Freight Cluster Plan Request for Proposals
Tucker Summit Community Improvement District
June 6, 2019

Schedule of Events

Event	**Date**
Release of Request For Proposal	June 6, 2019
Pre-submission meeting	June 24, 2019 at 10:00 AM
Deadline for questions	July 1, 2019
Addendum & responses to questions posted	July 9, 2019
Proposals due	July 12, 2019 at 2:00 PM
Technical evaluation complete	July 24, 2019
Interviews (if needed) to be scheduled week of	July 31, 2019
Board decision anticipated	September 2019

Tucker Summit Community Improvement District contact information:

Felecia Basolo
Moreland Altobelli Associates, LLC
2450 Commerce Avenue, Suite 100
Duluth, GA 30096-8910
770.263.5945 Ext. 156
fbasolo@maai.net

Website: https://www.tuckersummitcid.com/

The Tucker Summit Community Improvement District (CID) is issuing a Request for Proposals (RFP) from qualified firm(s) or organization(s) to develop a Freight Cluster Plan to study all modes of freight movement in the Tucker Summit area. One designated as original and four (4) copies of the proposal must be submitted in a sealed package prior to the deadline. Proposals provided in any other format or time will not be considered. Any proprietary information contained in the proposal is to be indicated. A general indication that the entire content, or a major portion, of the proposal, is proprietary will not be honored. Cost of proposal preparation is the responsibility of the proposing firm. It is the responsibility of the proposing firm to deliver the proposal per the instructions.

The CID encourages meaningful Disadvantaged Business Enterprise (DBE) participation in all of its projects. The DBE goal is 13%; Georgia Department of Transportation's (GDOT) policy applies.

Proposals will be awarded by scoring the following criteria and weight:

a) Meets requirements and criteria in the request for proposal (5%)
b) Provides a specific approach to the project (30%)
c) Demonstrated experience in similar types of projects (15%)
d) Quality, availability, competence, qualifications, and capability of the proponent (30%)
e) Most advantageous and in the best interest of the CID (10%)
f) The proposed budget, both overall and by task (5%)
g) Other specific criteria set forth in the invitation (5%).

Restrictions on Communications with Staff

All questions must be submitted to the CID point of contact email address in the following format:

- Subject line: Tucker Summit CID Freight Cluster Plan RFP Question
- Concisely written question
- Identification of relevant section of the RFP (if applicable)
- Proposing firm contact information
- Any other appropriate information

From the issue date of this RFP, until a firm selection is announced, proponents are not allowed to communicate for any reason regarding this RFP with any CID staff or related elected official except as noted above. The CID reserves the right to reject a proposal of any proponent violating this provision. No questions other than in written format will be accepted. No response other than written will be binding upon the CID.

Interviews
The CID may conduct interviews with the top proponents. This will be determined during the RFP evaluation. If held, the interview details will be provided after the shortlist of proponents is published.

MINIMUM REQUIREMENTS FOR SUBMISSION
This RFP is intended to foster effective, fair, and broad-based competition for public procurement within the free enterprise system. It is unethical for any person to offer, give, or agree to give any CID representative or relative a gratuity as an inducement for the award of a contract.

The firm shall execute a contract tendered by the CID prior to initiating service. The funding for this project is being provided by the Atlanta Regional Commission (ARC) and the CID. The selected firm will need to abide by all regulations required by the ARC. Any contract award for this study is contingent upon the ARC receiving adequate funding from the GDOT.

All qualified proponents will receive consideration for employment without regard to age, handicap, religion, creed or belief, political affiliation, race, color, sex, or national origin.

The proponent shall submit a proposal to include the following:

1. Background and Experience of Team with an emphasis on similar type of work (public and private). Include the date of the prime firm's establishment and the location where the contract will be served (5 pages max).
2. Experience of the Project Manager/Supervisor assigned to manage the project with emphasis on experience working on freight studies (1 page max).
3. Experience of other key team members and their proposed roles (3 pages max).
4. Using the indicated scope of work in this RFP, outline your approach (10 pages max).
5. Fee proposal (1 page formatted by Task, Personnel, and Hours).
6. Schedule for the project (1 page; maybe a maximum of 11"x17").
7. Minimum of three (3) references. At least one must be for Project Manager on a similar project using the format below.
8. Other relevant information shall be included in the appendix (no page limit).
9. Four (4) hard copies and a multipage PDF of the proposal in a sealed package.

Reference Format: Please list by organization name based on services rendered by the staff listed in the RFP for projects similar in size and scope. Include: Organization Name, Address, Authorized Representative, Name of Project, Name of Project Manager or Staff Who Worked on Project, and Date of Completion, Telephone Number, and E-Mail.

The CID reserves the right to make inquiries regarding the firm's qualifications and reputation as it deems necessary to evaluate the firm. The firm may be requested to execute releases to obtain information from third parties. Failure to execute a release upon request may result in disqualification.

The CID reserves the right to reject any or all proposals, to waive technical or legal deficiencies, and to accept any proposal that it may deem to be in the best interest of the CID. An award will be made contingent upon the approval of the CID Board.

Background

The CID was formed in 2011 as the Stone Mountain CID to generate revenue through self-taxation for economic development, transportation, and infrastructure projects. Eventually, the Stone Mountain CID evolved into the current Tucker Summit CID. The CID boundary spans from the Gwinnett County line at Mountain Industrial Boulevard and South Royal Atlanta Drive south to East Ponce De Leon Avenue. This area includes sections of Lawrenceville Highway, Hugh Howell Road (SR 236), US Highway 78/Stone Mountain Freeway, along with other roads. See **https://www.tuckersummitcid.com/** for more information.

Project Goals

The Freight Cluster Plan will offer thorough insight into the area's current and future freight activity. It will address workforce access and mobility. In addition, the CID seeks to develop a list of projects to address the findings in the study. This may include, but is not limited to, roadway, bridge, and way-finding improvements. In addition, the CID expects an implementation plan for the findings within the study.

Project Scope

The Freight Cluster Plan is to follow the Scope of Work (Attachment A).

Coordination with Other Organizations

The consultant will be required to work closely with all stakeholders. This includes but is not limited to the CID, Lilburn CID, Tucker-Northlake CID, Gwinnett County, Gateway 85 CID, DeKalb County, the City of Tucker, GDOT, ARC, MARTA, and etcetera. Presentations and input collection from any stakeholder such as adjacent neighborhoods, business organizations, public agencies, and etcetera is to be part of the proponent's responsibilities.

ATTACHMENT A

SCOPE OF WORK

I. General: Any contract award for this study is contingent upon the ARC and the CID receiving adequate funding for this purpose from GDOT.

II. Area Covered: The study area is the boundary of the CID. The primary area of focus will be Mountain Industrial Boulevard, Hugh Howell Road (SR 236), and East Ponce de Leon Avenue. This will receive the highest level of analysis and planning. In addition, the study shall examine the connectivity to the following areas: Jimmy Carter Boulevard to Interstate 85, Indian Trail Road near US 29 area due to recent developments in that area, North Hairston Road south to Memorial Drive. Coordination with all local jurisdictions within, and three to five miles adjacent to, the study area is required. See the boundary map located on the CID's website for more information.

III. Goal: The Freight Cluster Plan Program provides local governments and 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.

The freight plan will offer updated and thorough insight into freight activity in the study area, and it will serve as a guide for managing freight activity in the area. It will also address workforce access and mobility. In addition to an expanded understanding of freight activity, the CID seeks to develop a list of projects to address the findings in the study. This may include, but is not limited to, roadway, bridge, access, mobility, technology, and way-finding improvements. In addition, the CID expects the development of an implementation plan for the findings within the study.

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 Preliminary Engineering phases. These plans, while focused on local issues and needs, also serve as the groundwork for regional planning efforts led by the ARC.

IV. Background: In 2017, ARC held a call for projects for the Transportation Improvement Program (TIP) Update 2018-2023, which included applications for transportation studies and non-infrastructure projects. 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, the 2017 TIP call for projects included Freight Cluster Plans as a planning study option.

The Freight Cluster Plan Program will assist 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, Federal Highway Administration (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 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 local sponsor 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: The CID area is a Freight Intensive Cluster with access to one major interstate, a number of state routes, transit, and rail. However, its last-mile connectivity between the interstates and its freight centers is in need of upgrading. In order to better understand the freight-related challenges, growth opportunities, and to identify projects in the area that would improve freight access and mobility, the CID is commissioning this Freight Cluster Plan. The purpose of this study is to identify opportunities for infrastructure improvements related to freight and workforce mobility, to recommend projects based upon the findings of the study, and provide for strategic and meaningful public involvement.

The CID anticipates the outcomes from the study to include, but are not limited to:

a) A greater understanding of current freight movement to, from, and within the study area, including general origins and destinations, peak times, routes, and traffic counts.
b) Identification of infrastructure deficiencies and potential solutions for existing conditions.
c) Identification of potential conflicts between existing plans and/or land-use restrictions

and future changes in industrial design.

d) Projection of 5-year and 10-year growth opportunities and an indication of additional infrastructure improvements needed to support growth.
e) Public and stakeholder involvement in the freight planning process that includes ongoing input from participants representing a variety of interests in the study area.
f) Establishment of a list of recommended projects, including prioritization, detailed cost estimates for high-priority projects, and planning-level estimates for others.
g) Development of implementation plan or guidebook.

The work to be accomplished as a part of this study is divided into the following tasks:

Task 1: Project Management

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

The Project Management Strategy 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. The key stakeholders will constitute the Project Management Team. The Project Management Strategy 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 Strategy will be developed and approved by the Project Management Team prior to significant work being undertaken on subsequent tasks. The Stakeholder Engagement and Outreach Strategy will identify key individuals, businesses, agencies and organizations whose participation will be critical to properly address 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 Strategy will also establish how members of the general public, as well as 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. Creativity to achieve comprehensive and meaningful participation is expected.

Comprehensive progress reports detailing progress on each task shall be submitted to the CID with each invoice. The consultant shall present deliverables to the CID for comment, involve the CID in relevant stakeholder and technical committee meetings, and work with the CID to plan public outreach activities. The consultant shall also work directly with all the stakeholder representatives. This includes but is not limited to the ARC, GDOT, Lilburn CID, Gwinnett

County, DeKalb County, transit agencies, and all local jurisdictions within the study area. Deliverables will need to be presented to these organizations for comment (after incorporating CID comments), involving them in relevant stakeholder and technical committee meetings, and notifying them of public outreach activities.

Deliverables:

- Project Management Strategy (Draft and Final)
- Stakeholder Engagement and Outreach Strategy (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 Strategy in Task 1. Specific direct engagement techniques, such as open houses, formal hearings, workshops, charrettes, surveys, advisory committees, technical committees, and other innovative or creative methods will be defined by the consultant in coordination with the Project Management Team.

Critical stakeholders will include the CID, DeKalb County, Gwinnett County, the City of Tucker, GDOT, and the ARC. In addition, coordination with Gateway 85 Freight and Logistic study should be at high priority. Organizations such as, but not limited to, the Georgia Motor Trucking Association and the National Association of Industrial and Office Properties (NAIOP) may also be included. It is expected that the consultant will define and engage groups to be included.

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, local staff, truck drivers, and other regular travelers within the study area. Presentations to, and input from, adjacent neighborhoods will be sought where appropriate. 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 the CID website. Content will be provided by the consultant team.

Deliverables:

- Statement of Freight Cluster Plan Vision, Goals, and Objectives
- Robust Community Engagement Activities
- Project Information for 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 but are not limited to:

- Local freight planning methods, including transportation planning and traffic operations, focused on efficient freight movement
- Intelligent Transportation Systems (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's 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, a projection of the future, and an assessment of current and future needs for the study area. These two tasks shall be combined for analysis and documentation purposes, because of the related nature of inventory and assessment activities.

The inventory shall begin with a review of previously completed and/or on-going local, regional, and state plans that are relevant to the study areas. Previous plans, ongoing capital and maintenance projects in or adjacent to the study area, shall be documented. 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 at least the following core elements:

1. Transportation System State of Good Repair / Operations and Maintenance
2. Roadway Network Characteristics and Performance
3. Crash history (All Networks and Multi-Modal)
4. Transit
5. Bike/Pedestrian Infrastructure
6. Transportation Demand Management (TDM) Programs
7. Technology / 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:

a) Designated truck routes – local, regional, state, and national
b) Routes with truck prohibition
c) Freight origin/destination patterns
d) Bridges – sufficiency ratings, weight restrictions, and low bridges
e) Authorized and unauthorized truck parking locations for overnight and staging needs
f) Rail crossing locations and safety issues (passenger and freight)
g) Freight rail facilities – intermodal, bulk transfer, and carload
h) Relevant truck related signage adequacy and effectiveness
i) Other intermodal facilities (air and pipeline), if present
j) Locations of all fuel facilities, including alternative fuel facilities – CNG, LNG, electric
k) Major generators of truck trips
l) Locations for potential growth, with a focus on industrial growth
m) Existing land use/zoning conflicts between industrial and residential areas
n) Job accessibility options for individuals who don't own a car
o) The potential impact of the Port of Savannah expansion and growth from Hartsfield-Jackson International Airport Cargo Operations
p) Other relevant data specific to the study area

Field reviews shall also be employed as a supplement to data gathering, with a focus on identifying any discrepancies between data analysis results and existing conditions.

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 used 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. This shall also include the identification of properties that are strong candidates for redevelopment in a 5-year and 10-year timeframe.

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 the strengths and shortcomings of the system and the ability of the 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 produce useful information in a cost-effective manner. While traditional methodologies may be employed in this task, the CID will also highly value creative and innovative approaches to developing data and conducting analyses. Preference will be given to approaches that maximize the quality, volume, and usefulness of data available for this project and other applications.

In addition to the assessment of facilities and policies, this task will include a discussion of how the CID and jurisdictions within the CID boundaries currently fund transportation. This will also incorporate transportation funding trends and opportunities at the local, 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 the 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. The City of Tucker recently employed several transportation consultants to perform traffic and transportation studies within the city limits. These studies included ADT counts. The CID has also completed and is in the process of performing operational analysis at the US Highway 78/ Stone Mountain Freeway at Mountain Industrial Boulevard Interchange which includes truck and vehicular ADT and peak counts.

As needed, traffic counts will be conducted, including, but not limited to:

- 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
- Pedestrian 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 historical growth rates, projected growth rates from the ARC regional travel demand model, Institute of Transportation Engineers (ITE) trip generation rates for planned developments, or a combination of these and other relevant data sources. Other methodologies may be recommended for consideration.

For each analysis timeframe, potential changes to lane geometry and/or operations shall be developed and analyzed for any intersections with a Level of Service (LOS) below D 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. Innovative, creative, and unique solutions are encouraged to solve problems identified.

Deliverables:

- Traffic Study Report (Draft and Final)
- Traffic analysis files (i.e. Synchro, CORSIM, VISSIM, and etcetera.)
- Travel demand model or other files as utilized in the analysis

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 solutions for any issues identified in the inventory and assessment task, physical or traffic operation 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 CID, the following general outcomes shall be achieved:

- Fiscally Constrained Short-Term Action Plan: five- to 10-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 CID and/or 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), 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. This project data is to include, but are not limited to: type, priority, purpose, detailed description including a graphic, benefits, estimated costs, implementation timeframe, challenges (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 an 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. The Executive Summary will also include an infographic with the most critical information to assist the CID in communicating the key elements of the study foundation and outcomes.

Deliverables:

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

The use of innovative and creative approaches to documentation is encouraged. The ARC shall be provided with electronic copies of each deliverable and the final plan. The plan webpage shall remain active for a minimum of five years or until the next plan update, whichever comes first.

To the extent possible, system inventory and assessment data, as well as the final project recommendations, should be mapped in ArcGIS. Relevant shape files shall be provided to the 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 the ARC.

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

- Project Management Strategy
- Stakeholder Engagement and Outreach Strategy

- 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, Publisher, and/or In-Design, PDF, Excel, ArcGIS, and other relevant electronic files
- Draft resolution(s) for BOD use

SCHEDULE

The Freight Cluster Plan should take 12-18 months to complete, including adoption by the CID Board. Freight Cluster Plan Project deliverable schedules shall consider Transportation Improvement Programs (TIP), Regional Transportation Plans (RTP), GDOT, FHWA, and any other potential funding source opportunities.

All work and services required under this subgrant agreement shall be completed on or before December 31, 2020.

EXHIBIT A-1

Budget Estimate*

Task	Description	Personnel Hours	Fee	Total
1	Project Management			
2	Engagement			
3	Best Practices Review			
4	Inventory and assessment			
5	Traffic Study			
6	Recommendations			
7	Documentation			
			Grand Total:	

Direct Expenses (Not Included in Overhead):

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* 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 the CID.