

ATTACHMENT A

JURISDICTION OR CID NAME OF SUBGRANTEE FREIGHT CLUSTER PLAN

SCOPE OF WORK

I. General: The work to be accomplished is in support of the following Atlanta Regional Commission (ARC) Cost Center:

TBD

Any contract award for this study is contingent upon ARC and the Subgrantee receiving adequate funding for this purpose from the Georgia Department of Transportation (GDOT).

II. Area Covered: The study area is located within XXXX County. The study area boundaries (describe the study area boundaries here). Coordination with all local jurisdictions within the study area and adjacent jurisdictions within an area of three to five miles outside the study area is also required in order to promote coordinated long-range transportation planning efforts across jurisdictional boundaries.

III. Goal: The Freight Cluster Plan Program provides local governments and Community Improvement Districts (CIDs) funds for local planning with a focus on freight movement. The purpose of freight cluster plans is to address transportation planning, traffic operations, and related planning needs, and to identify recommended projects and policy changes to address those needs. Recommended projects should aim to be competitive for local, state, and federal funding with adequate information and cost estimates to complete potential grant applications and be prepared for advancement to Scoping and/or PE phases. These plans, while focused on local issues and needs, also serve as the groundwork for regional planning efforts led by the Atlanta Regional Commission.

IV. Background: The *2016 Atlanta Regional Freight Mobility Plan Update* identified the need to conduct local, small area freight planning in the Atlanta Region to address transportation issues related to this key part of the region's economy. Based on this need, ARC sought applications from project sponsors for grants to conduct these plans in 2017 and 2019.

The Freight Cluster Plan Program assists project sponsors by clearly defining goals, needs, and priorities for the study area. Local transportation plans are a key mechanism in which governments define programs and projects they are prepared to support and assist with funding. It is a critical program objective that these identified priorities will form the basis for future funding requests during ARC Transportation Improvement Program (TIP) and Regional Transportation Plan (RTP) update cycles, as well as future funding requests via GDOT, FHWA, and other sources.

Transportation plans resulting from the Freight Cluster Plan Program shall be informed by existing county and city comprehensive plans, thereby strengthening the connection between

land use and transportation planning. Freight Cluster Plan recommendations will clearly reference alignment with these aforementioned efforts. Federal funding, with a minimum 20% local match, provides the resources to implement the program.

The studies will focus on facilitating efficient movement of freight, improving access to jobs, reducing traffic congestion, changes in the freight industry, and improving safety, mobility, and access for all roadway users. The studies will help the Subgrantee prioritize the study area's needs and priorities, with a focus on project implementation. This program is intended to complement the CTP program, which typically does not have the budget to conduct detailed analysis of industrial areas or to develop local projects focused on the efficient movement of freight.

V. Work Tasks:

This scope of work outlines the minimum requirements which the Subgrantee Name must fulfill to receive funding from ARC. The Subgrantee may include additional or more detailed tasks in the contract with their consultants based on individual needs.

Comprehensive progress reports detailing progress on each task shall be submitted to ARC with each invoice. The Subgrantee shall present deliverables to ARC for comment, involve ARC in relevant stakeholder and technical committee meetings, and notify ARC of public and private sector outreach activities. The Subgrantee shall also work directly with GDOT, relevant transit agencies, and all local jurisdictions within the study area, presenting deliverables to these organizations for comment, involving them in relevant stakeholder and technical committee meetings, and notifying them of key public and private sector outreach activities.

Task 1: Project Management

The outcomes of this task are the establishment of a Project Management Team, development of a Project Management Plan, and development of a Stakeholder Engagement and Outreach Plan.

The Project Management Plan will identify those agencies and organizations which must be involved in the overall direction of the plan development process due to the critical nature of their financial, technical and/or political support. These key stakeholders will constitute the Project Management Team. The Project Management Plan will establish protocols for communicating and sharing data, drafting materials for review, and developing other resources within the Project Management Team. A schedule for meetings of the team will be established and preliminary dates for key work task milestones and decision-making points will be defined.

The Stakeholder Engagement and Outreach Plan will be developed and approved by the Project Management Team prior to significant work being undertaken on subsequent tasks. The Stakeholder Engagement and Outreach Plan will identify key individuals, agencies and organizations whose participation will be critical in properly addressing the various elements and emphasis areas defined in the work program. Outreach techniques to effectively involve these stakeholders will be defined. The Stakeholder Engagement and Outreach Plan will also establish how members of the general public and leadership and staff from private sector stakeholders will

be engaged throughout the process and have the opportunity to contribute meaningful input prior to final decisions being made.

Deliverables:

- *Project Management Plan (Draft and Final)*
- *Stakeholder Engagement and Outreach Plan (Draft and Final)*

Task 2: Engagement

The most effective methods to involve private sector stakeholders of the freight and logistics industry as well as a diverse range of the general public in the plan development process will be developed for the Stakeholder Engagement and Outreach Plan in Task 1. Specific direct engagement techniques, such as stakeholder interviews, online and/or intercept surveys, online mapping tools, advisory committees, technical committees, open houses, workshops, and charrettes will be defined at the discretion of the Subgrantee and through consensus of the Project Management Team. Since all freight movement is regional, the engagement efforts shall include presentations and opportunities for input at three ARC Freight Advisory Task Force meetings.

The portfolio of techniques employed will be designed to maximize the potential for a broad range of private sector stakeholders and the public to participate and add value to the planning process. In particular, the outreach process should seek input from local business leaders, staff that work at local industrial businesses, and truck drivers who regularly travel in the study area. Efforts to engage those community members who have traditionally been underrepresented in the transportation decision making process, or will be most directly impacted by recommendations, will be emphasized. Private sector stakeholders and the public will be permitted the opportunity to review draft deliverables related to the inventory and assessment of the transportation system and plan recommendations prior to those deliverables being finalized.

An early deliverable of engagement and outreach activities will be to define the desired long-term outcomes which implementation of the Freight Cluster Plan will help support. These outcomes must support the regionally defined vision of World-Class Infrastructure, a Competitive Economy, and Healthy Livable Communities as adopted in The Atlanta Region's Plan. The regional vision will be scaled and interpreted as appropriate to be more directly applicable and responsive to the unique characteristics of the study area. The locally desired outcomes may be expressed in terms of a vision statement, goals, and objectives, or may use a different nomenclature which resonates more strongly with community members.

Information on the process, schedule, draft and final deliverables, and opportunities for engagement will be readily accessible at all times throughout plan development via a project website. Access to the site will be available through the Subgrantee's main website in a direct and logical manner.

Deliverables:

- *Statement of Freight Cluster Plan Vision, Goals, and Objectives*
- *Robust Community Engagement Activities*
- *Project Website*

Task 3: Best Practices Review

Early in the planning process, conduct a high-level review of best practices for freight planning to provide direction during the remainder of the planning efforts. Topics of this review may include:

- Local freight planning methods, including transportation planning and traffic operations focused on efficient freight movement
- ITS, changing technology, and other transportation innovation that may impact freight movement
- Managing land use conflicts between industrial and non-industrial land uses, particularly residential land uses
- Transportation innovation within the supply chain and logistics field which may impact the transportation system, focused on the private sector and/or public-private partnerships

Deliverables:

- *Best Practices Report (Draft and Final)*

Task 4: Inventory and Assessment

The Freight Cluster Plan shall include a detailed inventory of existing conditions and an assessment of current and future needs for the study area. Because of the related nature of inventory and assessment activities, these two tasks shall be combined for analysis and documentation purposes.

The inventory shall begin with a review of previously completed local, regional, and state plans that are relevant to the study area. The implementation of previous plans that included the study area, as well as other ongoing capital and maintenance projects in or adjacent to the study area, shall be documented as part of this task.

Data related to the existence, condition, and performance of the transportation network within the study area will be collected and documented. Data collection for the Freight Cluster Plan shall include the following core elements:

1. Transportation System State of Good Repair / Maintenance
2. Roadways
3. Multimodal crash history
4. Transit Infrastructure and Operations
5. Bike/Pedestrian Infrastructure
6. Transportation Demand Management (TDM) Programs
7. Technology / Intelligent Transportation Systems (ITS) / Connected and Autonomous Vehicle Infrastructure

8. Vulnerable Transportation Assets
9. System Performance Monitoring and Reporting Program

In addition to the aforementioned core elements, additional data shall be collected on the following aspects of freight transportation:

1. Designated truck routes – local, regional, state, and national
2. Routes with truck prohibition
3. Freight origin/destination patterns
4. Bridges – sufficiency ratings, weight restrictions, and low bridges
5. Authorized and unauthorized truck parking locations for overnight and staging needs
6. Rail crossing locations and safety issues
7. Freight rail facilities – intermodal, bulk transfer, and carload
8. Relevant truck related signage
9. Other intermodal facilities (air and pipeline), if present
10. Locations of alternative fuel facilities – CNG, LNG, electric
11. Major generators of truck trips
12. Locations for potential growth, with a focus on industrial growth
13. Existing land use/zoning conflicts between industrial and residential areas
14. Job accessibility options for individuals that don't own a car
15. Other relevant data specific to the study area

The inventory and assessment shall also consider changes in industrial development design and operations and the overall supply chain and logistics industry. This may include the impacts of high-cube warehouse design, growing use of automation in warehouses/distribution centers, operational and staffing changes related to e-commerce fulfillment centers, and other related issues. Industrial developments of today and in the future will be very different from industrial developments in the past, and these changes should be considered as part of the assessment.

Using data and information gathered in the inventory, as well as input from technical staff, stakeholders, and the public, elements of the transportation system will be assessed to determine both existing and potential future conditions. The assessment will address both strengths and shortcomings of the system and the ability of existing facilities and services to meet the study area's needs. The assessment process may use any combination of regional and local area travel demand models, analytical tools, and methodologies which best suits the characteristics and issues of the study area and produces useful information in a cost-effective manner.

In addition to data on transportation facilities and policies, this task will include an assessment of how the Subgrantee Name and jurisdictions within the CIDs' boundaries currently fund transportation. This will also incorporate transportation funding trends at the state and federal levels.

Deliverables:

- *Inventory and Assessment Report (Draft and Final)*

Task 5: Traffic Study

A traffic analysis of key intersections and corridors within the study area shall be conducted to identify locations of traffic congestion, operational issues, and potential recommendations. The traffic analysis shall follow current Highway Capacity Manual (HCM) methodology, and shall determine intersection Level of Service (LOS) at key intersections. Traffic count data used for this study must be no more than 3 years old at the time the analysis is being conducted. Traffic counts will be conducted, as needed, for this study, including:

- AM and PM peak hour intersection turning movement traffic counts
- Additional off-peak turning movement traffic counts, if needed due to local conditions
- Vehicle classifications counts, and/or
- Average Annual Daily Traffic (AADT) counts

An Existing Conditions analysis will be conducted using the AM and PM Peak hour turning movement count data. A future year traffic analysis will be conducted using traffic volumes projected 10 years after the Existing Conditions analysis. Future year traffic volumes will be developed using historic growth rates, projected growth rates from the ARC regional travel demand model, ITE trip generation rates for planned developments, or a combination of these and other relevant data sources.

For each analysis timeframe, potential changes to lane geometry and/or operations shall be developed and analyzed for any intersections with a failing LOS so that the intersection may operate with an acceptable LOS. Other potential changes may be analyzed as additional alternatives as needed.

An operational and geometric design field review shall be conducted of key intersections and corridors as a part of the traffic study. This review shall focus on the overall traffic conditions in the study area as well as specific design and operations issues related to freight movement. At a minimum, the field review shall include the following:

- Identification of discrepancies between the existing condition traffic analysis results and the field conditions
- Queue lengths for turning movements that impact intersection operations
- Signal timing, phasing, and coordination along key corridors
- Intersection turning radii, median, and shoulder design issues
- Unsignalized intersection and driveway turning conflicts
- Horizontal and vertical sight distance issues
- Adequacy of signage and lighting
- Other local issues identified during the planning process

The results of the field review shall be documented with a focus on how issues identified in the field may impact the study area's traffic conditions and multimodal safety. The documentation shall include key intersections and corridors that are a part of the traffic analysis as well as unsignalized intersections, driveways, and mid-block locations that are not part of the traffic analysis but have design or operational problems.

Deliverables:

- *Traffic Study Report (Draft and Final), including raw traffic count data*
- *Traffic analysis files (i.e. Synchro, CORSIM, VISSIM, etc.)*

Task 6: Recommendations

Recommendations may take a variety of forms and the precise outcomes will be dictated by the level of emphasis placed on each cluster plan element. The Recommendations may include any issues identified in the inventory and assessment task, traffic operations changes identified as part of the traffic study, and policy changes. Recommendations shall consider innovation and new technology wherever practical. Regardless of the unique needs and priorities of the Subgrantee, the following general outcomes shall be achieved:

- **Fiscally Constrained Short-Term Action Plan:** Five to ten year fiscally constrained list of transportation projects, policies, and action steps which reflect currently available funding sources and feasible policy actions that can be taken by the Subgrantee and by local government jurisdictions in the study area.
- **Fiscally Unconstrained Long-Term Vision Project List:** Prioritized list of transportation projects, policies, and action steps necessary to support the visions for infrastructure, economic development, and strong communities established by the community. This project list does not have to be fiscally constrained, and it may be broken into two tiers. Along with the Short-Term Action Plan, this will result in three tiers of recommended projects, policies, and action steps.
- **Recommendations shall:**
 - Be vetted through a robust community engagement process and formally adopted by local government policy officials as part of the final plan.
 - Leverage and complement regional facilities, services and programs to address local needs and priorities.
 - Consider innovative projects, technology advances, connected and autonomous vehicles, and changes in the supply chain and logistics industry
 - Knit together previous plans and projects identified at the community level through Comprehensive Transportation Plans (CTPs), Livable Centers Initiative (LCI) studies, county/city Capital Improvement Programs (CIP), Community Improvement District (CID) work programs, corridor studies, and other initiatives previously undertaken within the study area.

The Short-Term Action Plan shall be developed with a focus on implementation. Two to five High Priority projects shall be identified within the Short-Term Action Plan. These are projects that will move into implementation first. Additional data shall be provided in the Recommendations Final Report on these projects to assist with potential grant applications, including the purpose of the project, a more detailed cost estimate, issues that may increase cost (i.e. wetlands, bridges/culverts, utility relocations), and other related data.

Deliverables:

- *Fiscally Constrained Short-Term Action Plan (Draft and Final)*
- *Fiscally Unconstrained Long-Term Vision Project List (Draft and Final)*

Task 7: Documentation

The planning process shall conclude with the Recommendations Final Report and Executive Summary. The Recommendations Final Report shall describe how recommended projects, policies, and actions were developed, evaluated, and prioritized, and will include the Fiscally Constrained Short-Term Action Plan and the Fiscally Unconstrained Long-Term Vision Project List. Summary information from previously submitted deliverables shall be included as needed to support the development of the Action Plan and Project List. A user-friendly Executive Summary will be prepared that explains the key recommendations and conclusions.

Deliverables:

- *Recommendations Final Report (Draft and Final)*
- *Executive Summary (Draft and Final)*

The use of innovative and creative approaches to documentation is encouraged. ARC shall be provided with electronic copies of each interim deliverable and the final plan. The plan website shall remain active for a minimum of five years or until the next plan update, whichever comes first. If it is desired to deactivate the site for any reason prior to either of these milestones, advance coordination with ARC is required so that electronic versions of plan documents can be archived appropriately.

To the extent possible, system inventory and assessment data, as well as the final project recommendations, should be mapped in ArcGIS. Relevant shapefiles shall be provided to ARC upon completion of the Freight Cluster Plan. Mapped information developed in other software, whether conceptual in nature or geographically accurate, shall also be provided, in either the original source format or exported into an intermediate format usable by ARC.

The minimum required deliverables for the completed plan, as defined in this work program and which will collectively constitute the Subgrantee Name Freight Cluster Plan, are the:

- Project Management Plan
- Stakeholder Engagement and Outreach Plan
- Inventory and Assessment Report
- Traffic Study Report
- Fiscally Constrained Short-Term Action Plan
- Fiscally Unconstrained Long-Term Vision Project List
- Recommendations Final Report
- Executive Summary
- Traffic analysis files (i.e. Synchro, CORSIM, VISSIM, etc.)
- Word and/or In-Design, PDF, Excel, ArcGIS, and other relevant electronic files

A copy of adopting resolution(s) shall also be provided to ARC.

SCHEDULE

Freight Cluster Plans take 12-18 months to complete. The main scheduling consideration within this program is to ensure coordination with Subgrantees to develop deadlines for project deliverables in order to meet deadlines for project calls in future Transportation Improvement Programs (TIP) and Regional Transportation Plans (RTP). Funding opportunities from GDOT, FHWA, and other sources shall also be considered as the planning process moves forward.

All work and services required under this subgrant agreement shall be completed on or before Month XX, 20XX.

ATTACHMENT B

COMPENSATION AND METHOD OF PAYMENT

I. Compensation: The total cost of the Project (as described in “Attachment A”) is \$312,500. ARC’s compensation to the Subgrantee will not exceed 80 percent of the actual costs incurred. However, in no event will the total compensation and reimbursement, if any, to be paid to the Subgrantee under this contract exceed the sum of \$250,000. All costs in excess of \$250,000 are to be paid by the Subgrantee.

A breakdown of this compensation is shown in Exhibit B-1, “Budget Estimate”, which is attached to and made part of this contract for financial reporting, monitoring and audit purposes.

II. Method of Payment: The following method of payment replaces that specified in the main body of the contract.

A. Progress Payments: The Subgrantee shall be entitled to receive progress payments on the following basis. As of the last day of each month during the existence of this contract, the Subgrantee shall prepare an invoice for payment documenting work completed and costs incurred during the invoice period. This invoice shall be submitted to ARC along with the monthly report by the 10th of the following month. Any work for which reimbursement is requested may be disallowed at ARC’s discretion if not properly documented, as determined by ARC, in the required monthly narrative progress report.

Upon the basis of its audit and review of such invoice and its review and approval of the monthly reports called for in the paragraph concerning “Reports” in the main body of the contract, ARC will, at the request of the Subgrantee, make payments to the Subgrantee as the work progresses but not more often than once a month. Invoices shall reflect 100% of the allowable actual costs incurred, be numbered consecutively and submitted each month until the project is completed. Reimbursement payments from ARC shall be at 80% of the approved invoiced costs.

Subgrantee’s monthly invoices and monthly narrative progress reports are to be submitted to the ARC Director or his authorized agent and must be received by him not later than the 10th day of the following month. ARC may, at its discretion, disallow payment of all or part of an invoice received after this deadline.

B. Final Payment: Final payment shall only be made upon determination by ARC that all requirements hereunder have been completed. Upon such determination and upon submittal of a final invoice, ARC shall pay all compensation due to the Subgrantee, less the total of all previous progress payments made.

Subgrantee’s final invoice and summary document must be received by ARC no later than ten days after the project completion date specified in Paragraph 3 of the contract. ARC may, at its discretion, disallow payment of all or part of a final invoice received after this deadline.

III. Completion of Project: It is agreed that in no event will the maximum compensation and reimbursement, if any, to be paid to the Subgrantee under this contract exceed \$250,000 and that the Subgrantee expressly agrees that he shall do, perform and carry out in a satisfactory and proper manner, as determined by ARC, all of the work and services described in Attachment A.

IV. Access to Records: The Subgrantee agrees that ARC, the Concerned Funding Agency or Agencies and, if appropriate, the Comptroller General of the United States, or any of their duly authorized representatives, shall have access to any books, documents, papers and records of the Subgrantee which are directly pertinent to the project for the purpose of making audit, examination, excerpts and transcriptions.

The Subgrantee agrees that failure to carry out the requirements set forth above shall constitute a breach of contract and may result in termination of this agreement by ARC or such remedy as ARC deems appropriate.

V. ARC's Designated Agent. In accordance with Paragraph 5 of the main body of this contract, ARC's Director hereby designates ARC's Director of the Center for Livable Communities, as his agent ("Cognizant Department Director") for purposes of this contract only, except for executing amendments hereto.

EXHIBIT B-1

Budget Estimate

Task 1: Project Management	\$XX,XXX
Task 2: Engagement	\$XX,XXX
Task 3: Best Practices Review	\$XX,XXX
Task 4: Inventory and Assessment	\$XX,XXX
Task 5: Traffic Study	\$XX,XXX
Task 6: Recommendations	\$XX,XXX
Task 7: Documentation	\$XX,XXX
Direct Expenses and Travel:	\$XX,XXX
Total Cost	\$312,500

* Note: The estimates listed above are preliminary and actual costs by task may vary so long as the total contract value does not increase. Any change to the budget estimates shown above must be requested in writing and approved by ARC's Cognizant Department Director.