

TECHNICAL APPROACH

TASK 1: PROJECT MANAGEMENT PLAN AND KICKOFF

Task 1.1 – Kickoff Meeting and CTP Preliminary Goals

The project will kickoff with a meeting of the project team and County staff, the purpose of which will be to establish a working process and assure that all team members understand the County's desired outcomes for the project. During the meeting, we will discuss the proposed schedule, the timing and plan for public outreach, the role of the committees and the preliminary goals and objectives. Early identification of this end will help to maintain the focus of work efforts throughout the course of the study. The team will listen attentively to all input from county staff regarding their hopes, aspirations and any primary issues or concerns they wish to bring to the forefront.

Task 1.2 – Project Management Plan

Paul Moore, the Project Manager, has worked on transportation plans ranging from the City of Atlanta and Cobb County's large plans to smaller counties such as Spalding, Camden and Gordon. Paul will work with the County's project manager to guide the tactical day-to-day activities of the project.

Paul is a longtime Atlanta resident, and will be here to participate in team meetings. We have designated Task Managers with specific expertise in the various disciplines and functional areas of the project. All of these team members will have technical, coordination and outreach roles. We will codify the team's management approach in a Project Management Plan (PMP) document which will exceed the Georgia Department of Community Affairs' requirements and will describe specific benefits to the County, including:

- Our plan to meet project milestones
- Our timely communications protocols
- Our project resource and staff accessibility and availability
- Our immediate response to issues

The PMP will be submitted to the Atlanta Regional Commission (ARC) for review and will be made available to the public via the project website.

Task 1.3 – Stakeholder, Technical Advisory and Community Involvement

The Glatting Jackson Team believes that lasting transportation solutions will emerge when people throughout the community are brought together in a spirit of cooperation. We will develop a Stakeholder and Community Involvement Plan that will attract and actively involve residents, employees, and local business interests from around the County and which will be submitted to ARC and made available to the public. Our outreach process relies upon several layers and tools for connection:

- We will employ one-on-one interviews and focus group meetings to initiate detailed discussion with key stakeholders (property owners, advocates, neighborhood leadership, business leaders, etc.).

- We will undertake a public process that is more than just information sharing. We will actually set up open, working studios at which our professionals will work on technical elements of the plan while the public is encouraged to participate at their discretion.
- We will advocate a series of proactive work sessions with the project Committees, County Commission and local municipality staffs. By bringing the key decision makers through the process with us, our adoption efforts will not require “selling” the plan, but simply affirming the agreed upon outcomes.

In addition to making personal connections at meetings over the course of the process, project information will be available to the broader public throughout. The team will create and maintain a website to assure that up-to-date information is readily available. We will also develop a quarterly newsletter to provide information on project process and results. The following is an outline of our proposed Community Involvement Plan:

Public Kickoff/Visioning Work Session

Following the activities of Phases 1 and 2 we would initiate the first public kickoff work session. This interactive public work session will identify the goals, values, strengths and challenges in Fayette County, and promote a discussion regarding how these issues can inform and direct the development of an evaluation framework. It is essential to know the community’s values in order to effectively narrow the field of alternative solutions. No transportation model ever developed a vision. The vision comes from the community and, the goal of the visioning effort will be to assure that transportation recommendations flow from and are supportive of the community’s larger values and goals.

Technical & Stakeholder Advisory Committee Kickoff/Visioning Session

Following the public visioning work session, we propose to go through the same process with the Stakeholder and Technical Committees (combined session) and, subsequently, County Commission. The order of these meetings will allow each succeeding group to have the benefit of the input from the prior meetings. We believe it is important that all key decision makers contribute to and buy into the study direction and processes at this early stage in order to avoid the need for backtracking later.



Public brainstorming



Pin-up discussions



Small group discussions

Concept and Design Workshop

This public workshop will be the centerpiece of the development of the transportation plan. We propose a multi-day public design workshop located centrally in Fayette County. Our workshops are multi-disciplinary, working design sessions where stakeholders, designers, technical experts, and the public work together to develop design and planning solutions. We will establish a “design studio” on-site and over several days, allowing easy public access and team field testing. We staff our workshops with our technical experts creating a multi-disciplinary working environment focused on identifying, testing and designing projects.

The working studio, open to the public, will be focused around three major public events: the workshop kick-off and design session, a design open-house over multiple days, and a closing presentation of the workshop’s results. At the workshop kickoff event, we will present the results of the initial visioning sessions, data collection, analysis activities and stakeholder interviews in an organized evening public kick-off event, as well as, facilitate an interactive discussion. Then, over the next few days, our team will work on-site to develop and test various design and planning ideas.

Interested stakeholders and the public are encouraged and welcome to work with project designers in this open house format. The work produced during the workshop will be presented the evening of the final day in a formal public presentation allowing for comment and feedback on the preliminary designs. The public will be encouraged to attend the beginning and ending sessions of the workshop for general coverage. Individuals interested in specific issues will be encouraged to attend the design open-house throughout the multi-day workshop.

Technical and Stakeholder Committee Project Prioritization Workshops

Following the public design workshop, the project team will further develop the ideas that have emerged, undertake and refine technical analyses and begin to look at prioritization. Before taking the analytical results to the public, we propose to convene these two committees in order to vet the work completed to date and to gain insight into any adjustments which might be prudent.

The Design Workshops

Our public workshops are both a working studio for our technical staff and an open, dynamic and public design forum. We set up a working office where design work and public dialogue occurs concurrently, all orchestrated by the project manager with a clear set of objectives.



Technical team work sessions



Stakeholder discussions



Public table sessions

Public Outreach District Prioritization Work Session

The technical work will be brought back to the public in an evening work session format. This work session will be focused on the performance of various project alternatives versus the community goals identified in the visioning work sessions. In addition, it will give the public an opportunity to see the direction the study is taking and provide feedback before the development of the preliminary recommendations of the Comprehensive Transportation Plan.

Stakeholder, Council and Public Draft Plan Presentations

The Technical/Stakeholder Committee, the County Commission and the public (in that order) will be presented with a draft of the Transportation Plan recommendations. News releases will be published in area papers to explain the plan's findings and preliminary recommendations to encourage local residents to attend the meetings. These meetings will be the public's last chance to discuss changes before the final plan is presented.

Plan Adoption & Open House

The final public event will be an open house for the public to review the Transportation Plan's findings, analysis, recommendations, and to provide input. This public meeting will be held in concert with adoption of the plan.

Task 1 Product

Public Outreach Summary Document - The entire community involvement program will be documented to give both the team and the county staff a clear sense of how project decisions are consistent with Fayette County's vision. The process will be summarized and incorporated as a chapter in the final plan report.

Project Website and Newsletters – The team's activities will be documented for the public.

Monthly Consultant Team Status Reports – The team's activities will be summarized in a concise format.

TASK 2: INVENTORY OF EXISTING CONDITIONS

Task 2.1 – Transportation Inventory

While our process is a vision-based process, it is important that a good understanding of existing conditions be developed. We anticipate the compilation of existing data in numerous categories and the placement of that data in a GIS database that can be a living resource to the County in the future. Numerous local and regional data sources are available to assist the County in developing a baseline for use at the design workshops. The data collection effort will include the following elements:

- Street Inventory – Information on street, sidewalk, trail, cart path and bike route locations and right-of-way will be collected from available plans and from a

windshield survey of the County. Sources for this information may include City and County records and Georgia DOT.

- Automobile Volumes – The project team will identify and obtain automobile volume data which has been collected by the Cities, County, DOT, and private studies. We also anticipate conducting additional counts at up to ten locations.
- Connectivity Ratio - Measured as the number of roadway links divided by the number of roadway nodes. Links are the segments between intersections, nodes are the intersections. A higher index means that travelers have increased route choice.
- Block Size - High, low, and average block area, perimeter and block face
- Safety Assessment – Data relevant to transportation safety will be collected. This will include vehicle crash data.
- Transit Inventory and Ridership – The project team will obtain data on commuter and demand responsive ridership, routes and stop locations as well as park-and-ride and vanpool programs and policies.
- Path and Trail Data – Data both from sources such as the Peachtree City’s path plan and State databases will be collected. We will also assess areas of need for other infrastructure such as bike racks or cart parking.
- Traffic Signal and ITS Technology – The team will work with County and DOT staff to identify the traffic control equipment and capabilities that are in place.
- Airport and Freight Inventory – The team will compile data collected as a part of the Southern Accessibility Study and the Atlanta Regional Freight Mobility Plan.
- Bridge Inventory – The team will compile available Georgia DOT and County information on bridge inventory and sufficiency.

Much information about existing conditions can also be gleaned from the regional travel demand model. We will use the latest version of the ARC regional travel forecasting model to develop a number of transportation demand and system performance indicators for inclusion in the transportation inventory. We will extract from current year model runs relevant inventory information including, but not limited to, the following:

- Demand: information on demand patterns and mode splits at a County-wide and transportation district level;
- Highway performance: service measures such as travel times, volumes and volume/capacity (V/C) ratios for major roadway segments;

The advantage of using a validated travel forecasting model to develop these and similar indicators is that the model provides a comprehensive representation of travel demand and supply in the County, and so can efficiently encapsulate and summarize higher-level aspects of transportation system usage and service in a way that would be difficult to achieve via direct collection of low-level data.

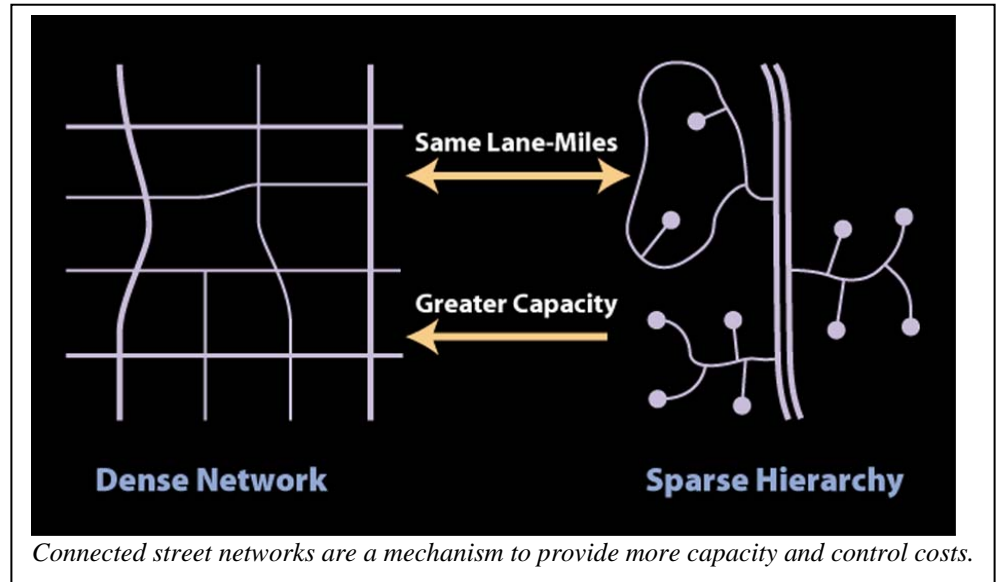
Task 2.2 – Documenting the Challenges and Needs

As an outcome of the visioning exercises, the team will have a better sense of the County’s intended future. In order to plan a path to that future, it will be imperative that we understand the present. One measure of that path from present to future will be survey of growth trends and existing planning initiatives.

County demographic trends will be evaluated including data on income, employment, housing, household characteristics, employer data, and neighborhood profiles to list a few broad categories. This data will be reported both quantitatively and spatially. The team will use ARC's projections and data provided by the County to quantify future trends.

The data provided by the ARC includes

information on the number of households, the total number of employed persons, and the total population. While the demographic analysis will give us some idea about the dispersion of people, we will need to undertake an assessment of



Connected street networks are a mechanism to provide more capacity and control costs.

development trends and opportunities. What if, for example, the positive direction and vision of the County causes expected trends to change resulting in greater population growth than expected? What options might be available to provide the flexibility required to assimilate this growth? Key to this understanding will be a “likelihood of change assessment.” We will undertake an in-depth analysis of areas of stability to be preserved (single-family neighborhoods, rural areas, open space, etc.) and areas that are susceptible to change (multi-family developments, commercial and industrial areas, Etc.).

Of course, we will also need to understand and document transportation initiatives that are already planned or in the pipeline. Projects from the region's transportation plan and the current SPLOST program will be documents and contextualized. We will document the opportunities and challenges (community, technical and cost) represented by these previously planned initiatives.

Finally, we will begin to develop a county-wide “Challenges and Needs Assessment” (Balancing vehicle Level of Service, Connectivity, and Accessibility Analysis into a single strategy) that will be the basis for an eventual evaluation framework and tool to be used in the project evaluation and prioritization phases.

Task 2.3 – Inventory Interviews

The preceding two tasks will provide us with a good sense of the physical realities and mobility challenges in the County. However, it is during the initial discussions with stakeholders that real opportunities begin to emerge. Whether it be discussion with commercial property owners, partner agencies (GDOT, GRTA, the airport) or local municipalities, these discussions will help to set the stage for the public discussions and activities to follow. Initiation of these discussions at an early stage presents a number of benefits. The early sifting of likely and unlikely approached (particularly those involving private property) can save the project money and can save the public and stakeholders time. These are by no means “back room” meetings. The information gathered in these interviews will be shared in open and public forums, and will prove very valuable in guiding how we spend everyone’s valuable time.

Task 2.4 – Transportation Goals, Objectives and CTP Process Priorities

We believe this is a critical foundation of the project that cannot be shortchanged. If early buy-in to the vision is not achieved, selling the program at a later date may become an uphill battle. We anticipate four major steps in the development of goals, objectives and priorities for the transportation plan:

1. Documentation of Established Community Goals – This effort will involve the collection and reconciliation of goals established in efforts such as the Comprehensive Plan.
2. Development of Preliminary Study Goals – Focused around the kickoff meeting, this effort will reflect the collected ideas of the team and County technical staff.

Stakeholder Interviews

Individual Stakeholder interviews are a critical part of uncovering “real” issues. In Flemington, NJ this plan for a grade-separated intersection was under final design but was scrapped for a more context-sensitive solution after a series of stakeholder interviews revealed the strong concerns and conflicting vision of the local businesses and elected officials. The revised plan managed the critical transportation issues while supporting the local land use vision.



Flemington Circle - grade separated (LOS C)



Flemington Circle - new network (LOS B)

3. Facilitate Stakeholder Committee Working Session – This and the following processes are described in some detail under Task 1.3.
4. Facilitate County Commission Working Session - This would be to discuss goals and approach and to set the stage for the type of process and products to be delivered.

The stakeholder and commission work sessions will be held following initial data gathering and analysis and a round of public visioning sessions. This order of activities will assure that decision makers have a full spectrum of information to consider in the creation of these important policy decisions.

Task 2.5 – CTP Evaluation Framework

By this point in the process, the project vision, goals and processes will have been vetted and agreed upon. What remains is to develop an evaluation methodology to achieve these ends. Since we expect these goals to be wide-ranging, the evaluation tool will, by necessity, have to consider a broad range of criteria. The traditional measures of vehicle level of service, crash data and project cost will provide only part of the picture. Measures of access and connectivity (to land uses, paths, greenspace, etc.), average travel times, trips origins and characteristics, pedestrian safety, impact on tax base and support of the comprehensive plan may all help to tie projects back to the County's larger goals. We must also consider ways to measure the impact of our transportation investments on economic development and travel behavior.

Task 2 Products

Databases – All of the data collected by the team as a part of this phase will be compiled and delivered to the County.

Challenges and Needs Memorandum – The data and results of the inventory and existing conditions and needs phases will be summarized in a memorandum for review by County staff. This memorandum will be delivered in electronic format and will later be incorporated into the final plan report.

Evaluation Framework Document – A written description of the evaluation process and framework and the steps that went into its development will be produced and delivered to the County. This memorandum will be delivered in electronic format and will later be incorporated into the final plan report.

TASK 3: ASSESSMENT AND ANALYSIS

Task 3.1 – Analysis of Current Conditions

Current conditions will be documented and placed into a coherent form for communication at the beginning of the design workshop described in Task 1.3. At the opening session of the workshop, we will identify and illustrate our analysis of current conditions. Among the elements to be described might be location of parks and greenspace, schools and other community services; vehicle levels of service and access to trails and paths; areas to be preserved or areas in need of or with potential for

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redevelopment. These elements will be specific to each area, meaning that issues such as access to cultural and sporting events may emerge as an issue in one area and better access to parks might emerge in another.

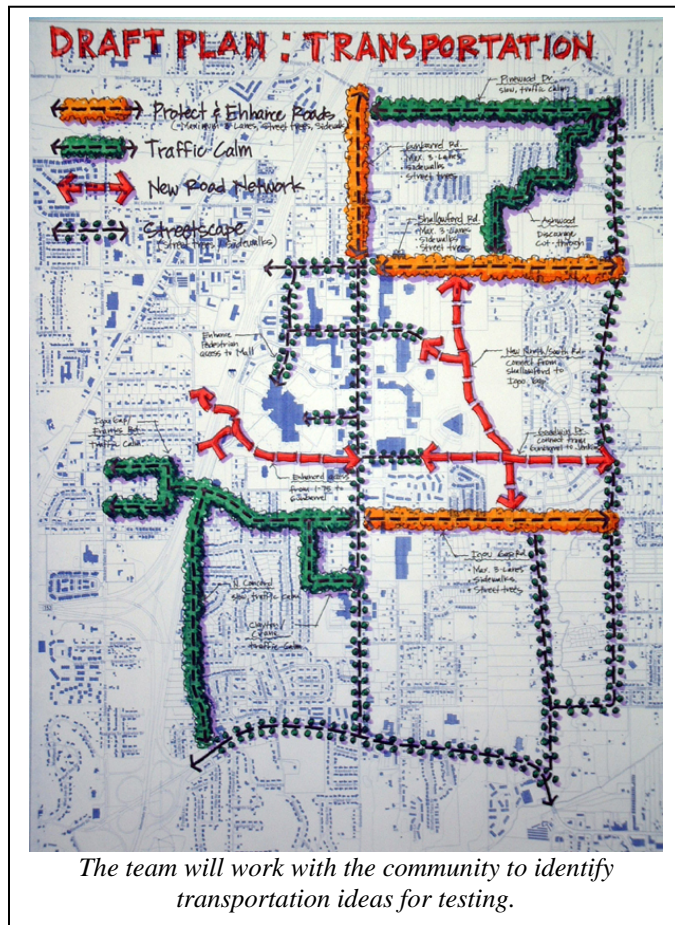
Task 3.2 – Analysis of Future Scenarios

We propose that much of this work will occur in the multi-day workshop. We will undertake not only technical analyses, but close interaction with the public and stakeholders in the development of ideas and options that might further the goals of the local community and the County. Involving the public intensively at this stage is one of the most promising ways to expand the thinking and creativity that can foment the generation of great ideas. While there will be evening public presentations at the beginning and end of each workshop, these events are really on-site, working studios where our staff will undertake the technical work in a setting that is open to the public.

On the first two days of the workshop, we will set to work to define critical pieces of new street network and connections that might help to forward the future vision for the County. These are the “absolute” pieces that must be specifically located and built either by public agencies and/or the private development industry. We will develop transportation strategies for change and no-change areas. Strategies may involve physical projects, technical approaches (demand management) or policy initiatives (such as land use changes). We will have modelers, designers and planners on-site to quickly get a read on which approaches hold the most promise and should be pursued further.

The workshop will also focus on the types of infrastructure the County will have to put in place to make bicycles, golf carts and transit viable options for residents. The team will develop order of magnitude costs for each transportation strategy.

Following the workshop, we will work with County staff to aggregate the improvement alternatives into a variety of improvement scenarios at the scale of the entire County. We will use the latest version of the ARC regional travel forecasting model system to test the



aggregate impacts of these combined Countywide programs on travel flows and conditions. We will run these scenarios against the ARC's established 5- and 20-year future socio-economic data, unless modifications to these data are warranted; in this case, we will present and justify the modifications before proceeding. (Possible reasons for such modifications might include specific provisions of land use plans or zoning regulations that are likely to affect the distribution of population or employment within and between zones.) Detailed model outputs for each scenario will be summarized into higher-level measures of system performance. Appropriate measures will be defined paying particular attention to the Evaluation Framework defined in Task 3.2.

Task 3 Products

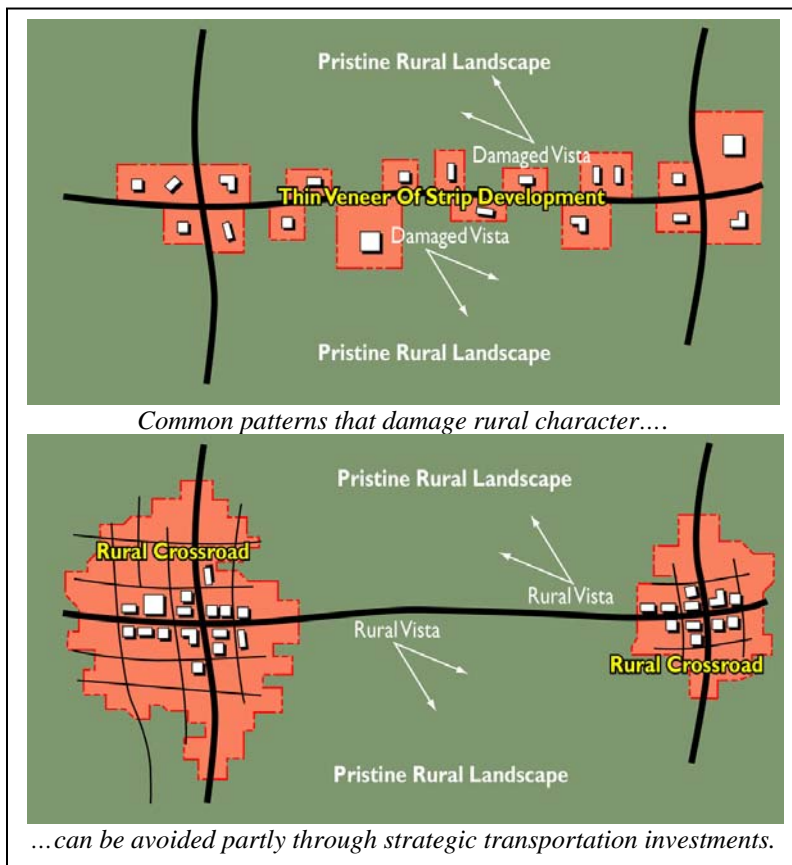
Technical Analyses Summary – A memorandum summarizing the technical analyses and listing solutions and projects evaluated will be developed. This memorandum will be delivered in electronic format and will later be incorporated into the final plan report.

TASK 4: RECOMMENDATIONS AND IMPLEMENTATION

Task 4.1 – Recommendations

A series of work sessions with County staff will be organized to evaluate the candidate projects identified in the analysis phases. The team will identify key transportation improvements and which connections should be implemented with public monies and which connections could be built through private development. We will assess land Development Code Modifications that might foster plan development. The compilation of these elements will represent the unconstrained or aspiration plan for the County.

In addition to the identification of physical projects, we also need to articulate policy positions that the County will take with agency partners on elements that are not directly under County control (transit, state routes, etc.).



This may include initiatives such as road widenings, alternative transit routings or street design elements relating to pedestrian safety and vehicle speeds.

Task 4.2 – Funding Context and Opportunities

After the screening tool has been employed to evaluate the extent to which projects meet the broad CTP goals, funding parameters for aspirations projects will be evaluated. The performance of these projects will be evaluated against ARC's project evaluation criteria to assure they potentially score high enough to insure inclusion in the RTP. For those that remain, we will look to other sources of funding for project implementation. The ARC criteria are heavily weighted toward projects that provide vehicular congestion relief according to the regional travel demand model. However, ARC also gives weight to projects that: have active financial commitments; are located on one of the core systems; provide connectivity among centers; focus on developed areas; enhance safety improvement; have negligible environmental impact; are cost effective and reinforce regional equity. Potential funding sources will be identified to include: state, local, regional, federal, external grants, SPLOST, inter-agency partnerships and project demonstration funds. In addition to the identification of outside funding sources, the action plan will identify local match requirements.

Task 4.3 – Prioritization Screening

We will work with County staff to utilize the screening tool to test solutions versus broad, goals-based criteria. We propose that both Technical Advisory and Stakeholder Committee working sessions be organized to evaluate the reasonableness of various approaches, policies and projects based on cost and network enhancement. We believe these interactions could serve the County well not only in the development of plan elements, but in the development of consensus regarding the overall approach.

Task 4 Products

In order for this action plan to be a tool that the County can continue to utilize, we envision four elements:

- ***Five-Year Financially Constrained Plan*** – These actions and projects will be ranked by priority and will be tied to the specific funding sources.
- ***Twenty-Year Land Use and Transportation Policy Plan*** – This will tie the elements of the plan specifically to the goals and approaches of the Comp Plan.

TASK 5: FINAL DOCUMENTATION

The team will produce the following final documents and deliverables in hardcopy (20 copies) and electronic formats:

- Plan Report Summary Document
- Final Plan Report Document including:
 - *Inventory and Needs Assessment*
 - *Public Outreach Documentation*
 - *Technical Analyses*
 - *5-Year Constrained Project List*

- Supporting Documentation