

ATTACHMENT A

Scope of Work

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

402 CAS - Livable Centers Initiative Investment Policy Studies (LCI)

II. Area covered: All the necessary services provided in this subgrant contract will support the study of LCI-related programs and projects in the existing Powder Springs LCI area, a map of which is included as an attachment to this scope (Exhibit A). The study area may extend slightly beyond these limits if needed for logical termini purposes.

III. Goal: Portions of the Atlanta Metropolitan Transportation Planning Area are in maintenance for both ozone and PM2.5 standards under the Clean Air Act under the Clean Air Act Amendments of 1990. Because of this designation, the region must look toward better development practices that support increased use of transportation modes other than single occupant vehicles (SOV) to help reduce emissions and meet air quality requirements. The LCI Program seeks to increase the use of alternatives to driving alone by developing transportation projects and other programs to improve accessibility, expand mixed-uses, utilize transit, and support further development in the study area. Evaluation of the existing structure and development of likely scenarios should produce recommendations for future investment that support ARC's Livable Centers Initiative Program. Improving safety and walkability will result in increases of the alternatives to driving alone.

IV. Work Tasks:

The City of Powder Springs (Sponsor) will prepare an update to its Springs in Motion LCI Plan. The purpose of this update is to keep the LCI plan relevant and produce new recommendations for implementation, particularly in light of substantial growth and development that have taken place in Powder Springs since the LCI Plan was last updated in 2016. The overall intent of the LCI plan should not change, and updated goals, policies, and action strategies must remain consistent with the LCI program goals.

The Sponsor and ARC anticipate the following outcomes from this study:

- Incorporate and connect the City's newest assets, including Thurman Springs Park, Powder Springs Dog Park, the Hardy Family Automotive Amphitheater, and the new Powder Springs City Hall near the town center.
- Envision enhanced walkability and connectivity throughout the study area, incorporating existing, planned and potential paths. This includes optimizing connectivity between the Silver Comet Trail and the town center.

- Create a plan for safer and more efficient traffic flow in the town center, including Marietta Street, by prioritizing pedestrian safety and comfort, incorporating traffic calming, and developing a parking plan.
- Develop guidance for development and placement of electric vehicle charging infrastructure (EVCI) within the study area.
- Determine the location of and access to transit stops in the study area, based on new local bus routes contained in Cobb County’s adopted Comprehensive Transportation Plan (CTP).
- Reevaluate the City’s housing stock and prioritize areas of opportunity for the development of new single-family and multi-family housing in the study area, with a focus on creating new workforce housing opportunities and preserving existing affordable housing.
- Reassess infrastructure needs in relation to recent growth, especially residential development, that has occurred near the City’s core.
- Identify key opportunities for public art, cultural events, and the support of artists and the arts community in the town center.
- Evaluate the study area’s parks, recreation and greenspace footprint and identify areas for improvement.

The work to be accomplished under this contract is divided into the following tasks:

Task 1 – Existing Conditions Assessment:

The goal of this task is a thorough review and assessment of existing conditions within the study area including a review of the current LCI plans and other relevant studies. The focus of the assessment will include, at a minimum, the following:

- Review the most recent LCI action plans and identify the status of each item listed.
- Review other existing plans’ proposals for future land uses, development, zoning, transportation, and public facilities and compare to conditions “on the ground” today.
- Conduct additional technical analysis on subareas that have changed significantly since the last plan update.
- Analyze and document existing conditions and issues related to land use, transportation, stormwater, housing, and infrastructure within the study area.
- Assess existing conditions of roadways and trails in the study area, including existing bicycle and pedestrian infrastructure, transit stops, traffic control devices, and rights-of-way.

Key Deliverable: Existing Conditions Assessment Report

Task 2 – Housing and Market Analysis:

The goal of this task is the preparation of a housing and market analysis that informs plan recommendations and ensures the proposed plan is realistic. The analysis will evaluate potential housing locations and types, development and preservation of affordable and workforce housing, and redevelopment. The focus of the assessment will include, at a minimum, the following:

- Determine level of market opportunity by land use and product type, i.e., how much and what uses and products are needed, overbuilt, etc. This includes assessing demand and feasibility for housing (by type and cost), retail, office, and other uses within the LCI area and assess competing uses in districts near the LCI area.
- Develop customer profiles, which should include detailed demographics, lifestyle segmentation data, commuting patterns, actual customer spending habits, or other pertinent information.
- Identify up to five (5) sites for new development that can catalyze further reinvestment.
- Identify opportunities for new housing development in the LCI area, including affordable and workforce housing, that aligns with the plan’s guidance for development type, scale, and character in the study area.
- Document strategies to incentivize the preservation and stabilization of existing affordable and workforce housing.
- Develop recommendations that identify best practice(s) and/or development incentives or financing mechanisms for housing and economic development that align with the Metro Atlanta Housing Strategy.

Key Deliverable: Housing and Market Analysis Report

Task 3 – Public Engagement:

The goal of this task is to develop a local planning outreach process that promotes the involvement of all stakeholders in the study area, with efforts and accommodations made to engage traditional underrepresented groups such as low to moderate income, minority, youth, and elderly or disabled community members. The subgrantee will conduct an outreach process that promotes the involvement of all stakeholders in the study area. In addition to residents, business owners, and property owners, key stakeholders in this process should also include ARC, GDOT, Cobb DOT, CobbLinc, County staff, and elected and appointed officials, and any other relevant partner organizations and agencies. The ARC Project Manager must be included in all communications regarding meeting scheduling and notified of all meetings taking place.

The subgrantee must comply with the following:

- Project information shall be uploaded to the subgrantee’s website to provide basic project information to the public, along with project materials and meeting summaries.
- A Project Management Team (PMT) shall be formed with representatives from the city and consultant team, the ARC Project Manager, and any other relevant stakeholders.
- The subgrantee and consultant team shall seek input and comments from a Project Advisory Group (PAG) of major stakeholders.

The subgrantee will schedule at least three (3) public open engagement opportunities in a format determined by the PMT. The following topics/milestones, at a minimum, should be covered by the public engagement activities:

- Provide an overview of the study process, goals of the study, key dates, and opportunities for public input.
- Solicit feedback on goals and objectives of the study; community needs; and strengths, weaknesses, opportunities, and threats in the LCI area.
- Seek input and consensus on preferred concepts, typical sections, and improvements.
- Seek approval of final plan documents and concepts.

In-person, virtual, and/or digital formats may be used for the above activities, including but not limited to online surveys, pop-up events, design workshops, focus group meetings, community meetings, and stakeholder interviews.

Final Plan Review and Transportation Coordination Meetings

A transportation project coordination meeting is required to be conducted prior to finalizing the LCI plan recommendations. To ensure the transportation projects are feasible, the coordination meeting should include all affected organizations (ARC, GDOT, Cobb DOT, CobbLinc, County staff and elected officials, and any other relevant partner organizations and agencies) to discuss potential projects prior to the transportation improvement list being finalized.

The final plan review is required to discuss the plan process, issues, or unique activities that occurred, and future projects that are needed to implement the plan once the plan is complete.

These meetings may be combined, and may be conducted in a virtual or in-person format.

Key Deliverables: Public Engagement Plan, PMT and PAG Meeting Summaries, Public Engagement Summary

Task 4 – Plan Development:

The goal of this task is to review the existing plan, update the goals, policies, and action strategies based on the findings of Tasks 1 through 3, and prepare a detailed draft plan. At a minimum, this plan will assess and update the LCI area’s current land use patterns, environmental constraints, transportation patterns, and urban design elements, including pedestrian, bicycle, and transit access; access to jobs, retail, and neighborhood services; diversity of dwelling types; and design for healthy living and social interaction. This analysis should be coordinated with other completed studies, programs, developments, and organizations. At a minimum, this plan will contain the following components:

- Summary of existing conditions identified in Task 1. This includes land use, zoning, transportation, housing, and infrastructure conditions.
- Assessment of the current LCI plan and other relevant plans that have an impact on the plan update, also covered in Task 1.
- Vision and goals for the downtown area that address the following:
 - Mix of land uses appropriate for future growth including new and/or revised land use regulations needed to complete the development program

- Mixed-income housing, job/housing match, and social issues such as access to healthy foods and aging in place.
- Recommended policies and programs to implement community vision.
- Recommended revisions to the zoning ordinance and development of regulations to support the vision which includes street design standards.
- Detailed implementation strategy and action plan to assist City officials in moving the plan forward that includes the recommendations from the Market and Housing Analysis.
- Site-specific recommendations for catalytic sites in the downtown area that include a market analysis, regulatory recommendations, and visualization of key concepts.
- Temporary and short-term creative placemaking strategies.
- Guidance for the development and placement of EVCI within the LCI area.
- Transportation assessment and recommendations which include:
 - Transportation demand reduction measures.
 - Mobility improvements including traffic calming, pedestrian and bicycle circulation, transit access, and safety and security of all modes.
 - Placemaking strategies including but not limited to public art, wayfinding, safety, landscaping/streetscaping, lighting, bicycle parking, and park and civic space amenities.
 - Continuity of local streets in the study area and extension of the street grid.
 - Conceptual renderings of the key transportation recommendations.
 - Temporary or interim transportation improvements.
 - Opportunities for the incorporation of green infrastructure within the transportation elements.

Key Deliverable: Draft Plan Document

Task 5 – Project Deliverables:

The goal of this task is to compile the results of the overall study process, relevant findings, and recommendations into a final study/plan document. The final study document shall include the following (not necessarily in this order) into an easy-to-read format:

- **Existing Conditions Analysis Summary from Task 1:**
 - A description of the findings from Task 1 including the status of key LCI recommendations from the previous plan.
- **Housing and Market Analysis Summary from Task 2:**
 - Include a summary of the Housing and Market analysis and economic development recommendations in the planning document and executive summary and provide the full report as an appendix.
- **Public Engagement and Plan Development Summary from Task 3:**
 - A description of the study process and methodology, data gathering techniques and findings, and general outcomes.
 - A description of the public participation process used to achieve a community-supported program of improvements.
- **Updated Concept Plan, including:**

- Maps, concept illustrations, and other graphic representations to support the plan including (but not limited to): the LCI area, existing land use, future land use, existing transportation facilities, and proposed transportation improvements.
- Catalytic project locations.
- Identify locations of transportation recommendations.
- **Implementation Strategy:**
 - Describe the organizational structure and processes that will be used to ensure the action plan items are implemented. Focus should be given to collaboration opportunities with other organizations and strategies to ensure continued support from local elected officials, residents, and businesses.
 - Recommendations from the Market and Housing Analysis.
 - A 100-day Action Plan shall be developed to include no-cost or very low-cost actions and organizational steps needed to keep momentum going and the stakeholders involved and sharing responsibility for the plan's success. This action plan should include short term creative placemaking measures and temporary transportation installations that the City of Powder Springs can undertake to test out concepts in a lighter, cheaper, faster manner.
 - A description of the changes required within the zoning ordinance, development regulations and/or other locally adopted policies to support the concept plan and street design standards, with revised language for adoption, and including a committed schedule for adopting such changes.
 - An evaluation process used to monitor plan implementation and update the action plan every five years (or more often if need), should be identified.
 - An Action Plan that includes of all projects, programs, and initiatives that are planned in the study area to implement the plan's goals. The Action Plan should include estimated start date, completion date, cost estimate, funding sources, and responsible party. This implementation plan should include specific actions with start and end dates that implement the LCI plan, including, but not limited to:
 - A prioritized description of transportation improvement projects (local, state, and federal) that will support the study area goals.
 - A prioritized description of housing strategies, particularly for affordable and mixed-income housing developments, that support a job-housing match, aging in place, and efficient utilization of transportation facilities in the study area. These should align with the Regional Housing Strategy recommendations.
 - A prioritized description of economic development and placemaking strategies.

This action list should be implementable based on the capacity of the Sponsors.

 - A prioritized description of transportation improvement projects that are longer term in nature.
 - For key projects identified by the Project Management Team, a detailed implementation guide of steps needed to implement the projects.
- **Appendix**
 - Detailed assessment of existing conditions
 - Detailed housing and market analysis
 - Detailed transportation assessment
 - Other Technical Documentation or Assessments (if applicable)

Format of Deliverables

- PDF file of the document, any appendices, concept plans, and typical sections.
- Electronic files in their original formats with supporting graphics and GIS or other data files (Excel, InDesign, etc.).

Key Deliverable: Final Plan Document

Key Dates

The following are key dates by which significant tasks are required to be completed to ensure the LCI study is completed on time. ARC staff will assist the LCI recipients as needed to meet these dates.

- RFP Advertised – October 2024
- Consultant Selected – December 2024
- Consultant Contract Submitted to ARC – January 2025
- Study Complete – August 2026
- Final Invoice and Study Documents – October 31, 2026

Exhibit A
Project Location Map



ATTACHMENT B

Compensation and Method of Payment

I. Compensation: The total cost of the Project (as described in “Attachment A”) is \$200,000. ARC’s compensation to the Subgrantee will not exceed 80 percent of the actual awarded funding costs incurred. However, in no event will the total compensation and reimbursement, if any, to be paid to the Subgrantee under this contract exceed the sum of \$160,000. All costs in excess of \$160,000 are to be paid by the Subgrantee.

A breakdown of this compensation is shown in Exhibit B-1, “Budget Estimate”, which is attached to and made part of this contract for financial reporting, monitoring, and audit purposes.

II. Method of Payment: The following method of payment replaces that specified in the main body of the contract.

A. Progress Payments: The Subgrantee shall be entitled to receive progress payments on the following basis. As of the last day of each month during the existence of this contract, the Subgrantee shall prepare an invoice for payment documenting work completed and costs incurred during the invoice period. This invoice shall be submitted to ARC along with the monthly report by the 10th of the following month. Any work for which reimbursement is requested may be disallowed at ARC’s discretion if not properly documented, as determined by ARC, in the required monthly narrative progress report.

Upon the basis of its audit and review of such invoice and its review and approval of the monthly reports called for in the paragraph concerning “Reports” in the main body of the contract, ARC will, at the request of the Subgrantee, make payments to the Subgrantee as the work progresses but not more often than once a month. Invoices shall reflect 100% of the allowable actual costs incurred, be numbered consecutively, and submitted each month until the project is completed. Reimbursement payments from ARC shall be at 80% of the approved invoiced costs.

Subgrantee’s monthly invoices and monthly narrative progress reports are to be submitted to the ARC Executive Director or her authorized agent and must be received by her no later than the 10th day of the following month. ARC may, at its discretion, disallow payment of all or part of an invoice received after this deadline.

B. Final Payment: Final payment shall only be made upon determination by ARC that all requirements hereunder have been completed. Upon such determination and upon submittal of a final invoice, ARC shall pay all compensation due to the Subgrantee, less the total of all previous progress payments made.

Subgrantee’s final invoice and documents as described in “Attachment A, Task 4 – Prepare Project Deliverables” must be received by ARC no later than one month after the project completion date specified in Paragraph 3 of the contract. ARC may, at its discretion, disallow payment of all or part of a final invoice received after this deadline.

III. Completion of Project: It is agreed that in no event will the maximum compensation and reimbursement, if any, to be paid to the Subgrantee under this contract exceed \$160,000 and that the Subgrantee expressly agrees that they shall do, perform, and carry out in a satisfactory and proper manner, as determined by ARC, all of the work and services described in Attachment A.

IV. Access to Records: The Subgrantee agrees that ARC, the Concerned Funding Agency, or Agencies and, if appropriate, the Comptroller General of the United States, or any of their duly authorized representatives, shall have access to any books, documents, papers, and records of the Subgrantee which are directly pertinent to the project for the purpose of making audit, examination, excerpts, and transcriptions.

The Subgrantee agrees that failure to carry out the requirements set forth above shall constitute a breach of contract and may result in termination of this agreement by ARC or such remedy as ARC deems appropriate.

V. ARC's Designated Agent. In accordance with Paragraph 5 of the main body of this contract, ARC's Director hereby designates ARC's Chief Operating Officer as her agent for purposes of this contract only, except for executing amendments hereto.

EXHIBIT B-1

Budget Estimate

Task 1 – Existing Conditions Assessment	\$40,000
Task 2 – Housing and Market Analysis	\$40,000
Task 3 – Public Engagement	\$40,000
Task 4 – Plan Development	\$50,000
Task 5 – Project Deliverables	<u>\$30,000</u>
Total Cost:	\$200,000
ARC Share:	\$160,000
Local Share:	\$40,000

*Note: The estimates listed above are preliminary and actual costs by task may vary so long as the total contract value does not increase. Any change to the budget estimates shown above must be requested in writing and approved by ARC's Chief Operating Officer.