives.

The RK&K team will schedule meetings with the Advisory Committee prior to all public events to keep the stakeholders well informed of project details, to preview materials, to test approaches prior to public meetings, and to seek meaningful input on the development of the STBS. The Advisory Committee can also help get the word out for public meetings in order to maximize public input at the workshops or events such as pop-up events. We also recognize the critical role of the community liaisons for the door to door surveys, along with their help to get the word out and introduce the project at outreach events.

Phase 1 | Identify Issues, Opportunities and Constraints

The RK&K team will review existing and planned land use, transportation conditions, planned projects, and demographics for the study area. Our team has been involved with work in and around Southbridge and are already familiar with background information, challenges, and opportunities for the STBS. Some of this information has been included in previous area studies listed in the RFP, such as SNAP; the STAP; Wilmington's 2028 Comprehensive Plan; South Market Street Master Plan; Route 9 Master Plan; Port of Wilmington Truck Access Study; Riverfront Transportation Infrastructure Project; South Wilmington Shoreline Protection Plan; Bridge 1-684 Replacement Project; and WILMAPCO's Final Mile Freight Study.

RK&K will review the data found in these reports and identify other information needed for Phase 2.

The RK&K team will kick off the study with the Advisory Committee and begin stakeholder engagement to further understand existing and planned work in and around the study area. Stakeholder engagement includes the outreach and engagement of businesses and freight operators known to generate truck trips in Southbridge. These businesses and operators will be engaged throughout the course of the study to provide feedback on the plan and its recommendations as they are developed.

Deliverables

- WILMAPCO will prepare and manage a project webpage

- RK&K will prepare meeting materials for the kickoff meeting with the Advisory Committee
- RK&K will prepare meeting notes and summaries
- RK&K will prepare materials for use in the initial phase of public outreach
- RK&K will develop a project logo to market the study, building off the logo developed by RK&K for the STAP.

Phase 2 | Technical Feasibility of Potential Truck Bypass Routes

The RK&K team has reviewed the truck routes that were identified in the STAP. We will further analyze these routes and identify other options, building off the original work. This process will inform options to develop an initial listing of several potential bypass routes which may significantly reduce truck trips in Southbridge. RK&K will study the initial feasibility of these routes and assess impacts to social, environmental, and economic factors, including properties, wetlands, contaminated materials, and access. The analysis also includes an examination of their impact on truck and car travel efficiency, travel patterns, and the impacts they would have on communities and the environment. Concepts found to be feasible in this phase will pass onto more advanced study processes in Phase 3.

In addition to potential bypass routes, the RK&K team will review any previous studies as well as signage during Phase 2 to identify short-term improvements. RK&K has reviewed previous studies that for the most part have focused on truck traffic in and out of the Port of Wilmington, but not necessarily focused on other truck origins and destinations. For example, traffic and trucks heading north on US 13 are instructed to go to Edgemoor via US 13, which places them on South Heald Street and through Southbridge. Since Edgemoor is quite a bit north of Southbridge, more appropriate signage may need to be explored that directs traffic to I-495

We will utilize best practices in context sensitive design to develop conceptual alternatives for truck bypass alternatives and review potential concepts and offer strategies to minimize social, economic, and environmental impacts. The areas south of Southbridge are mainly industrial areas and expanses of flood plains, wetlands, and streams.

WILMAPCO has access to Streetlight traffic data which RK&K will use to help in the building of a local traffic model. RK&K recognizes that Streetlight data can be developed to better understand truck origins and destinations. The data, along with some ground truthing and interviews with the trucking industry will help determine the effectiveness of truck bypass routes and if different routes may be usable by more trucks than others.

We will review the Streetlight data and other data sources. Projections for traffic and demographic data will be used utilizing DeIDOT's Peninsula Travel Demand as needed to supplement the Streetlight data. RK&K has already developed traffic modeling as part of the 4,000 new housing units proposed at Riverfront East and will include other applicable planned initiatives including the expansion of the Port of Wilmington. The technical review could also include a confirmation of the previous road diet recommendation through Southbridge and other strategies that could help address impacts of truck traffic through Southbridge where potential bypass routes cannot address all truck traffic because of the nature of local truck traffic and freight movement.

The RK&K Team will continuously strive to build on the previous work of the SNAP and the STAP, including the community visioning feedback. We will develop information for the initial formal public outreach during Public Meeting 1. This information will include strategic input from Andrew (KA) and include material that is readable and user-friendly for the public, SBCA, and other interested stakeholders. The RK&K team will provide an overview of the project that will be presented at Public

Meeting 1, which will be in coordination with a regular in-person SBCA meeting and via online interactions on the STBS webpage. We will collect feedback via interactive activities during the meeting, utilizing expertise from experience in online interactive activities, inkling polling, and crowd sourcing. The team will also gather contact information for those who wish to stay informed of future public events and surveys.

We will develop and send a postcard to relevant study area residents encouraging them to attend Public Meeting 1 and visit the project webpage to learn more/provide feedback. In addition to the postcard, electronic social media flyers and draft introductory text will be developed and shared with WILMAPCO to include in their social media initiatives.

RK&K recognizes that input and awareness from area elected officials is important ahead of any significant public outreach to share upcoming activities and results. We will lead these briefing, in coordination with the Management Committee.

We will work with the Advisory Committee and community liaisons to prepare an introductory presentation providing an overview of the project and initial listing of potential bypass routes developed. We will give this presentation at Public Meeting 1, facilitated. A \$25 raffle drawing will be made at this meeting, and a community dinner will be provided. The RK&K team will also make a short introductory PowerPoint presentation video featuring this presentation.

Deliverables

- Memo detailing the results of Phase 2's technical analysis
- Materials for use at Public Meeting 1
- Materials for use at Advisory Committee Meetings and Management Committee Meetings
- Meeting notes from the Advisory Committee and Public Meeting 1 (including feedback)
- PowerPoint presentation video
- Postcard survey and postcard delivery
- Social media/electronic marketing graphics and text
- Elected official/key stakeholder outreach notes

Phase 3 | Cost Analysis and Public Engagement for Feasible Truck Bypass Routes

In Phase 3, the RK&K team will further analyze the feasible routes. This phase includes a cost analysis of the feasible routes and the development of a measures of effectiveness matrix, renderings, and, potentially, animations to communicate pros and cons, positioning, and functionality to community members and stakeholders. Extensive outreach will occur during this phase, including door-to-door and online community surveying, a public workshop, and parallel outreach to area youth to understand community preferences for the alternatives presented.

RK&K will develop planning-level cost estimates using DelDOT's Capital Transportation Program (CTP) form for truck routes and other associated improvements that have been found to be feasible in Phase 2.

The RK&K team will outline results clearly for an audience to absorb, both at a public meeting and in an accompanying video presentation. The effectiveness matrix will assess which concept improvements most efficiently route trucks around Southbridge, while also considering their impacts on environmental resources, social equity, stormwater and sea level rise, existing infrastructure, private property, general expense, and more.

We will work with the Advisory Committee and community liaisons to prepare a community survey, executed primarily via a door-to-door and online sample, with telephone outreach and returnable print copies being available as needed. We will provide the survey at this Public Meeting 2 to be available for a

period of about 30 days afterwards. A \$50 raffle gift card drawing will be available as an incentive to complete the survey. A door-to-door oral-based collection of the community survey during this phase will be needed to achieve a proper sample of residents fully representative of Southbridge. We will also pursue the temporary hiring and training of two Southbridge-area residents to specifically support door-to-door surveying within Phase 3 of the STBS, similar to what was done in the STAP. Our goal is to bring on at least one contracted professional with experience in door-to-door surveying.

The RK&K team will work with the Advisory Committee and community liaisons to prepare a second presentation providing an overview of the project and the feasibility of bypass routes. We will give this presentation at Public Meeting 2, which will include a short introductory PowerPoint presentation video featuring this presentation. The team will also gather contact details from those who want to remain informed about upcoming public events and surveys.

As before in Phase 2, We will lead a second elected official briefing, in this case to present the results.

We will also develop and send a postcard mailing to all relevant study area residents encouraging them to attend the second Public Meeting and complete the community survey. A \$25 raffle drawing will be made at this meeting, and a community dinner will be provided. In addition to the postcard, we will develop electronic social media flyers promoting both the workshop and survey, along with draft introductory text to be shared with WILMAPCO.

A parallel process to engage youth and collect their feedback will be developed during this phase as well. A \$25 raffle drawing will be made available.

Deliverables

- Materials for use at Public Meeting 2
- Materials for use at Advisory Committee Meetings and Management Committee Meetings
- Meeting notes from Advisory Committee and public meetings (including feedback)
- Cost analysis memo
- PowerPoint presentation and video, survey analysis of survey results
- Postcard delivery
- Social media/electronic marketing graphics and text
- Elected official/key stakeholder outreach notes

Phase 4 | Selection of Preferred Alternative

Phase 4 work will be focused on identifying a preferred alternative for a truck bypass route and other strategies to limit the impact of trucks in Southbridge. A draft report will be developed to document the preferred alternative and the planning process and will include documentation of Planning and Environmental Linkages (PEL) study results.

Based on stakeholder feedback, community outreach and technical analysis, a preferred truck bypass route will be recommended by the RK&K team for selection by the Management Committee. The truck bypass and any other improvements (either newly identified by the STBS or earlier by the STAP) will be detailed in a draft final report. Next steps for implementation will also be identified in the draft report. This includes infrastructure needs, costs, potential implementation grants, and project phasing. Additional emphasis will focus on if there are short term options (like signage) that can be implemented, in conjunction with long term options. Compliance with NEPA standards to enable eligibility for future federal funding will also be documented in the final report, along with potential timelines for implementation.

The RK&K team will submit an initial draft version of the STBS to the Management Committee for review and comment. The revised draft report will be made available for review and comment to the Management Committee as well as the Advisory Committee and the public.

The draft final report will be presented at Public Meeting 3, which will again coincide with a SBCA meeting. The RK&K team recognizes that the RFP indicates consideration for an outdoor, celebratory open house style event. A \$25 raffle drawing will be made at this meeting and community lunch or dinner provided.

A recorded PowerPoint presentation will again be posted to the project webpage. The draft report will be made available for public comment for at least 30 days following Public Meeting 3. Feedback at this meeting will also be collected via interactive activities. We will brief public elected officials prior to Public Meeting 3. Advertising for Public Meeting 3 will include contacting those engaged in the study previously via text and email, and general social media blasts, email notifications.

At the end of the public comment period, the Advisory Committee and possibly other project stakeholders will consider any revisions and finalize the STBS. Following any necessary revisions, the RK&K team will submit a final version of the report as a high-quality PDF, a Microsoft Word document, and in a final publication format.

As part of the final report, the RK&K team will prepare a report following the PEL approach, incorporating environmental, community, and economic goals in the transportation planning process as developed through the study process. The purpose of the PEL approach—defined by the Federal Highway Administration (FHWA) in the 2011 Guidance on Using Corridor and Subarea Planning to Inform NEPA—is to assist transportation planners and environmental practitioners on how to best use corridor and subarea planning to inform the NEPA review process. RK&K will follow the guidance provided in FHWA's updated November 2, 2016 PEL Q&A and will follow the provisions set forth in 23 U.S.C. 168(b) (1)(A), and associated regulations at 23 CFR 450.212(d) and 450.318(e).

This integrative approach to transportation decision-making has been shown to provide many benefits including:

- Assisting the environmental review process, building relationships with communities and stakeholders.
- Lowering costs and shortening timelines for project delivery.
- Improving the on-the-ground outcome
- The results provide agencies with tools to design better projects while avoiding and minimizing impacts on natural resources.

The STBS final report will provide documentation of the planning process, including the public outreach program, the range of alternatives, and findings and analysis of data. A summary of the recommended truck bypass preferred alternative and other strategies to reduce truck traffic and the impacts in Southbridge will also be included, along with DelDOT CTP cost estimates for Capital Transportation Improvement recommendations, and recommendations on phasing and next steps.

Deliverables

- Materials for use at Public Meeting 3
- Materials for use at Advisory Committee Meetings and Management Committee Meetings
- Meeting notes from Advisory Committee and public outreach, including feedback
- PowerPoint presentation video
- Social media/electronic marketing graphics and text
- Elected official/key stakeholder outreach notes

- Final report, including documentation of PEL study results

Schedule

Our proposed 12-month schedule is shown below. We will work with the Management Committee on targeted dates for meetings of the Management Committee, Advisory Committee, Public Workshops, and any other public outreach events.

