

RESOLUTION NO. R18-999

**A RESOLUTION TO AUTHORIZE AWARD OF CONTRACT FOR
GRANT WRITING SERVICES**

WHEREAS, the City of Stockbridge ("City") is a municipal corporation duly organized and existing under the laws of the State of Georgia and is charged with being fiscally responsible concerning the use and expenditure of all public funds; and

WHEREAS, the City proposes to authorize the award of a contract for certain grant writing services;

WHEREAS, Alagrants, LLC DBA Azimuth is the recommended winning bidder;

THEREFORE, THE CITY COUNCIL OF THE CITY OF STOCKBRIDGE HEREBY RESOLVES:

SECTION 1. Approval of Bidder. The award of a contract for grant writing services to Alagrants, LLC DBA Azimuth as presented to the City Council on December 10 is hereby approved by the City Council.

SECTION 2. Public Record. This document shall be maintained as a public record by the City Clerk and shall be accessible to the public during all normal business hours of the City of Stockbridge.

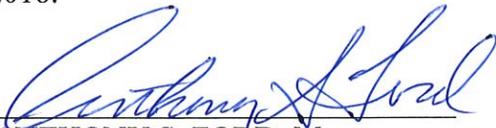
SECTION 3. Authorization of Execution. The Mayor is hereby authorized to sign all documents, including the contract with such changes and modifications as recommended by the City Attorney, necessary to effectuate this Resolution.

SECTION 4. Attestation. The City Clerk is authorized to execute, attest to, and seal any documents which may be necessary to effectuate this Resolution, subject to approval as to form by the City Attorney.

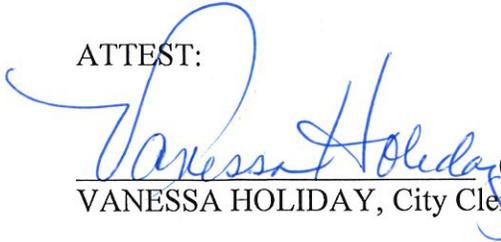
SECTION 5. Effective Date. This Resolution shall become effective immediately upon its adoption by the Mayor and City Council of the City of Stockbridge as provided in the City Charter.

[SIGNATURES APPEAR ON FOLLOWING PAGE]

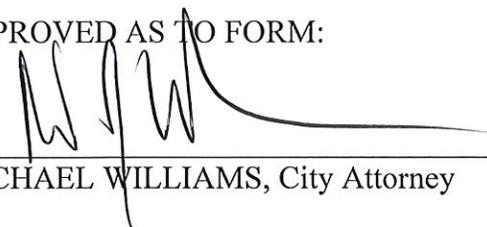
SO RESOLVED this 10th day of December, 2018.

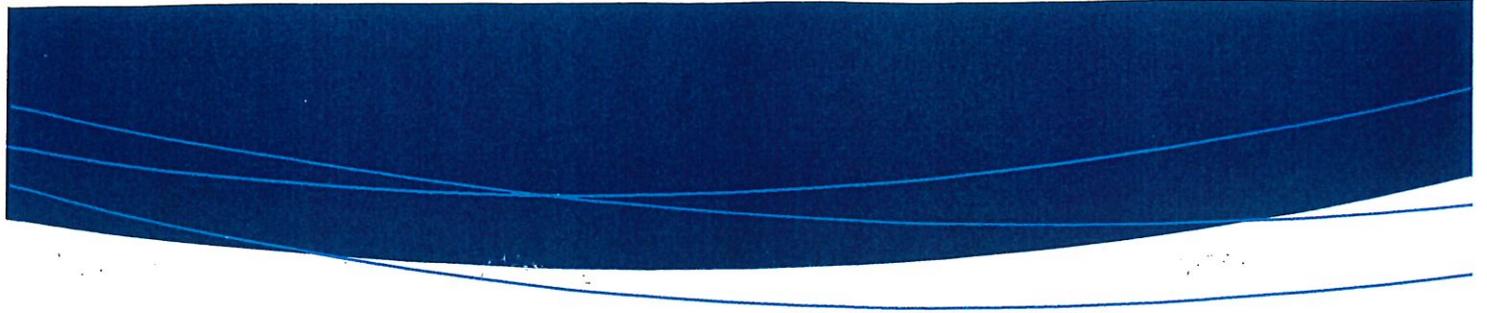

ANTHONY S. FORD, Mayor

ATTEST:


VANESSA HOLIDAY, City Clerk (SEAL)

APPROVED AS TO FORM:


MICHAEL WILLIAMS, City Attorney



azimuth

PROPOSAL TO SERVE

CITY OF STOCKBRIDGE

SEPTEMBER 5, 2018

The logo for Azimuth, featuring the word "azimuth" in a bold, blue, sans-serif font. A small blue lightning bolt icon is positioned above the letter 'i'.

Proposer

Alagrants, LLC DBA Azimuth
2013 Wynfield Dr.
Prattville, AL 36067

Submitted By

Jessica Taylor, CEO
Jessica@azimuthcompanies.com
256.239.0206



445 Dexter Avenue, Suite 4050
Montgomery, AL 36104
334.245.3863
whatsyourazimuth.com

September 5, 2018

Ms. Donald R. Riley, CPPB - Purchasing Specialist
City of Stockbridge
4640 North Henry Boulevard
Stockbridge, GA 30281

Dear Mr. Riley:

We are pleased to submit this proposal for your consideration. Azimuth has the depth of resources and experience to serve the City of Stockbridge. We are committed to providing the highest level of service to meet your needs. Our team has helped secure and manage over \$38M for our clients so far in 2018. We would be honored to serve the City of Stockbridge in researching, acquiring, and managing grant funding.

When you work with Azimuth, you get a diverse team of experienced professionals looking out for your interests. For every project, we select a lead consultant and the staff members best suited to support your mission. Azimuth is dedicated to cultivating solid relationships built on mutual trust and respect. We strive to develop a thorough understanding of your operational priorities and goals. We want to become an extension of your team.

We hope the ideas presented in this response are consistent with your vision. We are happy to further develop or refine any of the services listed to meet your needs.

Thank you for the opportunity to submit this response; we look forward to your feedback.

Sincerely,

A handwritten signature in black ink, appearing to read "Jessica Taylor".

Jessica Taylor, CEO

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Happy birthday!

Yahoo/Inbox



Upscale Fashions Inc. 🔍

upscalefashionsinc@gmail.com



Upscale Fashions Inc. <upscalefashio
To: kiradst@yahoo.com

Dec 5 at 4:32 PM

Hi. December Birthday!

HAPPY
BIRTHDAY
TO YOU

because we think you s

*Hey there. We heard it's your birthday so
you a little something spec*

*Show us this email and receive 25% off di
regular priced item.
It's your birthday-you deserv*

Connect with us



Upscale Fashions Inc. | 5029 N. Henry Blvd., Stockb

[Unsubscribe kiradst@yahoo.com](mailto:kiradst@yahoo.com)

Inbox

462

Unread

Starred

Drafts

4

Sent

Archive

Spam

Trash

Less

Views

Hide

Photos

Documents

Deals

Purchases

Groceries

Travel

Tutorials

Folders

Hide

+ New Folder

Unwanted

Experience & Qualifications

Experience

At Azimuth, we believe in creating measurable value that is client-defined. We ensure our clients' messages resonate with funders by crafting grants that honor their missions and reflect their visions. We have extensive experience writing successful government, corporate, and private foundation grants that provided an outstanding return on investment for our clients. Azimuth has provided services to over 78 clients since 2010. So far in 2018, Azimuth has secured over \$26 Million for its clients. Below are highlights of work we have recently performed:

CITY OF PRATTVILLE

Azimuth helped secure a \$750,000 Community Development Block Grant for the City of Prattville. Azimuth also provides project administration and reporting services for this project.

CITY OF MONTGOMERY

Azimuth worked with the City of Montgomery to develop a 12-month grant strategy based on their funding priorities. Azimuth also crafted a BUILD application to the US Department of Transportation that is pending.

DEFENSEWERX

DEFENSEWERX is a Florida-based nonprofit whose mission is to cultivate a vibrant ecosystem, shaping successful partnerships to innovate and commercialize technologies that support the warfighter. Azimuth provides Grant Acquisition services to DEFENSEWERX. Over the past twelve months, Azimuth has helped secure over \$5 million with costs below .3%.

STILL SERVING VETERANS

Still Serving Veterans is an Alabama-based nonprofit that has served 59,000 veterans over the past 12 years. Providing Grant Research and Grant Acquisition services, Azimuth secured \$425,000 in foundation grants for Still Serving Veterans over a 16-month period with another \$310,000 pending.

DEMOPOLIS CITY SCHOOLS

Azimuth provided Grant Research and Acquisition services to Demopolis City Schools. Over an 18-month period, Azimuth helped secure over \$675,000 in new grant dollars.

Experience & Qualifications

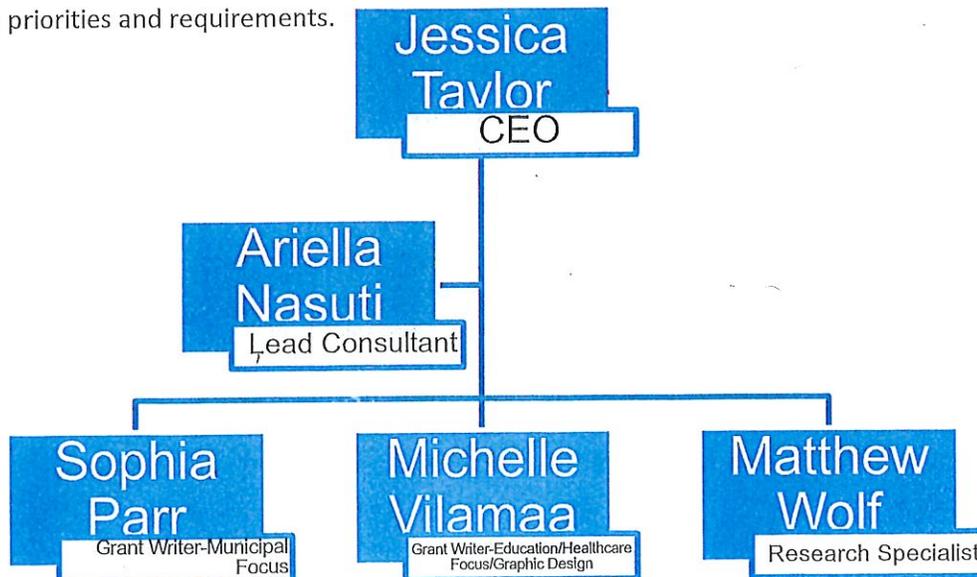
Knowledge of Grant Opportunities & Regulations

Azimuth is distinguished by the depth and breadth of its service offerings. While most grant consultants focus on one or two areas, we excel in many and approach projects as a team where we operate according to our strengths. Our consultants are skilled in securing funding for workforce development, healthcare, transportation, education, veterans services, and youth empowerment, and we are adept at stewarding multiple grant submissions to completion simultaneously.

Azimuth conducts prospect research via Foundation Directory Online, Grant Station, and Grants.gov and participates in webinars and trainings as needed. Depending upon the needs of its clients, Azimuth shares information via in-person meetings, Google Docs, email, Dropbox, Salesforce, or similar CRM tools.

Qualifications

Azimuth's proposed team for the City of Stockbridge is presented below followed by resumes. All team members satisfy the minimum qualifications presented in the Request for Quote. Our management team provides oversight at every stage of grant development, ensuring that each proposal is competitive, reflective of clients' preferences, and fully aligned with grantors' funding priorities and requirements.



The information in this document is confidential and is protected from disclosure. Dissemination, distribution or copying of this communication without the express permission of Azimuth is strictly prohibited.

Federal, National, and International Funding

Agency for Healthcare Research and Quality
Center for Disease Control and Prevention
Corporation for National and Community Service
Department of Homeland Security
Department of Agriculture
Department of Defense
Department of Education
Department of Housing and Urban Development
Department of Justice
Department of Labor
Federal Emergency Management Agency

Health Resources and Services Administration
Institute of Museum and Library Services
Music Generation
National Endowment for the Arts
National Endowment for the Humanities
National Institutes of Health
National Science Foundation
Small Business Administration
Substance Abuse and Mental Health Services Administration
United States Agency for International Development

Private, Corporate, and Community Foundations

Alabama Power Foundation
ALFA Foundation
American Honda Foundation
American Psychiatric Association
BBVA Compass Foundation
Best Buy
Bi-Lo Holdings Foundation
Boeing
Cardinal Health Foundation
Caring Foundation
Citibank
Council for Economic Education
Cowin Special Account
Crippled Children's Fund
CSX
DeWitt Wallace-Reader's Digest Fund
Disney
Dollar General
Eyesight Foundation
EZ Agape
Ganett Foundation
General Mills Foundation
Goodrich Foundation
Gratitude Foundation
H. Evan Zeiger Foundation
Hill Crest Foundation
Honda Motor Manufacturing of Alabama
Hugh Kaul Foundation
IPC Beeson Fund
J.L. Bedsole Foundation
Jane's Trust
Joseph Bruno Foundation
Libra Foundation
Lilly Endowment
M. W. Smith Jr. Foundation
MacArthur Foundation
Maine Health Access Foundation
Malone Foundation
Max and Victoria Dreyfus Foundation
Mayer Electric

Meredith Birchfield
Miriam and Ira D. Wallach Foundation
National Alliance for Research on Schizophrenia and Depression (NARSAD)
Next Generation Foundation
Pfizer, Inc.
Protective Life Foundation
Publix
Random House Inc.
Robert Meyer Foundation
Robert Wood Johnson Jr. Charitable Trust
Ronald McDonald House Charities
Rooms To Go
Sam's Club
State Farm
Stephen & Tabitha King Foundation
Sterne Agee Foundation
Susan G Komen Foundation
Susan Mott Webb Charitable Trust
Target
TD Charitable Foundation
The Andrew W. Mellon Foundation
The Daniel Foundation of Alabama
The Ford Foundation
The Leonard and Evelyn Lauder Foundation
The Pew Charitable Trusts
The Rockefeller Foundation
The Vincent Astor Foundation
Thomas L. Turner Charitable Trust
TJX Foundation
Toyota Foundation
UAB Benevolent Fund
Verizon Foundation
Vogue
Vulcan Materials
W.K. Kellogg Foundation
Walmart (local)
Walmart (state)
Wells Fargo
Whole Foods
William Randolph Hurst Foundation

What Our Clients Say



"I must say that you and Jessica are the best. You guys get things done and I appreciate it so much."

Juanita Owes
Library Director
City of Montgomery



"Azimuth's counsel is invaluable to DEFENSEWERX. They serve as connective procurement tissue, enabling relationships between DoD decision makers and industry to optimize interoperability. Their innovative approach, rapid response, and competitive ROI ensures we meet our goals and remain mission ready."

Laurie Moncrieff
Executive Director
DEFENSEWERX



"I learned tips for developing stronger proposals, and we discussed ways to make grant writing and grant management more productive and less stressful. I highly recommend using Azimuth for grant training!"

Suzanne Harbin
Director of Advancement
Wallace State Community College



"Azimuth has provided over 66 hours of pro bono service to our organization, and their efforts have resulted in almost \$30,000 of additional funding. We are grateful for their donation of time and talent to help us achieve our important mission."

Cary Kuhlmann
Executive Director
The Samaritan Counseling Center

Our Team & Processes

Your mission and organization are unique. At Azimuth, we customize our services to seamlessly integrate with your work flow. When partnering with Azimuth, you get a diverse team of experienced grant professionals looking out for your interests. Since our team members live and work in different cities, our business systems were developed with results-oriented virtual collaboration in mind. No matter where you live, Azimuth's team can provide full-service grant navigation.

Leadership & Team



Jessica F. Taylor Founder & CEO

t. 256.239.0206
Jessica@azimuthcompanies.com

Education

- J.D., Faulkner University
Jones School of Law
- M.P.A., Jacksonville State
University
- B.A., Political Science,
Jacksonville State University

Community Involvement

- Samaritan Counseling Center,
Current President
- Big Brothers Big Sisters, Big
Sis (13 years)
- Kiwanis Club of Montgomery
- FUMC Prattville

Jessica is a native of Calhoun County, Alabama. She got her start writing and managing grants while working in the Alabama Governor's Office of Faith-based and Community Initiatives. During her time there, she managed several statewide initiatives including Alabama Communities for Education, a high school dropout prevention program, and the Alabama Strengthening Communities Project, which was recognized nationally for best practices in grant management. Jessica lives in Prattville, Alabama with her husband and their three children.

Favorite Quote:

True navigation begins in the human heart. It's the most important map of all. -Elizabeth Kapu'uwallani Lindsey



Ariella Nasuti Lead Consultant

t. 207.230.4700
Ariella@azimuthcompanies.com

Education

- Juris Doctorate, University of
Michigan Law School
- Bachelor of Arts, Barnard
College, Columbia University

Community Involvement

- Coastal Children's Museum,
Board of Directors
- Animal Justice Project

Ariella has 12 years' experience in non-profit finance and administration. She was privileged to serve as Budget Director of The New York Public Library; Budget Director of Columbia University's School of Law and Assistant Dean at Columbia University's School of the Arts; Budget Director of William Paterson University; and, Treasurer of the Five Colleges - a consortium of Smith College, Amherst College, Mount Holyoke College and the University of Massachusetts.

Favorite Quote:

A good writer edits something until it's perfect. A great writer edits it again. - Unknown

Leadership & Team



Sophie Parr Consultant

Sophie@azimuthcompanies.com

Sophie Parr has spent the last eight years working to understand why people live and work where they do. From beginning a career in employee communication and engagement in Chicago to pursuing a graduate degree in planning, Sophie has always been committed to improving the quality of life for communities she loves. Recently, she managed the grants department for a transportation agency in Duluth, Minnesota where she was the recipient of a \$1.8 million grant award to improve technologies utilized by the city's bus fleet.

Education:

- MUPP, Urban Planning and Policy, University of Illinois at Chicago
- BS, Business Management, Purdue University

Community Involvement:

- Mentor Duluth
- Duluth Bicycle and Pedestrian Advisory Committee
- Transportation Advisory Committee, Vice-Chair, Duluth-Superior

Sophie currently resides in Madison, Wisconsin where she assists with recreational partnership management for the Wisconsin Department of Natural Resources State Parks system and consults for small town and rural communities in urban and regional planning practices.



Kate Van Daele Consultant

Kate@azimuthcompanies.com

Kate is the newest member of the Azimuth team. Kate has over 21 years of grant writing experience with a focus on examining community systems, identifying core success structures, and determining service gaps. Kate has worked for the City of Denver, Mercy Housing, and most recently the City of Duluth to raise and manage program funds for those hardest to house. As a community development expert, Kate has a track record of meeting the needs of neighborhoods and cities, raising over \$10 million for community initiatives.

Notable Projects:

- 2017 AWP grant for Irving and Fairmount Brownfield site: Duluth, Minnesota
- 2018 Technical Assistance Grant for ICO Site: Duluth, MN
- Managed CDBG, ESG and HOME grants equaling over \$10 million in Arizona, Colorado, Minnesota, Missouri, and Nebraska
- St. Louis County Continuum of Care 2018 grant application for \$3.4 million

Managing CDBG, HOME, and ESG projects that vary in size, Kate is an expert in HUD regulations and requirements. Kate has authored several successful brownfield grants that have resulted in technical assistance, cleanup, and area-wide planning grants from the EPA in both Minnesota and Colorado.

Leadership and Team



Michelle Vilamaa, M.S.M. **Consultant**

Michelle@azimuthcompanies.com

Michelle has 20 years' experience managing public and private programs in health and human services, with an emphasis in behavioral health. She has assisted government and non-profit organizations with policy and process improvements while successfully navigating capacity building, strategic planning, grant writing, and staff development. A Montgomery, Alabama resident, Michelle holds a B.S. in Business Administration from Auburn University and an M.S. in Management (Public) from Troy University, Montgomery.



Melissa Bailey, Ph.D. **Consultant**

Melissa@azimuthcompanies.com

Melissa holds a B.S. from the University of West Alabama, and an M.P.A. and Ph.D. from Auburn University. She balances her volunteer commitments and consulting career with teaching duties at Troy University. While at Alabama's Department of Homeland Security, she served as technical expert and grant manager for 42 grantee entities. With broad experience in nonprofit administration, Melissa has managed fundraising campaigns and events that engaged board members, mobilized volunteers, and dramatically increased giving.



Trace Zarr, J.D., B.S. **Associate**

Trace@azimuthcompanies.com

A recent graduate of Faulkner University's Thomas Goode Jones School of Law, Trace asserted himself as a leader on campus. In addition to serving on the Law Review, he was the Vice-Chair of the Faulkner Law Republicans, Vice-President of the school's Young Lawyers Association, and served on the planning committee that hosts Faulkner's annual Don Garner Charity Golf Tournament. Trace has developed skills in managing budgets, implementing events, and interfacing with school and elected officials.

Leadership and Team



Matthew Wolf, Ph.D.

Consultant

Matthew@azimuthcompanies.com

Matthew holds a Ph.D. in linguistics from the University of Massachusetts, Amherst. His extensive experience as a grants professional provided him firsthand experience researching, writing, editing, and administering diverse federal, state, county, municipal, tribal, foundation, and corporate grants in a fast-paced nonprofit setting. He is an experienced researcher and writer with proficiency locating and presenting complex information in a range of professional contexts.



Colleen Hennessy, M.A.

Consultant

Colleen@azimuthcompanies.com

Colleen holds a B.A. from Tufts University and an M.A. in Community Development from the National University of Ireland, Galway. She has provided grant writing, grant stewardship, and evaluation services to non-profit and government entities in the United States and Ireland. Colleen specializes in community and urban development. She monitored a results-based accountability plan for a consortium of agencies in Co. Kerry, Ireland and was part of a team responsible for the development of an 80 million euro capital project in Tralee, Co. Kerry. She has contributed to numerous research studies, books, and published articles on the topics of social policy and community engagement.

Scope of Services

Proposed Objectives and Benchmarks

Service 1: Grant Research

The objective of service 1 is to identify the most appropriate grant opportunities to pursue over a 12-month period. There are five key benchmarks:

Benchmark 1: Secure Preliminary Information

Azimuth will request and assess preliminary organizational and overall programmatic information from the City of Stockbridge prior to analyzing specific funding priorities.

Benchmark 2: Conduct Kickoff Meetings

Azimuth will facilitate kickoff meetings with appropriate contacts to learn more about the City, assess programmatic priorities, and quantify funding needs. These exchanges will help Azimuth determine operational and service capacity, categorize resources, and maximize talent.

Benchmark 3: Collect and Review Information

Azimuth will follow up with key staff to obtain the documentation needed to support a focused grant search. Once collected and evaluated, these programmatic and operational data will inform the grant narrative and budget preparation process.

Benchmark 4: Research Grant Funding Opportunities

Azimuth will research public and private grant opportunities, reaching out to grantors' program officers for information as needed.

Benchmark 5: Develop Workplan

Azimuth will develop a 12-month workplan that includes both a grant submission calendar and action plan. The workplan will list relevant funding opportunities and include information regarding submission deadlines, application processes, suggested request amounts, and program/focus area priorities

Scope of Services

Service 2: Grant Acquisition & Management

The objective of service 2 is to submit grant applications that align with the workplan. While doing so, Azimuth will continue to monitor and evaluate new funding opportunities.

Benchmark 1: Develop and Submit Grant Applications

As outlined in the workplan, Azimuth will develop grant applications for submission at a pace mutually agreed upon to stay within budget.

Benchmark 2: Monitor New Opportunities

Azimuth will monitor new grant opportunities announcements. As these are identified and vetted, the workplan will be amended to ensure that funding sources are properly prioritized and deadlines fully tracked.

Benchmark 3: Provide Management Services

Pursuant to receipt of an award, Azimuth will provide management services as needed to facilitate project success and compliance.

Accountability

Benchmark 1: Submit Monthly Reports

Each month, Azimuth will submit a report detailing the hours worked and progress made.

Benchmark 2: Quarterly Meetings

Each quarter, Azimuth will schedule meetings with appropriate staff to review progress and discuss upcoming deadlines.

Benchmark 3: Submit Final Report

At the end of the project, Azimuth will submit a Final Report detailing our work and any pending applications.

Timeline

	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19
Service 1: Grant Research												
Benchmark 1: Secure Preliminary Information	█											
Benchmark 2: Conduct Kickoff Meetings	█											
Benchmark 3: Collect and Review Information	█	█	█									
Benchmark 4: Research Grant Funding Opportunities	█	█	█									
Benchmark 5: Develop Workplan	█	█	█									
Service 2: Acquisition & Management												
Benchmark 1: Develop and Submit Grant Applications			█	█	█	█	█	█	█	█	█	█
Benchmark 2: Monitor New Opportunities	█	█	█	█	█	█	█	█	█	█	█	█
Benchmark 3: Provide Management Services			█	█	█	█	█	█	█	█	█	█
Accountability												
Monthly Progress Report	█	█	█	█	█	█	█	█	█	█	█	█
Quarterly Meetings			█			█			█			█
Final Report												█



Project Budget

Fees

\$125 per hour

Azimuth will keep careful track of hours spent on City of Stockbridge business and submit an itemized invoice on a monthly basis. Billable hours will include all activities mentioned in Scope of Services, as well as proposal preparation and editing, telephone consultations, and travel time to meetings and to deliver proposal or materials if necessary. (Travel time will be charged at 50% of the usual rate.) Time will be rounded to the nearest quarter hour.

Fees

Single Engagement Pricing

Service	Rate
Hourly Rate	\$125
Private Grant Application Development	\$1,500
Public Grant Application Development: Local or State	\$2,500
Public Grant Application Development: Federal	\$7,500

1-Year Grant Strategy

What's Included	
Federal, State, Local, and Private Grant Research	✓
Opportunity analysis, including suggested grant request amount and subject	✓
Quarterly implementation timeline with guidance	✓
Grant funding SWOT analysis	✓
	\$7,500

Package Pricing

What's Included	Standard	Advanced
Monthly Federal, State, Local, and Private Grant Research	✓	✓
Opportunity analysis, including suggested grant request amount and subject	✓	✓
2 Private applications per month	✓	✓
Travel for quarterly meetings		✓
2 Public applications per quarter		✓
10% Discount on Standard Services	✓	✓
	\$2,000/month	\$5,000/month

References

Bill Gillespie, Jr.

Mayor

City of Prattville
101 West Main Street
Prattville, AL 36067
Bill.gillespie@prattvilleal.gov

Todd Strange

Mayor

City of Montgomery
City Hall, Room 206
103 North Perry Street
Montgomery, AL 36104
tstrange2@aol.com

Laurie Moncrieff

Executive Director

Doolittle Institute, dba DEFENSEWERX
1140 John Sims Pkwy E, Suite 1
Niceville, FL 32578
Laurie.Moncrieff@doolittleinstitute.org

John Mitchell

Chairman of the Board

Military Stability Foundation
445 Dexter Avenue, Suite 4050
Montgomery, AL 36104
jmitchell@mitchellauto.com

Paulette M. Risher, Major General, Ret.

Chief Programs Officer

Still Serving Veterans
626 Clinton Avenue W., Suite 200
Huntsville, AL 35801
prisher@ssv.org

Writing Sample

Extract from 2018 BUILD Application

SECTION V: MERIT CRITERIA

The [REDACTED] Project aims to address the BUILD program merit criteria using different metrics and analysis that demonstrate the need for the proposed roadway. The program outlines eight criteria that are critical to receipt of an award. The [REDACTED] project identifies safety, state of good repair, environmental protection, and economic competitiveness as the key elements that will ensure the project is successful while meeting all remaining criteria. Details regarding how the project meets each criterion are provided below.

Safety

As a top priority of the project, the new roadway will help to overcome a multitude of safety concerns prevalent in the area. From freight accidents to congestion mitigation, the proposed roadway will address concerns of both travelers and residents living in and around the corridor. Accident metrics, congestion, and traffic patterns, as well as the level of freight traveling along the current [REDACTED] corridor on the eastern side of [REDACTED], prove the need for an improved, more efficient route. Outlined below are the safety objectives of the project:

- **Prevention of accidents:** This project is expected to remove 5,000 vehicles a day from the intersection of [REDACTED] (Map 4). This will reduce the chance of vehicular accidents, especially with freight vehicles that will bypass the [REDACTED] exit while trying to reach [REDACTED]. There will be less freight traffic on local roads which will help to prevent accidents with passenger cars, stop and go traffic, bicyclists, and pedestrians. The Benefit Cost Analysis (BCA) captures the safety benefits through evaluation of vehicle miles traveled (VMT) changes resulting from travel modelling conducted to evaluate traffic impacts of the project.



Writing Sample (Continued...)

- **Congestion mitigation:** The City of [REDACTED] 2014-2018 congestion management plan listed the [REDACTED] as the number one priority for traffic mitigation. Other intersections along [REDACTED] and including all ramps at [REDACTED] were listed as additional priorities as well. Appendix A shows the recommendations for the [REDACTED] interchange from the congestion mitigation plan. By building a bypass roadway that extends from [REDACTED], freight traffic will be transitioned off [REDACTED] which is currently acting as an [REDACTED] connector.
- **Safety Measures:** The new roadway design will include 2 lanes divided with a median and built to ALDOT specifications. Features will include 12' wide lanes, 2' wide safety shoulders with rumble striping, thermoplastic striping, proper, and energy efficient roadway lighting and guard rails, where needed. The project team will identify the need for sound barriers near business and residential areas if needed.

State of Good Repair

Metrics on vehicle miles traveled along current corridors demonstrate the savings in miles of freight specific traffic that can have a major impact on the life of a roadway. The new roadway will provide

significant long-term savings on roadway maintenance by reducing the level of freight traffic traversing [REDACTED]. In addition, the data on VMT provides insight into both mile and time savings for freight and passenger travel by having a more direct route to reach US [REDACTED]. Specifically, the project will:

- **Reduce maintenance and repair costs:** With the reduction of an estimated 5,000 vehicles on sections of [REDACTED], the project expects to extend the life of [REDACTED] and other local roads currently used by heavy freight vehicles. The BCA for this grant application does not attempt to capture these benefits, which are very difficult to quantify. As a result, the State of Good Repair benefits of the project reflect a very conservative approach. The ongoing maintenance costs of the new segment of the [REDACTED] project are accounted for, while the incremental benefits that will accrue on [REDACTED] have not been monetized.

Writing Sample (Continued...)

- **Reduce vehicle miles traveled:** Both freight and passenger vehicles will see a reduction in vehicle miles traveled if traversing the route from [REDACTED]. A reduction in VMT means lower transportation costs for both freight and passenger travel. This provides potential for reduction in the costs of the goods thus transported. In addition, lowering VMT means reducing the environmental impact of each vehicle. The benefits of VMT reduction will significantly impact both the economics of the region and the quality of life, while fundamentally eliminating unnecessary travel patterns that can affect the useful life of transportation infrastructure. The system-wide VMT benefits of the project vary through the analysis period, with most VMT reductions occurring in the later years of the project. As the project reduces congestion on other routes, some shifting of route choice is predicted by the regional travel model, which may tend to mask the direct benefits of the completed Outer Loop for traffic in the southeastern region.
- **Increase route efficiency:** The new roadway will provide a safer and more efficient route to access US [REDACTED]. Freight traffic will no longer need to exit at [REDACTED] and utilize a congested and slow-moving local roadway to reach US [REDACTED].

Economic Competitiveness

The swift, safe, and efficient movement of goods is critical to the region's economy. [REDACTED] and its connection to [REDACTED] is a common path of travel for freight traffic (some segments of [REDACTED] carry more than 100,000 vehicles per day, underscoring the need for the proposed segment to be completed), this includes traffic exiting [REDACTED] to reach the southeastern areas of [REDACTED]. Creating a more efficient corridor for the transportation of goods will result in opportunities for job creation and cost savings through an accompanying reduction in fuel and travel costs. Prioritizing economic competitiveness will lead to:

- **Short-term job creation:** An estimated 500 – 700 jobs will be created during construction resulting from the need for laborers and semi-skilled workers. Skilled and professional personnel will also be needed to successfully complete the project. It is expected that some labor needs will be met from the available local pool of potential employees. The project will necessitate an expansion of existing sanitation, health, and safety support facilities along the proposed roadway during construction.

Writing Sample (Continued...)

- **Economic development:** The improvement of this vital corridor will enhance its attractiveness for businesses that target motorists. From gas stations to convenience stores, it is expected that development will start as soon as the roadway is open to the public. Residents in and around the corridor will have better access to shopping centers and downtown districts that were previously accessible only via local roads.
- **Better movement of goods:** A reduction in VMT includes a reduction in fuel costs. This will mean that goods moved throughout the region could see reduced costs leading to lower prices, both wholesale and retail. The project will also ensure that rural areas to the south of [REDACTED] benefit from a safer and more efficient movement of goods. This will facilitate commercial development in the region.

Environmental Sustainability

This project will positively impact the environment. Reduced emissions resulting from a decrease in vehicle miles traveled and fuel consumed will benefit the overall region. Significant energy savings will result from a more efficient flow of traffic. This improved flow includes changes to merging patterns on and off ramps, as well as a reduction in the number of times large trucks will be required to brake and slow down. The project is expected to provide the following:

- **Emission and energy benefits:** By reducing congestion, there will also be a reduction in the idling of large freight vehicles at signals and in traffic. A reduction in braking, downshifting, and the frequency of stopping will help decrease emissions output. These benefits are estimated and monetized in the BCA for the project. While no regional emissions analysis has been performed for [REDACTED], which is an Air Quality Attainment area, a methodology was developed that allowed emissions data from the [REDACTED] Maintenance Area to be used to estimate the emissions benefits associated with the Outer Loop project.

Quality of Life

Ensuring economic competitiveness through the swift and efficient movement of goods is integral to this project. Of equal importance is providing safe and reliable road service to residents. Residents in the [REDACTED] currently travel rural roads to reach [REDACTED]. Similarly, many 18-wheeler freight trucks travel and cut through the [REDACTED] due to traffic congestion on [REDACTED]. The project will increase the quality of life of [REDACTED] and [REDACTED] residents by providing better travel options for both commercial and residential traffic. The new corridor will open the door for businesses to locate in and around [REDACTED], as well as provide better access into and out of [REDACTED] for those that live and do business in the city.

Writing Sample (Continued...)

Innovation

The use of new construction and traffic technologies will be critical to the success of this project. Innovation will be addressed through the following:

- **Innovative Technology**

- o *Intelligent Traffic Systems:* Three intersections along the new stretch of roadway will include dynamic signaling. Traffic cameras on both the [REDACTED] traffic network will be installed to identify and address traffic timing issues as they arise.
- o *Automated Machine Grading & Paving:* [REDACTED] is currently testing Automated Machine Grading & Paving (AMG) on another project. AMG uses data from sources such as 3D engineered models to guide construction equipment during earth work and paving operations. The use of AMG improves construction efficiency, quality and safety, while reducing schedule, cost and environmental impacts. ALDOT expects to employ this technology during phase 2 construction.
- o *Dynamic Message Boards:* Information about traffic delays, weather emergencies or other important travel data will be communicated via dynamic message boards at different points along the roadway. This will help to alleviate potential traffic issues.

- **Innovative Project Delivery**

- o *E-Construction Software:* [REDACTED] is also implementing E-Construction to improve turnaround delivery times and track its projects more efficiently. E-Construction ensures that the creation, review, approval, distribution, and storage of highway construction documents occurs in a paperless environment. Such a system involves the electronic submission of all documentation by stakeholders, electronic document routing, and approval (e-signature and workflows), and the real-time management of documents in a secure and digital environment accessible through mobile devices and web-based platforms.

- **Innovative Financing**

- o *Incentive Based Contracting:* The first phase of the project was completed within budget and on time. We expect phase 2 will be similarly successful as the project team will adopt an incentive-based contracting model to ensure efficient project delivery.



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