Metro South Community Improvement District (MSCID) Freight Cluster Plan
Project Management Plan

Prepared by

For

In cooperation with

March 18, 2021
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MSCID Freight Cluster Plan
Project Management Plan

Project Management Plan Overview
This Project Management Plan (PMP) defines how the Metro South Community Improvement District (MSCID) Freight Cluster Plan (FCP) will be executed, monitored, and controlled. The PMP will serve as a guide to the consultant team in managing the project and clearly defines the scope and services to meet the expectations of the Metro South Community Improvement District (MSCID). The outcome of the FCP is to ensure that the MSCID’s transportation system supports economic development and efficient freight movement, improves vehicular flow, and identifies/addresses safety issues. Coordination with the regional planning process will help ensure that the FCP is based on both regional goals and sound technical analysis. The FCP will clearly define transportation goals and project priorities that support the MSCID’s economic development goals. The following sections of this PMP summarize the administrative aspects of the project and the Scope of Services.

Project Team Organization
Metro Analytics is the lead consultant with technical support from HNTB, Blue Cypress, Planners for Environmental Quality (PEQ), and KB Advisory Group (KBAG). This team's unique skill sets include, but are not limited to, cargo-oriented development, freight data management, public and private sector outreach, and innovative design capabilities. These skills provide a balanced, in-depth knowledge base from which to develop a well-balanced FCP for future freight solutions.

Per the organization chart in Appendix A, the management team will consist of the following key personnel:

- **Wade Carroll, Project Manager** – As the Project Manager, Mr. Carroll will be the primary point of contact for the project for the client, ARC, and other agencies or interested parties regarding the project. His responsibilities will include overseeing all of the tasks within the scope and ensuring all tasks are completed fully within the schedule and budget associated with each task.

- **Chandler Duncan, Principal in Charge** – Mr. Duncan will be responsible for ensuring responsible business practices between the Metro Analytics team and the MSCID. This includes ensuring client satisfaction, timely delivery of quality work products, and the provision of the full range of services as defined within the Scope of Services.

- **Mike Onder, Deputy Project Manager** – Mr. Onder will focus his efforts on administrative issues such as invoices and progress reports and coordination with the team members on project deliverables to ensure adherence to scope, schedule, and budget. He will oversee the production of all major deliverables and assist Mr. Carroll with project management, coordination and outreach activities.

- **Tony Furst, QA/QC Officer** – Mr. Furst will ensure clear, concise quality deliverables throughout the MSCID process. In this role he will not only review for the overall presentation and readability of the document, but also its adherence to the FCP Scope of Services.
Scope of Services, Schedule and Key Deliverables

The Metro Analytics team understands that the FCP is focused on improving freight mobility and workforce access to the MSCID. This, in turn, will serve to increase the business competitiveness of the MSCID area and the Atlanta region. During the development of the FCP, the practical needs, costs and competitive requirements of shippers and carriers in the region will drive the process of defining needs, identifying and assessing potential projects and making final recommendations. For this reason, engaging with shippers and carriers on the level of their logistical requirements is a fundamental component of a successful FCP, as well as translating this input into real and living infrastructure solutions. The FCP must also account for minimizing impacts that could upset community cohesion to nearby residential areas.

The full Scope of Services is presented in Appendix B. The anticipated completion dates coincide with the schedule (Page 3). The seven primary tasks are scheduled to take approximately 13 months to complete with a focus of developing a final work program by November 1, 2021 so that the MSCID is well positioned to apply for funding in the ARC TIP solicitation process at the end of 2021. To allow sufficient time for review from multiple project partners (MSCID staff, ARC, and DeKalb County) and accommodate for holidays, the period after November 2021 is focused on ensuring consensus of the Final Recommendations Report. The report will be finalized in February 2022.

**Task 1 – Project Management** – This task prescribes how the FCP will be managed throughout its duration. This task includes the development of this PMP and, as such, sets the process for project coordination and documentation. This task also includes the development of the Stakeholder Coordination and Outreach Plan to guide the activities of Task 2.

**Key Deliverables and Anticipated Completion Dates**

- Project Management Plan (Draft and Final) – Anticipated Completion: March 1, 2021
- Stakeholder Coordination and Outreach Plan (Draft and Final) – Anticipated Completion: March 25, 2021

**Task 2 – Engagement** – This task includes activities specifically associated with gathering meaningful input from key stakeholders and interested citizens to guide the content of the FCP. Activities will include developing a Steering Committee consisting of community and business leaders that will provide input on major milestones of the FCP. In addition, the team will implement other strategies to gather feedback based on suggestions from MSCID staff and local representatives.

**Key Deliverables and Anticipated Completion Dates**

- Freight Cluster Plan Vision, Goals, and Objectives (Draft and Final) – Anticipated Completion: April 26, 2021 (following validation at Steering Committee Meeting #1)
- Summaries of Robust Community Engagement Activities (Draft and Final) – Anticipated Completion: Throughout project
- Project Web Page on MSCID site (Draft and Final) – Anticipated Completion: February 15, 2021
- Summary of Public Outreach Activities (Draft and Final) – Anticipated Completion: February 3, 2022 (As component of Recommendations Final Report)
# MSCID Freight Cluster Plan

## Project Management Plan

### Task 1: Project Management
- Vision, Goals and Objectives
- Steering Committee Meetings
- MSCID Briefings
- Adoption by MSCID

### Task 2: Engagement
- Stakeholder Engagement and Outreach Plan
- Summary of Public Involvement Activities

### Task 3: Best Practices Review
- Vision, Goals and Objectives

### Task 4: Inventory and Assessment
- Inventory and Assessment Report

### Task 5: Traffic Study
- Traffic Study Report
- Recommended Work Program and Policy Recommendations
- Recommendations Final Report and Executive Summary

### Task 6: Recommendations
- Best Practices Report

### Task 7: Documentation
- Denotes Draft Version of Deliverables

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## Project Schedule

### MSCID Freight Cluster Plan, Project Schedule

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#### Notes:
- Upon adoption by the MSCID Board, the Plan will be submitted to the DeKalb County Board of County Commissioners with a targeted adoption date of June 1, 2022.

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**Denotes Internal Review Period**

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### Key:
- Star indicates Steering Committee Meetings
- Triangle indicates Optional Steering Committee Meeting (If Needed)
- Plain Circle indicates MSCID Briefings
- Diamond indicates Adoption by MSCID
- Yellow Triangle indicates Denotes Draft Version of Deliverables

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Task 3 – Best Practices Review – This task involves the review of best practices from throughout the state and the U.S. for the effective planning for freight-related infrastructure. The subject matter will include best practices for local freight planning methods, Intelligent Transportation Systems (ITS) advancements, innovative land use solutions, and innovations within the supply chain and logistics field.

Key Deliverables and Anticipated Completion Dates

- Best Practices Report (Draft and Final) – Anticipated Completion: May 27, 2021

Task 4 – Inventory and Assessment – This task includes a thorough inventory of relevant data and factors that influence freight mobility and industrial development throughout the MSCID. This data includes a wide range of factors such as roadway characteristics, travel patterns, land use/development trends, demographic factors, crash history, transit, bike/pedestrian infrastructure, TDM programs, ITS, vulnerable transportation assets, etc., that influence freight mobility and demand.

Key Deliverables and Anticipated Completion Dates

- Inventory and Assessment Report (Draft and Final) – Anticipated Completion: August 12, 2021

Task 5 – Traffic Study – This task includes a detailed assessment of the MSCID’s roadway network to identify specific improvements that will best serve freight mobility and promote economic development. The analysis will include the identification of insufficient capacity, inadequate roadway design and/or signalization, and/or inefficient truck routing. More specifically, the FCP will address design issues queue lengths, timings, turning movements, horizontal & vertical sight distances, radii, etc. Synchro software will be used to assess and identify intersection needs based on inputs from the ARC regional travel demand model.

Key Deliverables and Anticipated Completion Dates

- Traffic Study Report (Draft and Final) – Anticipated Completion: September 23, 2021
- Traffic Study Analysis Files – Anticipated Completion: September 23, 2021

Task 6 – Recommendations – This task involves the development of the FCP recommendations to be carried forward concerning transportation, land use, and economic development. Activities will include the development of a detailed, prioritized work program based on anticipated revenues and cost estimates based on recent expenditures for similar projects. This task will also include recommendations for land use and economic strategies suitable for incorporation into the overall Unified 2050 Comprehensive Transportation Plan (CTP) and Comprehensive Plan Update (Comp Plan) for DeKalb County. This will include defining fiscally constrained short-term and fiscally unconstrained long-term improvements in relation to the freight mobility needs. The recommendations will be vetted through community engagement, consider innovative projects, and incorporate previous and on-going plans.

Key Deliverables and Anticipated Completion Dates

- Fiscally Constrained Short-Term Action Plan (Draft and Final)– Anticipated Completion: October 28, 2021
- Fiscally Unconstrained Long-Term Vision Project List (Draft and Final) – Anticipated Completion: October 28, 2021
Task 7 – Documentation – This task is to develop the final deliverables for the FCP in a visually pleasing and easily understandable format. It will be developed in both print and electronic formats that allow for seamless online publication and access. Proposed intersection improvements resulting from the Traffic Study will be presented in a schematic diagram that presents an aerial background so the proposed improvement can clearly be seen against current conditions.

Key Deliverables and Anticipated Completion Dates

- Recommendations Final Report (Draft and Final) – Anticipated Completion: February 3, 2022
- Executive Summary (Draft and Final) – Anticipated Completion: February 24, 2022

Project Control Structure

Communications Protocol

All communications with the MSCID amongst the team are to be directed through the Project Manager (PM), Mr. Wade Carroll. All initial inquiries requiring communications with MSCID staff, ARC, staff and/or other stakeholders are to be coordinated through the PM. Internal team discussions are encouraged and only require the PM to be copied on communications as appropriate. A contact list of key personnel is in Appendix C.

Cost Control Plan

The cost control attributes of this project include allocation of budget by task and billing by percent complete invoicing details. The contract stipulates the following terms for progress payments:

- Metro Analytics will submit monthly progress reports and accompanying invoices to Atlas (serving as administrative staff for the MSCID) in Portable Document Format (PDF).
- Progress payments are made to Metro Analytics for percent complete on each of the approved deliverables and performance of the contract requirements.
- Subconsultants will submit monthly progress reports and accompanying invoices to Metro Analytics.

Invoicing and Progress Reporting

Invoices for Metro Analytics will be generated on the 15th of every month and transmitted to the MSCID shortly thereafter. In addition, all invoices:

- Will be accompanied a detailed progress report that calls out specific activities associated with each of the seven tasks in the Scope of Services.
- Will include copies of invoices from subconsultants that are part of the overall invoice for that month.
- Will reflect charges by the individual tasks within the Scope of Services to ensure compliance with the budget allocations overall master agreement between ARC and the MSCID.
- Will be transmitted to Felecia Basolo via E-mail at felecia.basolo@oneatlas.com for initial review prior to submittal to the MSCID.
Quality Control Plan
The production of quality products and deliverables by the Consultant Team is our number one goal. All documents produced by the project team, whether for transmittal to a MSCID, stakeholder, another consulting firm, or for public distribution, will be reviewed by independent senior-level team staff. This serves to ensure deliverables are as follows:

- Well-edited and of utmost professional quality
- Have considered innovative and/or best practices in their development
- Fully meet the scope of services associated with that deliverable

The QA/QC process has three review points:

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<th>Step in Process</th>
<th>Responsible Party</th>
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<tr>
<td>Initial review upon document completion, a thorough review for grammar, writing</td>
<td>Mike Onder – Deputy Project Manager</td>
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<td>convention, and overall satisfaction of the Scope of Services associated with</td>
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<td>the deliverable.</td>
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<td>Review for quality of analysis, relevance to the overall mission of the FCP and</td>
<td>Wade Carroll – Project Manager</td>
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<td>reflection of input received from the client and/or stakeholders.</td>
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<td>Review for the overall presentation and readability of the document as well as</td>
<td>Tony Furst – QA/QC Officer</td>
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<td>double-check adherence to the FCP Scope of Services.</td>
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MSCID Coordination
Coordination meetings and/or calls with MSCID staff will be targeted for 2- or 3-week intervals dependent on the level of need and client availability. It is understood that some calls will need to be rescheduled given other commitments. Unless otherwise noted, coordination will take place via Microsoft Teams. In the event of in person meetings, they will take place at the offices of Atlas located at 2450 Commerce Avenue, Suite 100 in Duluth, Georgia.
Appendix A
Organizational Chart
Appendix B

Scope of Services
Please note that this version of the RFP has been edited specifically for the Metro South Community Improvement District (MSCID) Freight Cluster Plan Project Management Plan and differs from that initially provided by the Atlanta Regional Commission (ARC).

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, businesses, 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. Creativity to achieve comprehensive and meaningful participation is expected.

Deliverables:

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

Task 2: Public 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. The Consultant is expected to be innovative and creative. All avenues of virtual meeting platforms or other COVID19 coping methods are required. Specific direct engagement techniques, such as but not limited to, stakeholder interviews, online and/or
intercept surveys, online mapping tools, advisory committees, technical committees, open houses, workshops, formal hearings, workshops, charrettes, and other innovative or creative methods will be defined by the consultant in coordination with 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, local staff, truck drivers, and other regular travelers within 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 FCP 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 (draft and final)
- 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 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

Task 4: Inventory and Assessment

The FCP 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. 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 and/or on-going 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. Those include but are not limited to:

- Moreland Ave Livable Communities Initiative (LCI) Scoping Study
- Bouldercrest Overlay District
- Greater Conley Industrial CID Master Plan

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 FCP shall include at least the following core elements:

1. Transportation System State of Good Repair/Maintenance
2. Roadway Network Characteristics and Performance
3. Crash history (All Networks and Multi-Modal)
4. Transit Infrastructure and Operations
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) Major generators of truck trips
e) Bridges – sufficiency ratings, weight restrictions, and low bridges
f) Authorized and unauthorized truck parking locations for overnight and staging needs
g) Rail crossing locations and safety issues (passenger and freight)
h) Freight rail facilities – intermodal, bulk transfer, and carload
i) Relevant truck related signage adequacy and effectiveness
j) Other intermodal facilities (air and pipeline), if present
k) Locations of all fuel facilities, including alternative fuel facilities – CNG, LNG, electric
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) 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 needs 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 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.

* Deliverable: 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 following traffic counts will be conducted:
- 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

AADT volume count data shall be compared to pre-COVID-19 AADT volumes to determine if there has been a noticeable change in traffic volumes. If so, GDOT policy guidance shall be followed to apply an adjustment factor to all of the count data to account for this change prior to conducting the traffic analysis.

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.

For each analysis timeframe, potential changes to lane geometry and/or operations shall be developed and analyzed for any intersections with a failing Level of Service (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 lighting
- Pavement condition and width
- Inadequate or missing roadway warning and regulatory signage
- 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, 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 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 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 CID and/or DeKalb County.
• **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 DeKalb County officials as part of the final plan. This will include coordination with DeKalb at multiple steps of Task 6, including:
    - Initial list of potential projects
    - Input into the project prioritization process
    - Initial identification of funding sources
    - Development of final work 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/high-level concept drawing, benefits, detailed 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: Final 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.
Deliverables:

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

The use of innovative and creative approaches to documentation is encouraged; electronic copies of each deliverable and the final plan shall be provided.

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 CID and the ARC upon completion of the FCP. 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 CID and the ARC.

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

- 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, Publisher, and/or In-Design, PDF, Excel, ArcGIS, and other relevant electronic files
- Draft resolution(s) for BOD use
Appendix C
Contact List of Key Team Members
# Metro South Freight Cluster Plan

## Project Management Plan - Appendix C

### Contact List of Key Team Members

#### Client and Partner Agency Contacts*

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Role</th>
<th>Phone #</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emory Morsberger</td>
<td>MSCID</td>
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<td>770-409-8100</td>
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<tr>
<td>Larry Kaiser</td>
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</tr>
<tr>
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<tr>
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<td><a href="mailto:DStuddard@atlantaregional.org">DStuddard@atlantaregional.org</a></td>
</tr>
</tbody>
</table>

* - Please reference communication protocol specified in the PMP when reaching out to client and agency contacts.

#### Core Internal Team Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Role</th>
<th>Office #</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wade Carroll</td>
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<tr>
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</tr>
</tbody>
</table>