PROPOSAL FOR

RFP 2023-005 – FREIGHT CLUSTER PLAN

PREPARED BY //

METROANALYTICS

IN ASSOCIATION WITH //

ATLAS

PEQ KB

PREPARED FOR //

CITY OF STONECREST
DEPARTMENT OF PURCHASING AND CONTRACTING

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CITY OF STONECREST DEPARTMENT OF
PURCHASING AND CONTRACTING

March 13, 2023

Dear Selection Committee Members,

On behalf of Metro Analytics and our partners Atlas, KB Advisory Group (KBAG), and PEQ, I am pleased to offer this proposal for the Freight Cluster Plan for the City of Stonecrest. The Metro Analytics team features a unique combination of local knowledge and national best practices to execute the Freight Cluster Plan and has a proven history of working together on multiple projects.

We are pleased to present Wade Carroll will act as your Project Manager. Wade is uniquely qualified for this role through his previous experience in the Freight Cluster program. More specifically, he is the only project manager in the region who will have overseen the completion of three different FCPs from beginning to end. Through this experience, he has a unique understanding of some of the challenges and opportunities associated with the proposed scope of services in this RFP.

The team is supported by other thought leaders in their respective fields for specific tasks:

- Atlas – A well-established engineering firm with a strong traffic engineering and program management background suitable for leading the traffic study task and assisting with developing a cost-feasible work program.
- KB Advisory Group – This Atlanta-based firm has 25 years of economic research in the greater Atlanta region with previous experience in two FCP efforts led by Metro Analytics.
- PEQ, Inc. – An Atlanta-based DBE firm with over 30 years in the region that has led outreach on three FCP efforts, including two that Metro Analytics led.

REQUIRED COVER LETTER ELEMENTS REQUESTED IN THE RFP

History and Organizational Structure of the Firm

Corporate Headquarters:
Metro Analytics
Chandler Duncan - Managing Partner
14030 Harvington Drive
Huntersville, NC 28070

Local Office and Primary Contact Person for City:
Wade Carroll, AICP – Project Manager
1633 Raleigh Circle
Marietta, GA 30067
(404) 566-1033

Brief History and Organizational Structure of the Firm – Metro Analytics was originally incorporated in 2009 in Utah. After a change of ownership in 2022, our corporate headquarters was relocated to Huntersville, NC, and remains a Limited Liability Corporation (LLC). The firm's three active owners include Chandler Duncan (Managing Partner), Mary Katherine Duncan, and Wade Carroll, and its founder, Mike Brown, who is no longer active in the firm but remains a silent partner. Metro Analytics is staffed by 24 professionals specializing in transportation planning, economics, and policy research. Metro Analytics has successfully completed two FCPs for clients within DeKalb County and, if needed, will obtain a DeKalb County business license upon award. A copy of our Georgia Business License is provided n Appendix B.

Respectfully,

Chandler Duncan

Chandler Duncan, Managing Partner, Metro Analytics

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Section 1: Team Profile

The Metro Analytics team features a unique blend of deep local knowledge and national best practices to cohesively execute the City of Stonecrest Freight Cluster Plan (FCP). Furthermore, the team has a proven history of working together on multiple projects, including multiple FCPs and the recently completed Atlanta Regional Commission (ARC) Comprehensive Economic Development Strategy (CEDS) update.

The team is supported by other thought leaders in their respective fields for specific tasks detailed in Section 3.

- Atlas Technical Consultants (Atlas) – A well-established engineering firm with a strong traffic engineering and program management background suitable for leading the traffic study task and assisting with developing a cost-feasible work program.
- KB Advisory Group (KBAG) – This Atlanta-based firm has 25 years of economic research in the greater Atlanta region with previous experience in two FCP efforts led by Metro Analytics.
- PEQ, Inc. – An Atlanta-based DBE firm with over 30 years in the region that has led outreach on three FCP efforts, including two that Metro Analytics led. PEQ is also leading the outreach efforts with the ARC Comprehensive Economic Development Strategy (CEDS).

Firm Profiles

Metro Analytics provides transportation, freight, and economic consulting, research, and advisory services for public and private entities seeking innovative solutions to transformational questions relating to the future of transportation. Metro Analytics membership includes a combination of national research leadership directly impacting freight and passenger transportation planning, economics, and modeling, with innovative visualization tools, data analytics, guidebooks, system planning, policy, and implementation strategies. The firm's relevant experience includes the following:

- Transportation and freight planning, economics, policy development, modeling, and decision support
- Statewide ports, highway, and rail freight planning
- Metropolitan planning organization (MPO), local government, regional commission freight plans
- Programming and project prioritization
- Funding program development and support
- Performance frameworks and structural/organization studies for state DOTs and MPOs
- National and state-level commercial real estate evaluation
- National research studies and handbooks for multistate and federal institutes

Within the greater Atlanta metropolitan area, Metro Analytics has been very active in the Freight Cluster program and the Livable Centers Initiative (LCI) programs sponsored by the Atlanta Regional Commission (ARC). Through its prior work with the Tucker Summit Community Improvement District (CID) and the Metro South CID, Metro Analytics uniquely understands how the ARC Freight Cluster program grantees operate and prioritize investments to help drive the region's economy. Furthermore, Metro Analytics led the development of the ARC Comprehensive Economic Development Strategy (CEDS) update. In doing this work, Metro Analytics has gained a unique insight into the evolution of regional economic priorities, particularly equitable inclusion and economic resilience, that can be integrated into the FCP and promote the ongoing economic development plan for the City of Stonecrest.

Atlas is a full-service architecture, engineering, and program management firm with its Southeast Region headquarters in Duluth, Georgia. The firm provides program management, transportation, land acquisition, environmental, construction inspection, and design support services. Atlas is one of the largest project delivery firms in the US, with more than 100+ offices in 43 states and more than 3,500 employees. Their regional operations have experienced steady growth and now comprise a professional staff of more than 500 civil and structural engineers, program managers, inspectors, community planners, landscape architects, architects, appraisers, land acquisition agents, surveyors, environmental specialists, and support staff.

Atlas will lead the Traffic Study task and help develop a cost-feasible work plan for the Freight Cluster Plan. Their engineers and planners have prepared traffic studies for counties, cities, community improvement districts, regional agencies, and the Georgia DOT and understand well the needs of each agency. They are also very experienced in planning, designing, programming, operating, and maintaining Intelligent Transportation Systems (ITS) and traffic signal projects. Atlas's combination of planning, design, and implementation of traffic engineering solutions gives us a unique advantage in understanding both the theory and the practical implementation of traffic engineering solutions. With more than $2 billion of in-place construction, Atlas manages large and small-scale facility improvement programs and multi-year local option sales tax programs and provides comprehensive program support to public and private sector clients.

Based in Atlanta, KBAG has assisted clients to understand how the market and economic forces impact their real estate development aspirations for over 25 years. Their advice is grounded in the greater team's deep experience in consulting and implementing for hundreds of satisfied clients, many of whom are in the Atlanta region. The team understands what it takes to create a feasible development project and make it a reality. KBAG advises developers, landowners, investors, corporations, non-profits, public authorities, and governments dealing with a wide range of real estate-related issues. KBAG focuses on the ideas that fall within the overlap of three drivers that shape our world: land and buildings, public policy, and money and finance.

KBAG focuses on the ideas that fall within the overlap of three drivers that shape our world: land and buildings, public policy, and money and finance. Our goal is to help clients maximize the benefits of their economic development and real estate activities within five core capability areas:

- Real Estate Markets: Thorough analysis of real estate markets' economic and demographic drivers and their potential, always seeking the best-fitting land use alternatives for a site or project.
- Development Economics: Customized pro formas based on a flexible proprietary model to help determine the most financially feasible real estate development path.
- Public Financing and Tax Increment Financing: Effective public financing plans and strategies to support clients' complex projects, including assistance in creating and utilizing Tax Allocation Districts (TAD), Georgia's version of tax increment financing.
- Economic Impacts: Extensive experience preparing economic impact analyses for real estate development, transportation, and major infrastructure to help make a case for moving a project forward.
- Local Housing Analysis and Policy: We understand the complexities of affordable and market-rate housing and the policies, economics, and market forces that define them.

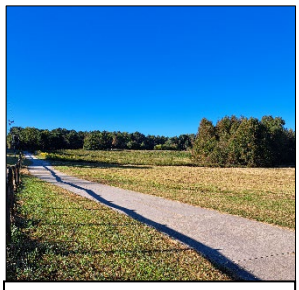
Their longstanding experience in the Atlanta region and their FCP experience make KBAG an ideal candidate to lead the real estate and industrial development analysis for the City of Stonecrest. Furthermore, KBAG has collaborated on multiple projects with Metro Analytics - including the TSCID FCP, MSCID FCP, and the ARC CEDS.

With over 30 years in Atlanta, **PEQ** is 100% minority female-owned and operated, a certified DBE in Georgia. Georgia clients include several agencies in the Atlanta region, including ARC, MARTA, GDOT, DeKalb County, and several CIDs, Counties, and municipalities throughout the Atlanta region. PEQ has led the outreach activities for three FCPs for the Aerotropolis, Tucker Summit, and Metro South CIDs. PEQ has a long and strong history of working with the south DeKalb community on many transportation projects that have led to relationships with many stakeholders. The firm is working on the Gwinnett County Comprehensive Transportation Plan that coordinates with contiguous counties and municipalities, including DeKalb, to coordinate truck traffic patterns. Furthermore, PEQ also led the outreach and facilitation for the ARC CEDS update.

Section 2: Understanding and Approach

Project Understanding

The Metro Analytics team understands that this project aims to develop a Freight Cluster Plan to serve as a strategy to improve freight mobility and enhance the economic vitality of the City's industrial areas. Two distinct industrial areas serve the City: 1) Lithonia Industrial District (north of the Lithonia City Limits) and 2) the Park Central/Panola Road Corridor. Both are distinctive in character and development patterns.



Connecting to the Arabia Mountain Trail network and improving aesthetics in the City's industrial areas are a priority for the Metro Analytics approach.

Each of the areas has its unique challenges. The Lithonia Industrial District presents the most challenges of the two industrial districts. This area of the City is comprised of heavy industrial uses such as quarries, junk yards, etc. In addition, several locations have multiple truck storage areas. Collectively, these uses frequently present challenges from an aesthetic perspective. Also, given the number of older industrial sites in the area, there is great potential for redevelopment. This issue is exacerbated given the limited number of industrial properties throughout the Atlanta region. This area is also part of the Arabia Mountain National Heritage Area, which has a robust planned trail network. Lastly, many roadways in the area that carry a great deal of freight (i.e., Marbut Road, Chapman Road, etc.) are not designed to accommodate large trucks. The Park Central/Panola Road Corridor is primarily characterized by light industrial uses and two major freight generators – the Marshalls Distribution Center and Swift Transportation Terminal. To maintain the competitiveness of industrial businesses in this area, access into and out of the district must be maintained at entryways to US 278/Covington Highway and Snapfinger Woods Drive. A common issue in both areas is the proximity of residential land to industrial uses.

Marbut Road is an example of a freight corridor that could benefit from aesthetic and design upgrades.

To address these issues and challenges, Metro Analytics proposes to develop an FCP that focuses on identifying and promoting sustainable industrial development practices throughout the study area that promotes area

aesthetics and mitigates conflicts with nearby neighborhoods and new residential development. In promoting the Arabia Mountain National Heritage Area, the Metro Analytics approach calls for coordination with the upcoming Trails Plan to ensure the accommodation of trail facilities into the overall Freight Cluster Plan work program. The Metro Analytics approach will also focus on roadway improvements to better accommodate freight and maintain or increase the economic competitiveness of the City's industrial areas.

Specific features and benefits of the Metro Analytics proposed project approach include:

Elements of the Proposed Approach	Benefits to the City of Stonecrest
Focus on Sustainable Industrial Development: The Metro team proposes a special focus on industrial development within the Best Practices Review that identifies case studies most applicable to the City's industrial areas. This analysis will also include best practices in accommodating truck parking to optimize local and regional economic development needs.	**Blueprint for Redevelopment Opportunities:** The City will receive a set of recommendations that include specific design standards and zoning modifications. These measures will promote aesthetically pleasing and sustainable industrial development practices that create a more competitive economic environment for the City.
Coordination with Ongoing Plans: Besides promoting attractive, sustainable development, the accommodation of trails, identity setting through signage, and relevant economic development recommendations will be incorporated into the FCP work program.	**Maximizing the Utility of Ongoing Planning Efforts:** Through coordination with these efforts, the City receives a coordinated FCP that works in tandem to develop a coordinated policy document. It should be noted that Metro Analytics has worked with the Trail Plan lead consultant on several projects throughout the Atlanta region, including two FCPs.
Cost-Effective and Opportunistic Work Program: The Metro Analytics approach will focus on cost-effective projects related to traffic operations, maximizing the use of existing rights-of-way and opportunities presented by the BIL.	**More Projects:** The City will receive a final work product that efficiently uses scarce local funding sources and capitalizes on Federal and state funding sources for projects that promote economic vitality for the City.

Task 1: Project Management

While the City of Stonecrest is the direct client of the consultant team, the Metro Analytics team recognizes that meeting the overall regional needs of the ARC will be necessary. Furthermore, the FCP is proposed to be a 12-month effort. As such, consistent project management practice is needed throughout the effort. Therefore, the Metro Analytics team proposes specific steps in its work plan that allow additional review and efficient use of resources. The Metro Analytics Team will use a rigorous methodology based on the Project Management Institute's (PMI's) standards and "A Guide to the Project Management Body of Knowledge" (PMBOK Guide). These techniques ensure that the technical approach, project costs, administration, and schedule objectives provide a successful project outcome. Following a Notice to Proceed, the Metro Analytics Team will facilitate a project kickoff meeting with the City of

Stonecrest and other Project Management Team (PMT) members to brainstorm, refine, and reach the collaborative understanding needed to produce a final proposed work plan.

At the onset of the project, Metro Analytics will develop a Project Management Plan (PMP) that details the following:

- Project Team Organization
- Scope of Services, Schedule, and Key Deliverables
- Project Schedule
- Communications Protocol
- Cost Control Plan
- Invoicing and Progress Reporting Procedures
- Quality Control Plan
- Client Coordination

The Metro Analytics team will prepare a Stakeholder Engagement Plan that will include the following:

- Overall schedule
- Community outreach and communications strategies
- Stakeholder list development and maintenance
- Community engagement schedule
- Engagement and outreach roles and responsibilities
- Communications and online process and protocol

Through his work with the ARC FCPs and other projects, Project Manager Wade Carroll has led the development of multiple PMPs and Stakeholder Engagement Plans and understands the importance of organized coordination between City staff, ARC staff, and area stakeholders.

Task 2: Engagement

Private and public stakeholders are now engaged in ongoing dialogue about regional freight mobility. As the region continues to grow, many areas are vulnerable to increased freight activity, and communities are now experiencing freight activity that did not previously exist. Our team is positioned to assist the City of Stonecrest in an effective engagement process based on experience in recent cluster planning with the TSCID and the MSCID. Both CIDs have begun implementing recommendations from their plans. In addition, both processes involved extensive engagement covering a range of perspectives, including business, industrial, and residential. Building on this recent experience with local cluster planning, we understand the importance of bringing all key private and public stakeholders together. Our experience will allow the team to conduct engagement strategies to maximize participation and build on the City's outreach activities.

Stakeholder Engagement and Outreach Plan – Our team will coordinate with the City and the PMT to prepare a clear, concise, tailored outreach strategy supporting local communication techniques. In addition, we will seek to identify any planning processes that may be ongoing by other agencies in the area to collaborate with related engagement activities and avoid overburdening stakeholders. Based on our recent experience with freight cluster planning, the techniques highlighted below have proven very effective. It is also important to highlight our experience with online engagement tools and hybrid formats, which may be considered options. The Outreach Plan will remain fluid in adapting to the public's response during the outreach process, as necessary.

Steering Committee - PEQ will coordinate with the City, PMT, and consultant team to form a Steering Committee comprised of City boards, major employers, citizen groups, County and regional agencies, and relevant organizations whose participation will be critical in properly addressing elements and emphasis areas of the Plan. The Steering Committee will be convened for a kickoff meeting and at key milestones

throughout the planning process to review the inventory and assessment of draft recommendations. The kickoff meeting may include a bus tour of the study area to acclimate committee members to the study area. In addition, the team will make three presentations to the ARC Freight Advisory Committee for updates.

Project Website – A project website will be created and used as a primary communication tool and will include the plan development process, project schedule, engagement activities, and any draft and final deliverables. Access to the site will be available through the City's main website and be regularly updated as the study process advances.

Interviews – With input from City staff and the PMT, our team will identify and conduct up to 15 target-specific interviews. These will include private freight providers, industrial operators, business owners, institutional representatives, law enforcement, and community members. The interviews will aim to understand the impact of freight traffic in the study area. The interview process will be conducted early in the schedule to obtain feedback and identify common themes that will inform study outcomes.

Survey – We will create a survey as another method to solicit input on freight-related challenges and opportunities. The survey will be available online and in hard copy. The survey will be available to area employers, community organizations, and institutions. The survey will be designed to solicit feedback on how the current transportation system supports traffic patterns and where freight movement is increasing in the area. The survey will be created and conducted early in the process to obtain input that will inform outcomes.

Truck Driver Intercepts - This task will also include outreach to truck drivers. A specific survey will target the experiences, issues, and challenges of truck drivers who move through the study area. Our team recognizes the barriers that are often involved in accessing freight truck drivers and will employ retired truck drivers to assist with the intercept activity. We have successfully conducted this method during previous cluster plan processes to ensure cooperation and beneficial input. We will work with local businesses to interview truckers at facilities such as motor carriers, truck parking locations, freight shippers, e-commerce distribution centers, and manufacturing facilities.

Freight Forum – A freight forum will be conducted as the inventory and assessment phase is completed to provide a snapshot of what has been learned and to get feedback on issues, needs, and opportunities. The forum will include all participants from the Steering Committee, stakeholder interviewees, agency representatives, and others who will have been engaged during the process. The forum will bring together different perspectives with the opportunity to hear others' issues and ideas and become acquainted as advocates for freight activity in the study area. The forum will be conducted in a workshop format with presentations and interactive exercises.

Outreach Documentation – All engagement activities and input will be summarized and submitted to inform the outcomes. The summary documents may be included in an appendix in the final report.

Task 3: Best Practices Review

One advantage to the City of Stonecrest in timing is that a wealth of research on best practices has already been compiled from previous FCP efforts. Many best practices highlighted from those efforts provide valuable learned benefits to the City – especially in the areas of truck parking, corridor management, and best development practices. A lesson learned from our previous FCP experience is that initial input is needed before initiating the Best Practices Review to capture the elements most relevant

to the study area. As stated in our project understanding, some example best practices that could apply to the City's industrial areas include:

- Innovative Industrial Development
- Truck Parking Programs and Design
- Designing Trails in Freight Environments

A goal of the initial Steering Committee meeting will be to engage members on issues that members feel are most important to the City. Afterward, the Metro Analytics team will compile a report outline that includes a review of previous FCP Best Practices Reviews and additional research categories identified as priority areas by Stonecrest stakeholders. Per the project schedule in Section 6, completing the *Best Practices Report* will conclude simultaneously with the *Inventory and Assessment Report* to provide a more holistic platform for identifying potential recommendations.

Special Focus on Industrial Development: To research best practices in sustainable industrial development in the Stonecrest Industrial Area, the team proposes the following methodology:

1. Identify local community goals and standards for a sustainable industrial development policy. Engage stakeholders to identify opportunities and challenges.
2. The next step would be to conduct a comprehensive literature review of academic journals, reports, and other relevant sources to identify the best practices in sustainable industrial development in Georgia and elsewhere. The literature review should also analyze policies, regulations, and initiatives that government agencies have implemented to promote sustainable industrial development.
3. Once the literature review is complete, the next step would be to identify and review case studies of sustainable industrial development in Georgia. Case studies can be found through online research, industry associations, and government agencies. The selected case studies should represent a diverse range of industries and sustainability initiatives.
4. After selecting the case studies, the next step would be to analyze them to identify the key sustainability practices implemented by each agency. This analysis should include evaluating the effectiveness of sustainability practices and any challenges faced in implementing each.
5. The final step would be synthesizing the literature review and case study findings to identify best practices in sustainable industrial development in Georgia and elsewhere. The synthesis should include an analysis of common themes and patterns that emerge from these case studies.
6. Recommend policy, regulatory, and incentive strategies that, if adopted, would promote or increase sustainability in local industrial development and operations without significantly undermining economic competitiveness.

Overall, this approach would provide a comprehensive understanding of best practices in sustainable industrial development for the Stonecrest area and would be useful to policymakers, industry leaders, and other stakeholders looking to promote sustainable development in the state.

Task 4: Inventory and Assessment Report

The project team will compile all data for this freight cluster plan into a comprehensive transportation network assessment. This report will benefit from team experience working extensively with a broad range of systems data, including information from local governments, ARC, GDOT, and FHWA, among other agencies. The team's familiarity with these data inventory requirements will help expedite the study process. Below are just a few examples of relevant sources for the required data.

Example Data Type	Example Sources
State of good repair/maintenance	GDOT and Local Government Pavement Conditions
Roadway characteristics and performance	GDOT TADA
Multimodal crash history	Georgia Electronic Accident Reporting System (GEARS)
Bridges – sufficiency ratings, weight restrictions, and low bridges	National Bridge Inventory, GDOT
Truck routes & Prohibited routes	Local Ordinances
Relevant truck-related signage	Field visit, stakeholder input
Freight origin/destination patterns	ARC model, third-party vendor
Major generators of truck trips	DeKalb County land use, TADA, and stakeholder input
Transit infrastructure and operations	MARTA, GRTA, ATL
Authorized and unauthorized truck parking locations	Land uses, stakeholder input, field survey (unauthorized)
Rail crossing locations and safety issues	GEARS, FRA
Locations of alternative fuel facilities (CNG, LNG, electric)	U.S. Department of Energy, local government, stakeholders

Economic Profile and Land Use Assessment Approach – This includes a broad-based assessment of current baseline demographic, market, economic, and labor force conditions. This will provide insight into the City's economy, assets, and resources. After this process, a comprehensive set of baseline economic and demographic data and an overview of the status of the economy will have been developed.

Through the Employment, Demographic and Workforce Profile, we will identify current and near-term trends in the City's industrial areas, strong and weak points in the local economic base, the dominant components in the City's economy, and their prospects for the future. A distinguishing feature of our approach will be linking market conditions to the City's tax base and fiscal condition.

The land use inventory and assessment will complement the market analysis. In this aspect of the work, our team will build upon the Stonecrest Comprehensive Plan by evaluating progress toward identified land use and development strategies, updating trends and policy changes, and ultimately taking a more in-depth look at areas that may benefit from further analysis. Additionally, we will analyze area contextual changes that have recently occurred as well as new economic growth since the Comprehensive Plan was completed.

Some key outputs of the GIS-based land use inventory work will include identifying:

- Locations for potential growth, with a focus on industrial growth
- Existing land use/zoning conflicts between industrial and residential areas
- Truck parking needs that may be burdened by site limitations and existing building inventory
- Parcel assemblage opportunities
- Compatibility of study area parcels with target industry needs, considering factors such as building age and footprints as well as accessibility by trucks and employees
- Zoning enablers and disablers

A key aim of this effort is to identify assets and shortcomings that will propel or could inhibit the City's economic prosperity. The Metro team will evaluate the City's inventory of industrial and warehousing space with its ability to meet changes in industrial development design by building best practices identified as a part of Task 3. A list of sites and sub-areas that are prime locations for reinvestment will be updated based on their unique characteristics, such as property owners, lot sizes, connectivity, proximity to interchanges, fuel sources, and other characteristics that would cause a specific parcel to be considered for tailored approaches or focus. Potential land use conflicts will also be identified.

Truck Origins and Destinations – Understanding the origins and destinations of trucking flows is key for the ARC to plan for regional freight mobility. The Metro Analytics process to determining origins and destinations in and out of the City will have two main components: 1) Input from stakeholders and truck drivers and 2) the use of third-party data to provide more information regarding travel from the Ports of Savannah and Charleston as well as intermodal facilities. Metro Analytics is a leader in using big data for origin-destination analyses. Our recent experience with Georgia freight studies has shown us the pros and cons of different truck data sources. We will investigate the availability of data from GDOT and ARC and seek to supplement these data as necessary.

Task 5: Traffic Study

With the continued growth of freight and logistics activities in the City, DeKalb County, and throughout the Metro Atlanta area, a detailed analysis of current and future conditions at key intersections will be important to help identify areas of acute congestion, operational issues, and recommendations that will improve freight mobility throughout the City. Key activities in this task will include:

- Identifying potential count locations and intersections to be analyzed
- Obtaining existing available count data from previous projects and studies within the past three years
- Conducting new counts where needed
- Analyzing existing, future no-build, and future build conditions and level of service at key intersections
- Conducting detailed field reviews focused on overall traffic conditions, geometry/design and operations, and documentation of existing conditions
- Identifying potential improvements and projects

Empirical data such as tire ruts and damaged infrastructure are clear signs of needed operational improvements for trucks.

Atlas' engineers and planners are experienced and capable of providing all aspects of traffic engineering services in developing long-range planning studies, including Comprehensive Transportation Plans, Long Range Transportation Plans, Traffic Studies, Mobility Studies, and freight-related studies. Atlas has prepared these studies for counties, cities, community improvement districts, regional agencies, and GDOT and understands well the needs of each type of agency. Atlas is also very experienced in planning, designing, programming, operating, and maintaining Intelligent Transportation Systems (ITS) and traffic signal projects. Their combination of planning, design, and implementation of traffic engineering solutions gives us a unique advantage in understanding both the theory and the practical implementation of traffic engineering solutions. The traffic study portion of the FCP will identify potential operational, geometric, and design and ITS solutions to address documented issues.

Task 6: Recommendations

The key components of the Metro Analytics approach in developing the short-term, mid-term, and long-term work program include: 1) developing a universe of projects, 2) prioritizing projects, 3) estimating projected revenues and project costs, and 4) finalizing the work program based on City priorities and stakeholder input. It is assumed that recommendations from the City's Master Transportation Plan and 2050 DeKalb Unified Plan will serve as a basis for this process.

Step 1: Develop a Universe of Projects Our team will develop a universe of projects through 1) applications of best practices identified in Task 3; 2) analysis conducted through the Inventory and Assessment Report (including a review of previous studies in Task 4); 3) completion of the Traffic Study in Task 5, and 4) stakeholder input.

Step 2: Project Prioritization Through its previous experience, Metro Analytics has developed a tool specifically tailored for the ARC FCP program. Utilized for both TSCID and Spalding FCPs, the tool seeks to educate decision-makers on how specific projects further the study's overall objectives. Furthermore, the tool reflects priorities within the ARC project evaluation framework to evaluate potential projects for inclusion in the regional TIP. This methodology ensures that prioritization results can position the City for competitive projects within the overall regional funding framework. The tool can be influenced by the priorities outlined in the City's Master Transportation Plan and 2050 DeKalb Unified Plan. The example below shows a potential framework for the tool. With the addition of equitable criteria, it is anticipated that many of the emphasis areas will be very similar to those developed for previous studies.

Back to Main	Evaluation Criteria				Mobility		Safety		Economic Benefit		Environment & Public Health		Project Readiness		System Reliability		User Defined	
					Scenario 1		Scenario 2		Scenario 3		Scenario 4		Scenario 5		Scenario 6		Scenario 7	
No.	Criteria	Measures	Description	Criteria %	Goals	Criteria	Goals	Criteria	Goals	Criteria	Goals	Criteria	Goals	Criteria	Goals	Criteria	Goals	Criteria
1	Mobility	Total AADT		15%	50%	7.5%	10%	1.5%	10%	1.5%	10%	1.5%	10%	1.5%	10%	1.5%	50%	7.5%
		Truck %		20%		10.0%		2.0%		2.0%		2.0%		2.0%		2.0%		10.0%
		Travel time savings		25%		12.5%		2.5%		2.5%		2.5%		2.5%		2.5%		12.5%
		Serve congested corridor (existing LOS)		25%		12.5%		2.5%		2.5%		2.5%		2.5%		2.5%		12.5%
		Freight-designated corridor		15%		7.5%		1.5%		1.5%		1.5%		1.5%		1.5%		7.5%
2	Safety	Fatal crashes per thousand AADT (within 0.25 mi)		25%	10%	2.5%	50%	12.5%	10%	2.5%	10%	2.5%	10%	2.5%	10%	2.5%	20%	5.0%
		Injury crashes per thousand AADT (within 0.25 mi)		25%		2.5%		12.5%		2.5%		2.5%		2.5%		2.5%		5.0%
		Other crashes per thousand AADT (within 0.25 mi)		10%		1.0%		5.0%		1.0%		1.0%		1.0%		1.0%		2.0%
		% Truck crashes		20%		2.0%		10.0%		2.0%		2.0%		2.0%		2.0%		4.0%
		Expected reductions in crashes by project type		20%		2.0%		10.0%		2.0%		2.0%		2.0%		2.0%		4.0%
3	Economic Benefit	Supporting Regionally Significant Locations		25%	10%	2.5%	10%	2.5%	50%	12.5%	10%	2.5%	10%	2.5%	10%	2.5%	5%	1.3%
		Regional Freight Significance		25%		2.5%		2.5%		12.5%		2.5%		2.5%		2.5%		1.3%
		Maximize use of ROW		25%		2.5%		2.5%		12.5%		2.5%		2.5%		2.5%		1.3%
		Multimodal connectivity (Transit, Bicycle, Pedestrian)		25%		2.5%		2.5%		12.5%		2.5%		2.5%		2.5%		1.3%
4	Environment & Public Health	Diesel emission reduction		100%	10%	10.0%	10%	10.0%	10%	10.0%	50%	50.0%	10%	10.0%	10%	10.0%	5%	5.0%
5	Project Readiness	Coordination with City and County; Consistency with County CTP, Transportation Master Plan, etc.		33%	10%	3.3%	10%	3.3%	10%	3.3%	10%	3.3%	50%	16.7%	10%	3.3%	5%	1.7%
		Included in RTP		33%		3.3%		3.3%		3.3%		3.3%		16.7%		3.3%		1.7%
		Level of effort to implement project (project complexity)		33%		3.3%		3.3%		3.3%		3.3%		16.7%		3.3%		1.7%
6	System Reliability	Provide resiliency to regional and TSCID network		100%	10%	10.0%	10%	10.0%	10%	10.0%	10%	10.0%	10%	10.0%	50%	50.0%	15%	15.0%
				Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Step 3: Developing Projected Revenues and Cost Estimates: To support project prioritization and determine which projects comprise the draft work program, our team will prepare planning-level cost estimates, which will be incorporated into the overall project prioritization framework as well as draft and final project lists. Project cost estimates will be derived using the ARC Planning Level Project Cost Estimation Tool, which specifically offers the option to cost out a wide range of values based on recent data from GDOT and surrounding agencies. Once preliminary cost estimates are developed, the Metro Analytics team will review the inputs with City staff and refine costs as needed.

Available funding for the work program factors heavily around the amount of local funds available to match federal funds, local funds, and grant programs dependent on the bundling of improvements developed in Step 2. For the MSCID, Metro Analytics recently developed a work plan highlighting the opportunities presented by the BIL programs.

Step 4A: Development of Work Program: This step represents a shift from being technically driven to a stakeholder-driven process that assigns priorities to utilize available funding and improves the City's industrial areas. This step also requires a high level of coordination with its planning partners. A successful work program must have signoff from all the planning partners whose funds are proposed. Building off previous experience and pre-existing relationships, the Metro team is equipped to coordinate with City staff and its planning partners, such as the City of Lithonia, DeKalb County, ARC, GDOT, GRTA, and MARTA, to leverage these funds to the maximum extent possible.

Step 4B: Establishing Land Use/Policy Recommendations/Partnerships: Our team proposes using the freight cluster sub-areas established in Task 4 as a foundation for identifying short-term development initiatives that will further the area's economic prosperity. We will also consider a long-term perspective to ensure that the groundwork for achieving long-term goals is being advanced in the short term, including land assemblage opportunities or other tools that open land development or redevelopment opportunities. Of course, as part of these recommendations, the Metro Analytics team will develop strategies for enhancing truck parking and staging opportunities through development initiatives or cooperative agreements between local business leaders.

Task 7: Documentation

For a plan to be effective, it must be used and implemented. The Metro Analytics team will produce a visually rich final deliverable that captures the important elements and reinforces key messages. It will be delivered in print, PDF, and media-rich online versions. Utilizing a "create once, use many" philosophy to target specific audiences with the plan elements that will help them act, we will create web-based summaries that can be linked from social media-type infographics and develop short 1–2-page info sheets on specific topics. Key aspects of the plan will also be published to ArcGIS online through their "storytelling" features linked to other websites. The result will be an online storybook that details the recommendations of the FCP.

Section 3: Key Personnel

The following section provides an overview of the team's technical competence, given their respective roles in developing the Stonecrest Freight Cluster Plan.

List of Personnel

A list of key personnel is provided in the table below. Other than support administrative and analysis personnel, the Metro Analytics team consists of these primary staff:

Name	Firm	Role
Wade Carroll, AICP*	Metro Analytics	Project Manager
Vince Matheney*	Metro Analytics	Deputy Project Manager, Truck Parking Lead
Chandler Duncan	Metro Analytics	Principal-in-Charge, Project Director
Tony Furst	Metro Analytics	QA/QC Officer, Policy Advisor
Chandra Khare	Metro Analytics	Prioritization, Travel Demand Modeling Lead
Amiy Varma, AICP, PE, PTOE	Metro Analytics	Freight Systems Needs Analysis, Best Practices
Matt Preisler	Metro Analytics	Intermodal Freight, Air Cargo Lead
Alan Chapman, PE*	Atlas	Work Plan Development Co-Lead
Todd Long, PE, PTOE	Atlas	Project Advisor, GDOT Coordination
Robinson Nicol, PE, PTOE	Atlas	Traffic Study Lead
David Fairlie, PE	Atlas	Signalization and ITS Analysis
Christopher M. Parypinski, PE, PMP	Atlas	Design Considerations, Cost Estimates
Inga Kennedy	PEQ	Outreach Lead
Marla Hill	PEQ	Outreach Support, Independent QA/QC
Stan Reecy, AICP	KBAG	Land Use and industrial Development Lead
Jonathan Gelber, AICP	KBAG	Industrial Development Best Practices

* - Resume provided in Appendix A

Metro Analytics

Wade Carroll, AICP - Project Manager – RESUME INCLUDED IN APPENDIX A

Wade Carroll has over twenty-five years of experience, including approximately 18 years in the Atlanta region. Over the past several years, Wade has worked with various agencies to meet their freight mobility needs. Most relevant to this effort, Wade has served as Project Manager for three ARC Freight Cluster Plans and regional profiles for MPOs in Georgia, Alabama, and Ohio. Given their respective funding options, he has also managed several efforts to identify cost-effective freight solutions for local implementation. From a larger policy perspective, he also led the Alabama Statewide Freight Plan in 2017 and supported the update in 2022. Mr. Carroll also served as the Project Manager for the ARC Comprehensive Economic Development Strategy (CEDS) update. His proven experience in the FCP program, developing economic development initiatives, developing MPO work programs, and working knowledge of regional, state, and federal policy demonstrate his ability to lead the City of Stonecrest FCP effort.

As the Project Manager of three previous FCPs, Wade understands how to integrate the input received, best practices research, data, and analysis into a comprehensive program of recommendations most relevant to the City. In October 2022, Wade presented the potential benefits of a Freight Cluster Plan to the Stonecrest Industrial Council. Furthermore, he has been actively developing applications for BIL grant programs for local clients (Barrow County, Clarkston, MSCID) and understands how to assess project funding for eligible BIL programs.

Vince Matheney – Deputy Project Manager, Truck Parking Lead – RESUME INCLUDED IN APPENDIX A

Mr. Matheney has over thirty years of experience in freight and transportation planning. Since joining Metro Analytics, Vince has served as Deputy Project Manager for several freight studies, including all listed in this resume. As listed, this experience includes ARC Freight Cluster Plans, corridor studies, and regional freight profiles for MPOs throughout the U.S. Through the completion of projects listed herein, Vince has gained a working knowledge of national, state, and regional datasets for freight analysis - including the FHWA Freight Analysis Framework (FAF) data, GDOT Georgia Electronic Accident Reporting System (GEARS) data, and ARC travel demand model outputs. As a special component of the Metro South CID Freight Cluster Plan, Vince led a truck parking analysis to identify potential locations for increasing parking inventory based on zoning, lot configurations, and surrounding land uses.

Amiy Varma PE, AICP, PTOE – Freight Systems Needs Analysis Lead

Amiy Varma, PE, AICP, PTOE, is a veteran planner, engineer, educator, researcher, and leader. He served as a Civil Engineering tenured faculty at North Dakota State University for three decades, which included work on research sponsored by the US Army Corps of Engineers' CERL, The World Bank, NSF, several DOTs, ACRP, and others. Dr. Varma taught twelve didactic and dozen individual/special courses and directed theses and dissertations in related areas over three decades. Among these were Geometric Highway Design, Highway Pavement Design, Traffic Engineering, Transportation Planning, Airport Planning and Design, Resilient Civil Infrastructure, Infrastructure Management, and Arterial and Freeway Work Zones courses. His wealth of knowledge, analytical skills, experience, and perspectives are crucial in cross-cutting research and consulting. Dr. Varma has chaired several TRB, ASCE, and ITE committees mainly focused on traffic engineering, aviation, freight, and sustainability. He has served on ACRPP research panels and reviewed papers in several journals. Dr. Varma was recognized for cumulative contributions over decades with the Albert Nelson Marquis Lifetime Achievement Award in 2021.

Tony Furst - QA/QC, Project Advisor

Tony recently retired from the Federal Highway Administration (FHWA), where he served in many executive roles. Most recently, he was FHWA's Chief Innovation Officer. Before that, he served six months as the interim Executive Director. Earlier roles included Associate Administrator in the Office of Safety and Director of Freight Operations and Management. Therefore, Tony has overseen quality deliverables at the highest level of government. During his tenure at FHWA, Mr. Furst gained unparalleled knowledge of how federal policy is implemented at the agency. As such, he understands the challenges in implementing the new Bipartisan Infrastructure Law (BIL). Tony has served as QA/QC officer on two previous FCPs completed by Metro Analytics.

Chandler Duncan - Principal-in-Charge

Chandler Duncan is a senior consultant with over 25 years of experience in transportation investment management, performance and economic impact analysis, and long-range planning. He has completed more than 70 transportation economic studies ranging from local impact studies to investment packages for statewide long-range plans and multimodal corridors. Specific to the ARC effort, Mr. Duncan is leading relevant guidebooks for resilience planning and corridor management, as described in our project experience section. Currently serving as Principal Investigator for the *NCHRP 08-124: Quantifying the Impacts of Corridor Management* and *NCHRP Project 20-125: Strategies for Incorporating Resilience into Transportation Networks.*

Chandra Khare – Origins and Destinations Analysis, Travel Demand Modeling Lead

Chandra Khare has over eighteen years of experience in travel demand model development, data analytics, corridor planning studies, transit ridership and revenue forecasting, survey design, and market assessment. He has managed developing, updating, and applying various MPO and statewide travel demand models, conducted traffic and revenue studies, and developed toll choice models. Mr. Khare has also developed multiple project prioritization tools based on study goals and objectives, including for the TSCID and Spalding County FCPs. He also developed a cost-benefit analysis tool to estimate the societal benefits of enhanced transportation investments.

Matt Preisler – Intermodal Freight and Air Cargo

Matt has over 20 years of airline and airport consulting experience focusing on statewide airport system plans, air cargo system plans, regional multimodal transportation plans (aviation lead), and aviation economic impact studies. He also has extensive experience with master planning, demand/capacity forecasting, and air cargo development. Matt has served as forecast lead for numerous master plans, aviation system plans, cargo, and Part 150 forecasts. In addition to his international and domestic airport clients, he has worked for 14 State DOTs, several multi-jurisdictional/multistate planning organizations, and MPOs, FHWA, TRB, and ACRP. Matt's expertise will help identify the potential freight opportunities Hartsfield-Jackson Atlanta International Airport presents.

Atlas

Alan Chapman, PE – Work Program Development Co-Lead – RESUME INCLUDED IN APPENDIX A

Alan Chapman joined Atlas Technical Consultants in 2021 as a project manager after retiring from Gwinnett County as the Director of the Gwinnett County DOT. His hands-on experience with all aspects of transportation infrastructure funding, planning, design, and construction provides our local and state government clients invaluable insights into maintaining and improving their transportation systems for all modes of users. Since joining Atlas, he has served as Project Manager for the Sugarloaf CID Project Identification and Prioritization Study and the Walton County Comprehensive Transportation Plan. He also provides project management services to several counties, including DeKalb, Rockdale, Gwinnett, and Forsyth. Services include management, coordination, advisement, and review related to planning, design, land acquisition, construction, and citizen interaction issues.

Robinson Nicol, PE – Traffic Study Lead

Robinson's background includes traffic engineering, signal operations, ITS design, signal design, strategic transportation planning, and roadway design. His experience includes traffic simulation, signal timing, signal design, ITS master planning and design, corridor evaluations, traffic impact analysis, interchange justification reports, geometric and staging design for rural and urban roadways, and drainage design. He is very knowledgeable and familiar with Georgia Department of Transportation (GDOT) policies and procedures. He is experienced at managing traffic-responsive timing implementation that reacts to changes in traffic patterns and proactively adjusts timing plans accordingly. His technical skills include using Synchro, MaxTime, Tactics, ATSPM, MicroStation, CORSIM, VISSIM, Transmodeler, and HCS software to perform signal timing, traffic analysis, and simulation modeling. Robinson has developed and calibrated several extensive simulation models throughout the Atlanta area. Through his work on the GDOT Regional Traffic Operations Program (RTOP2), Robinson helped actively manage, operate, and maintain the program's more than 500 traffic signals on regionally significant corridors throughout the metro Atlanta area.

Todd Long, PE, PTOE – Project Advisor, GDOT Coordination

Todd Long joined Atlas Technical Consultants in 2018 and currently serves as the Georgia Division Lead. He has 32 years of experience in government services with focused experience in planning, engineering, operations, and administration for large governmental organizations and has served in leadership roles for much of his career. Todd served as District Traffic Engineer and Special Studies Engineer early in his GDOT career. Todd also managed countless intersection improvements around the state, including making recommendations and studying traffic flow. As part of his nearly ten years in GDOT District 1, Todd oversaw traffic studies as part of his duties. Todd is passionate about traffic engineering and has fought for additional funds throughout his career. Todd also served as GDOT's Director of Planning, which gives him perspective on the linkage of traffic, land use, and economic development.

David Fairlie, PE – Signalization and ITS Analysis

David Fairlie joined Atlas Technical Consultants as a traffic engineer. Before Atlas, he worked as a transportation engineer in the traffic engineering division of the Connecticut Department of Transportation (ConnDOT). Mr. Fairlie has experience working with traffic analysis software such as Synchro, SimTraffic, TSDWin, MicroStation, and AutoCAD. Among his duties with Atlas include: 1) designing of new or upgrades to existing traffic control signals and traffic marking plans; 2) reviewing consultant designs for their conformance with Manual on Uniform Traffic Control Devices; 3) optimizing timing, phasing, detection, and coordination of traffic signals for better traffic flow results; and 4) investigating and initiating proper engineering actions in response to inquiries and concerns of the general public, local and state officials (senators, state representatives, mayors, business leaders).

Christopher M. Parypinski, PE, PMP – Design Considerations, Cost Estimates

Parypinski serves as a liaison between Gwinnett County Department of Transportation and design consultants, helping to properly prepare construction plans for roadway projects funded through the 1997 and 2001 SPLOST programs. This includes reviewing consultants' cost proposals to ensure that they are reasonable to cover design costs and working with design consultants and county and state officials throughout the design process to ensure that all county, state, and federal guidelines are met. He reviews all submitted plans and conducts field plan reviews.

PEQ

Inga Kennedy - Outreach Lead

Inga Kennedy has 38 years of national experience in urban planning, emphasizing transportation, citizen participation, and awareness. Ms. Kennedy has been involved in four of the ARC region's FPCs, including two with Metro Analytics (TSCID and MSCID). When tasked with engaging truck drivers, Inga identified and hired retired drivers to conduct outreach and surveys, leading to strong participation and feedback. The process has been conducted during subsequent freight cluster planning studies. Inga has also developed and maintained freight company contacts through recent freight cluster studies. She has successfully conducted and managed public involvement programs for a wide range of transportation clients and leveraged those relationships. Inga is recognized in the region for strong facilitation skills and can bring agencies together for discussions that require consensus building. She has personally conducted and facilitated more than 800 meetings and works closely with public agencies, elected officials, diverse citizen groups, and businesses to ensure awareness and public input opportunities are provided to everyone.

Marla Hill - Outreach, Independent QA/QC

Marla Rawls Hill has over 20 years of experience in stakeholder involvement and citizen participation, and more than 30 in communications and marketing. MARTA was instrumental in securing and conducting stakeholder interviews with truck logistics providers for the Metro South CID, which presented a challenge due to companies affected by COVID. She is an experienced writer, editor, meeting organizer, and facilitator. Due to her editorial skills, the City of Durham Public works department regularly uses Marla for QA/QC for various documents and reports. She also recently completed an audit of the department's

outreach permitting documents which led to the approval of the State of North Carolina for MS4 permitting. Marla is proficient in social media communications and online virtual platforms. She received a Bachelor of Arts degree in Marketing from Georgia State University's J. Mack Robinson College of Business and a Master's degree in Public Policy from Walden University.

KB Advisory Group

Stan Reecy, AICP – Local Industrial Market Analysis Lead

Stan Reecy has participated in project management and long-range planning for many transportation and economic development projects with state, local, and private planning organizations. He specializes in land use market research, fiscal/economic impact analyses, and public investment programs. He has been responsible for a broad range of projects and studies undertaken by and for both the public and private sectors, especially regarding transportation and industrial land use. Stan previously worked on the Aerotropolis FCP as an employee of the CID and has worked on the TSCID and MSCID FCPs market analysis with KBAG. Lastly, Stan was the former freight coordinator in the GDOT Office of Planning.

Jonathan Gelber, AICP – Economic Development Lead

Jonathan F. Gelber, AICP, brings a unique cross-disciplinary approach with a professional and educational background that combines real estate, business, planning, and transportation. Project experience includes: 1) Redevelopment Planning, with extensive experience preparing over 20 LCI redevelopment plans; 2) Market Analysis for Real Estate and Planning for private and public sector clients' redevelopment projects; and 3) Economic Development and Redevelopment Strategies for cities, counties, and CIDs throughout the Atlanta area. Jonathan was also a valuable member of the MSCID and TSCID project teams.

Organizational Chart

Metro Analytics (MA) | Atlas Transportation Consultants, LLC (A)
Planners for Environmental Quality (PEQ)*
KB Advisory Group (KBAG)
* DBE/WBE Firm

Only the most involved are shown in each category, but the entire team will support each other across tasks

Section 4: Previous Freight Cluster Plans and Relevant Experience

The projects highlighted within this section reflect our FCP experience within DeKalb County and relevant experience related to items within the scope of services.

Freight Cluster Plans

Tucker Summit Community Improvement District (MSCID) Freight Cluster Plan

Metro Analytics led the development of the Tucker Summit Community Improvement District (TSCID) Freight Cluster Plan (FCP), which serves to improve the transportation infrastructure and freight mobility within significant industrial clusters throughout the Atlanta region. The study also focused on the development of land use and economic strategies to foster a vibrant industrial cluster.

The major milestones of the FCP development process were as follows:

- Stakeholder Engagement and Outreach Strategy – Innovative activities included specific outreach to truck drivers via CB radio during the COVID pandemic.
- Best Practices Report - Review of best practices from throughout the region and Georgia for the effective planning for freight-related infrastructure that would apply to the TSCID. Items reviewed were innovative zoning for industrial development and design for heavy trucks.
- Inventory and Assessment Report - Thorough inventory of relevant data and factors influencing freight mobility and industrial development throughout the TSCID.
- Traffic Study Report – Detailed assessment of TSCID's roadway network to identify specific improvements that will best serve freight mobility and promote economic development.
- Recommendations and Work Program - Recommendations for transportation, land use, and economic development included a detailed, prioritized project list based on anticipated revenues and cost estimates based on recent expenditures for similar projects.

The TSCID FCP served as an example of Metro Analytics working for solutions to promote freight mobility while understanding changing market trends in the study area. Team members PEQ and KBAG performed similar outreach and real estate analysis roles as proposed for the Stonecrest FCP.

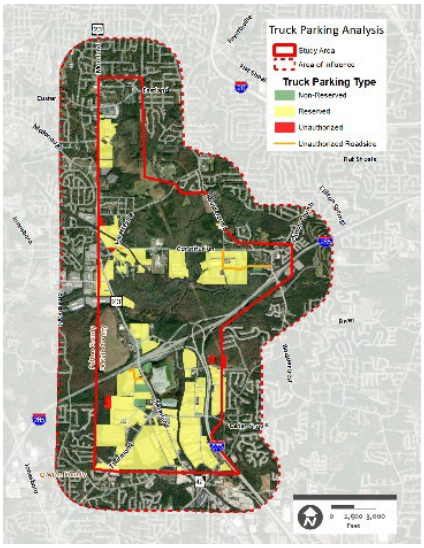
RELEVANCY TO STONECREST FCP:

- Proven ability to identify redevelopment opportunities in an older industrial area of DeKalb County
- Developed several operational improvements for intersections initially designed for smaller trucks to accommodate larger turn radii
- Ability to coordinate improvements initially identified in the City of Tucker's Comprehensive Transportation Plan

Metro South Community Improvement District (MSCID) Freight Cluster Plan

Metro Analytics wrapped up its third FCP in the ARC program. All core elements proposed within this effort were also included in the MSCID scope of services. The FCP identified key freight mobility, land use, and workforce access issues throughout the MSCID. The team worked with MSCID and DeKalb County staff to develop an implementable work plan that ensured partnership in the implementation process. As with the TSCID effort, team members PEQ and KB Advisory Group fulfilled similar roles in supporting this effort as proposed in the City of Stonecrest effort.

Like all FCPs, the study had its unique challenges. Key issues that impacted the study included:



- The Cedar Grove Road Bridge Closure – As the only grade-separated crossing of the Norfolk Southern railroad (NSRR) line in the area, the closure of this vital bridge severely impacted freight mobility in the MSCID by forcing trucks to use the at-grade NSRR crossing at Henrico Road, which was often blocked for hours at a time due to NSRR operations. As a result, the need for resilience projects such as additional grade-separated NSRR crossings and identified potential funding sources from the new Bipartisan Infrastructure Law (BIL).
- Need for Additional Truck Parking – Truck parking, especially unauthorized truck parking, was a serious issue in the MSCID due to the lack of available unreserved spaces. A special inventory of truck parking facilities was conducted to address this issue, and potential sites for additional parking were identified based on their size, existing zoning, and adjacent land uses.
- Neighborhood Conflicts – Exacerbated by the Cedar Grove Road bridge closure, truck traffic through residential neighborhoods created the need for additional coordination and recommended policies to promote Moreland Avenue as the primary access to the MSCID as well as truck restrictions along two local residential streets.

The recommended work program included a thorough review of the BIL and identified potential sources for recommended projects, including the FHWA and FRA discretionary funding programs to promote resilience and prepare for the electrification of fleet vehicles.

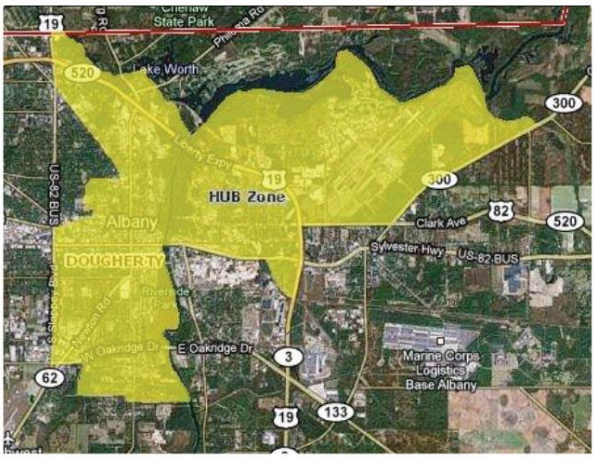
RELEVANCY TO STONECREST FCP:

- Proven ability to execute the scope of services proposed within this RFP but tailored for the City of Stonecrest
- Ability to recognize opportunities presented by the new BIL
- Demonstrated ability to assess localized truck parking needs and minimize community impacts
- Proven ability to conduct innovative private-sector outreach to develop a vision for future industrial development among industry leaders

Other Relevant Projects

Dougherty Area Regional Transportation Study (DARTS) Regional Freight Profile

Metro Analytics recently assisted DARTS (Albany, GA) MPO in updating its Regional Freight Profile to ensure consistency with federal freight planning guidelines and better position DARTS to improve goods movement in the Albany region. The locally-driven planning process focused on gaining consensus on freight priorities to promote regional economic competitiveness. The plan addresses roadway, rail, and air cargo movement in the DARTS study area, which includes the City of Albany, Dougherty County, and the southern part of Lee County.



A Freight Advisory Committee (FAC) guided the study team throughout the development of the Regional Freight Profile. The FAC comprised local and state transportation planning, economic development agencies, and public and private freight operators. Both quantitative data related to current and projected freight movement and qualitative input from local government and private system users were gathered and analyzed. The FAC has participated in surveys, interviews, and workshops to review the draft freight profile. The workshop was open for the community to attend and offer input into improvement recommendations for the DARTS roadway, rail, and air cargo network.

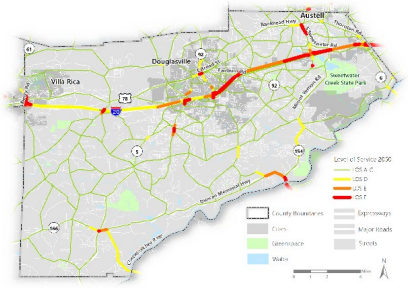
Through this work, Metro Analytics utilized regional and GDOT data to identify freight bottlenecks and truck flows. Metro Analytics uses the INRIX and HERE data made available through GDOT/ARC Joint Agency Data Acquisition and Management Program through this work. It is foreseen that the ARC will have access to this data for the FCP origin and destination analysis supplemented by stakeholder input.

Air cargo was particularly important given that the Southwest Georgia Regional Airport (ABY) is a UPS hub and handles the second largest amount of air cargo in the State of Georgia. For air cargo, Transearch data was made available from GDOT, and flows were derived and reviewed by local airport authorities. Specific outreach was conducted with the airport to better understand existing and future freight demands and their potential impacts on the local roadway network and industry profile. Similar efforts are anticipated with the Hartsfield-Jackson Atlanta International Airport to assess their plans and potential impacts on the City of Stonecrest and regional trends.

RELEVANCY TO STONECREST FCP:

- Demonstrates ability to collect and assess GDOT sources, such as GEARS, TADA, and RITIS, for area analysis
- Understanding of the overall infrastructure needs to accommodate high volumes of freight, including roadway design, signalization, and ITS enhancements
- Proven ability to coordinate with local airports to better understand potential air cargo impacts

Douglas County Comprehensive Transportation Plan



In a sub-consultant role, Metro Analytics led the freight analysis and funding projections for the Douglas County Comprehensive Transportation Plan (CTP). The freight analysis included the following:

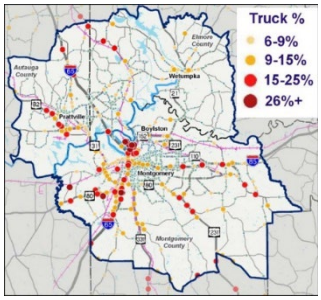
- Review of Related Freight Policy – Metro Analytics reviewed state and regional freight policy documents for their relevance to the Douglas CTP.
- Identification of Freight Bottlenecks – Using GDOT Georgia Electronic Accident Reporting Systems (GEARS) and Traffic Analysis Data Application (TADA), Metro Analytics identified specific interchanges and intersections that would require treatments to improve freight mobility at these intersections. This assessment also included rail safety and the application of the Section 130 program.
- Detailed Corridor Assessment – Based on the freight travel characteristics, Metro Analytics identified specific corridors for detailed assessment of freight needs that identified areas of concern for potential conflicts between residential areas and truck traffic.
- Review of Truck Restricted Routes – Metro Analytics identified roadways characterized by low-density uses and community cohesion for potential truck restrictions.

Metro Analytics also developed funding programs by reviewing GDOT and Atlanta Regional Commission (ARC) previous plans and identified potential federal and state grant programs most applicable to the Douglas County project list. Our efforts also included developing scenarios for potential Special Local Option Sales Tax (SPLOST) options.

RELEVANCY TO STONECREST FCP:

- Proven ability to utilize DOT and regional data sources to identify freight bottlenecks
- Understanding of relevant state and regional policy influences on localized freight issues
- Demonstrating the ability to utilize regional travel demand models to assess regional freight trends

Montgomery Regional Freight Plan



Metro Analytics worked to develop Montgomery MPO's very first Regional Freight Plan. The team worked to develop a regional freight profile by identifying commodity flow based on Freight Analysis Framework (FAF) data, identifying freight bottlenecks throughout the three-county metropolitan area, and developing recommendations for the Plan. Improvements included "quick win" intersection operational improvements, freight specific ITS corridors, and establishing a specific improvement district to enhance freight access to the Port of Montgomery area. Metro Analytics also played a pivotal role in developing the overall outreach program for the Plan, which included conducting interviews with representatives from the Alabama Ports and Montgomery Regional Airport.

RELEVANCY TO STONECREST FCP:

- Ability to synthesize recommendations from previous plans
- Understanding of relevant state and regional policy influences on localized freight issues

Section 5: Project References

The following are references from some of the projects cited within Section 4 of this proposal.

Client: Metro South Community Improvement District (MSCID and TSCID Freight Cluster Plans)
Contact: Larry Kaiser, Executive Director
Address: 620 Peachtree St, Suite 505, Atlanta, GA, 30308
Phone, E-mail: (404) 909-5619, larry@metrosouthcid.org

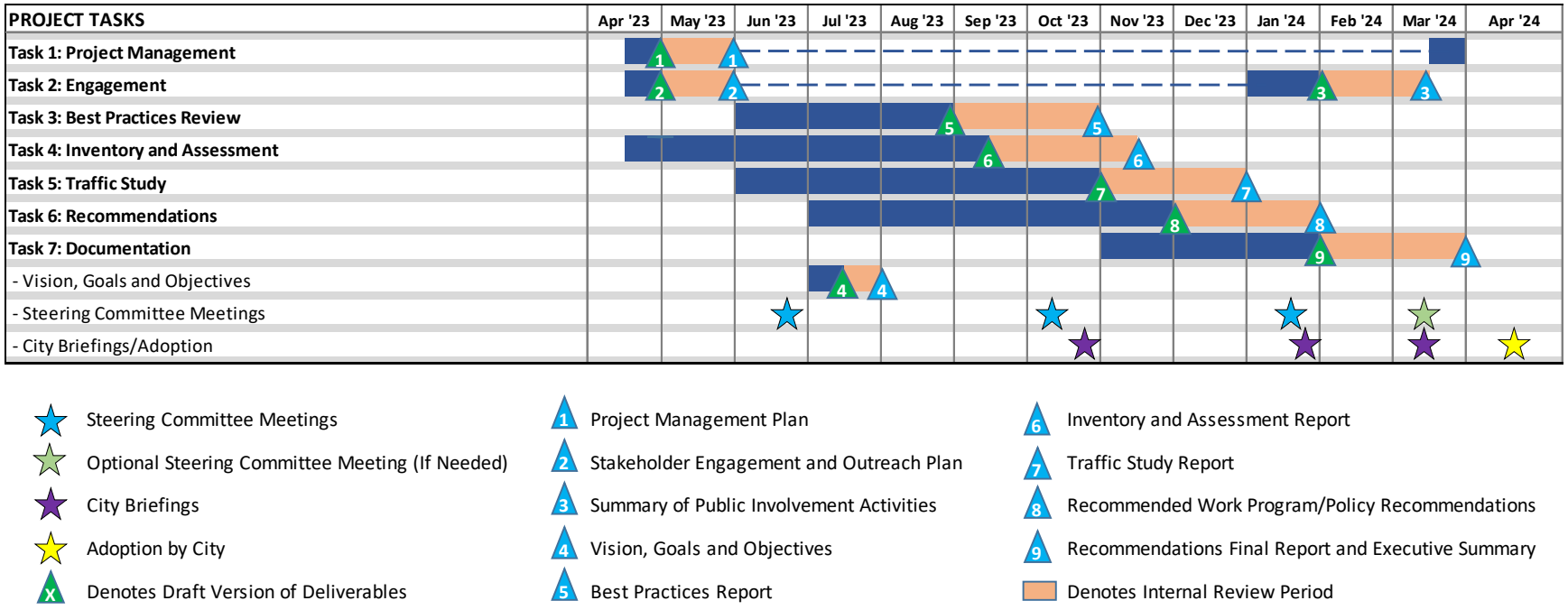
Client: City of Albany (DARTS Regional Freight Profile)
Contact: Tanner Anderson, MPO Administrator
Address: 240 Pine Avenue, Suite 300, Albany, GA 31702
Phone, E-mail: (229) 302-1843, taanderson@albanyga.gov

Client: Montgomery Metropolitan Planning Organization (Montgomery Regional Freight Plan)
Contact: Robert Smith, Director of Planning
Address: 25 Washington Avenue, 3rd Floor, Montgomery, AL 36104
Phone, Email: (334) 651-5531, rsmith@montgomeryal.gov

Section 6: Work Plan

The proposed schedule below calls for a completion date of April 2024. Assuming an NTP by mid-April 2023 (per the RFP), the schedule below calls for a 12-month schedule for completion. Key elements have been built into the proposed schedule based on our previous experience in the FCP program. These include:

- Additional time has been built into the schedule for the review and amendment of the work plan, given the amount of coordination amongst potential project sponsors. This is particularly relevant given the number of roadways maintained by GDOT and DeKalb DOT in the City of Stonecrest.
- Given its overall importance in feeding the study's recommendations and the data needed from multiple sources, additional time has been added to developing and reviewing the Inventory and Assessment Report. The report's overall size and implications for the work program priorities warrant additional time for review and revisions.
- Metro proposes to delay initiating the Best Practices review to allow for the preliminary findings from the area inventory and Steering Committee input to shape the subject matter within the report based on the characteristics specific to the City of Stonecrest.



APPENDIX A: RESUMES OF KEY PERSONNEL

Wade Carroll

Senior Project Manager, Local and Regional Freight Needs

p | 404.566.1033 e | wcarroll@metroanalytics.com

Wade Carroll has over twenty-five years of experience, including approximately 18 years based in the Atlanta region. Over the past several years, Wade has worked with a wide range of agencies to meet their freight mobility needs. Most relative to the Stonecrest Freight Cluster Plan (FCP), he has served as Project Manager for three freight cluster plans throughout the Atlanta region – including two in DeKalb County. In this role, Wade has become inherently familiar with the FCP process and the critical path needs for their success. He has also presented before the ARC Freight Advisory Task Force on multiple occasions and is very familiar with the ARC TIP development process. His other relative experience includes developing regional profiles for multiple MPOs throughout the US. Given their respective funding options, he has also managed several efforts to identify cost-effective freight solutions for local implementation. He also led the feasibility study for an inland port facility based on surrounding industry, infrastructure, and potential costs. From a larger policy perspective, he has led the development of Statewide Transportation Plans under regulations set forth in the FAST Act and Bipartisan Infrastructure Law (BIL). His combination of FCP experience, regional knowledge, and wide range of freight analysis expertise make Wade an ideal candidate to lead the Stonecrest FCP.

25 YEARS TRANSPORTATION AND LAND USE PLANNING

- Freight planning and policy
- Corridor land use and transportation planning
- Multimodal planning and integration
- Implementation strategy

PROJECT EXPERIENCE

- Total Years: 26
- Metro Analytics: 4

EDUCATION & TRAINING

- M.P.A., Urban Planning and Management, University of South Florida, 1997
- B.S., Geography, City and Regional Planning, Western Kentucky University,1993

Project Experience:

ARC Freight Cluster Plans – Metro South Community Improvement District (CID), Tucker Summit CID, and Spalding County - Mr. Carroll served as Project Manager for three sub-area studies sponsored through the Freight Cluster Plan program of the Atlanta Regional Commission (ARC). For each, Mr. Carroll led the inventory of relevant data and factors influencing freight mobility and industrial development. Based on this analysis, a detailed assessment of the roadway network was conducted to identify improvements that best serve freight mobility needs and promote development in the study areas. These improvements included signal enhancements, intersection modifications, transit enhancements, and sidewalk connections to transit and area businesses. Improvements also included coordination with the GDOT to implement freight ITS applications to better accommodate freight traffic. Detailed cost estimates were developed that informed the completion of a cost-feasible work program based on available funding sources. Furthermore, recommended work programs included a thorough review of the BIL and identified potential sources for recommended projects, including the FHWA and FRA discretionary funding programs to promote resilience and prepare for the electrification of fleet vehicles.

DARTS Regional Freight Profile, Albany, GA – Mr. Carroll served as Project Manager to update the Dougherty Area Regional Transportation Study (DARTS) Regional Freight Profile to ensure consistency with federal freight planning guidelines and better improve goods movement in the Albany region. In addition to inventorying standard elements of a typical profile, such as identifying the regional freight network and evaluating its overall performance, identifying commodity flows and demographic characteristics, etc., Mr. Carroll also identified implications for this MTP update related to freight such as the need to focus on operations, ITS solutions, and GDOT coordination with the ongoing Statewide Freight Plan update. He also identified the implications of freight mobility for economic development initiatives in the region.

Cartersville-Bartow MPO Regional Transportation Plan Freight Element, Cartersville, GA – Mr. Carroll served as subconsultant project manager to update the RTP freight element, which included identifying key freight generators and their relationship to mobility challenges throughout Greater Cartersville. This included an analysis of the increased freight flow of the new inland port, called the Appalachian Regional Port, would have on both 1) impacts to industrial land uses and the demand for truck parking and warehouse and distribution in the area and 2) related impacts to intersections along US 411 and I-75.

Montgomery MPO Regional Freight Plan, Montgomery, AL – Mr. Carroll served as a subconsultant Project Manager for the update of the Montgomery MPO Regional Freight Plan. In this role, Mr. Carroll led the development of a regional freight profile through the identification of a commodity flows based on Freight Analysis Framework (FAF) data, the identification of freight bottlenecks throughout the three-county metropolitan area and the development of recommendations for the Plan. Improvements included "quick win" intersection operational improvements, freight specific ITS corridors, and the establishment of a specific improvement district to enhance freight access to the Port of Montgomery area. Mr. Carroll also played a pivotal role in developing the overall outreach program for the Plan, which included conducting interviews with representatives from the Alabama Ports and Montgomery Regional Airport. The Plan was adopted in 2020.

Douglas County Comprehensive Transportation Plan, Douglas County, GA. Mr. Carroll served as subconsultant Project Manager for the Douglas CTP update. Metro Analytics led the freight analysis and funding projections for the Douglas County Comprehensive Transportation Plan (CTP). Using GDOT Georgia Electronic Accident Reporting Systems (GEARS) and Traffic Analysis Data Application (TADA) and the ARC travel demand model, Metro Analytics identified specific interchanges and intersections that would require treatments to improve freight mobility. This assessment also included rail safety and the application of the Section 130 program. Other tasks undertaken included a review of potential truck restrictions and identification of potential revenues for freight improvements.

Fulton Industrial CID Master Plan, Atlanta, GA - Mr. Carroll served as lead transportation analyst for the FICID Master Plan. He was charged with identifying improvements to facilitate freight mobility to maintain an economically competitive industrial district. The result was a set of detailed conceptual plans and associated cost estimates to form a realistic program for project implementation along one of the most critical freight corridors in the Atlanta region. The study also involved coordination between regional implementation agencies such as ARC, GDOT, SRTA, and Fulton County to provide the CID with a clear path in maximizing funding from programs such as GTIB and STP Urban funds. As a result of the recommendations, FICID could secure funding from GDOT and SRTA for improvements identified in the plan. As with most projects associated with the ARC LCI program, the effort also led to pedestrian improvements to increase the linkage between transit and employment areas. Given the freight-related analysis and recommendations from this effort, this study is recognized by ARC staff as a precursor to the Freight Cluster Plan program currently being implemented by the agency.

NARCOG Inland Port Feasibility Study, Decatur, AL. Mr. Carroll served as Project Manager for this study to assess the feasibility of an inland port facility linked to the Port of Mobile that would provide for better goods movement throughout the State of Alabama and, in turn, provide economic development opportunities in North Central Alabama. The study determined the best uses of potential industrial areas identified through stakeholder outreach based on various physical, economic, and environmental factors. The study included a recommended action plan to develop an inland port for the region. He also led coordination with potential partners critical to implementation, such as the Alabama State Docks (Port of Mobile), CSX railroad, and ALDOT to identify relevant issues. In addition, he led a peer review of similar inland port facilities to identify costs, challenges, and, most importantly, factors leading to their successful implementation.

Alabama Statewide Freight Plan (and Update), Alabama DOT, Montgomery, AL - Mr. Carroll served as Consultant Project Manager for the Alabama Statewide Freight Plan and its subsequent update following the passage of the FAST Act. In his work, he was responsible for the development of the overall Scope of Services for the study, an assessment of current federal policy as it pertains to freight planning, a review of best practices, and the development of performance measures consistent with the requirements of MAP- 21 (and subsequent FAST Act). Mr. Carroll also worked with MPO staff throughout the state to develop a Statewide Primary Freight Network based factors such as presence on the National Freight Network, freight volumes, and intermodal freight connectivity. The plan also produced a Freight Improvement Strategy based on projected needs that identified suitable projects for FAST Act freight funding. He also recently served as a technical lead for the 2023 update of the Plan to be compliant with the Bipartisan Infrastructure Law (BIL).

METRO ANALYTICS

SPECIALTIES

- Freight Analysis
- GIS Data Analysis
- Data Visualization
- ArcGIS
- AutoCAD

PROJECT EXPERIENCE

- 30 years, GIS, Transportation Planning
- US Air Force (4 yr)
- MS consultants, inc. (20 yr)
- Wilbur Smith Associates (now CDM Smith) (4 yr)
- Metro Analytics (2 yr)

EDUCATION & TRAINING

- USAF Technical School, Engineering Assistant Training, Honor Graduate, 1992
- University of Akron, 1991-1992, 2000-2004
- University of Utah, 2004

Vincent Matheney

Deputy Project Manager, Truck Parking Lead

p | 330.983.3030 e | vincent@metroanalytics.com

Professional Background

Mr. Matheney has over thirty years of experience in Geographic Information Systems and is currently a Transportation Planner for Metro Analytics. He received much of his initial training on the job in the United States Air Force, working closely with base engineers and planners as an Engineering Assistant. Since joining Metro Analytics, Vince has served as Deputy Project Manager for several freight studies, including all listed in this resume. As listed, this experience includes three ARC Freight Cluster Plans, corridor studies, and regional freight profiles for MPOs throughout the US. Through the completion of projects listed herein, Vince has gained a working knowledge of national, state, and regional datasets for freight analysis - including the Federal Highway Administration (FHWA) Freight Analysis Framework (FAF) data, Georgia Department of Transportation Georgia Electronic Accident Reporting System (GEARS) data, and Atlanta Regional Commission (ARC) travel demand model outputs – which are all critical datasets for ARC Freight Cluster Plans.

Project Experience

Metro South Community Improvement District (MSCID) Freight Cluster Plan, DeKalb County, GA – Metro Analytics completed a Freight Cluster Plan in the Atlanta, GA region for ARC. This study was developed to guide current and future freight planning efforts in the MSCID and the Atlanta region. The plan inventoried and identified problems at key locations and intersections throughout the MSCID and proposed short-term and long-term solutions to help freight mobility in and around the MSCID. Mr. Matheney was part of the Metro Analytics team that developed the plan. He was a key author of the plan and developed much of the thematic mapping included in the report. He managed and collected appropriate GIS data from various local, state, and federal agencies used to develop a project-level GIS during the development of the plan and created thematic mapping to support the report. In addition, Mr. Matheney performed various analyses to support the report's development, including prioritizing short- and long-term project recommendations. As a special study component, Vince led a truck parking analysis to identify potential locations for increasing parking inventory based on zoning, lot configurations, and surrounding land uses.

Tucker Summit Community Improvement District (TSCID) Freight Cluster Plan, Tucker GA – This Freight Cluster Plan was developed to guide current and future freight planning efforts in the TSCID along the Mountain Industrial Boulevard corridor. Vince worked with GDOT, ARC, and the City of Tucker to develop a thorough analysis of transportation, land use, and environmental characteristics for the *Inventory and Assessment Report*. Mr. Matheney also led the review of relevant plans, such as the City's Comprehensive Plan and Comprehensive Transportation Plan to develop a policy framework for developing the Freight Plan. Mr. Matheney was a key author of the plan and developed much of the thematic mapping included in the report. A key element of the Plan was researching best practices that were identified for innovative design for trucks and industrial development. In addition, he created Online GIS maps and applications to identify proposed solutions for public outreach efforts.

Montgomery MPO Regional Freight Plan, **Montgomery MPO, AL** – This plan is instrumental in guiding the MPO's current and future freight planning efforts. The plan inventoried and identified key problems in the regional freight network and proposed immediate implementable solutions to help freight traffic throughout the region. Mr. Matheney collected data from the Alabama Department of Transportation, the City of Montgomery, and other local sources to map key freight characteristics within the City, including truck traffic, crashes, and industrial land use to present a regional freight profile. Mr. Matheney also led the analysis to identify needs and prioritize potential improvements for the MPO area. Recommendations included integrating design for heavy trucks along critical roadways, development of truck parking and staging facilities, and Intelligent Transportation Systems (ITS) solutions. Vince also assisted in developing performance measures and an approach for project prioritization that the MPO still utilizes.

Dougherty Area Regional Transportation Study (DARTS) Freight Profile, Dougherty Area Regional Transportation Study (DARTS) and City of Albany, GA – Metro Analytics recently developed a freight profile for the Albany, GA Metropolitan Planning Organization (MPO) to ensure consistency with federal freight planning guidelines and better position DARTS to improve goods movement in the Albany region. The locally-driven planning process focused on gaining consensus on freight priorities to promote regional economic competitiveness. Vince served as lead analyst for the project, which included developing an overview of the regional freight network (including road, rail, and air cargo facilities), assessing demographic and workforce characteristics, and the overall performance of the freight network. In addition, the study utilized GDOT data to identify origins and destinations for truck traffic and commodity flows throughout the Albany region. Vince also helped develop recommendations for the Plan, which included intersection improvements at truck bottlenecks, truck parking solutions, and ITS strategies.

Erie Regional Planning Commission Freight Profile, **Erie Regional Planning Commission (ERPC) and Ohio Department of Transportation (ODOT)** – Metro Analytics recently developed a freight profile for this MPO in Erie County, Ohio. This Regional Freight Data Memorandum (August 2022) updates a portion of the 2013 ERPC Freight Study. It presents recent data on freight, freight-moving facilities and their conditions, freight generations and destinations via land use data, and planned and programmed freight-related network improvements. Mr. Matheney served as lead analyst for the effort, which required the use of Freight Analysis Framework (FAF) data, crash data, and Longitudinal Employer-Household Dynamics (LEHD) data from ODOT. In addition, workforce and demographic data was collected and mapped accordingly throughout the region.

NCHRP 20-125: Strategies for Incorporating Resilience into Transportation Networks, **National Academy of the Sciences, Transportation Research Board** – Metro Analytics is developing new tools for applying DOT and MPO network models to (1) pinpoint vulnerable links and facilities on multi-modal transportation networks (2) identify the populations of households and businesses most vulnerable to network disruptions from both a social equity and overall economic perspective and (3) test and evaluate multi-modal resilience scenarios. Mr. Matheney helped author multiple sections of this toolset and provided graphical illustrations, GIS mapping, and formatting to support the development of this report and analysis.

Spalding County Freight Cluster Plan, **Spalding County, GA and Atlanta Regional Council (ARC)** – The focus of the Spalding County Freight Cluster Plan was to proactively plan for warehouse and distribution development along the I-75 corridor, which is experiencing a high level of new industrial development. Mr. Matheney served as lead analyst for the effort, which required the use of state, regional, and local data sources. This data included GDOT GEARS and TADA data, and ARC travel demand model outputs. Mr. Matheney also helped develop the recommendations for the plan, which included developing a unique zoning district, corridor preservation, and intersection improvements based on the Traffic Study analysis.

Northern Central Alabama Inland Port Feasibility Study, North Alabama Regional Council of Governments (NARCOG) – Metro Analytics prepared a review and analysis of potential inland port locations throughout Northern Alabama, including detailed analysis of sites related to freight mobility. Mr. Matheney was part of the Metro Analytics team that developed the plan. He collected appropriate GIS data from various local, state, and federal agencies used to develop a project-level GIS and thematic mapping. In addition, Mr. Matheney completed various analyses using the collected GIS data to support the development of the plan.

ALAN CHAPMAN, PE

QA/QC, TRANSPORTATION, FINANCIAL PLANNING

EXPERIENCE & RESPONSIBILITIES

Alan Chapman joined Atlas Technical Consultants in 2021 as a project manager after retiring from Gwinnett County. His hands-on experience with all aspects of transportation infrastructure funding, planning, design, and construction provides our local and state government clients invaluable insights into maintaining and improving their transportation systems for all modes of users.

EDUCATION

M.B.A., Georgia State University
Bachelor of Civil Engineering, Georgia Institute of Technology

PROFESSIONAL REGISTRATIONS

Professional Engineer: Georgia #19627

PROFESSIONAL TRAINING

Leadership Gwinnett Graduate, 2017

PROFESSIONAL AFFILIATIONS

American Society of Civil Engineers
Atlanta Regional Commission, Transportation Coordinating Committee 2014-2020

YEARS OF EXPERIENCE

36

YEARS WITH FIRM

2

RELEVANT PROJECT EXPERIENCE

Senior Project Manager, Atlas Technical Consultants

- Project Manager, Walton County Comprehensive Transportation Plan. Responsible for all aspects of plan development including public outreach, inventory of existing conditions, needs assessment, recommendations and plan documentation. Worked with Atlas staff and two subconsultants to complete plan on schedule and within budget.
- Project Manager, Sugarloaf CID Project Identification and Prioritization Study, Gwinnett Place CID Mobility and Traffic Study, Gateway 85 CID Project Identification and Development Study. Working separately with each of three Community Improvement Districts in Gwinnett County to develop transportation studies that identify and prioritize short and long term needs. Also beginning work to implement several projects with two of the CIDs. Also served as owner representative for two Metro Atlanta Freight Cluster Studies.
- Program Management, several Metro Atlanta counties. Providing program management services to several counties including Rockdale, DeKalb, Gwinnett, and Forsyth. Services include management, coordination, advisement and review related to planning, design, land acquisition and construction as well as issues related to citizen interaction.

Director, Gwinnett County Department of Transportation

- Responsible for all Transportation Department Operations including management of 165 employees, operations and maintenance of 2,700 miles of roads including 180 bridges, and 725 traffic signals, management of $500 million capital program and operation of general aviation airport and transit system.
- Coordinated with County Administrator, County Commissioners, citizens, other County departments, external agencies and partners to manage the County's transportation infrastructure and implement County transportation programs.
- Worked directly with County Commissioners, DOT staff, consultants and citizens to develop the 2017 Comprehensive Transportation Plan, the Connect Gwinnett Transit Plan (Gwinnett's first comprehensive transit development plan) and the Countywide Trails Master Plan (the County's first countywide trails master plan).
- Worked with citizens committees and the public at large to develop the 2014 and 2017 SPLOST programs including major roads, intersection improvements, safety and alignment improvements, school safety improvements, bridge replacements and improvements, pedestrian safety improvements, unpaved roads and transportation planning, joint County/City projects, roadway resurfacing and neighborhood speed control.

Deputy Director for Program Delivery, Gwinnett County Department of Transportation

- Managed Gwinnett DOT Special Purpose Local Option Sales Tax (SPLOST) program including engineering, land acquisition and construction. Work with citizens as well as agencies including Georgia DOT, Federal Highway Administration, US Army Corps of Engineers, Atlanta Regional Commission, Georgia Regional Transportation Authority, Gwinnett Cities, Gwinnett Community Improvement Districts and Gwinnett Board of Education to implement SPLOST program.
- Worked with citizens and other groups directly affected by SPLOST projects.
- Worked with DOT staff and consultants on several comprehensive transportation plans and SPLOST program development efforts beginning with the 2001 SPLOST program.

APPENDIX B: INFORMATION REQUESTED TO ASSIST IN THE DETERMINATION OF RESPONSIBILITY

History and Organizational Structure of the Firm

Corporate Headquarters:
Metro Analytics
Chandler Duncan - Managing Partner
14030 Harvington Drive, Huntersville, NC 28070

Local Office and Primary Contact Person for City:
Wade Carroll, AICP – Project Manager
1633 Raleigh Circle, Marietta, GA 30067
(404) 566-1033

Brief History and Organizational Structure of the Firm – Metro Analytics was originally incorporated in 2009 in Utah. After a change of ownership in 2022, our corporate headquarters was relocated to Huntersville, NC, and remains a Limited Liability Corporation (LLC). The firm's three active owners include Chandler Duncan (Managing Partner), Mary Katherine Duncan, and Wade Carroll, and its founder, Mike Brown, who is no longer active in the firm but remains a silent partner. Metro Analytics is staffed by 24 professionals specializing in transportation planning, economics, and policy research. Metro Analytics has successfully completed two Freight Cluster Plans for clients within DeKalb County and, if needed, will obtain a DeKalb County business license upon award. A copy of our Georgia Business License is provided on the following page.

Per the directions in the RFP, the information above has also been provided in the cover letter at the beginning of the proposal.

References

References are provided on the following pages in the form included within the RFP.

Subcontractors

Subcontractors are provided on the following pages in the form included within the RFP.

Previous Default

Metro Analytics has never defaulted on a contract or been denied a bid due to nonresponsibility to perform. Furthermore, Metro Analytics has never been subject to litigation since its incorporation in 2009.

STATE OF GEORGIA

Secretary of State

Corporations Division
313 West Tower
2 Martin Luther King, Jr. Dr.
Atlanta, Georgia 30334-1530

ANNUAL REGISTRATION

Electronically Filed
Secretary of State
Filing Date: 4/1/2022 6:40:14 AM

BUSINESS INFORMATION	
CONTROL NUMBER	21079538
BUSINESS NAME	Metro Analytics LLC
BUSINESS TYPE	Foreign Limited Liability Company
EFFECTIVE DATE	04/01/2022
ANNUAL REGISTRATION PERIOD	2022, 2023, 2024

PRINCIPAL OFFICE ADDRESS	
ADDRESS	1435 N East Hills Circle, Bountiful, UT, 84010, USA

REGISTERED AGENT		
NAME	**ADDRESS**	**COUNTY**
Wade Carroll	1633 Raleigh Circle, Marietta, GA, 30067, USA	Cobb

AUTHORIZER INFORMATION	
AUTHORIZER SIGNATURE	Wade Carroll
AUTHORIZER TITLE	Registered Agent

RFP NO. 2023-005
Freight Cluster Plan

REFERENCES

Please provide as references, the names of at least three (3) local corporate clients you have served for at least three (3) years.

1. Company Name: Metro South Community Improvement District

   Address: 620 Peachtree St, Suite 505, Atlanta, GA, 30308

   Contact: Larry Kaiser, Executive Director Phone: (404) 909-5619

2. Company Name: City of Albany (Dougherty Area Regional Transportation Study)

   Address: 240 Pine Avenue, Suite 300, Albany, GA 31702

   Contact: Tanner Anderson, MPO Administrator Phone: (229) 302-1843

3. Company Name: City of Montgomery (Montgomery MPO)

   Address: 25 Washington Avenue, 3rd Floor, Montgomery, AL 36104

   Contact: Robert Smith, Director of Planning Phone: (334) 651-5531

RFP NO. 2023-005
Freight Cluster Plan
SUBCONTRACTORS

Please provide the names, address, contact name and phone number of all Subcontractors that will be utilized by the Contractor for the duration of any resulting award.

1. Company Name: Atlas Technical Consultants

   Address: 2450 Commerce Ave NW #100, Duluth, GA 30096

   Contact: Alan Chapman Phone: (770) 263-5945

2. Company Name: KB Advisory Group

   Address: 1447 Peachtree St NE UNIT 610, Atlanta, GA 30309

   Contact: Stan Reecy Phone: (404) 845-3550

3. Company Name: PEQ, Inc.

   Address: 110 Orchard Street, Fairburn, GA 30213

   Contact: Inga Kennedy Phone: (678) 428-2070

4. Company Name: _____

   Address: _____

   Contact: _____ Phone: _____

5. Company Name: _____

   Address: _____

   Contact: _____ Phone: _____

APPENDIX C: FORMS REQUIRED BY PRIME CONSULTANT

RFP 2023-005
CERTIFICATION OF SPONSOR
DRUG-FREE WORKPLACE

I hereby certify that I am a principle and duly authorized representative of Metro Analytics, ("Contractor"), whose address is 14030 Harvington Drive, Huntersville, NC 28078

_____, and I further certify that:

(1) The provisions of Section 50-24-1 through 50-24-6 of the Official Code of Georgia Annotated, relating to the "Drug-Free Workplace Act" have been complied with in full; and

(2) A drug-free workplace will be provided for Contractor's employees during the performance of the Agreement; and

(3) Each Subcontractor hired by Contractor shall be required to ensure that the subcontractor's employees are provided a drug-free workplace. Contractor shall secure from that subcontractor the following written certification: "As part of the subcontracting agreement with Contractor, Metro Analytics certifies to Contractor that a drug-free workplace will be provided for the Subcontractor's employees during the performance of this Agreement pursuant to paragraph (7) of subsection (b) of the Official Code of Georgia Annotated, Section 50-24-3"; and

(4) The undersigned will not engage in unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana during the performance of the Agreement.

CONTRACTOR: Wade Carroll, Metro Analytics

Date: 02/28/2023 Signature: _____

Title: Business Development Officer

CERTIFICATE AND ACKNOWLEDGEMENT

Applicant certifies that it as individual or member of a corporation or partnership is not now and will not be at contract execution in violation of the following policies:

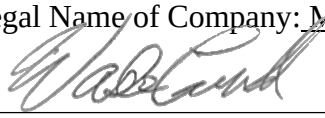
☐ YES ☑ NO Delinquent in the payment of taxes due to the City of Stonecrest;
☐ YES ☑ NO Building or health code violations on property owned that is not being activelyabated;
☐ YES ☑ NO Been convicted of a felony crime that affects property or neighborhood stability or safety;
☐ YES ☑ NO Have any outstanding judgments or debts to the City;
☐ YES ☑ NO Have no past due loan(s) with the City;
☐ YES ☑ NO Been subject to a foreclosure within the previous ten (10) years;
☐ YES ☑ NO Been involved in litigation relating to a project either voluntary or involuntary withinthe past five (5) years; and
☐ YES ☑ NO Been adjudged bankrupt either voluntary or involuntary within the past ten (10) years.

I/We acknowledge understanding of the above policies and certify that none of the individuals or members of a corporation or partnership are in violation. I certify that this information is true and correct.

I/We further certifies that the information and exhibits comprising this RFP are true and correct. Unsigned/undated submissions will not be considered.

CERTIFICATION OF AUTHORIZED REPRESENTATIVE:
I Wade Carroll as Authorized Representative for Metro Analytics, PLLC, hereby certify that all information and materials submitted in response to this RFP are true and accurate to the best of my knowledge and belief. I understand that any attempt to falsify information in this application shall result in disqualification. Further, I hereby consent to requests that the City may make of third-parties for information to substantiate information provided in this RFP, and I authorize third parties to release such information to the City.

Legal Name of Company: Metro Analytics, PLLC



Authorized Signature of Responder

February 23, 2023
Date

Wade Carroll
Print or type name

27-0903309
Company Federal Tax ID Number

wcarroll@metroanalytics.com
Individual E-Mail Address

14030 Harvington Drive, Huntersville, NC 28078
Company Address

+1 404-566-1033
Phone

Not Applicable
Fax

RFP NO. 2023-005
BIDDER'S CHECKLIST

It is the Proposer's responsibility to read the RFP fully to determine all necessary information/documents are submitted in order for the bid to be considered complete. You may use the checklist below as a guide to assist with providing the requested information.

PROJECT: Freight Cluster Plan

RFP NO: 2023-005

- [X] The bid has been signed by an authorized principal or authorized official of the firm.
- [X] No conditions, restrictions or qualifications have been placed by the company on this bid that would have the bid declared non-responsive.
- [X] We are prepared to provide the insurance required in this solicitation.
- [X] Completion of Conflict of Interest Disclosure
- [X] Completed Certificate and Acknowledgement
- [X] Completed the DBE Participation Form
- [X] We acknowledge that the City of Stonecrest does not provide Workers' Compensation to Contractors, Subcontractors or any tier and as such is not responsible or legally liable for Contractor workers' injuries, including death.
- [X] We have included the following **NOTARIZED** Georgia Security and Immigration Compliance documents with our bid:
  ***Immigration and Security Form**
  ***Sub-Contractor Affidavit**

Wade Carroll
TYPE OR PRINT NAME OF PERSON COMPLETING CHECKLIST

_____ 3/08/2023
SIGNATURE OF PERSON COMPLETING THIS CHECKLIST DATE

Metro Analytics
COMPANY NAME

NON-COLLUSION AFFIDAVIT

The undersigned bidder or agent, being duly sworn on oath, says that he/she has not, nor has any other member, representative, or agent of the firm, company, corporation or partnership represented by him, entered into any combination, collusion or agreement with any person relative to the price to be bid by anyone at such letting nor to prevent any person from bidding nor to include anyone to refrain from bidding, and that this bid is made without reference to any other bid and without any agreement, understanding or combination with any other person in reference to such bidding.

He/She further says that no person or persons, firms, or corporation has, have or will receive directly or indirectly, any rebate, fee gift, commission or thing of value on account of such sale.

OATH AND AFFIRMATION

I HEREBY AFFIRM UNDER THE PENALTIES FOR PERJURY THAT THE FACTS AND INFORMATION CONTAINED IN THE FOREGOING BID FOR PUBLIC WORKS ARE TRUE AND CORRECT.

Dated this 28rd, day of February, 2023

Metro Analytics, PLLC

(Name of Organization)

Sr. Project Manager/Business Development

(Title of Person Signing)

(Signature)

NO. 2023-005

(Bid Number)

ACKNOWLEDGEMENT

STATE OF GA)

COUNTY OF COBB)

Before me, a Notary Public, personally appeared the above named and swore that the statements contained in the foregoing document are true and correct.

Subscribed and sworn to me this 28 day of Feb, 2023.

Notary Public Signature

Notary Public
F. Garrett
Cobb County, GA
Exp. January 23, 2027

My Commission Expires: Jan 23 2027

RFP NO. 2023-005
Freight Cluster Plan
DBE PARTICIPATION

Please provide the names, address, contact name and phone number of all Contractors and/or Subcontractors that will be utilized to meet the required minimum 5% DBE participation.

1. Company Name: PEQ, Inc.

   Address: 110 Orchard Street, Fairburn, GA 30213

   Contact: Inga Kennedy Phone: (678) 428-2070

2. Company Name: _____

   Address: _____

   Contact: _____ Phone: _____

3. Company Name: _____

   Address: _____

   Contact: _____ Phone: _____

4. Company Name: _____

   Address: _____

   Contact: _____ Phone: _____

5. Company Name: _____

   Address: _____

   Contact: _____ Phone: _____

THE CITY OF STONECREST GEORGIA

GEORGIA SECURITY AND IMMIGRATION COMPLIANCE ACT AFFIDAVIT

Contractor(s) Name Metro Analytics, PLLC
Address: 14030 Harvington Drive, Huntersville, NC 28078

By executing this affidavit, the undersigned person or entity verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm, or corporation which is contracting with the City of Stonecrest has registered with, is authorized to participate in, and is participating in the federal work authorization program commonly known as E-Verify,* in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91.

The undersigned person or entity further agrees that it will continue to use the federal work authorization program throughout the contract period, and it will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the undersigned with the information required by O.C.GA. § 13-10-91(b).

The undersigned person or entity further agrees to maintain records of such compliance and provide a copy of each such verification to the City of Stonecrest within five (5) business days after any subcontractor(s) is/are retained to perform such service.

1297287
E Verify ™ Company Identification Number

May 8, 2018
Date of Authorization

BY: Authorized Officer or Agent (Wade Carroll)

February 28, 2023
Date

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE

28 DAY OF Feb, 2023

Notary Public

[NOTARY SEAL]

Notary Public
F. Garrett
Cobb County, GA
Exp. January 23, 2027

My Commission Expires: Jan 13 2027

*** or any subsequent replacement** operated by the United States Department of Homeland Security or any equivalent federal work authorization program operated by the United States Department of Homeland Security to verify information of newly hired employees, pursuant to the Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603

APPENDIX D: SUBCONTRACTOR AFFIDAVITS

Subcontractor Affidavit under O.C.G.A. § 13-10-91(b)(3)

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with **Metro Analytics** on behalf of **City of Stonecrest** has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A.§ 13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five business days of receipt. If the undersigned subcontractor receives notice that a subsubcontractor has received an affidavit from any other contracted sub-subcontractor, the undersigned subcontractor must forward, within five business days of receipt, a copy of the notice to the contractor. Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

1380925
Federal Work Authorization User Identification Number

2.14.2019
Date of Authorization

BY: Authorized Officer or Agent
(Name of Person or Entity)

2.1.2023
Date

Atlas Technical Consultants LLC
Name of Subcontractor

Freight Cluster Plan
Name of Project

City of Stonecrest, Georgia
Name of Public Employer

SUBSCRIBED AND SWORN
BEFORE ME ON THIS THE

1st DAY OF **February** , 2022

Deborah Moon
NOTARY PUBLIC
Gwinnett County
State of Georgia
My Comm. Expires 8/15/2026

[NOTARY SEAL]

Notary Public

My Commission Expires: **8.15.2026**

Subcontractor Affidavit under O.C.G.A. § 13-10-91(b)(3)

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with (name of contractor) on behalf of (name of public employer) has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A.§ 13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five business days of receipt. If the undersigned subcontractor receives notice that a sub-subcontractor has received an affidavit from any other contracted sub-subcontractor, the undersigned subcontractor must forward, within five business days of receipt, a copy of the notice to the contractor. Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

162123
Federal Work Authorization User Identification Number

11.04.2008
Date of Authorization

Bleakly Advisory Group Inc dba KB Advisory Group
Name of Subcontractor

Geoff Koski, President

City of Stonecrest RFP No 2023-005 for Freight Cluster Plan
Name of Project

City of Stonecrest, Georgia
Name of Public Employer

SUBSCRIBED AND SWORN
BEFORE ME ON THIS THE

1st DAY OF February, 2022 2023

Liza Mueller
Notary Public

My Commission Expires: 02.11.2025

[NOTARY SEAL]
Elizabeth Mueller
NOTARY PUBLIC
Fulton County, GEORGIA
My Commission Expires 02/11/2025

THE CITY OF STONECREST GEORGIA

Subcontractor Affidavit under O.C.G.A. § 13-10-91(b)(3)

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with (name of contractor) on behalf of (name of public employer) has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A.§ 13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five business days of receipt. If the undersigned subcontractor receives notice that a sub-subcontractor has received an affidavit from any other contracted sub-subcontractor, the undersigned subcontractor must forward, within five business days of receipt, a copy of the notice to the contractor. Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

762226
Federal Work Authorization User Identification Number

November 2004
Date of Authorization

Planners for Environmental Quality, Inc. dba PEQ, Inc.
Name of Subcontractor

Stonecrest Freight Cluster Plan
Name of Project

City of Stonecrest,GA
Name of Public Employer

SUBSCRIBED AND SWORN
BEFORE ME ON THIS THE

3 DAY OF MARCH, 2023

Trinderlyn C. Stroud
Notary Public

[NOTARY SEAL]

TRINDERLYN C STROUD NOTARY PUBLIC Exp. Nov. 9, 2024 FULTON COUNTY, GA

My Commission Expires: NOV. 9, 2024