



DeKalb County Government

Manuel J. Maloof Center
1300 Commerce Drive
Decatur, Georgia 30030

Agenda Item

File ID: 2018-2388

Walk-On Item

7/10/2018

Public Hearing: YES NO

Department: Board of Commissioners

SUBJECT:

Commission District(s): All Districts

Request approval of a Memorandum of Agreement for the Development of a Transit Master Plan between the Atlanta Regional Commission and DeKalb County, Georgia.

Information Contact: Board of Commissioners

Phone Number: 404-371-2886

PURPOSE:

The Governing Authority approved a \$250,000.00 allocation for the development of an Atlanta Regional Commission (ARC) Transit Study in the 2018 Budget. This Item requests approval of a Memorandum of Agreement to formalize the agreement between ARC and DeKalb County related to the development of the transit study. Pursuant to the Agreement, \$1,000,000.00 of funding will be provided by the U.S. Department of Transportation through the Georgia Department of Transportation and DeKalb County will provide \$250,000.00 of funding as its 20% local match.

NEED/IMPACT:

This Memorandum of Agreement is needed to move forward with the development of a Transit Master Plan for DeKalb County.

FISCAL IMPACT:

No additional fiscal impact. \$250,000.00 was previously approved as part of Planning and Sustainability's FY18 Budget for development of this Transit Master Plan.

RECOMMENDATION:

To approve the attached Memorandum of Agreement in a form acceptable to the County Attorney and authorize the chief executive officer to execute all necessary documents.

Memorandum of Agreement

*The Development of a Transit Master Plan
Between
the Atlanta Regional Commission and DeKalb County*

WITNESSETH:

WHEREAS, the Atlanta Regional Commission (ARC) is the designated Metropolitan Planning Organization (MPO) for transportation planning in the Atlanta Metropolitan Transportation Planning Area which includes all or parts of twenty counties; and

WHEREAS, pursuant to federal requirements, ARC conducts multimodal, regional-, county- and corridor- level planning studies as part of the metropolitan transportation planning process, the results of which are considered for incorporation into the Regional Transportation Plan (RTP) and Transportation Improvement Program (TIP); and

WHEREAS, ARC initiated the Comprehensive Transportation Plan (CTP) Program in 2005 to encourage counties and their municipalities to develop joint long-range transportation plan; and

WHEREAS, the CTP Program goal is to update local transportation plans that are used as input into the regional transportation planning process; and

WHEREAS, DeKalb County has requested to update the DeKalb County Transportation Plan with a particular emphasis on refining the transit vision component of that plan; and

WHEREAS, ARC approved the request to update the DeKalb County Transportation Plan and included the update in ARC's 2018 Work Program; and

WHEREAS, the update will cost one million two hundred and fifty thousand dollars (\$1,250,000) and will be funded through the CTP program as part of the DeKalb County allocation for updating their CTP; and

WHEREAS, one million dollars (\$1,000,000) of this funding will be provided by the U.S. Department of Transportation through the Georgia Department of Transportation; and

WHEREAS, DeKalb County has requested that ARC manage the planning and development of the DeKalb County Transit Master Plan and ARC agrees to accept responsibility for management; and

WHEREAS, DeKalb County has agreed to pay the 20% local match requirements, which amounts to two hundred and fifty thousand dollars (\$250,000); and

NOW, THEREFORE, for and in consideration of the premises, the parties hereby agree as follows:

SECTION 1: PURPOSE

This Memorandum of Agreement (MOA) is intended to provide a framework for continuing, cooperative and comprehensive planning and development of the DeKalb County Transit Master Plan (Exhibit A). The development of the DeKalb County Transit Master Plan will be managed by ARC at the request of DeKalb County.

SECTION 2: ORGANIZATIONAL ROLES AND RESPONSIBILITIES

A. ARC

ARC shall be responsible for the following:

1. Provide overall coordination and management of the project.
2. Issue the RFP, and provide overall coordination and management the evaluation process.
3. Review RFP proposals for completeness and regulatory compliance.
4. Be the recipient of any federal and local funding for all planning activities associated with the project. (Estimate \$1,000,000 federal and \$250,000 local for a total of \$1,250,000.)
5. Coordinate the evaluation committee to select a consultant/consultant team.
6. Manage the project and consultation selection process in accordance with all applicable state and federal laws and regulations, and requirements of the concerned funding agencies.
7. Award, contract with, and manage any sub-contracts necessary to perform required planning associated with the project. Serve as the Contract Manager for any sub-contracts executed as part of this project, including deliverable approval, invoice approval, and scheduling.
8. Serve as a member of the Project Management Team.
9. Coordinate with DeKalb County on the review and edit of work products submitted by the consultant team as part of the Scope of Work.
10. Approve final work product and contract compliance and completion by the consultant/consultant team.
11. Provide periodic financial status reports to DeKalb County showing the obligation and expenditure of funds.
12. ARC shall have no financial obligation.

B. DeKalb County

DeKalb County shall be responsible for the following:

1. Assist ARC with the development of the Scope of Work by providing input into the process, approach, and desired outcomes.
2. Serve as a member of the Project Management Team.
3. Provide guidance and feedback to ARC regarding work products prepared by the consultant team as part of the consultant scope of work.
4. Review documents and other work products as defined in the Scope of Work produced by the consultant team and provide feedback to ARC.
5. Provide evaluation criteria and participate as an equal partner in the evaluation committee.

6. ARC shall invoice the County for the local matching funds to be paid in full within 30 days. The anticipated funding is \$1,000,000 in federal funding requiring \$250,000 of local matching funds, for total project funding of \$1,250,000. Any local match funds remaining upon completion of this project shall be distributed back to DeKalb County.
DeKalb County local funding match amount- \$250,000
7. In the event that the project budget increases due to unforeseen circumstances, DeKalb County by and through its Governing Authority shall determine whether to contribute additional funding or terminate the project.

SECTION 3: PROPOSAL EVALUATION COMMITTEE

1. The Proposal Evaluation Committee shall be formed following ARC receipt and review of at least 2 responsive proposals.
2. ARC shall pass responsive proposals on to the committee for evaluation based on criteria stipulated in the RFP.
3. Evaluation must be objective and based on a score sheet prepared by ARC in collaboration with DeKalb County. The project shall be awarded to the highest rated proposal based on the evaluation criteria and totaled scores from the committee.
4. Each member of the Proposal Evaluation Committee shall have an equal vote.
5. A short-list of firms/teams may be invited to participate in an interview process with the Proposal Evaluation Committee. ARC will confirm interview dates and times with the Proposal Evaluation Committee and the firms/teams selected to interview.

SECTION 4: PROJECT MANAGEMENT TEAM

The Project Management Team shall have the following responsibilities:

1. Provide administrative support to help guide the project, advance tasks, and keep the project on schedule.
2. Meet regularly throughout the project schedule with the consultant team to review progress and provide feedback.
3. Promote and participate in the public engagement process.
4. Review deliverables as defined in the Scope of Work.
5. Provide feedback, input, and guidance to ARC regarding the development of the project and tasks defined in the Scope of Work.

SECTION 5: COMPLIANCE WITH APPLICABLE LAWS AND REGULATIONS

All parties shall comply with all applicable local, state, and federal laws and regulations. Nothing in this Agreement alters, or seeks to alter, the existing statutory authority of the parties under state or federal law. If any of the provisions of this Agreement are held to be illegal, invalid or unenforceable, the remaining provisions shall remain in full force and effect.

SECTION 6: TIME OF PERFORMANCE, AMENDMENTS AND MODIFICATIONS

This agreement shall become effective upon execution by all parties and remain in effect until the completion of the project or termination by one of the parties as provided below.

Any party may terminate this Agreement upon sixty (60) days' written notice to the other parties, provided that the party requesting termination has provided notice and sufficient opportunity for remedy.

All parties may request changes to this agreement at any time by written notice to the other parties signatory of this agreement. Such changes as are mutually agreed upon by and between the parties shall be incorporated in written amendments to this agreement and executed in the same manner as this Agreement. This Agreement may only be modified by an instrument in writing executed by DeKalb County by and through its Governing Authority and ARC. Notwithstanding the foregoing, DeKalb County and ARC acknowledge that this Agreement may be revised or refined from time to time during its term. The parties agree to cooperate with each other by executing such documents as may be necessary to evidence such mutually agreeable modifications and refinements.

SECTION 7: RIGHTS IN DOCUMENTS, MATERIALS, AND DATA PRODUCED

For the purposes of this agreement, 'data' includes, but is not limited to, writings, sound recordings, photographs, films, videotapes, or other graphic representations and works of a similar nature. DeKalb County and ARC shall have the right to use same without restriction or limitation and without compensation to the other parties of the agreement. DeKalb County acknowledges that matters regarding rights to inventions and materials generated by or arising out of the agreement may be subject to certain regulations issued by the United States Department of Transportation and the Georgia Department of Transportation.

SECTION 8: NOTIFICATION

Any official notifications between the parties to this Agreement that would substantially affect the terms or conditions of this Agreement shall be directed to the office of the signatories to this Agreement.

The undersigned parties, by and through their respective duly authorized representatives, executed this **Memorandum of Agreement** on and as of the dates written below.

DeKalb County

Attested

BARBARA SANDERS-NORWOOD, CCC
Clerk of the Chief Executive Officer
And Board of Commissioners of
DeKalb County, Georgia

Michael L. Thurmond, CEO

Date

Atlanta Regional Commission (ARC)

Attested, Assistant Secretary

Douglas R. Hooker, Executive Director

Date

Kerry Armstrong, Chairman

Date

ATTACHMENT A

SCOPE OF SERVICE

DeKalb County Transit Master Plan

I. General: The work to be accomplished is in support of the following Atlanta Regional Commission (ARC) cost centers:

Cost Center 806ECP: County Transportation Planning

II. Area Covered: The area of study for the plan development is defined, but not limited to, the DeKalb County jurisdictional boundary, including the municipalities. Coordination with adjacent jurisdictions within an area three to five miles outside DeKalb County is also required to promote coordinated long-range transportation planning efforts across jurisdictional boundaries.

III. Objective: The Comprehensive Transportation Planning (CTP) program was established to ensure the transportation infrastructure has a positive impact on strengthening the Atlanta Region's economy and communities at both the local and regional levels. It accomplishes this by providing financial assistance for counties and their constituent municipalities to develop joint long-range transportation plans. These plans, while focused on local issues and needs, also serve as the foundation for regional planning efforts led by the Atlanta Regional Commission.

Coordination with the regional transportation planning process and regional development plan policies, and consideration of the Department of Community Affairs (DCA) minimum standards will help ensure jurisdictions develop plans that meet regional goals and are based on sound technical analysis.

DeKalb County, through its Board of Commissioners and the Cities of DeKalb County have requested the Atlanta Regional Commission (ARC) to fund a specific plan for transit expansion as a component of the CTP. This Transit Master Plan (TMP) will support legislative initiatives being led by the State of Georgia related to regional transit and also complement similar work recently completed or being considered in adjacent jurisdictions. The TMP will be developed in coordination with MARTA, the State Road and Tolls Authority (SRTA), the Georgia Department of Transportation (GDOT), affected local governments and other transit providers. Once complete the TMP will be considered the transit element of the CTP.

A comprehensive update of the remaining components of the DeKalb County CTP will occur following completion of this initial transit-focused effort, likely in 2019 or 2020. The second phase of the CTP update will be procured through a separate process at a time determined by mutual agreement of GDOT, ARC and DeKalb County.

The TMP will result in an overarching, coarse grained, transit vision for DeKalb County and its municipalities. This vision will, at a high level, delineate the desired types, general intensities, and general location of economic and residential development. Questions about development in centers versus corridors, transitional downtowns versus new town centers; industrial/warehouse versus residential office park, will need to be considered, and vetted with the public and stakeholders to establish a community vision to which the transit master plan can be fitted.

The TMP will recommend several potential future transit funding scenarios, and for each scenario assign transit modes and priorities to corridors, identify capital investments, and establish state and local government policies and regulatory actions necessary to guide transit investments. The Consultant will consider funding at various levels based on a 40 year tax. Consistent with broader regional transportation system goals, the TMP will be a critical tool to the following preliminary goals:

- Use transit as a tool to meet the sustainability, growth management, economic development, and traffic mitigation goals of DeKalb County and its municipalities
- Enhance livable communities where modes connect to facilitate seamless integration of the pedestrian, bicycle, and transit networks
- Balance system implementation with fiscal, operational and policy constraints
- Coordinate transit investments with state GDOT projects
- Be the basis for the transit component of each City's CTP
- Make riding transit easier and more desirable to affect a mode shift
- Use transit to create a transportation system responsive to the needs of vulnerable populations and those for whom transit is a necessity (e.g., transit dependent individuals, youth, seniors, people with disabilities, low income populations)

The TMP will be informed by and respond to relevant regional travel patterns and connect with completed and ongoing regional planning initiatives such as the Atlanta Region's Plan, the Comprehensive Operations Analyses (COA) of various transit agencies, Livable Centers Initiative plans within DeKalb County, the Concept 3 Regional Transit Vision, and other documents/projects to be determined.

IV. Background: The CTP Program will assist local governments by clearly defining county-wide goals, needs, and priorities. While ARC typically completes needs assessments and transportation plans focusing on regional needs and solutions, a successful local transportation plan and program is also critical. Local transportation plans are a key mechanism in which governments define programs and projects they are prepared to support and assist in funding. It is a critical program objective that these identified priorities will form the basis for future funding requests during Transportation Improvement Program (TIP) and Regional Transportation Plan (RTP) update cycles. No RTP can be successfully implemented without local support for plan goals, programs, and projects.

Transportation plans resulting from the CTP Program shall be informed by existing county and city comprehensive plans, thereby strengthening the connection between land use and transportation planning. CTP plan recommendations will clearly reference alignment with these aforementioned efforts. Additionally, CTP plans must address all Federally-mandated Planning Factors as outlined by the FAST Act.

Federal funding, with a minimum 20% local match, provides the resources to implement the program. A maximum federal funding level is established for each jurisdiction using ARC's most recent population estimates.

All work tasks refer to the development of the CTP plan. If the CTP plan is developed as part of a broader local comprehensive plan, program funding shall only be spent on the transportation planning component.

V. Work Tasks:

The DeKalb County CTP update will take into consideration major events since the previous update that may influence the current needs and priorities while prioritizing the development of a community driven, market-based transit master plan. This scope of work outlines the minimum requirements which must be fulfilled to receive funding from ARC.

Comprehensive progress reports detailing progress on each task will be submitted (monthly) to ARC with each invoice.

Task 1: Project Management and Stakeholder Engagement Plan

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

The Consultant will hold a kickoff meeting with ARC, DeKalb County and MARTA to refine the scope of services and set expectations for the schedule, communication protocols, product deliverables, and project coordination. The Consultant will use the input from the kickoff meeting to develop a Project Management Strategy and the Stakeholder Engagement and Outreach Strategy. The Project Management Strategy will identify those agencies and organizations which must be involved in the overall direction of the plan development process due to the critical nature of their financial, technical and/or political support. These key stakeholders will constitute the Project Management Team. The Strategy will establish protocols for communicating and sharing data, drafting materials for review, and developing other resources within the Project Management Team. A schedule for meetings of the team will be established and preliminary dates for key work task milestones and decision-making points will be defined.

In collaboration with project leaders and local representatives, the Consultant will develop a Stakeholder Engagement and Outreach Strategy that provides avenues for information-sharing and input from all affected stakeholders. The Consultant will include a combination of interviews with each participating local government; a significant number and variety of public engagement and input opportunities hosted in each participating city and subareas of unincorporated county; targeted outreach meetings with key populations and stakeholders; and a robust messaging and digital outreach effort. The Stakeholder Engagement and Outreach Strategy will be developed and approved by the Project Management Team prior to significant work being undertaken on subsequent tasks. The Strategy will identify key individuals, agencies and organizations whose participation will be critical in properly addressing the various elements and emphasis areas defined in the work program. Outreach techniques to effectively involve these stakeholders will be defined. The Strategy will also establish how members of the general public will be engaged throughout the process and have the opportunity to contribute meaningful input prior to final decisions being made.

Deliverables:

- *Project Kickoff Meeting*
- *Project Management Strategy*

Task 2: Public Outreach and Stakeholder Engagement

The most effective methods to involve a diverse range of the general public in the plan development process will be uniquely tailored via the Stakeholder Engagement and Outreach Strategy. Specific direct engagement techniques, such as open houses, formal hearings, public meetings and pop-ups,

workshops, social media, collateral materials, surveys, advisory committees and technical committees will be defined through consensus of the Project Management Team.

The public will be permitted the opportunity to provide input to be considered on development of the County's vision and goals and the needs assessment of the core elements of the Plan. The public will be afforded the opportunity to review draft deliverables related to the inventory and assessment of the transportation system and plan recommendations prior to those deliverables being finalized. The portfolio of techniques employed will be designed to maximize the potential for a broad range of the public to participate and add value to the planning process. In particular, efforts to engage those community members who have traditionally been underrepresented in the transportation decision making process, or will be most directly impacted by recommendations, will be emphasized.

An early deliverable of engagement and outreach activities will be to define the desired long-term outcomes which implementation of the CTP will help support. These outcomes must support the regionally defined vision of world-class infrastructure, a competitive economy and healthy, livable communities, as outlined in The Atlanta Region's Plan Policy Framework adopted in August 2015. The regional vision will be scaled and interpreted as appropriate to be more directly applicable and responsive to the unique characteristics of the study area. The locally desired outcomes may be expressed in terms of a vision statement, goals, and objectives, or may use a different nomenclature which resonates more strongly with community members.

Information on the process, schedule, draft and final deliverables, and opportunities for engagement will be readily accessible at all times throughout plan development via a project website. Access to the site will be available through DeKalb County's main website in a direct and logical manner.

The success of the TMP of the CTP update will depend heavily on the participation of affected stakeholders including elected officials, residents, property owners, transportation providers, advocacy groups and business interests. The outreach and engagement process will seek to be inclusive, informative and collaborative, and will pursue collective agreement among stakeholders regarding the vision for economic development, community development, and transit in the County and individual cities.

As part of the public outreach and engagement efforts, the Consultant will develop presentations and input activities that present analytical, technical findings in a clear, understandable manner. The Consultant will also use visuals, maps, infographics, tables, case studies, and other user-friendly tools to make abstract concepts and future projections more relatable, understandable, and useful.

Interviews, Technical Committee meetings, and public engagement will be conducted by the Consultant. In addition to these, the Consultant will identify and reach out to special populations that are particularly impacted by this effort and/or underrepresented within the outreach meetings. Digital media distributed through county and city websites and social media accounts will be used to provide information to concerned stakeholders and community members.

Deliverables:

- *Stakeholder Engagement and Outreach Strategy*
- *Statement of Desired TMP Outcomes*
- *Robust Community Engagement Opportunities*

- *Project Website*
- *Outreach and presentation materials*
- *Facilitation of public meetings*
- *Meeting summaries*
- *Summary of all written and verbal comments*

Task 3: Community Vision Development

The Consultant will assemble and review existing land use, economic development, transportation, and urban design/small area studies (e.g. LCIs, Downtown Master Plans, Special Studies, etc.) from each city and the County, and any applicable GDOT plans. These plans, studies, and pertinent data will be synthesized to establish guiding principles for future community development and economic development strategies within each municipality and for the County in its entirety.

After reviewing and synthesizing the plans of each city, the Consultant will conduct leadership/stakeholder interviews with each participating city. Upon completion of the synthesized plans, leadership/stakeholder interviews, and any necessary revisions, the Consultant will conduct the first series of public engagement meetings throughout the County. The first round of public engagement meetings will focus on communicating each city's documented vision and the resulting county-wide plan for community and economic development. Outreach meetings will foster input and discussion regarding the transit vision, opportunities to create a more connected future, and the potential role that transit might play in enhancing or realizing that future. The transit discussion during the first round of meetings must not be a presumed result.

The Consultant will review the results and input from the first round of public engagement meetings with the Technical Committee Meeting and revise and/or fine tune the project statement guiding the development of the Transit Master Plan based on community input.

Deliverable:

- *County wide Transit Vision*

Task 4: Analyzing Existing and Future Conditions: Transit in Fulton County Today and in the Future

Using data and information gathered in Task 3, elements of the transportation system will be assessed to determine both existing and potential future conditions. The assessment will address both strengths and shortcomings of the system and based on the ability of existing facilities and services to meet the community's needs. Because of the related nature of inventory and assessment activities, these two tasks may be combined for documentation purposes. The assessment process may use any combination of regional and local area travel demand models, analytical tools and methodologies which best suits the characteristics and issues of the study area and produces useful information in a cost-effective manner.

The use of scenarios which consider a range of possible alternative futures is encouraged. The scenarios may include various assumptions related to population and employment growth, land use patterns, technological innovations and other possibilities. The study area assessment should use the most recent Introduction to the Region's Plan and the Transportation System Assessment as a foundation for these efforts. The assessment should also give consideration to how well the study area's system performance aligns with the regionally defined goals, objectives and policies documented in The Atlanta Region's Plan Policy Framework.

In addition to data on transportation facilities and policies, Task 5 will include an assessment of how the County and its municipalities currently fund transportation. This will also incorporate transportation funding trends at the state and federal levels.

Specific to the TMP, the Consultant will review and analyze existing transit services in DeKalb County. The service evaluation will consider service types and characteristics, ridership, cost of service, and the geographic and population spread of existing services. These will include existing public transit services (MARTA, SRTA), local circulators, private shuttles and human services transportation (HST) such as MARTA Mobility Services. The existing service evaluation will identify pertinent service characteristics, ridership productivities and costs, as well as markets served by existing services. Data and information to be reviewed will include at a minimum:

- Types of services provided
- Ridership, including ridership by route
- Ridership characteristics (including time-of-day and any available data on trip purpose, demographics, etc.)
- Service levels by time of day and day of the week including peak, midday, and evening service frequency
- Hours of service
- Service productivity (including cost per passenger-mile, farebox recovery ratio, etc.)
- Service coverage
- Fares, transfer policies, and fare reciprocity
- Funding sources and levels
- Regional coordination

In addition to reviewing current service information and performance, the Consultant will conduct an analysis of county-wide demographics and travel information provided by ARC and gathered from available information sets.

The Consultant will evaluate existing transit plans and coordinate with ongoing planning efforts to assess existing and future conditions. The Consultant will examine how existing and planned transit services fit in the context of current and future land use patterns that are reflected in local comprehensive plans. Using this information, the Consultant will produce a State of DeKalb County Transit Report that describes the current and future conditions of DeKalb County's transit system, identifying both positive elements as well as areas of concern. The State of DeKalb County Transit Report will be produced as a briefing book as well as a web accessible format designed to provide the Consultant team, ARC, the existing transit providers, and stakeholders with a fundamental understanding of DeKalb County's available transit services.

Deliverables:

- *Assessment of Current and Future Conditions Funding Trends Analysis*
- *Draft and Final State of DeKalb County Transit Report*

Task 5: Transit Service Needs and Market Analysis

With an understanding of existing transit services, travel patterns, demographics, planned and programmed transit service improvements and informed by the community vision, and stakeholder and public input gathered through the first round of public engagement opportunities, the

Consultant will identify markets and geographic areas where there is a demonstrated need for expanded transit services for both “choice” transit riders and the transit dependent.

The Consultant will complete a market analysis that:

- Examines current and forecasted population, employment, demographic, and socioeconomic characteristics (to be provided by ARC);
- Performs an assessment of study area specific and broader regional trip origins and destinations as they impact the study area based on data provided by the ARC;
- Identifies major trip generators and attractors (activity centers) within or immediately adjacent to DeKalb County;
- Identifies activity centers where limited and strategic changes to the levels of density or changes to the jobs/housing balance might help increase transit system ridership; Identifies travel patterns and needs throughout the County, its municipalities and the region; assesses new growth markets based on local community and economic development plans of the County and cities;
- Characterizes travel markets and trip types within the study area to reflect the individual needs of the communities;
- Determines underlying transit demand throughout DeKalb County and its adjacent areas;
- Assess existing and future land uses in the study area and their ability to support various transit modes.

The Consultant will compare underlying demand and travel patterns with services that are currently provided by MARTA, SRTA, local circulators, private shuttles and HST and other local providers. The Consultant will identify the extent to which planned and programmed service improvements will address demand and identified needs. The Consultant will utilize this transit service analysis to develop an evaluation framework with goals, objectives and performance measures that will guide the needs assessment and the development of improvement strategies. The needs assessment will focus on internal needs (i.e. local circulation and travel beginning and ending within the study area) and external needs (i.e. travel with one end outside of the study area and opportunities to connect with the existing and planned regional transit system). The analysis will identify potential transit expansion opportunities (e.g., high capacity transit such as bus rapid transit, light rail, heavy rail, arterial rapid transit, circulators, local fixed route service, demand response, etc.) and their application within the study area. HST service must also be included as part of the needs assessment.

Using this information, the Consultant will develop a Transit Needs and Market Analysis report that identifies short (1 to 2 years), medium (2 to 8 years) and long term (up to 2040) needs to meet future demand in the study area and emerging markets.

Preliminary transit needs and market analysis results will be reviewed with the Technical Committee. The team will then conduct a second round of public outreach and engagement meetings to review the community vision, provide an overview of transit in DeKalb County today, and summarize the market analysis and needs assessment findings with community members. Each City will be offered an opportunity to host a public meeting, with a limit of 14 total meetings.

Public input from these meetings will be consolidated, reviewed with the Technical Committee, and utilized as an input into the development of service improvement strategies in Task 6.

Deliverable:

- *Draft and Final Transit Needs and Market Analysis Report*

Task 6: Development of Service Improvement Strategies

The Consultant will use the transit needs and market analysis to project demand and recommend short, medium, and long-term service improvement strategies that will support projected demand (transit dependent and transit choice) and address identified needs. Additionally, the Consultant will assess the impact of recommended transit system changes to the traffic on relevant surrounding roadways to include any traffic volume increases and/or decreases. The data for this analysis will be provided to the consultant by ARC after it runs the activity based model. The Consultant will work with ARC staff and the Technical Committee to assess which improvement strategies should be realistically considered for implementation. The agreed upon strategies will be further developed to determine feasibility and viability in terms of ridership, productivity, cost-effectiveness and stakeholder support, and determine order of magnitude operating and capital cost estimates.

To identify potential service improvement strategies and scenarios, the Consultant will develop strategies that address the complex network of transportation and mobility, land use, economic development, and community building needs and challenges. The Consultant will begin by defining service typologies and identifying services that can be implemented in specific corridors or service areas. This will provide a workable structure in which to develop transit improvements that address a wide range of diverse needs, travel patterns and land uses.

Concurrent with the identification of new services, the Consultant will identify other supporting initiatives and facilities including:

- Improvements to existing services, such as frequency and span of service improvements on major routes.
- New transit centers and hubs between, to, and from outlying areas.
- Use of transit priority queue jumpers and other measures that would support rapid and express bus services.
- Development of high-frequency transit corridors in high-demand and downtown areas as focal points for improved transit service and facilities.
- Improvements to existing facilities, including system-wide bus stops and passenger waiting experiences.
- Connections and interfaces between the region's different transit providers, including minimizing "cross-border" transfers.
- Formulation of potential transit supportive policies and guidelines to improve and encourage transit ridership and access to transit.
- Propose level of service for transit corridors, routing alignments, infrastructure improvements and service modes that are consistent with MARTA's Service Standards and industry practice.
- Traffic impacts to vehicle operations within the study area.
- Baseline levels of transit service for each phase that maintains internal and regional connectivity for study area residents, particularly transit dependent populations.

- Integration and coordination with regional initiatives currently underway, i.e. regional fare integration, provision of real-time transit information via ITS applications, mobile ticket applications, regional transit signage upgrades and other initiatives.

The Consultant will examine a wide range of transformative alternatives, all directed toward development of a program of improvements that can enhance economic development, mobility, and transit accessibility throughout DeKalb County. The Consultant will examine service improvement strategies within the context of the community vision, including potential land use changes and policies consistent with transit oriented development.

For the long term (2040) service scenarios the Consultant will develop, propose a wide range of services combining preliminary strategies and options in different ways. The Consultant will develop and vet service scenarios that represent different approaches and investment levels. Beyond demand versus coverage-based service, the Consultant will consider other corridor-specific considerations including:

- Serving conventional peak-direction commutes, versus reverse commutes, versus non-commute trips
- Line-haul versus circulator service
- Rapid, limited-stop versus slower local service
- Frequency and span of service

The Consultant will develop a market-based scenario and a minimum of three potential service scenarios, each of which will consist of different combinations of transit services and programs, transit priorities, and funding levels. The Consultant will vet the scenarios with the Technical Committee, and a more detailed financial analysis, and develop a final recommendation that will combine the elements of each scenario that would be most effective and produce the highest levels of public support.

Deliverable:

- *Draft and Final Service Improvement Strategies Technical Memo*

Task 7: Development of Transit Investment Scenarios

Based on the needs identified in Task 5 and the evaluation framework developed in Task 6, the Consultant will perform a financial analysis that includes the various costs, funding strategies and options for all the service improvement strategies proposed in Task 7. The analysis will include the following components:

- Funding requirements, including annual capital and operating costs;
- System life cycle costs, maintenance, replacement and expansion schedules; and
- Funding strategies and opportunities, including potential local funding options.

The Consultant will prepare a comprehensive list of potential funding sources to meet the funding requirements of each option, and engage the Technical Committee in a discussion of their viability. Using this financial information, the Consultant will develop a spreadsheet-based financial model that integrates macroeconomic assumptions, MARTA revenue projections from existing funding sources, transit system service levels, operating and maintenance (O&M) costs, capital cost estimates for bus and high capacity transit improvements, and assumptions on project timing to

estimate future MARTA cash flows. The model will include a forecast of federal funding, potential funding from other sources and revenue available through a potential DeKalb County sales tax referendum.

The Consultant will facilitate a series of financial briefings and working sessions with a Financial Taskforce to build collective agreement on the reasonableness of assumptions used in the financial model and discuss how to combine service improvement strategies into a minimum of three (3) regional transit investment programs scenarios. It may be necessary to adjust scenarios and conduct sensitivity tests with variations on assumptions. The assumptions and results for each scenario will be documented to support comparison and discussion. The Consultant will work with ARC and its planning partners to evaluate and screen investment scenarios to select a preferred investment program. The Consultant will document the process and results of this effort in a technical memorandum for review and approval by ARC staff and the Technical Committee.

Deliverables:

- *Draft and Final Transit Investment Scenarios Technical Memo*

Task 8: Develop Transit Master Plan

The Consultant will prepare a Transit Master Plan (TMP) that summarizes all deliverables and final recommendations. The document will outline a clear implementation plan for policy and programmatic actions to support the growth and sustainability of transit service in DeKalb County. The implementation strategy will assign roles and responsibilities and will include a range of funding scenarios and performance goals. The document will outline the planning process, public outreach and stakeholder engagement process and how it affected the planning process, the preferred transit investment scenario, funding plan, and implementation strategies. The Consultant will also develop an executive summary as a stand-alone document.

The Consultant will work with the ARC staff and its planning partners through the necessary reviews and approvals for adoption of the TMP. The adoption process could entail review and approval by several regional committees and boards prior to approval or acceptance by the DeKalb County Board of Commissioners and Mayors. Throughout the approval and review process, ARC will be responsible for compiling one set of comments reflecting the overall intent of the various planning partner's comments and resolving any conflicting viewpoints.

Upon or in conjunction with the completion of the Draft Transit Master Plan, the consultant will facilitate up to four (4) public information sessions or open houses to provide an opportunity for public review and comment of draft findings and recommendations.

Deliverables:

- *Draft and Final Transit Master Plan*
- *Executive Summary*

Task 9: Refinements

After review by ARC staff, the consultant will make one round of revisions to address necessary changes. After the refinements are completed, and the results reviewed by ARC's staff, the project will be considered complete after ARC has signed off on an acceptance document.

Deliverables:

- *List of refinements verified as complete*

- *Project acceptance document signed*

Task 10: Ongoing Support

The TMP must be substantially completed by January 1, 2019. However, Consultant's services may be extended for continued support through March 31, 2019.

Task 11: Documentation

The use of innovative and creative approaches to documentation is encouraged. If hard copy documents are produced, ARC will be provided with one copy of each major interim deliverable and the final plan. If all documentation is web-based, relevant link(s) will be provided to ARC and the plan website will remain active for a minimum of five years or until the next update, whichever comes first. If it is desired to deactivate the site for any reason prior to either of these milestones, advance coordination with ARC is required so that electronic versions of plan documents can be archived appropriately.

To the extent possible, system inventory and assessment data, as well as the final project recommendations, should be mapped in ArcGIS. Relevant datasets will be provided to ARC. Mapped information developed in other software, whether conceptual in nature or geographically accurate, will also be provided, in either the original source format or exported into an intermediate format usable by ARC.

The minimum required deliverables, as defined in this work program and which will collectively TMP component of DeKalb County CTP, are:

- Project Management Strategy
- Stakeholder Engagement and Outreach Strategy
- State of DeKalb County Transit Report
- Assessment of Current and Future Conditions
- Transit Needs and Market Analysis Report
- Service Improvement Strategies Technical Memo
- Funding Trends Analysis
- Transit Investment Scenarios Technical Memo
- DeKalb County Transit Master Plan
- Executive Summary
- GDOT Coordination Memo

Any additional interim deliverables can be prescribed at the discretion of the Consultant. The final plan may be presented as a single document or as a collection of inter-related documents. While key findings, observations and conclusions of the interim deliverables will be integrated into the final plan document(s), the contents of those interim deliverables do not need to be replicated in their entirety. They may be included in the final document(s) by reference if desired.

A copy of any adopting resolution(s) will also be provided to ARC.

VI. Schedule Deadlines

Major work activities must be completed by January 1, 2019. Overall contract completion date will be March 31, 2019