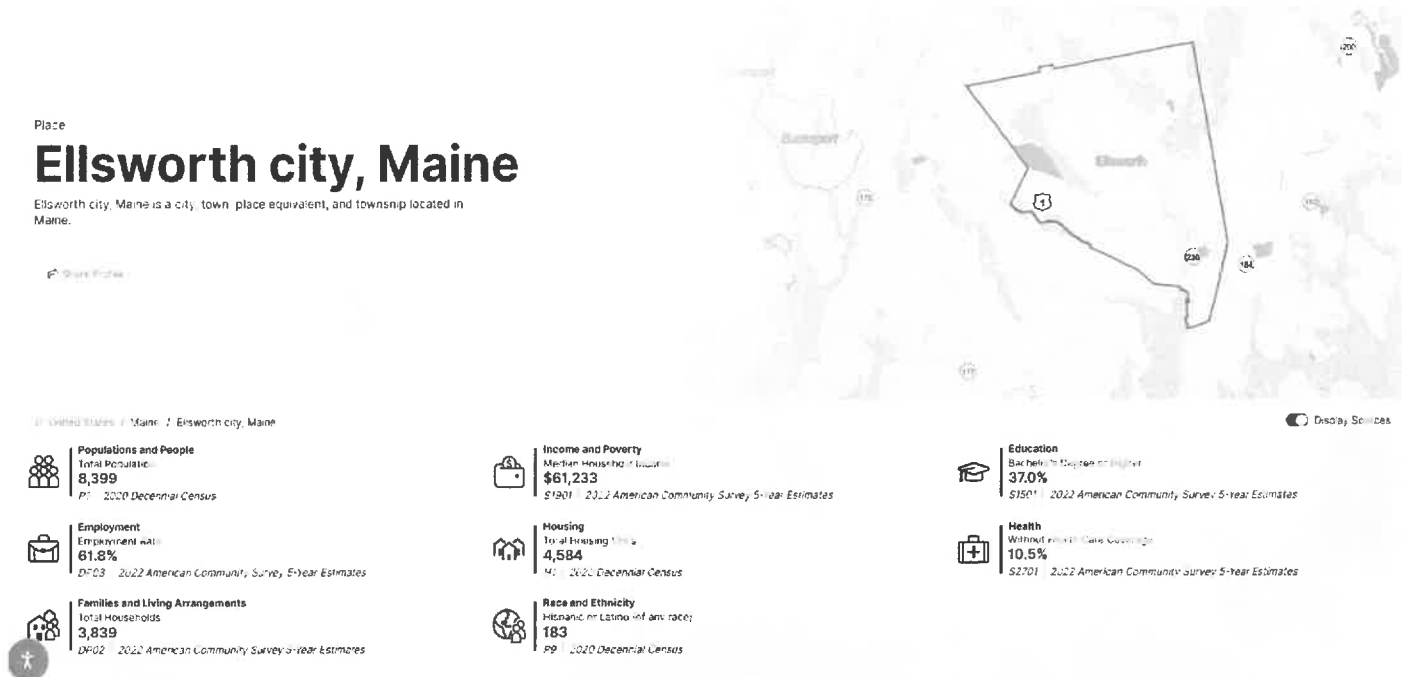


Rural Community Assistance Partnership (RCAP)

Community Work Plan for Ellsworth, Maine

FY23 DOT Thriving Communities Program – Main Streets Community of Practice

Community Profile



Ellsworth is a unique city in that it has both urban and rural qualities, it is the gateway to Acadia National Park which is the biggest tourist attraction in Maine, and is also the only urban center/hub for the entirety of Hancock County (and beyond). Though very near to Mount Desert Island (MDI), where Acadia is located, Ellsworth is asked to collaborate but is often left out of MDI specific projects (a recent Safe Streets 4 All grant, for example, included a regional stretch just past Ellsworth but did not include it). Ellsworth also just not have the tourism income nor local wealth/income MDI has that fund significantly more planners for much smaller towns. Ellsworth is very capacity constrained with limited staff and lots of challenges, especially with the recent departure of their Economic Development Director who was very involved in TCP and broader key community development initiatives.

As a small rural community with some larger urban problems, Ellsworth struggles to keep up with the demands of providing safe and accessible transportation infrastructure. A lack of robust public transit options and proper bicycle/pedestrian circulation options contribute to heavy automobile use that challenge residents who must walk or bike because they do not own a vehicle. The High Street corridor is a roughly 2.25 mile commercial strip surrounded by residential and mixed-use neighborhoods. This area suffers from large stretches of "strip mall style" impervious surface. The traffic load for the High Street corridor is immense for a small rural community, totaling 7.2 million trips thus far in 2023. This creates an unsafe environment for pedestrians, bicyclists, and motorists alike. In 2023, Ellsworth had

eight sections of road considered “High Crash Locations” by MaineDOT. Six of these High Crash Locations are along the High Street corridor, resulting in a total of 81 accidents and 13 injuries in 2023 as of the time of LOI submittal. This corridor also has a disparate impact on Ellsworth's most vulnerable citizens. Social factors affecting residents in this census tract include 15.4% of children living in poverty, 59.6% of households with high rent burdens, and an income inequality score of -23.4 reflecting numerous households within the bottom 20% of income distribution. Environmental concerns exist as well. Ellsworth measured an ozone concentration of 32.6 parts per billion (ppb).

In the past, Ellsworth has had to compete with MaineDOT for federal funds, particularly for highway projects. When competing with MaineDOT, their technical capacity has fallen shorter than that of a state agency and the city misses out on planning for large-scale projects. There have not been many opportunities to collaborate on capacity building grants with MaineDOT and are excited for this one. It is also difficult for small rural cities to fund planning projects of this scale without support from MaineDOT, but the direct accessibility to federal funds allows us to lead this process. In addition, other federal programs have not been targeted to assist with projects on highways such as the High Street corridor. Most focus on MPOs and it can be difficult for Ellsworth to compete with the grant writing capacity of cities who are MPOs. Ellsworth has bigger city issues, but not the population to become an MPO. Ellsworth has a large land area and is responsible for maintenance of 99 miles of roadway, including the High Street corridor. Urban roads, such as High Street, only receive about 42% of Local Roads funding. More rural roads receive the remaining 58%. The Local Roads budget is roughly \$700,000 which does not leave funds for large planning initiatives when maintenance and constructions costs are so high.

Within the LOI submittal, Ellsworth highlighted some potential project priorities: The City just updated its Business Attraction Plan. One suggestion from the plan includes a High Street corridor master plan. This includes the examination of the unsafe pedestrian environment, traffic congestion, and beautification. This sentiment has been echoed in the public engagement done for the current Comprehensive Plan update. Ellsworth needs significant investment in its traffic dieting and bike/ped infrastructure. In 2015, the City performed a Visioning Study that highlighted the major strengths and concerns citizens had for Ellsworth. Heavy traffic bisecting the city, traffic congestion, and lack of pedestrian friendliness were top responses for challenges. While work has been done to alleviate these problems in some parts of the city, the High Street corridor remains a large obstacle without proper funding. To supplement these plans, the city has formed a traffic safety commission to allow staff and a member from MaineDOT to strategize on improvements and partnerships to make travel in Ellsworth safer and promote alternate transportation. There is also a regional group of municipalities and partners looking to address road safety and traffic dieting from Ellsworth to Mt. Desert Island. A High Street corridor plan would assist Ellsworth in developing a "Capital Improvement Plan" for their most heavily trafficked highway. This would help organize City departments internally and would provide the City with a baseline document to share with their partners such as MaineDOT, Hancock County Planning Commission, GrowSmart Maine, Ellsworth Business Development Corps, and others. Having a plan would allow them to coordinate with MaineDOT on including larger projects in their future work plans and show these ideas are shovel ready.

The needs assessment occurred 9/19-20 and the results of the assessment are shown below in Table 1. The lower the percentage score, the higher the need is within the community.

Table 1- Needs Assessment Results Summary

Category	Score
Water & Wastewater	59%
Streets & Bridges	22%
Pedestrian & Bicycle	30%
Public Transit	53%
Public Facilities	73%
Housing	61%
Economic Development	60%
Environmental Sustainability	53%
Broadband	100%
Emergency Management	38%
Financial	80%

The TA team vision for Ellsworth is to help provide additional capacity where departments are understaffed, especially given the recent departure of the Economic Development Director and help find funding for/conduct key assessments and planning processes including the High St. Master Plan as well as help to improve DOT relationships and processes as well as convening key partners and keeping momentum going.

Key Community Challenges and/or Goals

- 1) Need for High St. corridor study with a focus on bike/ped, safety, streetscaping as the biggest priorities (might be good use for \$53k). MDOT is working on traffic management which is also a major issue especially during peak season.
- 2) Stormwater: major flooding issues on High Street and beyond due to increased wet weather and inadequate stormwater infrastructure and need for an analysis on the system and help to develop utility/rates/treatment/Best Management Practices (BMPs) beautification combo. Card Brook is extremely impaired according to the Maine Department of Environmental Protection (DEP)—ties in mostly with stormwater runoff from high street which runs directly over the waterway. DEP has recommended the following three things, all of which could be accomplished through this project work: 1) Encourage greater citizen involvement (e.g. through the Union River Watershed Coalition) to ensure the long term protection of Card Brook; 2) Address existing stormwater problems in the Card Brook watershed by installing structural and applying non-structural best management practices (BMPs); and 3) Prevent future degradation of Card Brook through the development and/or strengthening of local stormwater control ordinances. There is a potential new road to connect high street and main street that if it happens would have major impacts on all of this.
- 3) Influx of housing in this corridor and needing to catch-up the infrastructure. DOT traffic movement permit not triggered but maybe should be (not anything extra on Douglas highway) to justify a new

traffic light. Two other corridors are probably higher priority (up 1a 179 and 180 cluster of an intersection, industrial road intersects with 1a—less bad) because there's a lot of choke points in the city. Bridge and split of Bucksport and Surry Road is dangerous and MDOT does not view it as a problem.

- 4) Childcare: there is money for housing, money for transportation, but very little for childcare. A childcare assessment is needed to determine what Ellsworth has, what is the need for subsidy, best practices on attracting these businesses/workforce, etc. Lack of childcare services is a huge issue for people to live and work in Ellsworth and along with a lack of attainable housing ties in with why people are unable to afford to live here which makes for significant commuting and additional congestion, wear and tear, and ongoing safety concerns on the high street corridor and beyond. Childcare is also a potential business gap to help build additional services to make Ellsworth a more attractive place to live and work and bring in funding to the community for those. According to transportation stakeholders south of Ellsworth in the Midcoast region, childcare logistics and concerns are also a major barrier to people using public transit options. Ellsworth is also the service hub for the entire county and broader region and though limited, is one of the only places with any childcare services so this puts an immense amount of pressure on the city to not only serve its residents and workforce but all of the surrounding rural communities—some people are commuting 30-40 minutes to drop off children, then commuting back home or to work elsewhere. As part of the assessment of childcare considerations, the team will explore mixed use development/placemaking opportunities as well as options for repurposing existing buildings and building upon existing programs like at the local school and YMCA.
- 5) Existing micro transit organization folded and Waldo Community Action (WCAP) has taken over serving Ellsworth and the surrounding rural communities in Hancock County but ridership on these services is low. The City could use help developing and implementing a strategy to increase awareness of the services and eventually increase ridership.

In-depth summary of the community's goals based off of the challenges outlined in prior section:

- 1) Procure Funding for High Street corridor study and begin implementation with a focus on bike/ped, safety, streetscaping as the biggest priorities (planned use for \$53k) including future potential USDOT or MDOT applications to implement recommended solutions.
- 2) Stormwater: need for further analysis on the stormwater system and help to improve stormwater utility with through asset management, capital improvement, operations and maintenance planning, public education and design of treatment options and other BMPs. Help lessen impairment of Card Brook through stormwater or otherwise.
- 3) Goals around: a) formalizing MDOT relationship and priority project processes and leveraging DOT HQ—regional collaboration and data consistency. Also, b) have everyone in the room and more people talking. Conduct regular meetings to bring those key players together and keep momentum going. MDOT is trying to bolster the planning bureau to understand town challenges and be liaison etc. and ID patterns and make improvements but there's just 1 person so how can we help through TCP.
- 4) The city currently does not fund childcare. Childcare used to be profitable for the local partners at the YMCA but now it is hard to keep the doors open. COVID impacted this, wages went way up and

there is a limited workforce to do the job. School system is starting pre-K but not anything younger for which there is a presumed need. The comprehensive childcare assessment would assess what is there, examine need, and also look at commuting patterns for childcare to get a better sense of its direct impact on transportation and transit in the region and may lead to potential future funding applications and economic development which would both directly and indirectly benefit local transportation/transit improvements.

- 5) The city would like to implement a targeted outreach strategy to mark WCAP's micro transit services to increase ridership and ensure mobility for residents of all kinds from youth to the transportation disadvantaged.

Community Partners

Community Team Member Name	Community/Organization Name	Role
Twila Fisher	City of Ellsworth	(LEAD CONTACT) Econ Dev Director
Danielle Gift	City of Ellsworth	Dir of Planning and Urban Dev
Brittany Merrill	City of Ellsworth	City Planner
Michael Harris	City of Ellsworth	Public Works Director
Greg Piduch	Hancock County Planning Commission	Region Planner
Harald Bauer Bredezen	GrowSmart Maine	Program Director
Jarod Farn- Guillette	MaineDOT	Region Planner
John Deleo	Ellsworth Planning Board	Chair
Rick Lyles	Ellsworth Planning Board	Vice-Chair

Additional Partners/Stakeholders for High St. Corridor Study Feedback:

Name	Organization	Role	Contact Info
Tony McKim	The First National Bank	President and CEO and EBDC Chair	tony.mckim@thefirst.com
Teri Smith	Sargent Real Estate	Associate Broker/Part Owner and EBDC board member	teri@sargentre.com
Curtis Simard	Bar Harbor Bank And Trust	CEO and EBDC board member	csimard@blhbt.com
Matt Boles	NAPA Auto Parts - High Street	Owner/EBDC Board	matthewboles@capnapa.com
Kevin Tesseo	Darling's Auto Group	Executive VP of Operations	kevin.tesseo@darlings.com
Bob Merrill	Merrill Furniture	President/Part Owner	bmerrill@merrillfurniture.com
Eric Marichal	Witham Family Hotels	Director of Strategic Operations	eric.marichal@withamhotels.com
Matt Gurney	Coastal Maine General Contracting Inc	Owner	gurney@coastalmaine.com
Jonathan Bates	Stone Park Properties	CEO/Owner	Stoneparkproperties@gmail.com

Frank Dougherty	Ellsworth Shopping Plaza (KGI Properties)	Director	fdougherty@kgiproperties.com
Jarad Wilbur	Maine Coast Mall	Property Manager	manager@themainecoastmall.com
John Moynihan	LLBean	Real estate manager - Ellsworth LL Bean	jmoynihan@llbean.com
Roberta Floccher	LL Bean	Legal counsel	rfloccher@llbean.com
Heather Seavey	Ellsworth Area Chamber of Commerce	Executive Director	hseavey@ellsworthchamber.org
Cara Romano	Heart of Ellsworth	Executive Director	cara@heartofellsworth.org
Tracy Scheckel	Consultant, City of Ellsworth	Union River Center for Innovation	tracy@unionriverinnovation.com
Sarah Lesko	Library ED		slesko@ellsworthmaine.gov
Councilwoman Nancy Smith	City of Ellsworth		nsmith@ellsworthmaine.gov
Councilwoman Tabatha White	City of Ellsworth		twhite@ellsworthmaine.gov
Councilwoman Marinna Smith	City of Ellsworth		msmith@ellsworthmaine.gov
Jarod Farn-Guillette	Maine DOT	Region 4 & 5 Planner	jennifer.grant@maine.gov
Zack Schmesser	Congressman Golden Rep	District Rep	zack.schmesser@mail.house.gov
Anne Ball	Maine Downtown Center	Maine Dev Foundation	aball@mdf.org
Emily Niedermeyer	Ellsworth American	Reporter	eniedermeyer@ellsworthamerican.com
	Bangor Daily News	Reporter	
John Butera	USDA Rural Development Maine State Director	USDA Rural Development Maine	Use admin assistant email
Catherine Conlow	Maine Municipal Association	ED	cconlow@memun.org
Rep. Russ White	Maine House of Representatives	State Rep Ellsworth	russell.white@legislature.maine.gov
Senator Nicole Grohoski	Maine State Legislature	Senate District 7 Rep	nicole.grohoski@legislature.maine.gov
Carol Woodcock	Senator Collins Rep	State Office Rep	carol_woodcock@collins.senate.gov
Christina Breen	Senator King Rep	Regional Rep	christina_breen@king.senate.gov
Hank Rettinger	FHWA	District Rep	henry.rettinger@dot.gov
Michael McKernan	JAX	Director, Government and Community Relations	michael.mckernan@jax.org

Partner organizational roles with the community:

- **City of Ellsworth** – The City of Ellsworth is the local government entity, providing and maintaining essential infrastructure, public safety, education, and recreation, and supporting and welcoming economic activity. The High Street corridor is within the City’s identified growth area and urban compact area, meaning while it is a State Highway, the City maintains the roadway. While rural in nature, with a population of 8,800, the City is the service center for the Downeast and Acadia region, serving 60,000+ residents, and tremendously more during the peak tourist season of May through October. The City is projected to continue to grow, with the 60-69 age group and the 30-39 age group leading population growth. The City has a public works department, planning department, and economic development department that works on projects related to transportation, wastewater/water/stormwater infrastructure, housing, recreation, and the environment. However, staffing and financial resources are limited, especially to tackle issues facing corridors like High Street, which can see substantial inflows of traffic (estimated peak of 42,000 vehicles per day in the summer months).
- **Hancock County Planning Commission** – HCPC is the regional planning commission supporting Hancock County, where Ellsworth is the County seat. HCPC provides general planning assistance to municipalities within Hancock County. Ellsworth’s relationship with HCPC has included working on topic specific planning projects, providing technical assistance, and conducting regional outreach for projects that require greater areawide input and engagement. HCPC has experience working with rural communities in Hancock County, understanding the demographic trends, as well as the challenges of the County as a whole. Ellsworth being the County seat, HCPC understands the connection between the surrounding communities and Ellsworth and can offer that perspective during this process.
- **GrowSmart Maine** – A statewide agency, GrowSmart helps communities incorporate smart growth principals into community planning. GrowSmart understands that Ellsworth’s population and built environment continues to grow and that it is the community’s desire to do so in a proactive, sustainable way. GrowSmart has been able to offer connections to state and federal programs and networks. GrowSmart has experience working with rural communities throughout Maine and the demographics that occupy those communities. GrowSmart is also able to help address issues related to housing, the environment, health, equity, and other economic issues that are prevalent in Ellsworth, particularly in the geographic area of the High Street corridor.
- **MaineDOT** – The MaineDOT has a vested interest in the State highways and roads that run through Ellsworth. Ellsworth has partnered with MDOT on planning initiatives and MDOT schedules road and bridge maintenance projects throughout the City. MDOT is able to provide technical assistance to the City through their planning program, and have contributed to the City’s Traffic Safety Committee with representation by the region’s traffic engineer. The City foresees working with MaineDOT to provide technical expertise and add to local knowledge on transportation and safety issues in the community.

Technical Assistance Providers and Roles

TA Provider Name	Company	Role
Sarah Buck	RSOL	New Project Director
Madison Wellman	RSOL	Community Specialist

Laurie Stevens	RSOL	Regional Director: ME, NH & VT
Amy Renner	RCAP	Community Development Senior Program Manager
Natalie Celmo	CEC	Senior Program Engineer
Scott Underhill	CEC	Engineer Specialist
Carrie Kissel	NADO	Associate Director

Technical Assistance Scope

The focus of technical assistance will be on planning necessary improvements for the High Street corridor and assessing the childcare needs of the community.

1. Procure funding and contractor for completion of High St. corridor study with a focus on bike/ped, safety, streetscaping and stormwater as the biggest priorities which may lead to a DOT discretionary application in 2026 or beyond. This will include improving relationships and project priority processes with DOT as well as regularly meeting with key partners and maintaining momentum during and after TCP.
 - a. This includes a comprehensive stormwater assessment, concentrating on the High St. corridor, which floods often and has a major impact on the severely impaired Card Brook. This will include an analysis of assessing and selecting treatment processes, recommended BMPs, and changes to city ordinances that would leverage/tie into work being done as part of High Street corridor study). This ties directly to the three master plan priorities of safety, bike/ped and streetscaping.
2. Childcare Assessment: to understand what currently exists, current subsidy/need for subsidy, and best practices on attracting these businesses/workforce as well as mapping childcare commuting patterns to better understand true community need and the direct and indirect impacts on transportation/transit which will then hopefully lead to implementation strategies and funding options to make improvements to improve quality of life, allow for new businesses to open, tackle workforce challenges, and ensure transportation planning takes this important childcare aspect into account and vice versa. This is important to both the high street corridor and the community at large and will include looking at mixed use development, the repurposing of existing assets for child and looking at new opportunities as well as expanding upon existing ones at the local school and YMCA.
3. Micro transit education and outreach strategy development and implementation to maximize use of new and improved services provided by WCAP by all types of Ellsworth residents and visitors.

Ellsworth mentioned that the need for a comprehensive corridor plan for High St. was a recommendation that came out of their recently finished Business attraction plan and was a main project priority mentioned in their LOI with a desired focus on safety, ped/bike, stormwater and streetscaping as the biggest needs. This will be the bulk of the TA work provided including maintaining and improving key partnerships including with MDOT which will help in getting the recommendations from the master plan funded and implemented in the future. Childcare was not specifically mentioned in the LOI but ties in closely with some of the challenges around congestion/commuting time, workforce and economic development, and transportation/transit planning in a region where Ellsworth

is the service hub for everything including childcare and rose to the top as a clear need as part of the needs assessment/site visit process.

The corridor study as well as the complimentary stormwater work tie directly to the city's transportation needs/existing deficiencies and will hopefully result in one or more future discretionary DOT funding applications. The city has also received an MDOT Village Partnerships Initiative (VPI) grant for their downtown which should complement the work being done on High Street to bring together one overarching transportation and community development strategy for the whole city rather than in siloes. The childcare assessment is a much lower priority and would be completed with remaining funds and hours near the end of the grant period but is very important to the city, its nonprofit partners and local businesses as it came up multiple times during the needs assessment/site visit process. So many of their other interrelated municipal challenges from business/employee attraction to affordable/attainable housing to transit tie closely in with the availability and affordability of childcare and the state of Maine just does not offer much funding/support in this area. In Maine's Economic Development Strategy 2024 Reset, improvements in childcare and transportation were listed together as key ingredients in sub strategy E, "provide supporting infrastructure" with the following justification: *To attract talent to move into the state — and to retain the talent we have — Maine needs a supporting infrastructure that ensures quality of life. Broadband and schools, mentioned earlier, are pieces of the puzzle. Childcare, housing and transportation are also part of the picture.* Understanding how childcare directly and indirectly impacts commuting and transportation/transit use will also be very helpful information to ensure these seemingly disparate pieces of community development are taking the other into account during planning, funding, and implementation.

The timeline for the High Street corridor study will begin in mid-2025 including the RFP to hire a consultant. The planning process with the consultant will take the majority of the TCP timeline and is anticipated to run through summer 2026. The childcare assessment is going to follow in late 2025 into mid2026. Stormwater work will begin in earnest in late 2025 and go until the end of the TCP intensive TA period (and beyond with funding support from other federal agencies). The micro transit marketing support will be provided in 2026.

RSOL is anticipating approximately 670 direct TA hours being utilized to complete these work plan objectives for the City of Ellsworth. To complete the High Street corridor study and stormwater work will take the majority of this time at 380 hours (including partner meetings) and the childcare assessment is expected to take 50 hours to complete. An estimated 40 hours will be dedicated to the micro transit education and outreach task and about 200 hours will be used to fulfill general project management tasks that coincide with TCP requirements.

Deliverables:

- High Street corridor including the stormwater analysis and treatment/BMP recommendations with a focus on Card Brook as well as recommended ordinance updates
- Improved relationships and regular collaboration with MDOT and key partners
- Childcare Assessment
- Micros-transit education and outreach strategy and implementation

Existing projects and plans to be utilized:

- VPI RFP and plan that comes out of it (scope from consultant coming soon)
- Final 2023 Business Attraction Plan

- Updated Comp Plan (draft and/or final—have inventory and analysis and policies and strategies)
- Hancock County Emergency/Hazard Mitigation Plan
- 2015 Visioning Survey
- 2012 Acadia Express Plan
- COA Bicycle and Ped Report 2016
- Trail Feasibility Study 2021
- Ellsworth Bike/Ped Study 2008
- Myrick St. Technical Plans
- Existing map of stormwater assets
- Draft Housing Assessment

Pending projects and plans to be utilized:

- Oak street—MDOT re-doing (basically high street) but close to state street—2026 construction (any background on that)—stormwater drainage MDOT and city downstream (funding through clean water SRF bond money)—back and forth on sidewalk (want Ellsworth to pay for it as match)—might have gotten some CDS to pay for it.
- Corridor study from Brewer to Bar Harbor—MDOT is doing it but not sure it is done super well, and it will be very high level—395/rt. 1 interchange and goes all the way down rt. 3 to Bar Harbor's downtown

Community Team Scope

The City of Ellsworth team understands its commitment and responsibilities as they relate to the objectives outlined above. The City will take lead and facilitate the process to draft an RFP to hire a qualified consultant to perform a High Street corridor study with a focus on bike/ped, safety, and streetscaping as the highest priorities. With assistance from RCAP Solutions, the City of Ellsworth team will strategize a funding plan for this project and work with our community partners to acquire necessary funds through grants, city budget processes, and other avenues. This includes guiding the project through Council approvals and presentations. The City will also have a key role during the planning process, being one of the points of contact for the consultant and helping organize and execute public engagement activities and community partner feedback sessions.

Related to the High Street corridor study, the City will work with RCAP Solutions to examine the existing stormwater utilities along the High Street corridor and how there could be more effective treatment and flow to mitigate impacts on Card Brook and the surrounding watershed. The City will provide existing maps, data, and plans related to stormwater and assist in assembling community partners with a specialty in testing and monitoring the watershed. The city will also work with the team on exploring funding options, incentives and new regs around stormwater all of which can tie in with the HS corridor study. The City can also help facilitate initial conversations and public engagement about conservation along Card Brook and the potential for recreational trails to help with bike/ped connectivity.

For the Childcare Assessment, the City will help collect information and inventories related to existing childcare services in the city. The City will also convene focus groups for childcare providers and families who use childcare/would use it if the service were more available. The City will also play a key role as a thought partner and executor for the work around micro-transit.

The city will work closely with the TA team, US DOT and others like the Midcoast TCP group to brainstorm and implement additional strategies to improve local collaborative relationships with MDOT including attendance and help organizing ongoing partner meetings.

Project Task/Sub-Tasks Table

TASK Description (i.e., Project Development, Community Engagement, Identifying Funding Sources...)	SUB-TASK	TIME FRAME	TA POC	HOURS	BUDGET for SUBGRANTS
Scope for corridor study RFP (and budget estimate)		Q4-5	RSOL, CEC	20	
Put out RFP, review and select consultant, kick off corridor study process, set regular meetings between consultant, city and TA team and ensure tie ins with other goals/ongoing work; support implementation funding		Q5-6	RSOL, NADO, CEC	120	\$53,200 to go toward HS Master Plan
Set cadence and plan regular partner meetings (include DOT) and work on bolstering that relationship		Q3 on	RSOL	50	
Develop community engagement strategy for all TCP project work and support city to implement it with a special focus on the new micro transit services		Q7-9	RSOL	40	
Research Examples and Scope Out Child Care Assessment and complete (likely to include assessment of providers as well as survey of need); support implementation funding		Q7-Q9	RSOL (Sarah, Madison)	50	
Scope out and perform stormwater analysis—bring in partners outside of TCP TA team as needed to look at setting up treatment, ordinances, community education, and tie BMPs back to HS corridor study; coordinate with other stormwater work; support implementation funding		Q4-Q9	RSOL, CEC	150	
Initial site visit, needs assessment and CWP		Q1	RSOL	40	
Site Visit with US DOT		Q3/Q4	RSOL, RCAP	30	
At end of year one, re-assess CWP priorities, timelines etc.		Q5	RSOL	10	
Review relevant background planning and other documents to prepare for stormwater and corridor study work		Ongoing	All	40	
Monthly community/TA team calls		Monthly	All	70	
Final needs assessment		Q9	RSOL	30	

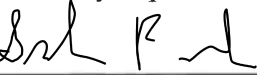
Schedule of Milestones & Deliverables

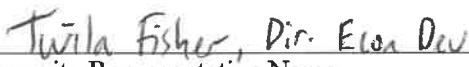
Milestones & Deliverables	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial Site Visit	x											
Completion of Needs Assessment	x											
Completion of Community Workplan		x										
HS Corridor Study Budget, Scope, and RFP				x	x	x						
Community Partner Meetings			x	x	x	x	x	x	x			
HS Corridor Consultant Meetings						x	x	x	x			
Final HS Corridor Study								x				
Scope and complete Child Care Assessment; support funding goals							x	x	x			
Scope and perform Stormwater analysis; provide recommendations; support community education and ordinance updates; coordinate with other ongoing sw work; provide funding application support as needed				x	x	x	x	x	x			
Plan and Implement Micro transit Community education							x	x	x			
Monthly community/TA team coordination calls	x	x	x	x	x	x	x	x	x			
Site Visit with USDOT					x							
Final needs assessment									x			

Evaluation & Assessment Timeline

Evaluation Timeline	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Evaluation Metric												
Positive TA Feedback Survey Results showing satisfaction and effectiveness of TA provided							x	x	x			
Closing Needs Assessment Results show change/improvement since initial needs assessment									x			
Completion of 1 childcare assessment with funding and implementation recommendations and roadmap improving capacity and investment readiness including tie-in to transportation patterns.									x			

Completion of 1 corridor study with funding and implementation recommendations and roadmap improving capacity and investment readiness.								X	X			
Completion of 1 stormwater analysis with funding and implementation recommendations and roadmap improving capacity and investment readiness as well as ordinance recommendations and completion of community education									X			
Completion of at least 1 DOT or other funding application									X			
Improved relationships with local partners, especially MDOT, as shown through ongoing partner meetings and more meaningful collaboration			X	X	X	X	X	X	X			
Completion and implementation of 1 community engagement strategy focusing on existing micro transit services							X	X	X			


 Community Representative Signature

 TA Representative Signature


 Community Representative Name
 Sarah Buck
 TA Representative Name

2/25/26
 Date
 3/10/26
 Date