Stonecrest Freight Cluster Plan

Project Management Plan

Prepared by

METRO ANALYTICS

For

STONECREST

In cooperation with

ARC
ATLANTA REGIONAL COMMISSION

July 7, 2023

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Project Management Plan Overview

This Project Management Plan (PMP) defines how the Stonecrest 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 City of Stonecrest. The outcome of the FCP is to:

1. Promote a safe, balanced transportation environment for freight and multimodal travel.
2. Promote efficient transportation solutions.
3. Identify land uses and target industries that support compatible future growth and development.
4. Promote economic development.

Coordination with the regional planning process will help ensure that the FCP is based on both regional goals and sound technical analysis. 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 Atlas Technical Consultants (Atlas), 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 table 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 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 Stonecrest. 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.
- **Vincent Matheney, Deputy Project Manager** – Mr. Matheney 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 Stonecrest process. In this role, he will review not only 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 providing a safe, balanced transportation environment for freight and multimodal travel, encouraging economic development, and developing a cost-effective opportunistic work program that coordinates ongoing and future projects. This, in turn, will serve to increase the business competitiveness of the Stonecrest area and the Atlanta region. During the development of the FCP, the consultant team will focus on two industrial areas, the Lithonia Industrial Park and the Park Central/Panola Road Corridor. Each of these has distinct challenges, including the need for redevelopment, land use compatibility issues, and roadway infrastructure unsuitable for freight traffic. The study area will be evaluated by assessing the existing infrastructure and defining needs, identifying and assessing potential projects, and making final recommendations. A traffic study will be conducted to identify key intersections and define operation improvements that will help freight mobility and access in Stonecrest. A best practices review will provide potential proven strategies and ways that these strategies might be appropriately applied to Stonecrest to improve the freight environment and help define sustainable infrastructure development. Finally, the study will validate these findings and project recommendations through a thorough stakeholder involvement process and activities.

This PMP provides a truncated version of each task for ease of readability; the full Scope of Services is presented in **Appendix B.** The anticipated completion dates are noted for each task and are reflected in the project schedule on page 3. The seven primary tasks are scheduled to take approximately 12 months to complete, with a focus on developing a draft final work program in May 2024. This is to allow sufficient time for review from multiple project partners (City of Stonecrest staff and ARC) during June 2024 and ensure consensus on the Final Recommendations Report. The report will be finalized in late July 2024.

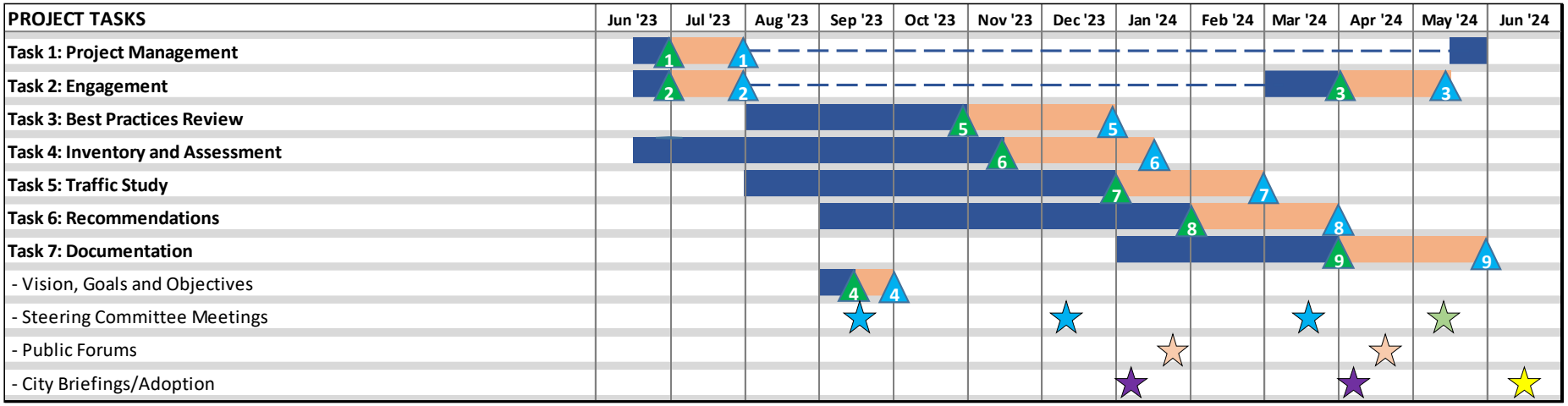
Task 1 – Project Management – This task prescribes how the FCP will be managed throughout its duration. This task includes the development of this PMP and, as such, sets the process for project coordination and documentation. This task includes the development of the Stakeholder Coordination and Outreach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

<u>Key Deliverables and Anticipated Completion Dates</u>

- Project Management Plan (Draft and Final) – Anticipated Completion: July 7, 2023
- Stakeholder Engagement and Outreach Plan (Draft and Final) – Anticipated Completion: July 7, 2023

Task 2 – Engagement – This task operationalizes the Stakeholder Coordination and Outreach Plan from Task 1 and includes activities specifically associated with gathering meaningful input from key stakeholders and interested Stonecrest 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. Two public forums and community surveys will be held to broaden input opportunities. In addition, the team will implement other strategies to gather feedback based on suggestions from Stonecrest staff and local representatives.

Project Schedule



- Steering Committee Meetings
- Optional Steering Committee Meeting (If Needed)
- Public Forums
- City Briefings
- Adoption by City
- 1 Project Management Plan
- 2 Stakeholder Engagement and Outreach Plan
- 3 Summary of Public Involvement Activities
- 4 Vision, Goals and Objectives
- 5 Best Practices Report
- 6 Inventory and Assessment Report
- 7 Traffic Study Report
- 8 Recommended Work Program/Policy Recommendations
- 9 Recommendations Final Report and Executive Summary
- Denotes Internal Review Period

Task 2 Key Deliverables and Anticipated Completion Dates

- Freight Cluster Plan Vision, Goals, and Objectives (Draft and Final) – Anticipated Completion: September 29, 2023 (following validation at Steering Committee Meeting #1)
- Summaries of Community Engagement Activities – Anticipated Completion: Throughout the project
- Project Web Page on the Stonecrest site – Ongoing activity
- Summary of Public Outreach Activities (Draft and Final)– Anticipated Completion: May 15, 2024 (As component of Recommendations Final Report)

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 that are most relevant to the study area. 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.

Task 3 Key Deliverables and Anticipated Completion Dates

- Best Practices Report (Draft and Final) – Anticipated Completion: January 2, 2024

Task 4 – Inventory and Assessment – This task includes a thorough inventory of relevant data and factors that influence freight mobility and industrial development throughout Stonecrest. 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, travel demand management (TDM) programs, intelligent transportation systems (ITS), vulnerable transportation assets, etc., that influence freight mobility and demand.

Task 4 Key Deliverables and Anticipated Completion Dates

- Inventory and Assessment Report (Draft and Final) – Anticipated Completion: January 16, 2024

Task 5 – Traffic Study – This task includes a detailed assessment of Stonecrest'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 such as 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.

Task 5 Key Deliverables and Anticipated Completion Dates

- Traffic Study Report (Draft and Final) – Anticipated Completion: March 1, 2024
- Traffic Study Analysis Files – Anticipated Completion: March 1, 2024

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 of anticipated revenues and cost estimates based on recent expenditures for similar projects. The deliverable will include recommendations for land use and economic strategies and fiscally constrained short-term and fiscally unconstrained long-term improvements in relation to freight mobility needs. The recommendations will be vetted through community engagement, consider innovative projects, and incorporate previous and ongoing plans.

Task 6 Key Deliverables and Anticipated Completion Dates

- Fiscally Constrained Short-Term Action Plan (Draft and Final)– Anticipated Completion: April 1, 2024
- Fiscally Unconstrained Long-Term Vision Project List (Draft and Final) – Anticipated Completion: April 1, 2024

Task 7 – Documentation – This task will develop the final deliverables for the FCP in a visually pleasing and easily understandable format. The deliverables 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.

Task 7 Key Deliverables and Anticipated Completion Dates

- Recommendations Final Report (Draft and Final) – Anticipated Completion: May 31, 2024
- Executive Summary (Draft and Final) – Anticipated Completion: May 31, 2024

Project Control Structure

Communications Protocol

All team communications with Stonecrest will be directed through the Project Manager (PM), Wade Carroll. All initial inquiries requiring communications with Stonecrest 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. The contact information of key personnel is in **Appendix A**.

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 the City of Stonecrest 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 every month and transmitted to Stonecrest shortly thereafter. In addition, all invoices:

- Will be accompanied by 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 sub-consultants 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 City of Stonecrest.

Quality Control Plan

The production of quality products and deliverables by the Metro Analytics Team is our number one goal. All documents produced by the team, whether for transmittal to Stonecrest, stakeholder, another consulting firm, or for public distribution, will be reviewed by independent senior-level team staff. This serves to ensure deliverables:

- Are 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:

Step in Process	Responsible Party
Initial review upon document completion, a thorough review for grammar, writing convention, and overall satisfaction of the Scope of Services associated with the deliverable.	Vincent Matheney – Deputy Project Manager
Review for quality of analysis, relevance to the overall mission of the FCP, and reflection of input received from the client and/or stakeholders.	Wade Carroll – Project Manager
Review for the overall presentation and readability of the document as well as double-check adherence to the FCP Scope of Services.	Tony Furst – QA/QC Officer

Stonecrest Coordination

Coordination meetings and/or calls with Stonecrest staff will be monthly on the second Monday of the month, commencing with the kickoff meeting on June 12, 2023. Additional meetings will be scheduled on an as-needed basis if an issue demands. It is understood that some calls will need to be rescheduled, given other commitments. Unless otherwise noted, coordination will take place via Microsoft Teams.

Appendix A

Roles and Contact Information for Key Team Members

Roles and Contact Information of Key Team Members

Client and Partner Agency Contacts*

Name	Organization	Role	Phone #	Email
Hari Karikaran	City of Stonecrest	City Engineer	770-316-1076	hkarikaran@stonecrestga.gov
Daniel Studdard	ARC	Regional Project Coordinator	470-378-1594	DStuddard@atlantaregional.org

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

Core Internal Team Members

Name	Organization	Role	Phone #	Email
Wade Carroll	Metro Analytics	Project Manager, Transit and Commute Options Lead, Outreach Support	404-566-1033	wcarroll@metroanalytics.com
Vincent Matheney	Metro Analytics	Deputy Project Manager, Truck Parking Lead	330-983-3030	vincent@metroanalytics.com
Tony Furst	Metro Analytics	QA/QC Officer	703-606-7007	tfurst@metroanalytics.com
Chandler Duncan	Metro Analytics	Principal In Charge	704-280-7858	cduncan@metroanalytics.com
Steven Fleck	Metro Analytics	Prioritization, Travel Demand Modeling Lead	408-338-8725	sfleck@metroanalytics.com
Amiy Varma	Metro Analytics	Best Practices Lead	717-154-4057	avarma@metroanalytics.com
Matt Preisler	Metro Analytics	Intermodal Freight Support	513-520-3920	mpreisler@metroanalytics.com
Alan Chapman	Atlas	Work Plan Development Co-Lead	770-263-5945	alan.chapman@oneatlas.com
Todd Long	Atlas	Project Advisor, GDOT Coordination	770-263-5945	Todd.Long@oneatlas.com
Robinson Nicol	Atlas	Traffic Study Lead	770-263-5945	Robinson.nicol@oneatlas.com
David Fairlie	Atlas	Signalization and ITS Analysis	770-263-5945	David.fairlie@oneatlas.com
Christopher M. Parypinski	Atlas	Design Considerations, Cost Estimates	770-263-5945	Chris.paypinski@oneatlas.com
Inga Kennedy	PEQ	Outreach Lead	678-428-2070	inga@peqatl.com
Marla Hill	PEQ	Outreach Support, Independent QA/QC	404-791-1900	mhill@peqatl.com
Stan Reecy	KBAG	Land Use and Industrial Development Lead	404-845-3550	stan@kbagroup.com
Jonathan Gelber	KBAG	Industrial Development Best Practices	404-845-3550	jonathan@kbagroup.com

Appendix B

Scope of Services

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, including existing stormwater infrastructure along public roadways, and issues related to freight movement and localized flooding.

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 City of Stonecrest and other jurisdictions within the study area's 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 City of Stonecrest 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.