FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

Fulton Industrial Community Improvement District **May 2022**

Freight Cluster Plan

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FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FREIGHT CLUSTER PLAN

Recommendations Report

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

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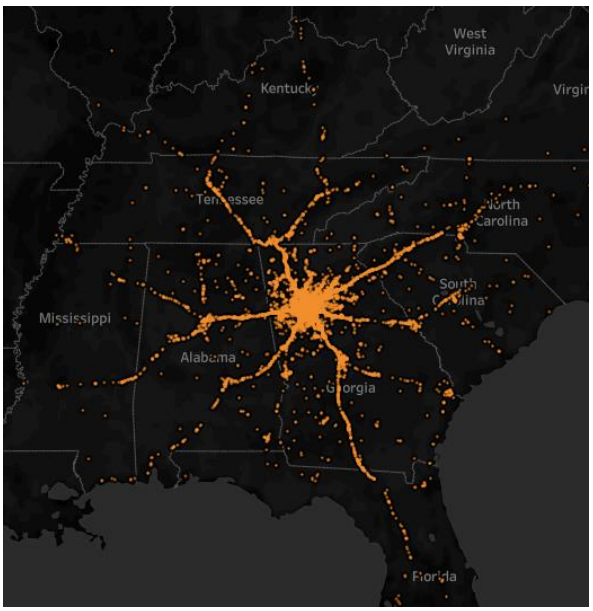
1 INTRODUCTION

1.1 Project Overview and Background

The Fulton Industrial District (FID, or District), which follows the boundaries of the Fulton Industrial Boulevard Community Improvement District (Boulevard CID) and is the study area for this plan. The FID is the largest industrial corridor in the eastern United States with over 52 million square feet of existing industrial space. Vacancy rates are currently at historic lows. The FID is a major contributor to the regional Atlanta economy; there are more than 28,000 workers directly employed in over 1,000 businesses in the area with an average salary of $81,000. The FID generates $11 billion of direct economic output annually. Including additional business indirectly triggered by activity within the FID, $18 billion of metro Atlanta's Gross Regional Product can be traced back to the FID.

Figure 1-1. Truck Trips Originating in the FID



Source: Consultant analysis of INRIX Data

The success of the FID can be attributed, in large part, to its excellent location and unparalleled access to transportation assets. The District has direct access to Interstate 20 and is near Interstate 285, is nine miles from Hartsfield-Jackson Atlanta International Airport, is ten miles from downtown Atlanta, has on-site rail access, and is proximate to two rail intermodal yards operated by Class I railroads, CSX and Norfolk Southern. **Figure 1-1** shows the regional distribution of truck trips that originate in the FID, demonstrating its service across the U.S. Southeast.

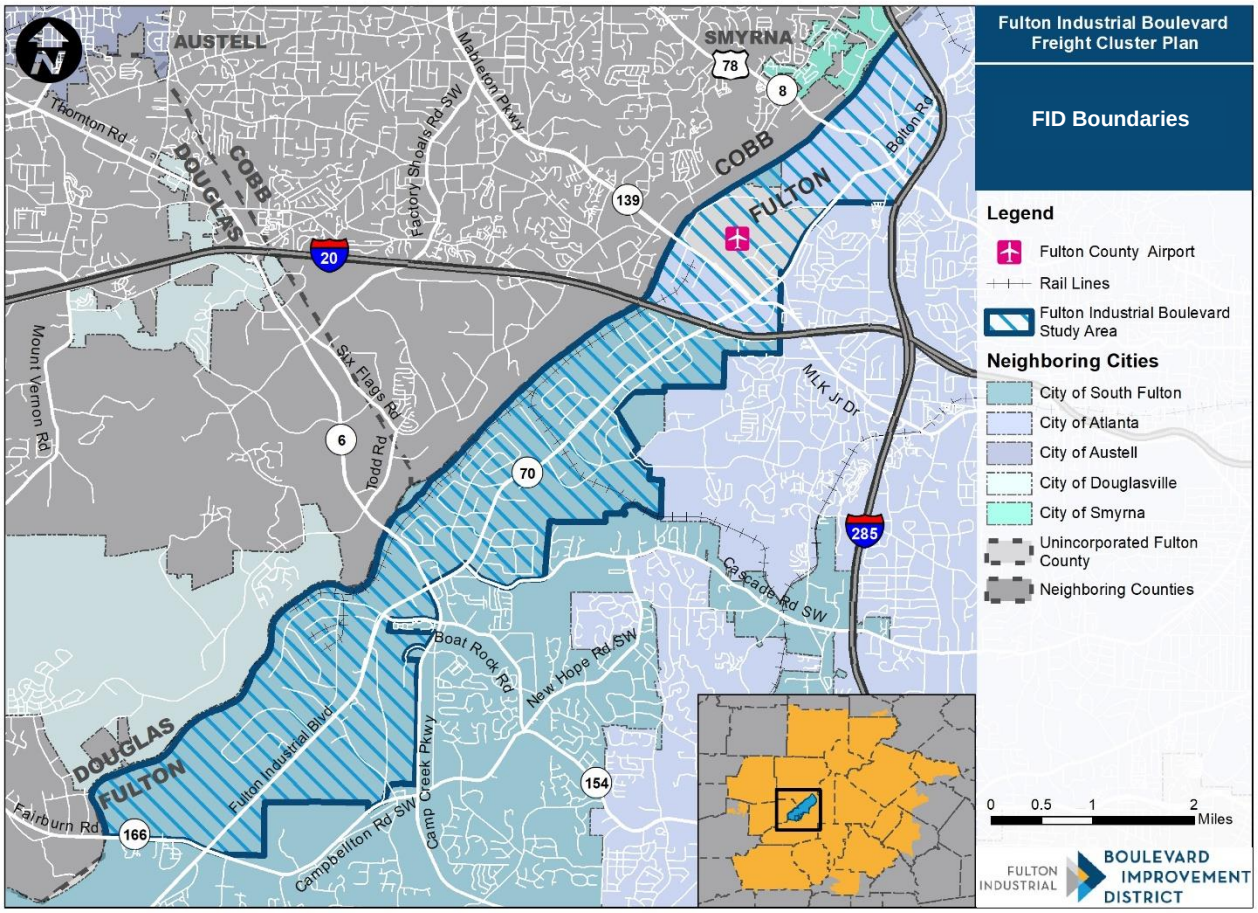
The Boulevard CID was created in 2010. It is dedicated to enhancing the economic vitality of the Fulton Industrial District through investments in transportation infrastructure improvement, public safety, and landscaping and beautification. The Boulevard CID completed its first Master Plan in 2013 in partnership with the Atlanta Regional Commission (ARC) through a first of its kind innovation Grant. The Master Plan has been the source for the CID's work program for the past 5+ years.

A number of changes have occurred since 2013 prompting the need for the Freight Cluster Plan. The Boulevard CID boundary has expanded to the north, adding new properties near the intersection of SR 8/US 78/US 278/Donald L. Hollowell Parkway and SR 70/Fulton Industrial Boulevard, including the new UPS SMART hub. On the southern end of the District, a new 1.1 million square foot Amazon distribution center is indicative of the e-commerce boom driving demand for fresh or repurposed FID facilities. The City of South Fulton recently incorporated the entirety of the FID south of I-20 and currently there are several new greenfield developments which will add millions of industrial square feet to the southern portions of the District around Riverside Drive, SR 154/SR 166/Campbellton Road, and SR 70/Fulton Industrial Boulevard.

This Freight Cluster Plan assesses existing and anticipated freight conditions and proposes projects and policies that aim to ensure the FID's continued economic prominence and competitiveness. Recommendations include upgrades to the transportation system that maintain and enhance efficient freight movement, improve multimodal employment access, and address safety issues. Coordination with the regional planning process helped to ensure that the plan is based on both regional goals and sound technical analysis. This document defines transportation goals and project priorities and will become the basis for a future CID transportation work program, guiding activities for the near- and mid-term future.

Figure 1-2 shows the study area for this plan, which encompasses the FID, located within the City of South Fulton, the City of Atlanta, and a small portion of unincorporated Fulton County. The study area includes property on both sides of SR 70/Fulton Industrial Boulevard from SR 154/SR 166/Campbellton Road in the south to I-285 in the north. The western border of the study area is the Chattahoochee River.

Figure 1-2. Study Area Overview



Source: ARC

1.1.1 Goals & Objectives

The primary goal of this Freight Cluster Plan is to ensure that the FID maintains economic competitiveness as a local and regional industrial center through upgrades to the transportation system. System

improvements will enhance freight movement efficiency, improve multimodal employee access, address safety issues, and heighten the attractiveness of the FID for business location and job creation.

The objective of this plan is to study freight movements within the study area to address infrastructure conditions and needs, assess dependencies on current facilities, and anticipate future needs related to safety, traffic congestion, and intermodal access. Major topics for analysis include truck parking availability, multimodal job accessibility options for employees, travel conditions on designated truck routes, intersection capacity, safety, and the area's appeal to employers, workers, and communities in respect to aesthetics and amenities.

1.1.2 Impact of COVID-19

The COVID-19 pandemic has had a major impact around the world, creating uncertainty and disrupting the status quo of most industries, especially the freight industry. As a result of individuals limiting their time out of the house, e-commerce demand significantly increased in 2020, accelerating an already rapidly-growing sector. It is likely that the e-commerce sector will retain a significant portion of its market share and grow now from a greater base, so the resulting trends, such as increased demand for warehouses that allow for rapid deliveries, are likely to continue and become more prevalent in the FID. This trend is further discussed in Section 1.2.3.

The pandemic also affected the development of the Freight Cluster Plan – specifically how the project team collected feedback from stakeholders. Stakeholder engagement was conducted virtually throughout much of the project. The project team was able to successfully engage with numerous stakeholders and receive meaningful input through virtual video meetings and other online engagement tools, such as the Mentimeter polling software, which allowed for real-time feedback during these meetings. When possible, the project team provided in-person presentations and engaged in subsequent discussions with the CID Board of Directors. In-person meetings occurred three times throughout the project.

1.2 Process Overview

The planning process for this Freight Cluster Plan included several key tasks:

- Stakeholder Engagement
- Best Practices Review
- Existing Conditions Inventory and Assessment
- Traffic Study
- Recommendations Development

While these tasks were largely sequential, Stakeholder Engagement took place throughout the planning process in the form of meetings, interviews, and presentations.

1.2.1 Stakeholder Engagement

The primary goal of the stakeholder outreach efforts for this project was to consult with local business members of the CID, the CID Board, and local and regional agencies and officials to gather their ideas and support for transportation investments. This process relied heavily upon local knowledge and experience,

and, as such, it was essential to target local businesses who engage in freight activities. This process also accounted for the CID's role in the region and sought input from regional partner agencies.

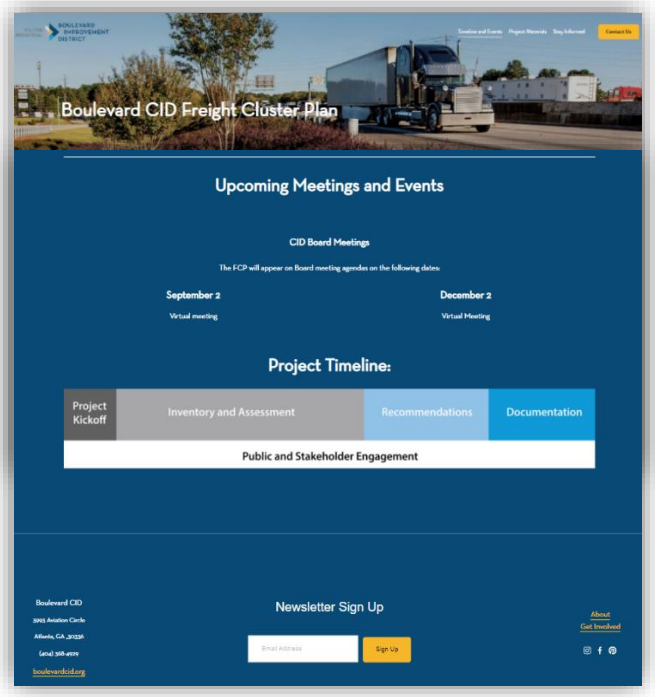
Stakeholder Advisory Committee (SAC)

A group of stakeholders was contacted to voluntarily give input and feedback to the project team as part of the Stakeholder Advisory Committee (SAC). Organizations that were located in or have some vested interest in the FID were chosen to be part of the SAC. Organizations represented in the SAC included a number of companies with locations in the FID, City of South Fulton, City of Atlanta, City of Atlanta Department of Transportation (ATLDOT), Georgia Department of Transportation (GDOT), Fulton County, Cobb County, Douglas County, ARC, and the CID Board of Directors. The SAC met three times during the planning process, on March 31, May 25, and August 25, 2021. Each meeting consisted of a project update, presentation of new data/findings, and a feedback session where SAC members could give input and ask questions.

Project Website

A project website allowed the public to keep up to date with the project's progress. This website was linked to the Boulevard CID's main website and had information regarding the project timeline/upcoming events and a webpage with project materials, including technical memoranda and SAC meeting PowerPoint presentations (see **Figure 1-3**). Additionally, users could contact the project team through the website to provide input or ask questions. Information from this website will remain available after completion of the Freight Cluster Plan through the Boulevard CID website.

Figure 1-3. Project Website Landing Page: www.boulevardfreightplan.squarespace.com



Source: Boulevard CID Project Website

Interviews

The project team undertook interviews with a number of stakeholders to understand the specific needs of industries, jurisdictions, and utilities operators within the District.

- March 10, 2021 interview with **Prologis** to discuss industrial/warehousing development and leasing with conversation about e-commerce real estate, infrastructure, employee needs.
- March 12, 2021 interview with Adjunct Principal Research Scientist with **Georgia Tech's Transportation Systems Engineering** department about Electric Vehicles.

- March 12, 2021 interview with **Georgia Power** to discuss community development and research with a focus on development trends and Electric Vehicle infrastructure in the District.
- March 15, 2021 interview with **Averitt Express** to talk about logistics and delivery companies' needs and challenges.
- March 16, 2021 interview with **UPS** public relations and engineering about the transit and intersection improvements surrounding the UPS facility as well as the lack of nearby amenities and retail.
- March 22, 2021 interview with **Trust for Public Lands** and **Atlanta Regional Commission** regarding the Chattahoochee RiverLands plan for land conservation along the Chattahoochee River.
- June 18, 2021 interview with **Omnitrax** (owned by Broe Group, short line rail operator and real estate company) to discuss development opportunities in the District near the existing Omnitrax rail line.
- July 27, 2021 interview with the **City of South Fulton** Assistant City Manager and Councilwoman to discuss a general vision for the future role of the District.

Boulevard CID Board of Directors

The project team attended five Quarterly CID Board of Directors meetings on September 2 and December 3, 2020, and on April 1, September 2, and December 2, 2021. In these meetings, the project team presented a project update to the Board and collected input from attendees, which was used to help develop the Freight Cluster Plan.

Regional Freight Advisory Task Force

ARC established the Regional Freight Advisory Task Force in 2003 to provide "a forum of dialogue between the freight community and the public sector on freight and goods movement issues". The Task Force meets periodically throughout the year, and includes representatives from various sectors including railroad, trucking, airport, Chambers of Commerce, and CIDs. The project team presented at three Task Force meetings on January 20, August 18, and December 15, 2021. The team gave an update on the status of the project and received input from Task Force members on various aspects of the Freight Cluster Plan.

1.2.2 Best Practices

The Best Practices Technical Memorandum examines existing notable practices in freight planning and assesses the degree to which data, tools, and processes meet the technical needs of the FID. The best practices review provides examples of freight planning efforts at the subregional level that have taken place across the country. The most effective efforts will include a combination of technologies, policies, and operational and design approaches. Practices found to be most relevant to the FID are outlined by category below.

Transportation Condition and Performance:

- **Freight-focused safety analyses.** Include analyses of crashes involving trucks and incorporate analysis of where truck parking needs are a factor of safety challenges.

- **Freight-focused travel time and congestion analyses.** Analyze levels of service and travel times using truck probe data to highlight the corridors that are important for freight mobility. These corridors may not receive the same attention in a general vehicle analysis as corridors that carry large volumes of both freight and commuter traffic.
- **Freight asset condition analysis.** Devote attention to the condition of freight assets, particularly pavement and bridge conditions on freight corridors.
- **Scenario planning for freight.** Develop scenarios for growth in freight activity and/or changes to external factors impacting freight at the cluster level.

Land Use:

- **Zoning to mitigate freight impacts.** Use zoning regulations to regulate how new developments interact with the public right-of-way and to create buffers between industrial and non-industrial land uses.
- **Zoning to preserve freight-intensive land uses.** Use tools like overlay districts and performance-based zoning codes to facilitate land development for freight-intensive uses.

Truck Parking and Staging:

- **Truck Parking Technologies.** Use Intelligent Transportation Systems (ITS) technologies to improve utilization and efficiency of truck parking by providing real-time information on the location and quantity of available truck parking.
- **Public-private partnerships for truck parking.** Use public-private partnerships to increase the supply of truck parking.
- **Public truck parking.** Provide public truck parking beyond traditional locations and develop ordinances codifying the allowance of overnight truck parking on specific city streets.

Stakeholder Engagement:

- **Stakeholder Outreach.** Include stakeholders in the process of identifying and prioritizing investments.

1.2.3 Inventory and Assessment

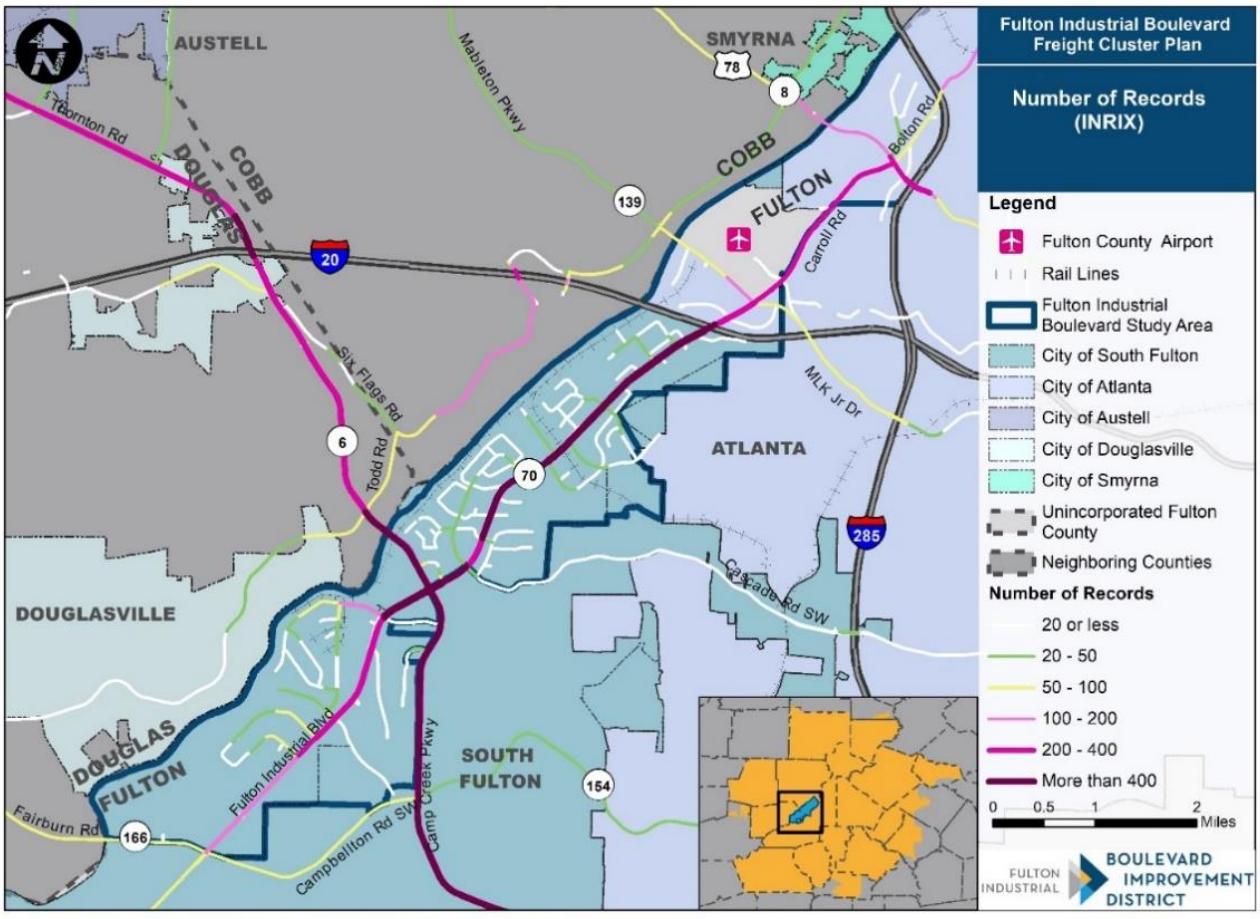
The Inventory and Assessment Report presents a detailed picture of the existing conditions within the study area and an assessment of which areas should be improved to better support the freight network. The existing conditions analysis utilized INRIX Trip Path data products to determine spatial and temporal patterns of freight demand both on a regional and intra-district scale. This database is a powerful tool that describes trucking demand patterns at a level of detail not previously available by connecting trip-level information with route-level detail. The INRIX Trip Path data allowed this study to track how over 1 million trucks that operate in the FID made over 2.5 million trips throughout the Atlanta region and beyond over a six-month, pre-pandemic period in 2019. Additional existing conditions analysis identified multi-modal infrastructure conditions throughout the District, including roadways, bridges, transit stops, bike infrastructure, and sidewalks. Other key existing conditions included crash analyses by location, severity, and vehicle type, truck parking inventory (through both INRIX data and field observation), locations of ITS

such as connected signals and work zone safety, job access, alternative fuel facilities, and land use and zoning patterns.

Key findings from the Inventory and Assessment Report include:

- Truck congestion in the FID concentrates at major intersections, among them intersections that lead to on/off ramps to access the interstates. The highest truck volumes can be found along SR 70/Fulton Industrial Boulevard, with volumes peaking on the intersection of this road with SR 6/Camp Creek Parkway and also peaking on the stretch bounded by I-20 and Selig Drive. The other cross-streets with the highest truck volumes are Westgate Parkway, Great Southwest Parkway, Phillip Lee Drive, Wharton Drive, Patton Drive, SR 139/Martin Luther King Jr. Drive, and Donald L. Hollowell Parkway.
- Within the FID, congestion is the highest at the intersection of SR 70/Fulton Industrial Boulevard and SR 6/Camp Creek Parkway, the intersection of SR 70/Fulton Industrial Boulevard and on/off ramps of I-20, and the intersection of SR 70/Fulton Industrial Boulevard and SR 139/Martin Luther King Jr. Drive (see **Figure 1-4**).

Figure 1-4. Truck Volumes in the FID



Source: Consultant analysis of INRIX Data

- Several trends are likely to worsen congestion in the FID over the coming decade:

  1) Growth of e-commerce and fulfillment activities in the CID, such as the over 1.1 million square foot Amazon fulfillment center that opened in 2020 along SR 154/SR 166/Campbellton Road and the 1.2 million square foot UPS SMART Hub parcel processing facility that opened in 2018, will likely increase truck volumes considerably.

  2) Growth of population in surrounding neighborhoods, especially if high-density mixed-use developments are pursued.

  3) A shift towards urban warehousing close to population concentrations (termed “urban infill”).

  4) Advances in supply chain design and warehousing automation that increase the intensity of freight activities per square foot at warehousing and fulfillment facilities, leading to increased truck volumes.

- Most truck parking issues within the FID are likely related to staging, which stems from the need of truck drivers to meet specific delivery and pickup timeframes. The most common instances of undesignated truck parking take place on driveways leading up to industrial facilities and on narrow roadway travel lanes. Parking in the driveways has a minimal effect on traffic movement; however, parking on the roadway in narrow travel lanes can cause traffic disruptions and potential safety risks as vehicles must shift into oncoming travel lanes to pass (see **Figure 1-5**).

Figure 1-5. Undesignated Truck Parking on Westlake Parkway

Source: Consultant Field Observation

- Pavement conditions within the study area are generally good; locations with poor pavement condition are primarily located along Bolton Road and SR 70/Fulton Industrial Boulevard near major intersections and on several side streets, primarily in the southern portion of the FID.

- Some intersections in the study area were observed to have cracked curbs or off-road ruts, indicating frequent mounting by turning trucks and the potential need for increased turning radii. Most instances of cracked curbs and/or off-road rutting are along SR 70/Fulton Industrial Boulevard (see **Figure 1-6**).

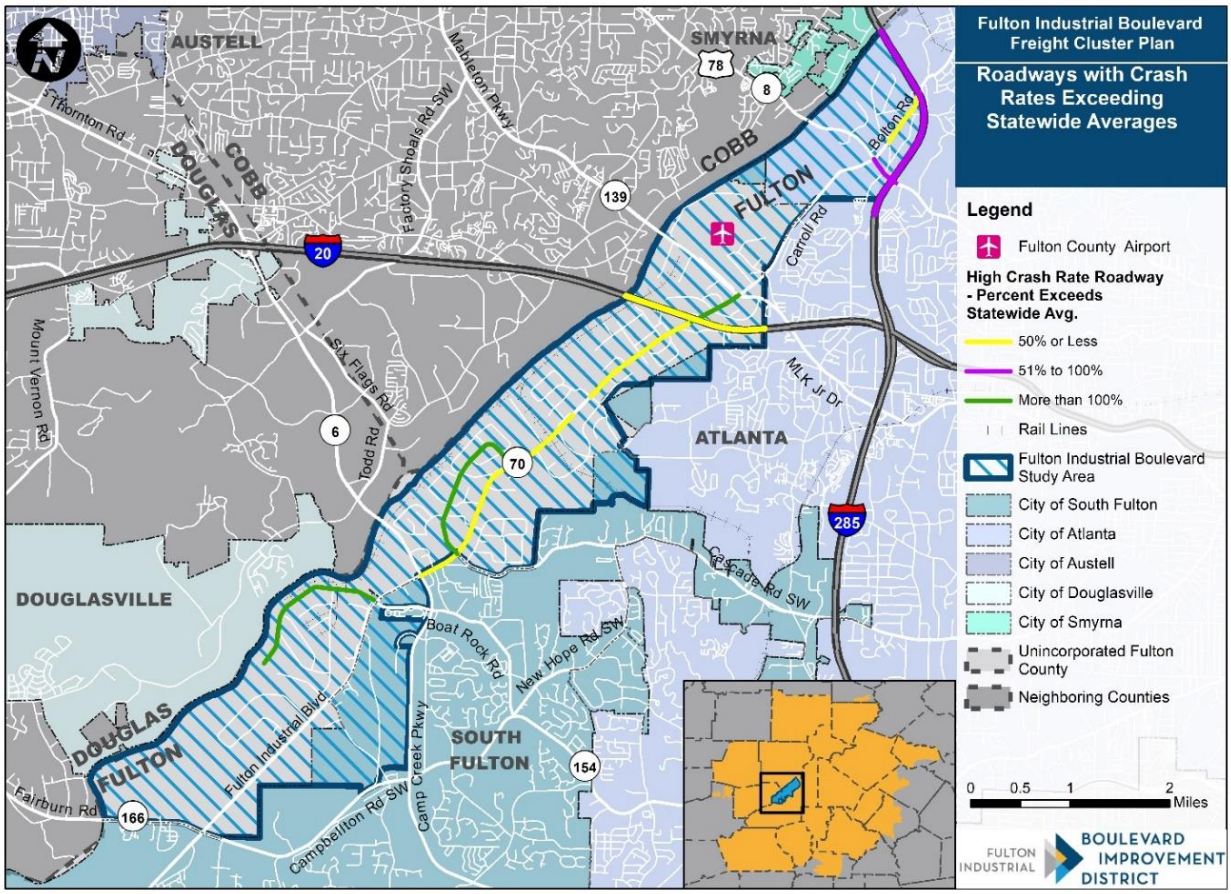
- Crashes in the FID are 450 percent more likely to involve a truck than elsewhere in Georgia due to both higher truck volumes and higher crash risks. Crashes on major corridors in the study area (SR 70/Fulton Industrial Boulevard, I-285, and SR 8/US 78/US 278/Donald L. Hollowell Parkway) account for 77 percent of truck-involved crashes and 75 percent of all other crashes within the FID from 2016 to 2020. During the same time period, 49 percent of crashes resulting in fatalities and incapacitating injuries occurred on SR 70/Fulton Industrial Boulevard.

Figure 1-6. Curb Rutting at Patton Drive/Mills Place (Left) and Curb Cracking at Wendell Drive/Interchange Drive (Right)

Source: Consultant Field Observation

- Roadways with crash rates that exceed the statewide average include I-20 within the FID boundaries, I-285 West within the FID boundary, SR 70/Fulton Industrial Boulevard between I-20 and Mendel Drive/Wharton Drive, SR 70/Fulton Industrial Boulevard between James Aldredge Boulevard and SR 6/Camp Creek Parkway, Boat Rock Boulevard between SR 70/Fulton Industrial Boulevard and the western terminus, Bolton Road between SR 8/US 78/US 278/Donald L. Hollowell Parkway and the east boundary of the FID, and Great Southwest Parkway (see **Figure 1-7**).

Figure 1-7. Roadways in the FID with Crash Rates Above State Average



Source: GDOT Crash Reporting Office; GDOT Road & Traffic Data; Consultant analysis

- A 96-single mode fiber optic cable is installed along the Fulton Industrial Boulevard corridor from Boat Rock Road to the UPS driveway south of SR 8/US 78/US 278/Donald L. Hollowell Parkway.
- The study area is served by the Fulton County Railway, a Class III railroad owned and operated by Omnitrax that interchanges with the Class 1 railroad CSX and handles approximately 11,500 carloads per year. The railway provides direct service to over 40 customers within the study area; among the chief commodities are food and beverage products, building materials, consumer goods, and paper and plastics.
- There are three bus routes (73- Fulton Industrial, 50- Donald Lee Hollowell Parkway, and 850- Carroll Heights/Fairburn Heights) that provide transit service within the study area. There are 80 bus stops in the corridor, 28 percent of which have sidewalk connections, 13 percent of which have safe pedestrian crossings, and 21 percent of which have lighting.
- There are nine signalized pedestrian crossings with crosswalks along SR 70/Fulton Industrial Boulevard; sidewalks are discontinuous north of I-20 and south of Riverside Drive but are largely absent between Riverside Drive and I-20. There is no bicycle infrastructure within the study area.

- Employees who work in the FID primarily live in southern Fulton County, Douglas County, and southern Cobb County where they do not have access to transit service. According to US Census data, the rate of employees who drive alone to work is five percent higher than the regional average (83 versus 78 percent).
- The majority of land within the FID is industrial and is largely buffered from residential land uses by the Chattahoochee River, vacant land, and wide roads and highways. The District functions vertically (up and down Fulton Industrial Boulevard) and coexists with nearby residential areas. Still, residential neighborhoods surround the industrial area and can create challenges in the form of freight and non-freight vehicle conflicts along the study area's main corridors.

The Inventory and Assessment Report also discusses trends and expected changes that are impacting, or could potentially impact, drivers of freight demand and logistics patterns. These include the steady increase of the e-commerce industry, which has spurred development of high-cube warehouses – those with at least 200,000 gross square feet of floor area and a ceiling height of 24 feet or more – and urban infill in repurposed or rehabilitated industrial facilities.

Related to the trend of e-commerce and urban infill is the advancement of supply chain operations and design. Emerging trends in this area include warehouse automation, the use of big data and analytics for siting freight facilities (i.e., selecting an ideal location for meeting demand while meeting other objectives such as minimizing costs), and the Internet of Things.

The nature of truck fleets is gradually shifting as new vehicle technologies emerge; while much of the attention on connected and autonomous vehicle technology has focused on passenger cars, an increasing number of trucks are utilizing these technologies, encompassing sensors, communications, and/or processing software technologies for both steering and braking assistance. Freight vehicle electrification is another emerging trend that can reduce business costs and the overall environmental impact of the transportation sector. As a result, there will likely be forthcoming demand for electric grid expansion and high-capacity electric vehicle charging locations.

Finally, there are multiple ITS technologies that may be applied to freight mobility. These include smart roadside and virtual weigh-in-motion (WIM) applications that allow for wireless roadside inspections, automated electronic clearance at roadside check facilities, and automated commercial vehicle safety inspections at roadside check locations. Examples of ITS technologies that are particularly relevant to the CID include:

- **Dynamic Route Guidance** - advanced route planning and guidance that is responsive to current conditions. It includes technologies that incorporate real-time traffic and roadway conditions, allowing drivers to make re-routing decisions to a more optimal route.
- **Freight Signal Priority** - vehicle-to-infrastructure technologies that allow freight vehicle on-board equipment to communicate with traffic signal control equipment for the extension of green phases or other actions to enhance freight mobility and overall transportation safety.
- **Commercial Vehicle Parking** - information to motor carriers both pre-trip and en route. Parking availability information is collected from truck parking areas and is supplied to fleet managers,

mobile devices used by commercial vehicle operators, dynamic message signs on the roadway, or directly to in-vehicle systems.

- **Smart Work Zones** - controls traffic in areas of the roadway where maintenance, construction, and utility work activities are underway. Information on work zone speeds and delays are provided to the motorists prior to entering the work zones.

1.2.4 Traffic Study

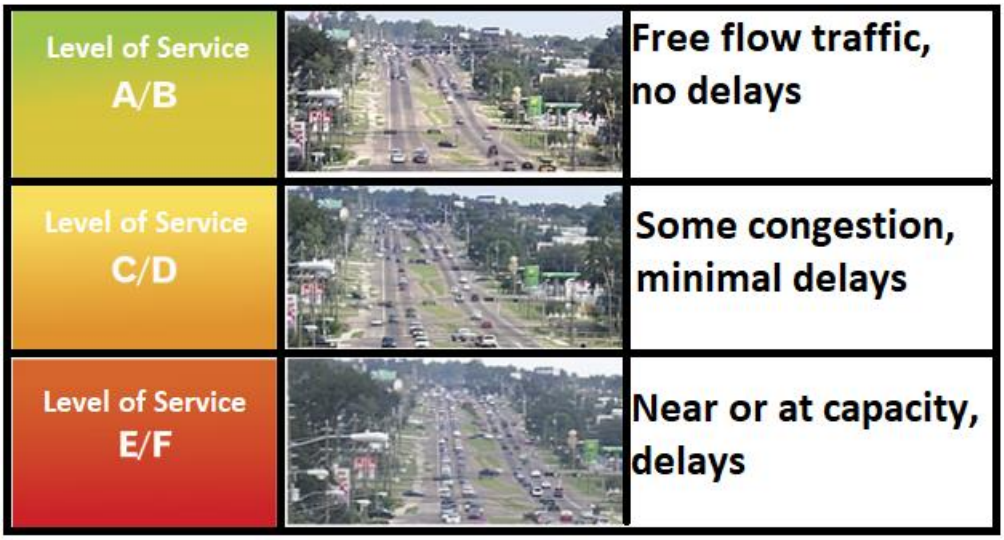
The Traffic Study highlights the existing and future conditions of the vehicular traffic in the study area. Traffic volume data was collected in the form of both average daily traffic (ADT) volumes and turning movement counts (TMCs) at several locations on SR 70/Fulton Industrial Boulevard from SR 8/US 78/US 278/Donald L. Hollowell Parkway to SR 154/SR 166/Campbellton Road. The project team collected TMCs at 12 intersections along the corridor and 48-hour pneumatic tube counts at three other locations. Additionally, data from five GDOT count stations and other recent projects and studies were used to supplement the data to encompass the entire corridor. Overall, data was collected for 28 intersections and eight other locations on the SR 70/Fulton Industrial Boulevard corridor. TMCs included vehicle classification data, separating vehicles into the classes of cars, buses, single unit trucks, and heavy trucks. The existing traffic data were subsequently used to forecast traffic volumes for the future year of 2031, based on a projected growth rate of 1.5[1] percent per year.

Key findings from the Traffic Study include:

- SR 70/Fulton Industrial Boulevard currently operates at an acceptable Level of Service (LOS) on all segments between intersections. LOS is a measurement used to describe operating conditions on a roadway facility using factors such as speed, travel time, delay, maneuverability, and safety, ranging from LOS A (free-flow conditions) to LOS F (high levels of congestion), as shown in **Figure 1-8**. Generally, LOS D or better is considered acceptable by GDOT. All of these segments currently operate at LOS C or higher except for the southbound segment from SR 8/US 78/US 278/Donald L. Hollowell Parkway to I-20, which has the highest truck percentage along the corridor and operates at LOS D. The future year traffic analysis shows this acceptable LOS throughout the corridor would remain the case over the next ten years. Therefore, the Traffic Study concludes that widening SR 70/Fulton Industrial Boulevard would not be necessary by the year 2031, and if any congestion issue were to arise along the corridor, it would likely be due to issues at intersections, which could be more affordably and directly addressed by intersection upgrades and signal timing adjustments.

[1] E-commerce might push traffic growth higher in especially affected locations, such as near the UPS SMART hub

Figure 1-8. Level of Service Definitions



Source: Quality/Level of Service Handbook, Florida Department of Transportation (2013)

- Four unsignalized intersections on the SR 70/Fulton Industrial Boulevard corridor currently have a failing level of service in both the AM and PM peak hours:
    - at Villanova Drive/Westpark Place
    - at Tradewater Parkway/Riverside Drive
    - at Westgate Parkway north and south.

  All of these intersections present an LOS F in both the AM and PM peak hours, except for the Westgate Parkway south intersection in the AM peak, which operates at LOS E. These poor LOS values are likely due to a lack of adequate gaps in vehicle traffic on SR 70/Fulton Industrial Boulevard and high side-street volumes, specifically a high percentage of trucks turning onto SR 70/Fulton Industrial Boulevard from these side-streets. As a result, the Traffic Study recommends installing traffic signals at these intersections to improve both LOS and safety for vehicles turning onto SR 70/Fulton Industrial Boulevard. For Westgate Parkway, the Traffic Study comments that a traffic signal at both intersections may not be necessary since the road is a loop, so installing a signal at one intersection will likely entice vehicles to use the signalized intersection.

- The signalized intersection of SR 70/Fulton Industrial Boulevard and Patton Drive shows current congestion during the AM peak hour, operating at LOS E. Congestion at this intersection is present on SR 70/Fulton Industrial Boulevard, where both northbound and southbound traffic have long thru queues and high delays for left-turning vehicles, and on Patton Drive, where eastbound traffic experiences similar queuing and delays. This congestion is augmented in the 2031 traffic forecast, where the intersection has an LOS F for the AM peak hour. The Traffic Study recommends geometric improvements that include constructing a second left-turn lane on SR 70/Fulton Industrial Boulevard northbound and adding a lane on the Patton Drive eastbound approach to improve operations at this intersection to LOS D in 2031.

- The signalized intersection of SR 70/Fulton Industrial Boulevard and SR 139/Martin Luther King Jr. Drive has an LOS D for current operations in both the AM and PM peak hour; however, delays of over 60 seconds were observed for certain turning movements, such as the SR 139/Martin Luther King Jr. Drive eastbound right-turning movement. Additionally, in the 2031 traffic forecast, the PM peak hour LOS worsened from LOS D to LOS F. The Traffic Study found that this intersection could be improved to LOS D in 2031 by introducing a third southbound thru lane to SR 70/Fulton Industrial Boulevard.
- Although the intersection of SR 70/Fulton Industrial Boulevard and SR 154/SR 166/Campbellton Road will continue to perform at an acceptable LOS through 2031, it was observed that during the PM peak hour the westbound through movement on SR 154/SR 166/Campbellton Road operates at an LOS D with 95th percentile queue of 490 feet. This queue may cause difficulty for vehicles exiting the newly built BP gas station on the southeast corner of the intersection and attempting to turn left on SR 154/SR 166/Campbellton Road. If this becomes an issue for drivers, the Traffic Study recommends that the gas station driveway be converted to right-in/right-out only.
- The other intersections along the corridor operate at an acceptable LOS in both current and future conditions, with the exception of the intersection with the I-20 eastbound ramps, which have a predicted 2031 LOS E in the AM peak. Volumes at this intersection may also be altered as part of the I-285/I-20 West Interchange project.

1.2.5 Report Organization

The remainder of this report is organized as follows:

- **Section 2** discusses the process and data sources used to identify projects as well as the metrics and process used to prioritize the identified project list.
- **Section 3** reviews funding strategies and sources that may be relevant to the projects recommended in this plan. These include federal, state, and local funds. This section also highlights specific projects that are most competitive for grant funding.
- **Section 4** presents an overview of Freight Cluster Plan recommendations for the Fulton Industrial District and includes a short-term action plan and an unconstrained long-term vision project list.
- **Section 5** concludes this Recommendations Report and discusses next steps for project implementation

2 PROJECT IDENTIFICATION & PRIORITIZATION

2.1 Project Identification Overview

To establish the final list of recommendations for the Freight Cluster Plan presented in Section 4 of this document, the project team first developed a list of all potential projects for the area, known as the Universe of Projects. These projects were identified through multiple avenues, which are described in detail below.

2.1.1 Inventory and Assessment

The Inventory and Assessment document noted any shortcomings in the FID transportation system. As a result, the project team was able to determine areas for improvement and develop a number of projects to address these issues.

2.1.2 Traffic Study

The recommendations that emerged from the Traffic Study were included in the Universe of Projects. These recommended projects were developed in the Traffic Study to specifically address locations operating at LOS E or F or where future traffic issues may arise.

2.1.3 Previously Identified Projects

A number of improvements in the CID have been proposed previously by various organizations, in plans that range from corridor to statewide. Previously identified projects that had not been completed, were not already underway (i.e., in the planning, engineering, or construction phases), and were determined to be beneficial for the CID were included in the Universe of Projects.

2.1.4 Stakeholder Input

The project team also used input from stakeholders to develop the Universe of Projects. During the stakeholder interview process, as well as during the three SAC meetings, participants provided input regarding any issues in the district based on day-to-day experience, and the project team used this input to create projects that would solve these issues. Similar input was gathered during the CID's quarterly Board of Directors meetings.

Some key themes that were brought up during these meetings were:

- Observed increases in traffic congestion in the area
- Recent and anticipated increases in warehouse square footage in the area, leading to more truck traffic
- Interest in extending coverage of public transit for employees in the district
- Interest in providing more pedestrian facilities to increase safety

After developing the Universe of Projects, the projects were assessed as part of an evaluation process consisting of two phases: screening and prioritization.

2.2 Phase 1: Screening

The screening phase involved evaluating the list of projects based on their practicality; impractical projects were eliminated. A number of factors were considered during this step, including:

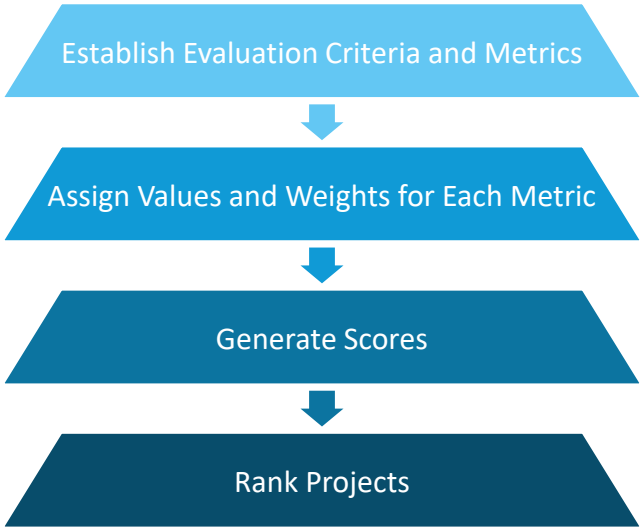
- Necessity – are the issues solved by this project critical to the function and prosperity of the district?
- Feasibility – are there components of the project such as cost, right-of-way availability, physical impediments (e.g. utilities, rivers, or railroads), or safety issues that make the project infeasible?
- Partner Support – will partner agencies such as the Metropolitan Atlanta Rapid Transit Authority (MARTA), GDOT, City of Atlanta, City of South Fulton, or Fulton County endorse the project?
- Stakeholder/Public Support - have the CID's stakeholders and members of the public expressed support or opposition to the project?

A total of 40 projects remained after the screening phase – the list of projects to be included as the final recommendations. The next step was to prioritize these projects in Phase 2 of the evaluation process.

2.3 Phase 2: Prioritization

The project team developed a robust method of evaluating the projects to determine how they should be prioritized. **Figure 2-1** shows the framework for the prioritization process.

Figure 2-1. Overview of the Prioritization Process



The project team took a location-based approach to project prioritization to help normalize the list of projects, which varied in terms of type and scale. Rather than using the metrics to directly evaluate each project, the district's roadway system was divided into sections and each section was evaluated. The team identified which sections were addressed by each project, and the sum of the scores of these segments determined the score for the project. Certain projects, such as policy-oriented projects, aren't associated with a specific physical location. These projects were scored solely on qualitative evaluation criteria, as described below.

2.3.1 Establishing Evaluation Criteria and Metrics

To help establish criteria and metrics for evaluating projects, the team identified eight project categories of importance to the district, and developed evaluation criteria and metrics within each project category. The project categories are:

- Access Management
- Access to Jobs
- Economic Development/Land Use

- Intersection Improvements
- Maintenance
- Safety
- Smart Corridor/ITS Technology
- Transit

The evaluation criteria were divided into quantitative and qualitative categories based on whether or not their metrics were directly measurable, as shown in **Table 2-1** and **Table 2-2**. In addition to the eight project categories above, Public Input was included as a qualitative project category.

Table 2-1. Quantitative Evaluation Criteria and Metrics

Project Category	Criteria	Metric
Access to Jobs	Pedestrian infrastructure (w/in square mile of intersection; total jobs per segment region divided by area in square miles)	Sidewalks absent, >1,500 Jobs per mile
		Sidewalks absent, 500-1500 Jobs per mile
		Sidewalks absent, 0-500 Jobs per mile
		Sidewalks present
Access Management	Undesignated Truck Parking	Safety issues
		No safety issues
Intersection Improvements	2031 LOS	E, F AM and PM peak
		E, F only one peak
		D
		C+
Intersection Improvements	Curb Condition	Cracked curb/rutting
Maintenance	Pavement Condition (Segments Include Adjacent Side Streets)	Very Poor - Poor PSR rating
		Satisfactory - Fair PSR rating
		Good PSR rating
Safety	Vehicle Crashes	Fatal
		Injury
		No injury
Safety	Bike/Ped Crashes	Bicycle/pedestrian-involved crashes
Safety	Crash rates above statewide average	>100%
		51% - 100%
		< 51%
Smart Corridor/ITS Technology	Truck volumes (magnitude)	400+ INRIX Records per segment
		100-400 INRIX Records per segment
		< 100 INRIX Records per segment
Smart Corridor/ITS Technology	Vehicle excess hours of travel	8+ hours per segment
		2-8 hours per segment
		< 2 hours per segment
Smart Corridor/ITS Technology	Vehicle hours of unreliability per mile	20 + hours per segment
		5-20 hours per segment
		< 5 hours per segment
Transit	Bus stop infrastructure	No shelter, no lighting
		No shelter, lighting present
		Shelter present, no lighting
		Shelter and lighting present

Table 2-2. Qualitative Evaluation Criteria

Project Category	Criteria	Description
Public Input	SAC/Board Meeting mention	Stakeholder support
Public Input	Community Conflict (negative score)	Controversial project or location
Economic Development/ Land Use	Future Ready	Located at site of planned/in progress development or prepares for future operations
Economic Development/ Land Use	Gateway Visibility	Located at point of entry to District or enhances physical attractiveness
Economic Development/ Land Use	Economic Development Potential	Makes the District more appealing for future businesses to establish warehouses/offices here

2.3.2 Assigning Values and Weighing Metrics

After finalizing the list of criteria and their associated metrics, the project team determined a range of values to measure how each location scored under each metric. The point system assigned higher scores to recommendations deemed to be the highest priority; as such, the values for each metric ranged from the highest value, corresponding to the worst condition under each metric, to the lowest value (usually zero), corresponding to the best condition under each metric. Both quantitative and qualitative metrics had associated values. An example of values for two metrics are shown in **Table 2-3**. A full scoring matrix is available in **Appendix C**.

Table 2-3. Sample Point Values for Scoring Metrics

Project Category	Criteria	Metric	Point Values
Maintenance	Pavement Condition	Very Poor—Poor PSR Rating	4
		Satisfactory—Fair PSR Rating	2
		Good PSR Rating	0
Safety	Crash Rates Above Statewide Average	>100%	6
		51%—100%	4
		< 51%	2

During the third SAC meeting, attendees were asked to rank the project categories by level of priority. This input was then used to weigh each project category. **Table 2-4** shows the voting results from the third SAC meeting and how this was translated into category weights.

Table 2-4. Project Category Weight Assignments

Project Category	SAC Ranking	Score Weight (Out of 1)
Intersection Improvements	1st	1
Safety	2nd	0.90
Transit	3rd	0.80
Access to Jobs	4th	0.73
Access Management	5th	0.68
Maintenance	6th	0.56
Smart Corridor/ITS Technology	7th	0.54
Economic Development/Land Use	8th	0.50

2.3.3 Scoring and Ranking Projects

As mentioned above, each segment of the project area and intersection with SR 70/Fulton Industrial Boulevard was given a value for each of the 17 criteria. Project scores were determined by multiplying the criterion score by its associated weight, and then summing the resulting values for each project area segment addressed by the project in question. Subsequently, the projects were ranked based on their total score, with higher scores receiving a higher rank.

3 FUNDING STRATEGIES

3.1 Overview

Project funding is a prerequisite for implementation, and some funding sources are more relevant to certain project types, scopes, and scales than others. The project team considered a range of funding opportunities to develop an implementation strategy for the Freight Cluster Plan. While many recommendations may be funded by the CID in partnership with the City of Atlanta and/or the City of South Fulton, there are a wide range of federal and state grant and financing opportunities that can heavily supplement local contributions.

3.2 Potential Funding Sources

A variety of funding sources are potentially available to fund the Freight Cluster Plan project recommendations. These include federal, state, and local sources as well as CID revenues and public-private partnerships. When identifying funding sources for a particular project, the CID can seek opportunities to leverage multiple funding sources, including partnerships with public agencies such as MARTA, the State Road and Tollway Authority (SRTA), GDOT, and ARC, or private entities such as Georgia Power and Omnitrax.

Brief summaries of a range of potential funding sources are provided in this section. A matrix outlining potential applicable funding sources for each recommended project can be found in **Appendix A**.

3.2.1 Federal Resources

A major funding source for freight related projects in the coming years will be the Bipartisan Infrastructure Law (BIL, also known as the Infrastructure Investment and Jobs Act). The BIL was passed in November 2021 and will provide funding to rebuild roads, bridges and railways, expand access to clean drinking water, ensure access to high-speed internet service, address climate change, and address environmental justice. Dedicated funding for state highway and transportation agencies would increase 21 percent through the Highway Trust Fund. The BIL reauthorizes many of the programs previously offered under the Fixing America's Surface Transportation (FAST) Act with expanded or realigned project priorities.[2] **Table 3-1** describes federal funding opportunities that the Boulevard CID could leverage when implementing plan recommendations; eligible project type descriptions focus on new priorities under BIL funding where applicable.

It is important to note that many of these funding opportunities are administered by the ARC through the Transportation Improvement Program (TIP), which is the only way that the CID and local jurisdictions can apply for these funds. The TIP is a work plan with funding allocated to projects to be distributed over specific phases and fiscal years for project implementation. Eligible projects submitted by local governments must be included in the Regional Transportation Plan (RTP). Ideal projects are those that minimize environmental impacts, right-of-way, and other factors that lead to a longer federal review process. The ideal cost for projects funded through the TIP is between $1 million and $5 million.

[2] https://www.whitehouse.gov/briefing-room/statements-releases/2021/11/06/fact-sheet-the-bipartisan-infrastructure-deal/

Table 3-1. Federal Funding Sources

Program	Description	Eligible Project Types
BIL: National Highway Performance Program (NHPP) [3]	The NHPP provides support for the condition and performance of the National Highway System (NHS), construction of new facilities, and progress towards performance targets established in States' asset management plans. The roadway segments in the FID that are part of the NHS are Donald L. Hollowell Parkway, Camp Creek Parkway, Campbellton Road, I-285, and I-20. The FHWA apportions funding to each state for distribution among programs. Each state's NHPP apportionment is specified by law. Funding comes primarily from the Highway Trust Fund, generated by federal motor fuel taxes.	▸ Construction, reconstruction, resurfacing, restoration, rehabilitation, preservation, or operational improvement of segments of the NHS ▸ Measures that increase resiliency to the impacts of sea level rise, extreme weather, flooding, and other natural disasters* ▸ Projects that reduce the risk of failure of critical National Highway System infrastructure ▸ Bridge reconstruction, resurfacing, restoration, rehabilitation, or preservation on eligible structures on the NHS

[3] https://www.fhwa.dot.gov/bipartisan-infrastructure-law/docs/bil_overview_20211122.pdf

Program	Description	Eligible Project Types
BIL: Surface Transportation Block Grant Program (STBG)	The STBG has the most flexible eligibilities among Federal-aid highway programs, and funds can be used to preserve or improve roadway and nonmotorized transportation facilities. The STBG includes a funding set aside for transportation alternatives that has increased in value under the new BIL legislation. A subset of STBG funding is at ARC's discretion and is used to fund the Livable Center Initiative (LCI) program, Freight Cluster program, and Transportation Improvement Program projects.[4]	▸ Construction of highways, bridges, transit capital projects, and truck parking facilities ▸ Operational and safety improvements ▸ Bike/ped facilities, and recreational trails ▸ Surface transportation planning ▸ Electric vehicle charging infrastructure and vehicle-to-grid infrastructure* ▸ Installation and deployment of ITS technologies* ▸ Projects that facilitate intermodal connections between emerging technologies* ▸ Federal-aid highway condition and performance preservation or improvement ▸ Bridge projects on any public road ▸ On- and off-road pedestrian and bicycle facilities ▸ Infrastructure projects that improve non-driver connections to public transportation
BIL: Highway Safety Improvement Program (HSIP)	The HSIP is comprised of three parts: ▸ The Strategic Highway Safety Plan (SHSP) is a state-coordinated plan that provides a framework for reducing serious injury and fatalities on public roads. ▸ The State HSIP provides a framework for identifying and reviewing traffic safety issues to identify improvement measures. ▸ The Railway-Highway Crossing Program (RHCP) provides funds to improve safety features at public at-grade railway-highway crossings.	▸ Non-motorized transportation improvements including: leading pedestrian intervals, traffic calming and vehicle speed reduction features and designs, installations or upgrades of traffic control devices for pedestrians and bicyclists, and roadway separations between vehicles and pedestrians/bicyclists* ▸ Educational and enforcement activities* ▸ Infrastructure safety-related activities

[4] https://atlantaregional.org/transportation-mobility/transportation-planning/transportation-improvement-program/

Program	Description	Eligible Project Types
BIL: Congestion Mitigation and Air Quality Improvement Program (CMAQ)	CMAQ funds are available for projects that help meet the requirements of the Clean Air Act in nonattainment areas (those that do not meet the National Ambient Air Quality Standards for ozone, carbon monoxide, or particulate matter), and maintenance areas (former nonattainment areas that are now in compliance). The ARC administers CMAQ funds for projects within the Atlanta region, including within the FID.	▸ New eligibility for shared micromobility, including bike and scooter share* ▸ Purchase of medium- or heavy-duty zero emission vehicles and charging equipment* ▸ Transportation project or program likely to reduce air pollution or contribute to ambient air quality standards
BIL: Active Transportation Infrastructure Investment Program	The Active Infrastructure Investment Program is a competitive grant for active transportation investments that provide an active transportation network or spine.	▸ Projects that provide an active transportation network or spine*
BIL: Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Program	The SMART Grant Program provides funding for demonstration projects focused on connected infrastructure and community technologies to improve transportation efficiency and safety.	▸ Projects that demonstrate coordinated automation, connected vehicles, sensor-based infrastructure, systems integration, or smart traffic signal technologies among other infrastructure technology concepts*
BIL: National Highway Freight Program (NHFP)	Improve the efficient movement of freight on the National Highway Freight Network (NHFN). See section below for information about Critical Urban Freight Corridors.	▸ Investing in infrastructure and operational improvements that strengthen economic competitiveness, reduce congestion, reduce the cost of freight transportation, improve reliability, and increase productivity ▸ Improving the safety, security, efficiency, and resiliency of freight transportation in rural and urban areas ▸ Improving the state of good repair of the NHFN ▸ Using innovation and advanced technology to improve NHFN safety, efficiency, and reliability ▸ Improving the efficiency and productivity of the NHFN

Program	Description	Eligible Project Types
Rebuilding American Infrastructure with Sustainability and Equity (RAISE)[5]	RAISE is a competitive grant program through the USDOT that funds projects that seek to build and repair portions of national freight and passenger transportation networks. State and local entities can apply for funding for multi-modal, multi-jurisdictional projects. RAISE grants can directly provide capital funding to any public entity, making this funding stream more flexible than other federal programs that can only allocate funding to specific groups of applicants.	▸ Road, rail, transit, and port projects on national freight and passenger transportation networks ▸ Projects that create jobs, improve safety, apply transformative technology, and address climate change and advance racial equity
Infrastructure for Rebuilding America (INFRA)[6]	INFRA is a competitive grant program through the USDOT that seeks to rebuild the nation's infrastructure while creating jobs. Priority projects include highway and rail projects of regional and national economic significance.	▸ Highway and rail projects of regional and national economic significance ▸ Projects that improve local economies and create jobs ▸ Projects that utilize innovative technology
Accelerated Innovation Deployment Demonstration (AID)[7]	AID funds projects that demonstrate proven innovations in delivering road and bridge projects more cost-effectively.	▸ Road, bridge, and highway construction and repair projects

** New eligibilities and/or areas of emphasis under the BIL*

[5] https://www.transportation.gov/RAISEgrants/about

[6] https://www.transportation.gov/buildamerica/financing/infra-grants/infrastructure-rebuilding-america

[7] https://www.fhwa.dot.gov/innovation/grants/

Critical Urban Freight Corridors

During the upcoming update of the Statewide Freight and Logistics Plan, GDOT, in consultation with ARC, has the opportunity to designate a Critical Urban Freight Corridor (CUFC) network under the National Highway Freight Network (NFHN). CUFCs are important freight corridors that provide connectivity to the NFHN, which consists of the Primary Highway Freight System (PHFS) and intermodal connection facilities. It is recommended that the Boulevard CID coordinate with ARC and GDOT to have the FID's major freight corridors added to the CUFC network, as projects that improve the efficient movement of freight on a CUFC are eligible for NHFP and INFRA grant funds. **Table 3-2** and **Figure 3-1** show the corridors that are strong candidates for inclusion in the Atlanta region's CUFC network.

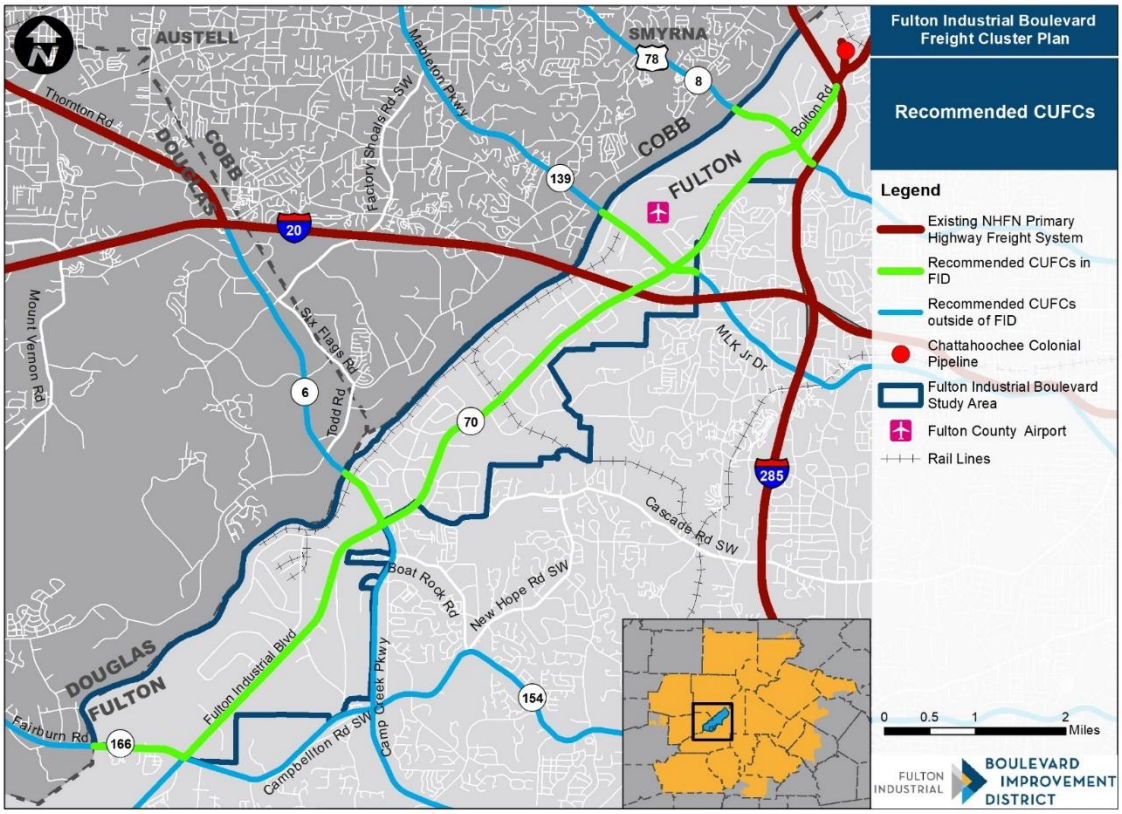
Table 3-2. Recommended Critical Urban Freight Corridors

Roadway	NFHN Connections	CUFC ID*
SR 70/Fulton Industrial Boulevard	I-20, I-285, Bolton Road, Chattahoochee Colonial Pipeline	J, K
SR 6/Camp Creek Parkway	I-20, I-285, I-85, Thornton Road, Hartsfield Jackson Atlanta International Airport, Norfolk Southern Whitaker Intermodal Facility	H, J, K
SR 154/SR 166/Campbellton Parkway	I-285, Norfolk Southern Industry Yard	H, J, K
SR 139/Martin Luther King Jr. Drive	I-20, I-285	I, J, K
SR 8/US 78/US 278/Donald L. Hollowell Parkway	I-285	I, J, K

Source: FHWA and Consultant Analysis

**Note: CUFC ID: H = Connects an intermodal facility to the PHFS, the Interstate System, or an intermodal freight facility; I = Located within a corridor of a route on the PHFS and provides an alternative highway option important to goods movement; J = Serves a major freight generator, logistic center, or manufacturing and warehouse industrial land; K = Corridor that is important to the movement of freight within the region, as determined by the MPO or the State.*

Figure 3-1. Recommended Critical Urban Freight Corridors



3.2.2 State Resources

State funding is primarily available through GDOT and SRTA. **Table 3-3** describes state funding opportunities that the Boulevard CID could leverage when implementing plan recommendations.

Table 3-3. State Funding Sources

Program	Description	Eligible Project Types
GDOT: Local Maintenance and Improvement Grant (LMIG)[8]	LMIG funds local road maintenance and improvement activities. Funding distribution is determined by the ratio of total local centerline road mileage and population to the statewide centerline road mileage and population. 2022 LMIG Formula amounts for City of Atlanta and City of South Fulton are $4,477,269.76 and $1,163,120.52 respectively. Both City of Atlanta and City of South Fulton have a required 30 percent match.	▸ Intersection improvements ▸ Turn lanes ▸ Signal installation or improvement ▸ Sidewalk within right of way of a public roadway or street ▸ Utility and/or drainage infrastructure replacement ▸ Bridge repair or replacement ▸ Patching, leveling, resurfacing, grading, drainage, and paving roadways
GDOT: Quick Response[9]	The Quick Response Project Program funds operational projects that can be implemented in a short period of time – typically three to four months – and for under $200,000.	▸ Intersection improvements ▸ Turn lane additions and extension ▸ Restriping
GDOT: Operational Improvements Lump Sum[10]	GDOT allocates a portion of state funding for projects that do not substantially increase roadway capacity. Funds are available for construction, preliminary engineering, and rights-of-way. No local match is required.	▸ Intersection improvements ▸ Turning lanes ▸ Ramp exit and interchange improvements

[8] http://www.dot.ga.gov/PS/Local/LMIG

[9] http://www.dot.ga.gov/BuildSmart/Projects/Pages/QuickResponse.aspx

[10] https://www.flipsnack.com/gadot/draft-stip-fy-21-24/full-view.html

Program	Description	Eligible Project Types
GDOT: Signal Upgrades Lump Sum[10]	GDOT allocates a portion of state funding for projects that do not substantially increase roadway capacity. Funds are available for construction, preliminary engineering, and rights-of-way. No local match is required.	▸ Signal designs, specifications, upgrades, operations, maintenance, and signal asset replacements
GDOT: Safety Improvements Lump Sum[10]	GDOT allocates a portion of state funding for projects that do not substantially increase roadway capacity. Funds are available for construction, preliminary engineering, and rights-of-way. No local match is required.	▸ Intersection improvements ▸ Pavement markings ▸ Signals ▸ Signing and turning lanes
GDOT Freight Operational Lump Sum Funding Program[11]	GDOT allocates a portion of state funding for projects that do not substantially increase roadway capacity. Funds are available for construction, preliminary engineering, and rights-of-way. No local match is required.	▸ Truck parking: increased truck parking supply at existing public facilities; truck parking availability system deployment ▸ Investments to mitigate operational issues related to geometry ▸ Improvement of truck movement for Georgia's logistics-enabled industries (e.g. manufacturing, distribution, etc.) ▸ Roadway realignments and truck-capable roundabouts ▸ Passing lanes, truck climbing or deceleration lanes, and turn lanes
SRTA: Georgia Transportation Infrastructure Bank (GTIB)[12]	The GTIB is a grant and low-interest loan program focusing on projects that enhance mobility and increase economic development for local communities. The maximum grant request amount is $2 million.	▸ Transportation projects with economic development benefits and eligibility for state motor-fuel funds

[11] http://www.dot.ga.gov/AboutGeorgia/Board/Board%20Meeting%20Documents/July2021_CommitteeMeetings.pdf

[12] https://www.srta.ga.gov/gtib/

3.2.3 Local Resources

Funding sources allocated at the local level are primarily available through the ARC and typically come from federal sources, such as the BIL (discussed in **Section 3.2.1**). Funds are also available through Fulton County's Transportation Special Purpose Local Option Sales Tax (TSPLOST). **Table 3-4** describes funding opportunities that the Boulevard CID can seek through local agencies when implementing plan recommendations.

Table 3-4. Local Funding Sources

Program	Description	Eligible Project Types
Fulton County: TSPLOST[13]	The TSPLOST is a .75 cent tax first approved by voters in 2016 and renewed during the 2021 election. Voters were given a specific list of projects for which funding would be used.	▸ TSPLOST funding can be used for pedestrian, bike, streetscape, and landscape projects within the FID ▸ The TSPLOST project list includes a generic category for intersection improvements. The FID can likely access some of these funds Additional project categories are eligible for TSPLOST funding but are not currently listed within the FID on the 2022 project list: ▸ Congestion relief and roadway projects ▸ Bridges ▸ Maintenance and safety improvements ▸ Quick Response projects

In addition to access to federal funds, the ARC provides a Community Development Assistance Program (CDAP). CDAP is staff assistance from ARC's Community Development group and may be particularly helpful to the CID when pursuing workforce development programs.

[13] https://www.fultoncountyga.gov/inside-fulton-county/fulton-county-initiatives/tsplost

3.2.4 Public-Private Partnerships

Public Private Partnerships (P3s) are collaborative agreements between government agencies and private-sector entities that can be used to finance, operate, and maintain projects. Usually long-term contracts, the private funding element of P3s enable faster implementation and shared risk between partners. A typical P3 involves revenue streams (for example, from tolling or tax increment financing) accruing to a private partner, who in turn undertakes facility development that yields public benefits. Private financiers tend to require large scale initiatives in order to offset the risk of a project not moving forward.

3.3 Revenue Forecasting

The Boulevard CID anticipates that it will generate revenue sufficient to provide a local match for one large-scale project every two years with available funding for additional smaller projects. Projected revenues are approximately $500,000 every two years. Note that revenue forecasts are based on trends and may vary based on assessed property values. Project budgets for 2022 and 2023 are higher because of committed funds for project matches, approved by the CID board in December 2021. Based on this, conservative revenue estimates are applied to the remainder of the timeframe to establish a probable budget forecast (see **Table 3-5**).

Table 3-5. CID Project Budget Forecast Example

Year	Project Budget
2022	$890,000*
2023	$450,000*
2024	$500,000
2025	$0
2026	$600,000
1-5 Year Budget	$2,440,000
2027	$0
2028	$750,000
2029	$500,000
2030	$0
2031	$900,000
6-10 Year Budget	$2,150,000
Cumulative 10-Year Budget	$4,590,000

**2022 and 2023 project budgets have already been committed as local matches for a TIP application and LMIG funding, respectively. See project descriptions in Section 3.4 for further detail.*

3.4 Competitive Projects for Grant or Formula Funding

The following projects are suited for funding via competitive grants from federal and/or state sources or for funding via formula funds. The project team anticipates that the CID and the local jurisdiction will provide a 20 percent local match to accompany most funding applications, although some programs will require a larger or smaller financial commitment. While all of the competitive projects described in this section are priority projects and appear in the financially feasible Short-Term Action Plan in **Section 4** of this report, the projects do not necessarily reflect the highest ranked projects. Some top priority projects are smaller initiatives or would be better implemented at the local level without the complications associated with grant applications and administration, or requirements that arise from federal or state formula programs.

3.4.1 Potentially Competitive Projects

Project Name (ID): Intersection Improvements at Fulton Industrial Boulevard and Donald L. Hollowell Parkway (FIB-1)

**Note: An application for this project was submitted as part of ARC's 2021 TIP solicitation. The CID has committed $890,000 as a local match. A second application for the streetscaping and bridge railing over I-285 was submitted as part of SRTA's GTIB call for projects. The CID has committed $450,000 as a local match. If this project does not receive funding through TIP, the Boulevard CID could apply through other federal funding streams or to GDOT directly. Traffic growth in the area, especially from the new UPS SMART Hub, should be taken into consideration if a new application is required.*

Project Purpose: The goals of this project are to improve safety along the corridor, increase walkability, improve the transit environment, and increase operational performance at the intersection. The project will also create a visual gateway so visitors entering from I-285, SR 8/US 78/US 278/Donald L. Hollowell Parkway, or Bolton Road know they've entered the Fulton Industrial District, setting it apart from surrounding areas and giving it a favorable image.

Project Description: The project consists of an extension of the existing streetscape along Fulton Industrial Boulevard and improved sidewalks and pedestrian access, pedestrian lighting, trees, and a landscaped median. Additionally, the project will include operational and safety improvements at the intersection of SR 8/US 78/US 278/Donald L. Hollowell Parkway and SR 70/Fulton Industrial Boulevard, through the addition of a dual left-turn lane from SR 70/Fulton Industrial Boulevard northbound to SR 8/US 78/US 278/Donald L. Hollowell Parkway westbound and the addition of a dual left-turn lane from SR 8/US 78/US 278/Donald L. Hollowell Parkway westbound to SR 70/Fulton Industrial Boulevard southbound.

Cost Estimate:

- Approximately $4,450,000
- The cost estimate was developed using the ARC Cost Estimation tool, engineering judgment, and input from roadway engineers and planners. It reflects the major project components such as crosswalks, gateway signs, art, and landscaping.

- Includes typical phases/components such as PE, ROW, UTL, engineering inspection, CST and contingency.

Project Competitiveness:

Through partnership with a local jurisdiction, this project is competitive for federal funding through ARC's Transportation Improvement Program (TIP) because it addresses safety measures that reduce roadway risks for all users on a regionally significant corridor. Implementation of dual left turn lanes will improve intersection operations and reduce conflicts between freight and passenger vehicles. In addition, new sidewalks and crosswalks will improve the built environment for pedestrians.

Potential Challenges: This project is dependent on competitive TIP funding. If TIP funding is not awarded during this application cycle, the CID will either have to wait to submit a new application during the next round (likely in two years) or will have to pursue other funding sources.

Concept Level Drawing

Figure 3-2 shows a conceptual rendering of what streetscape improvements would look like at the intersection of SR 70/Fulton Industrial Boulevard and SR 8/US 78/US278/ Donald L. Hollowell Parkway.

Figure 3-2. Proposed Streetscape Improvements at Fulton Industrial Boulevard and Donald L. Hollowell Parkway

Project Name (ID): Intersection and operational improvements at Fulton Industrial Boulevard and Westgate Parkway (North and South) (FIB-2)

Project Purpose: This project aims to make safety and operational improvements for vehicles turning left onto SR 70/Fulton Industrial Boulevard from Westgate Parkway, especially trucks. Currently, these vehicles are experiencing high delays and failing LOS scores in both the AM and PM peak hours.

Project Description: Signal installation with crosswalks at the southern intersection and the conversion of the northern intersection into a Reduced Conflict U-Turn (RCUT) intersection. Also, increase the turning radii at the west corner of the northern intersection and the north corner of the southern intersection.

Probable Cost Estimate:

- Approximately $933,000
- The cost estimate was developed using the ARC Cost Estimation tool, engineering judgment, and input from roadway engineers and planners. It reflects the major project components such as sidewalks and context sensitive pedestrian crossings.
- Includes typical phases/components such as PE, ROW, UTL, engineering inspection, CST and contingency.

Project Competitiveness:

This project will be competitive for state funding sources, such as GDOT's Operational Improvement Lump Sum Program. The District's key role in both local and regional freight operations make it competitive for these funds; this project improves operational performance on SR 70/Fulton Industrial Boulevard, the main thoroughfare in a key freight district, by discouraging trucks from making a left turn at the northern intersection and subsequently improving traffic flow for vehicles on the corridor.

This project will be competitive for several federal formula funding sources under the umbrella of the federal BIL. The purpose of the BIL's National Highway Performance Program (NHPP) is to provide support for the condition and performance of the National Highway system. The project is also competitive under the federal INFRA grant program due to the economic significance of the freight cluster and this project's benefits to traffic flows, truck throughputs, and efficiency of goods movement.

Potential Challenges:

- Employees of some businesses located along Westgate Parkway may be opposed to the RCUT at the northern intersection, as their trucks would no longer be able to turn north on SR 70/Fulton Industrial Boulevard at the intersection. It will be important to engage with these stakeholders before and during this project, which will provide an opportunity to explain the benefits of the project. The tradeoff of increased safety and ease for left-turning vehicles in exchange for an extra couple of minutes to loop around Westgate Parkway should justify the project for these employees. The alternative solution to an RCUT is a signal at the northern Westgate Parkway intersection. This solution is undesirable because of its close proximity to the proposed signal at the southern Westgate Parkway intersection; when signals are too close to one another, they risk interrupting traffic flow and could potentially interfere with operations on Fulton Industrial Boulevard.

Other Information to Support Project:

- The West Fulton Commerce Park project proposes a new access point on SR 70/Fulton Industrial Boulevard across from the southern Westgate Parkway outlet. The increased traffic, especially truck traffic, that would result from this new access point, along with competing left-turn movements from vehicles coming from Westgate Parkway and the West Fulton Commerce Park, is another reason to introduce a traffic signal to the intersection.
- A traffic engineering study was conducted in May 2020 to identify if a traffic signal was needed at either intersection. The study concluded that if the northern intersection were to be converted to an RCUT, the southern intersection would meet three warrants for the installation of a traffic signal. The study also indicated that through preliminary conversations GDOT agreed with the placement of the traffic signal and RCUT.

Concept Level Drawing

Figure 3-3 shows the proposed RCUT at the northern Westgate Parkway intersection and the proposed traffic signal at the southern intersection, including the proposed access point as part of the West Fulton Commerce Park development.

Figure 3-3. Proposed RCUT and Signal at Westgate Parkway North and South

Project Name (ID): Intersection Improvements along Fulton Industrial Boulevard (Multiple Projects)

Project Purpose: These projects will improve operations for freight vehicles, passenger cars, and pedestrians at various intersections along SR 70/Fulton Industrial Boulevard. As a package, this combination of intersection improvements scored highest in the project prioritization process, intersection projects ranked as the most important issue among stakeholders, and these particular locations had highest demonstrated need during the traffic study and field observations.

Project Description: Intersection operational improvements along the corridor reflect a comprehensive approach to improving freight movement throughout the district. These projects will be impactful individually, and as a group they will improve truck turning movements and overall operations throughout the District. Each project and its associated cost is described below.

The traffic study identified several intersections with SR 70/Fulton Industrial Boulevard that need operational improvements in order to avoid operating at a failing LOS by 2031. These are:

- FIB-4: At Tradewater Parkway/Riverside Drive: Install a traffic signal with crosswalks at the intersection, add a left turn lane on the westbound approach, restripe eastbound approach to thru/left and right turn only, extend northbound right turn lane to 175 ft with 100 ft taper, extend southbound left turn lane to 235 ft with 100 ft taper, and increase turning radius at south corner of intersection ($1,391,000).
- FIB-5: At Westpark Place/Villanova Drive: Conduct a signal warrant analysis at the intersection ($25,000).
- FIB-6: At Patton Drive: Add a second left turn lane on SR 70/Fulton Industrial Boulevard in the northbound direction; widen the eastbound approach of Patton Drive to two lanes (a thru/left and a right turn lane); add a receiving lane on Patton Drive for the new left turn lane on SR 70/Fulton Industrial Boulevard; improve turning radii at the north corner by creating a consistent curve ($1,387,000).
- FIB-7: At SR 139/Martin Luther King Jr. Drive: Add a thru lane on the SR 70/Fulton Industrial Boulevard southbound approach ($1,555,000).

In addition, the CID's 2013 master plan included other intersection improvement recommendations, one of which remains relevant based on existing traffic conditions and observed field conditions. This intersection is:

- FIB-8: SR 70/Fulton Industrial Boulevard at Wendell Drive: Increase the turning radius on north corner of the intersection; push back stop bar on Wendell Drive southbound; install pedestrian crosswalks and signals across SR 70/Fulton Industrial Boulevard ($521,000).

During a comprehensive field analysis of existing intersection conditions, the project team identified several instances of rutting and/or cracked curbs that indicate insufficient turning radii for trucks. The locations identified for turning radii increases are on SR 70/Fulton Industrial Boulevard at:

- FIB-9: The north corner of Wharton Drive/Mendel Drive intersection ($450,000).
- FIB-10: The north corner of Phillip Lee Drive intersection ($450,000).
- FIB-11: All corners of Eagle Vista Drive/Kendall Park Drive intersection ($1,350,000).

- FIB-12: The north corner of James Aldredge Boulevard intersection ($450,000).
- FIB-13: All corners of Bucknell Drive intersection ($1,350,000).
- FIB-14: The north corner of Marvin Miller Drive intersection ($450,000).

Depending on available funding, intersection projects can be grouped together for simultaneous implementation. Intersection improvement projects are listed in the Short-Term Action Plan in order of priority, with FIB-3 being the highest priority intersection on the list. Examples of scenarios for combining the projects into groups for two funding sources are shown below. However, the grouping of these elements and the number of phases is ultimately up to the Boulevard CID to decide, depending on available funding sources, funding and implementation timeframe, and partnerships.

Scenario 1: Funding through GDOT's Freight Operational Lump Sum Program

Phase	Elements	Cost
A	FIB-4	$1,391,000
B	FIB-5	$25,000
C	FIB-6	$1,387,000
D	FIB-7	$1,555,000
E	FIB-8, FIB-9, FIB-10	$1,421,000
F	FIB-11, FIB-12	$1,800,000
G	FIB-13, FIB-14	$1,800,000

Scenario 2: Funding through ARC's TIP

Phase	Elements	Cost
A	FIB-4, FIB-5, FIB-6, FIB-7, FIB-9	$4,808,000
B	FIB-8, FIB-10, FIB-11, FIB-12, FIB-13, FIB-14	$4,571,000

Cost Estimate

- Total: Approximately $9,379,000
- Projects can be combined into multiple phases depending on the desired funding source. Individual project element costs are listed above.
- The cost estimates were developed using the ARC Cost Estimation tool, engineering judgment, and input from roadway engineers and planners. It reflects the major project components such as traffic signal infrastructure, turning lane construction, and pedestrian infrastructure.
- Includes typical phases/components such as preliminary engineering (PE), right-of-way (ROW), utilities (UTL), engineering inspection, construction (CST) and contingency.

Project Competitiveness:

These projects will be competitive for state funding sources, such as GDOT's Freight Operational Lump Sum Program. The District's key role in both local and regional freight operations make it competitive for these funds; this project improves operational performance on SR 70/Fulton Industrial Boulevard, the main thoroughfare in a key freight district, by improving intersections to better suit trucks' needs.

These projects will also be competitive for several federal funding sources under the umbrella of the federal BIL. The purpose of the BIL's National Highway Performance Program (NHPP) is to provide support for the

condition and performance of the National Highway System; this project improves operational performance on the SR 70/Fulton Industrial Boulevard, the main thoroughfare in a key freight district, by improving intersections to better suit trucks' needs. The project is also competitive under the federal INFRA grant program due to the economic significance of the freight cluster and this project's benefits to traffic flows, truck throughputs, and efficiency of goods movement. Both NHPP and INFRA applications would require support from GDOT. The Surface Transportation Block Grant (STBG) also falls within the federal BIL; however, this is under the ARC's purview and therefore would require a TIP application for access to funding.

Potential Challenges:

- A number of these improvements require right-of-way acquisition, which is common for roadway projects. Ease and cost of right-of-way acquisition can vary depending on the property owner and amount of land required.
- Utility relocation is another component that can vary in cost and level of difficulty, depending on the organizations involved.
- The project at the SR 139/Martin Luther King Jr. Drive intersection will likely need to be programmed through ARC, as it adds capacity to SR 70/Fulton Industrial Boulevard.
- There is limited space for the turning radius improvement at Wharton Drive/Mendel Drive.

Other Information to Support Project:

- The West Fulton Commerce Park (formerly known as the Woodbury E-Commerce Park and Distribution Center) is under construction and is classified by ARC as a Development of Regional Impact (DRI #2654). The project is planned as a mixed-use development, including office space, retail, industrial warehousing, townhouses, a shopping center, a grocery store, and other amenities on 56 acres. The project is expected to generate over 24,000 net trips and is planned to have three new access points on SR 70/Fulton Industrial Boulevard (one of which has been constructed) and four new access points on Riverside Drive. This expected increase in traffic volumes in the area supports the signal installation at SR 70/Fulton Industrial Boulevard and Tradewater Parkway/Riverside Drive.
- A Traffic Signal Warrant Analysis was completed in January 2019 for the intersection of SR 70/Fulton Industrial Boulevard and Tradewater Parkway/Riverside Drive in anticipation of a proposed development directly south of the intersection. The analysis concludes that three signal warrants would be met if the proposed development were to be built, which supports the signal installation at the intersection.

Concept Level Drawing

Figure 3-4 shows the locations of the proposed intersection improvements. **Figure 3-5** through **Figure 3-8** show the proposed changes at the Tradewater Parkway/Riverside Drive, Patton Drive, SR 139/Martin Luther King Jr. Drive, and Wendell Drive intersections, in order.

Figure 3-4. Location Map of Proposed Intersection Improvements along Fulton Industrial Boulevard

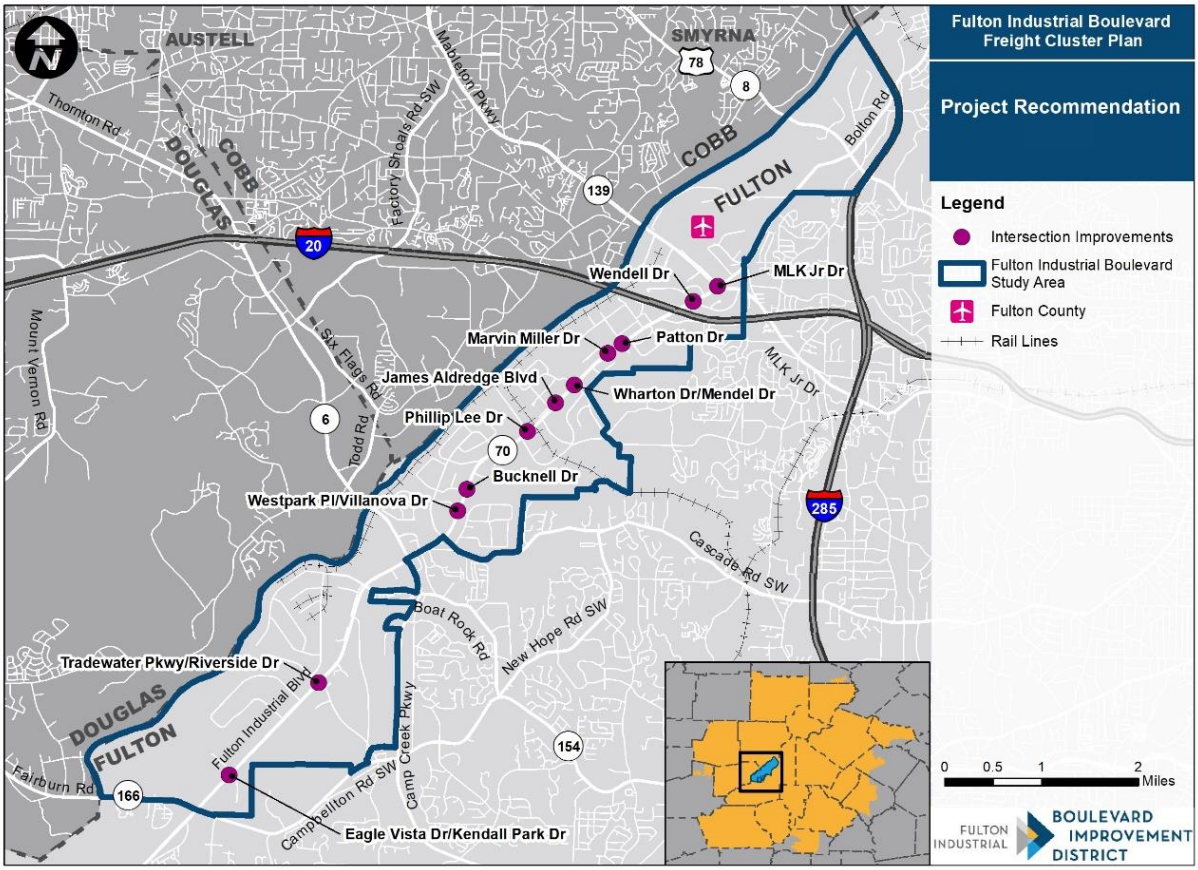


Figure 3-5. Proposed Improvements at the Tradewater Parkway/Riverside Drive Intersection (FIB-4)

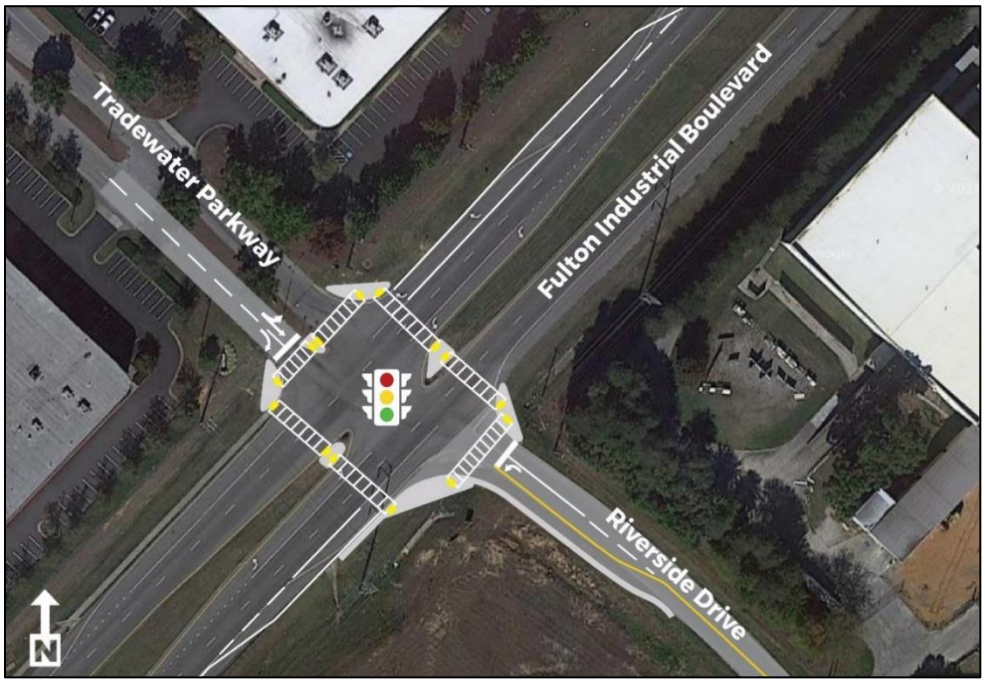


Figure 3-6. Proposed Improvements at the Patton Drive Intersection (FIB-6)

Figure 3-7. Proposed Improvements at the Martin Luther King Jr. Drive Intersection (FIB-7)

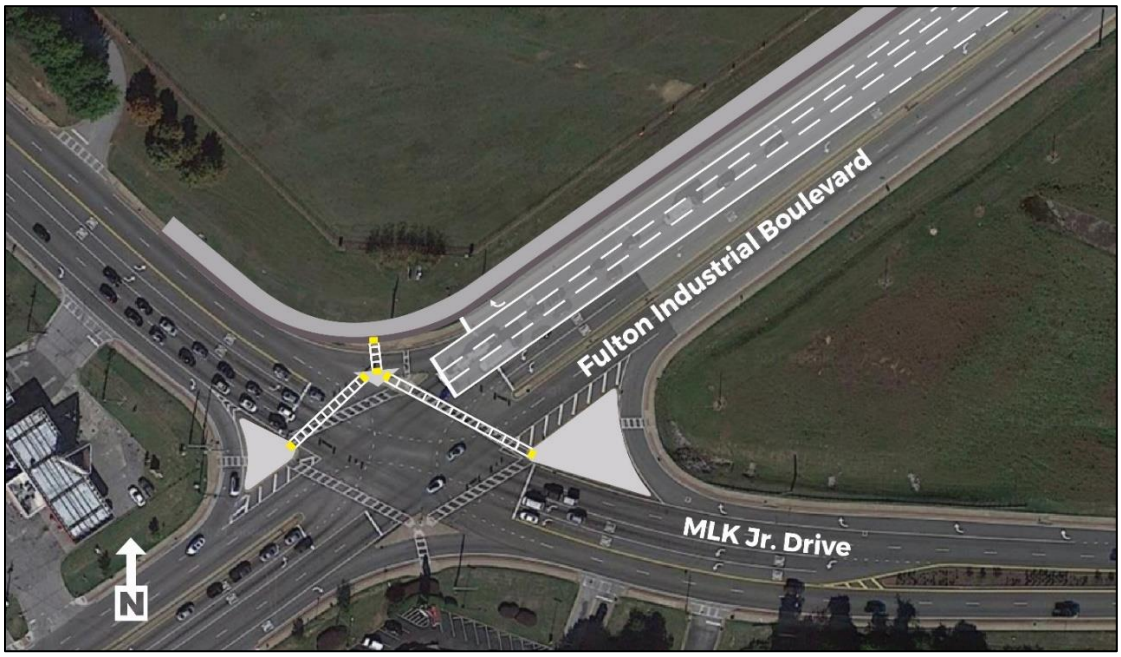
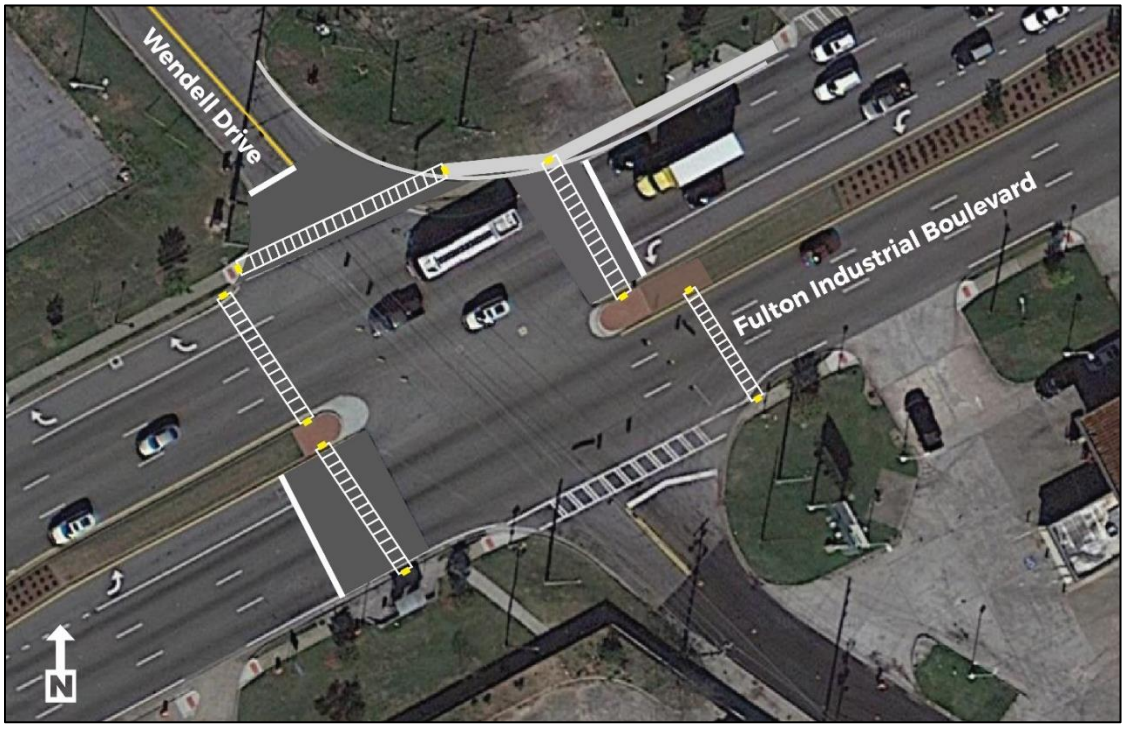


Figure 3-8. Proposed Improvements at the Wendell Drive Intersection (FIB-8)



Project Name (ID): Pedestrian Infrastructure on Fulton Industrial Boulevard (Multiple Projects)

Project Purpose: These projects will improve safety and comfort for pedestrians travelling along SR 70/Fulton Industrial Boulevard. Specifically, the projects will improve the commutes for employees in the district who use MARTA Bus Route 73 by connecting bus stops with workplaces.

Project Description: Complete sidewalk network along both sides of SR 70/Fulton Industrial Boulevard by installing five-foot-wide sidewalks with a buffer from the roadway and crosswalks across all side streets. The completion of the whole set of projects would result in 13.48 linear miles of sidewalks, 31 painted crosswalks, and 1 pedestrian hybrid beacon across SR 70/Fulton Industrial Boulevard at Westlake Boulevard.

Sidewalk improvements have been broken into five projects to be eligible for ARC TIP funding. The projects are numbered in order of priority. The projects are as follows:

- FIB-17: Between I-20 and Selig Drive.
- FIB-18: Between Selig Drive and SR 6/Camp Creek Parkway. FIB-7A and FIB-7B are the highest priority segments due to the need for pedestrian connections to bus stops and a high number of pedestrian crashes along these segments.
- FIB-19: Between SR 6/Camp Creek Parkway and Tradewater Parkway/Riverside Drive. This is next in terms of priority due to the bus stops along the segment.
- FIB-20: Between Tradewater Parkway/Riverside Drive and SR 154/SR 166/Campbellton Road. As part of FIB-9A, this segment will have bus stops that need accompanying sidewalks.
- FIB-21: Between I-285 and I-20. This segment is lowest in priority due to the existing presence of sidewalks on a majority of the segment and the lack of bus stops on SR 70/Fulton Industrial Boulevard north of SR 139/Martin Luther King Jr. Drive.

These phases can be combined in a number of ways, up to a single project, depending on these desired funding source. Ultimately, the number of phases and order of implementation is up to the discretion of the Boulevard CID.

Probable Cost Estimate:

- FIB-17: Approximately $3,901,000
- FIB-18: Approximately $3,630,000
- FIB-19: Approximately $3,200,000
- FIB-20: Approximately $2,291,000
- FIB-21: Approximately $2,325,000
- The cost estimate was developed using the ARC Cost Estimation tool, engineering judgment, and input from roadway engineers and planners. It reflects the major project components such as sidewalks and context sensitive pedestrian crossings.
- Includes typical phases/components such as PE, ROW, UTL, engineering inspection, CST and contingency.

Project Competitiveness:

This project will be competitive for several federal funding sources through application to ARC's TIP. Appropriate funding sources include portions of the BIL program that have existed in the past but now have either a new focus or additional funding for new purposes. For example, the HSIP now has enhanced funding for non-motorized transportation improvements such as roadway separations between vehicles and pedestrians, and the Active Infrastructure Investment Program is a new competitive grant for projects that provide an active transportation network or spine. This sidewalk implementation project will serve the employees along the corridor who travel by bus and currently do not have pedestrian connections between bus stops and businesses. The project will improve safety for employees and is also likely to attract additional businesses with an environment friendly to transit commuters.

Potential Challenges:

- The project cost includes the conversion of the SR 70/Fulton Industrial Boulevard shoulder to a sidewalk with a curb on both sides on the bridge crossing over Utoy Creek. This is likely the most cost-effective option for pedestrian accommodations across the creek, however, it may not be the most comfortable for pedestrians, as they will be walking close to the roadway. Other alternatives, such as pedestrian bridges, can be considered, but will likely cost significantly more.

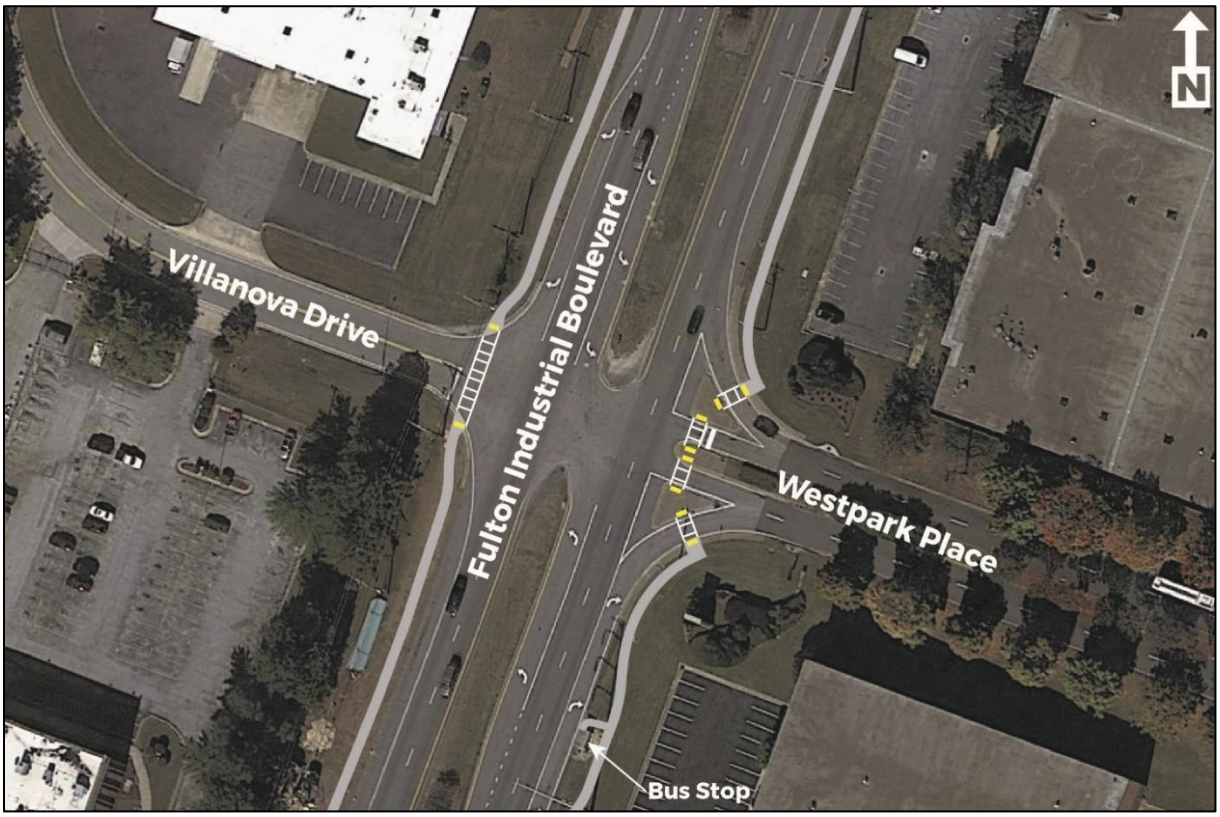
Other Information to Support Project:

- A Pedestrian Crossing Review was conducted at the intersection of SR 70/Fulton Industrial Boulevard and Westlake Boulevard in August 2020. The study concluded that due to the MARTA bus stop across from Westlake Boulevard, a pedestrian hybrid beacon should be considered to improve pedestrian safety for riders crossing to and from the bus stop.

Concept Level Drawing

An example section of what pedestrian infrastructure along SR 70/Fulton Industrial Boulevard will look like is shown in **Figure 3-9**.

Figure 3-9. Example Section of Proposed Pedestrian Infrastructure on Fulton Industrial Boulevard at Villanova Drive/Westpark Place (Part of FIB-18)



4 RECOMMENDATIONS

The project team has developed a list of recommendations to address the challenges identified through the analysis of existing conditions, anticipated growth in freight traffic in the FID, and stakeholder support. These recommendations are in the form of both projects and policies that will benefit the FID and help maintain its economic competitiveness. The Freight Cluster Plan serves as a framework for the FID, with the aim of guiding the Boulevard CID to initiation of these recommendations in partnership with other agencies.

The recommendations are divided into timeframes for implementation based on prioritization results and anticipated revenue availability. The Financially Feasible Short-Term Action Plan includes projects that can be implemented within a 10-year timeframe and is based primarily on anticipated revenue for the Boulevard CID. It is further divided into projects with a timeframe of either one to five years or six to ten years. This Plan does not assume that the projects will be completed in these timeframes; rather, these projects can be started or at the very least funding can be secured for these projects within the designated timespan. The Long-Term Vision Recommendation List is fiscally unconstrained and includes recommendations that will be initiated past the 2031 horizon. This section further details these groups of recommendations. Project sheets with more information for each recommendation can be found in **Appendix B**.

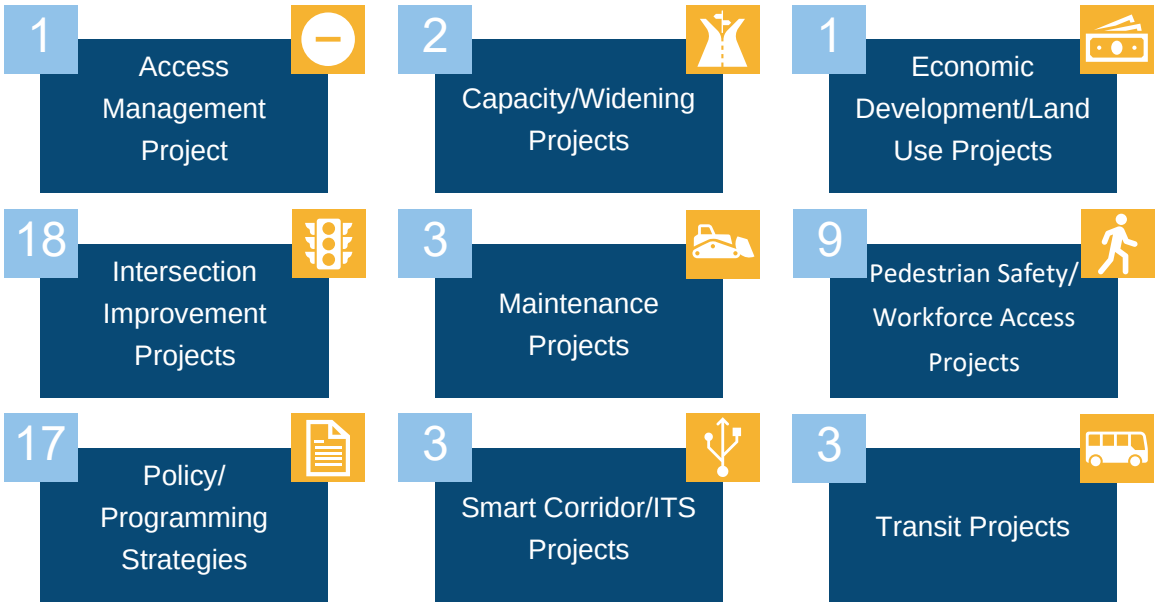
Additionally, within the Short-Term Action Plan, several recommendations have been identified as Tier 1, high priority projects. These projects were the highest performing during the prioritization step and should be considered for implementation sooner than other projects in that timeframe. These projects are highlighted in gold in the tables throughout this section.

In total, the FCP recommends 57 projects and policies that fall into nine categories. This includes 38 recommendations in the Short-Term Action Plan (33 recommendations in Years one through five and 5 recommendations in Years six through ten) and 19 recommendations in the Long-Term Vision Recommendation List. 22 of the total recommendations are designated as Tier 1.

4.1 Recommendation Categories

The 57 project recommendations fall into nine categories, as shown in **Figure 4-1** and described below (the numerals in the figure indicate the number of projects in each category).

Figure 4-1. Project Recommendation Categories and Breakdown



Access Management projects seek to reduce crashes and traffic delays associated with driveway turning movements. These projects also seek to address freight vehicle access to vehicle parking and staging areas throughout the FID.

Capacity/Widening projects add physical space to the roadway by increasing the number of travel lanes or otherwise reconfiguring the right of way to increase vehicle throughput.

Economic Development/Land Use initiatives focus on policy recommendations that permit workforce supportive amenities such as restaurants and commercial services and encourage alternative fuel use such as solar panels and electric vehicle charging opportunities.

Intersection improvement projects aim to address safety issues, such as vehicle crashes and pedestrian injuries, and operational issues, such as poor signal timing and insufficient turn radii.

Maintenance initiatives seek to preserve the existing transportation infrastructure in the FID.

Pedestrian Safety/Workforce Supportive projects will add infrastructure to increase pedestrian separation from vehicle traffic and increase visibility for pedestrians. These projects will seek to improve workers' access to job sites and transit facilities within the study area.

Policy/Programming recommendations are largely policy and programmatic strategies that will coordinate employee commutes more effectively.

Smart Corridor/ITS projects aim to utilize connected signal technology and ITS advancements to improve safety and operational efficiency. New systems can improve traffic flow, reduce the need for sudden stops, and introduce real time notifications about construction and parking availability. For prospective tenants, they also enhance the appeal of the FID as an up-to-date facility with modern features.

Transit projects aim to both increase transit accessibility within the FID and improve the experience of riding transit where infrastructure and routes already exist.

4.2 Suggested Funding Source and Potential Project Champion

The project team identified a Suggested Funding Source and Potential Project Champion for each recommendation. These are defined as follows:

The **Suggested Funding Source** was determined to be the best possible funding source based on the type, magnitude, and timeframe of each recommendation. However, this is not the only possible funding source for each recommendation. See **Appendix A** for a complete list of all possible funding sources for each recommendation.

The **Potential Project Champion** is the agency that Boulevard CID would likely want to partner with to pursue the Suggested Funding Source. This may be the agency that controls the funding source, the agency that has jurisdiction over the project location, or an agency that is eligible to apply for the funding source.

4.3 Financially Feasible Short-Term Action Plan (Years 1-10)

The Financially Feasibly Short-Term Action Plan is a ten-year fiscally constrained list of recommended projects and policies based on anticipated Boulevard CID revenues. Project funding feasibility assumes partnerships between the CID and local jurisdictions, and the timescale of delivery is dependent on funding partners. For projects eligible for federal funding, the CID's local match is assumed at 20 percent of the total project cost.

4.3.1 Short-Term Action Plan (Years 1-5)

Table 4-1 lists the recommendations in the Financially Feasible Short-Term Action Plan that can be initiated on a timescale of one to five years. The physical projects that are part of this list are mapped in **Figure 4-2**. Projects highlighted in gold are the highest priority.

Table 4-1. Recommendations for Short-Term Action Plan Years 1-5

ID	Project Name	Project Type	Suggested Funding Source	Potential Project Champion	Description	Total Cost	Local Match	Remaining Cost
FIB-1	Intersection Improvements at Fulton Industrial Boulevard and Donald L. Hollowell Parkway	Intersection Improvement	ARC TIP	City of Atlanta	Improved sidewalks and pedestrian access, pedestrian lighting, trees, and a landscaped median along Fulton Industrial Boulevard. Addition of dual left-turn lanes on Fulton Industrial Boulevard northbound and Donald L. Hollowell Parkway westbound.	$4,450,000	$890,000	$3,560,000
FIB-2	Intersection and Operational Improvements at Fulton Industrial Boulevard and Westgate Parkway (North and South)	Intersection Improvement	GDOT Operational Improvement Lump Sum	GDOT	Signal installation with crosswalks at southern intersection and installation of RCUT at northern intersection. Turning radius increase at west corner of northern intersection and north corner of southern intersection.	$933,000	-	$933,000
FIB-3	Intersection Improvements at Fulton Industrial Boulevard and I-20 Ramps	Intersection Improvement	GDOT SigOps Program	GDOT	GDOT's SigOps program is currently scheduled to retime 18 intersections on Fulton Industrial Boulevard, including the intersections with both I-20 ramps. The cost to retime the whole corridor is $107,000, and the cost for the two I-20 intersections is $11,890. After the system has been retimed, SigOps will actively manage the signal systems. Although the signal timing for the whole corridor will be adjusted, the retiming at the I-20 ramps in partifular will address location-specific needs identified at the high-priority intersection of Fulton Industrial Boulevard with I-20.	$11,890	-	$11,890

ID	Project Name	Project Type	Suggested Funding Source	Potential Project Champion	Description	Total Cost	Local Match	Remaining Cost
FIB-4	Intersection Improvements at Fulton Industrial Boulevard and Tradewater Parkway/Riverside Drive	Intersection Improvement	GDOT Freight Operations Lump Sum	GDOT	Install a traffic signal with crosswalks at the Tradewater Parkway/Riverside Drive intersection, add a left turn lane on the westbound approach, restripe eastbound approach to thru/left and right turn only, extend northbound right turn lane to 175 ft with 100 ft taper, extend southbound left turn lane to 235 ft with 100 ft taper, and increase turning radius at south corner of intersection.	$1,391,000	-	$1,391,000
FIB-5	Intersection Improvements at Fulton Industrial Boulevard and Westpark Place/Villanova Drive	Intersection Improvement	Local Municipal Funds	City of South Fulton	Conduct a signal warrant analysis at the Westpark Place/Villanova Drive intersection.	$25,000	$5,000	$20,000
FIB-6	Intersection Improvements at Fulton Industrial Boulevard and Patton Drive	Intersection Improvement	GDOT Freight Operations Lump Sum	GDOT	Add a second left turn lane on Fulton Industrial Boulevard at Patton Drive in the northbound direction, widen the eastbound approach of Patton Drive to two lanes (a thru/left and a right turn lane), improve turning radius at north corner by creating a consistent curve.	$1,387,000	-	$1,387,000
FIB-7	Intersection Improvements at Fulton Industrial Boulevard and Martin Luther King Jr. Drive	Intersection Improvement	GDOT Freight Operations Lump Sum	GDOT	Add a southbound thru lane on Fulton Industrial Boulevard at the Martin Luther King Jr. Drive intersection.	$1,555,000	-	$1,555,000
FIB-8	Intersection Improvements at Fulton Industrial Boulevard and Wendell Drive	Intersection Improvement	GDOT Freight Operations Lump Sum	GDOT	Increase turning radius on north corner of Wendell Drive intersection, push back stop bar on Wendell Drive southbound, install pedestrian crosswalks and signals.	$521,000	-	$521,000
FIB-9	Intersection Improvements at Fulton Industrial Boulevard and Wharton Drive/Mendel Drive	Intersection Improvement	GDOT Freight Operations Lump Sum	GDOT	Increase turning radius on north corner of Wharton Drive/Mendel Drive intersection	$450,000	-	$450,000

ID	Project Name	Project Type	Suggested Funding Source	Potential Project Champion	Description	Total Cost	Local Match	Remaining Cost
FIB-10	Intersection Improvements at Fulton Industrial Boulevard and Phillip Lee Drive	Intersection Improvement	GDOT Freight Operations Lump Sum	GDOT	Increase turning radius on north corner of Phillip Lee Drive intersection.	$450,000	-	$450,000
FIB-11	Intersection Improvements at Fulton Industrial Boulevard and Eagle Vista Drive/Kendall Park Lane	Intersection Improvement	GDOT Freight Operations Lump Sum	GDOT	Increase turning radii on all corners of Eagle Vista Drive/Kendall Park Lane intersection.	$1,350,000	-	$1,350,000
FIB-12	Intersection Improvements at Fulton Industrial Boulevard and James Aldredge Boulevard	Intersection Improvement	GDOT Freight Operations Lump Sum	GDOT	Increase turning radius at north corner of James Aldredge Boulevard intersection.	$450,000	-	$450,000
FIB-13	Intersection Improvements at Fulton Industrial Boulevard and Bucknell Drive	Intersection Improvement	GDOT Freight Operations Lump Sum	GDOT	Increase turning radii on all corners of Bucknell Drive intersection.	$1,350,000	-	$1,350,000
FIB-14	Intersection Improvements at Fulton Industrial Boulevard and Marvin Miller Drive	Intersection Improvement	GDOT Freight Operations Lump Sum	GDOT	Increase turning radius on north corner of Marvin Miller Drive intersection.	$450,000	-	$450,000
FIB-15	Connected Vehicle Infrastructure on Fulton Industrial Boulevard	Smart Corridor/ ITS	GDOT Traffic Operations	GDOT	Outfit existing traffic signals along Fulton Industrial Boulevard from Shirley Way to Campbellton Road, excluding Camp Creek Parkway (11 signals total) with connected vehicle infrastructure, providing capabilities for Emergency Vehicle Priority, Transit Signal Priority, and Freight Signal Priority.	$2,255,000	$451,000	$1,804,000
FIB-16	Smart Work Zones Adjacent to Major Roadway Projects	Smart Corridor/ITS	BIL SMART Grant Program	GDOT	Install ITS devices near project locations to connect freight vehicles in-cab. Include provisions in GDOT's Maintenance of Traffic (MOT) plans for the Donald L. Hollowell and I-20/I-285 West Interchange projects. Devices will be located on I-20, Fulton Industrial Boulevard, and Donald L. Hollowell Parkway.	$150,000	$30,000	$120,000

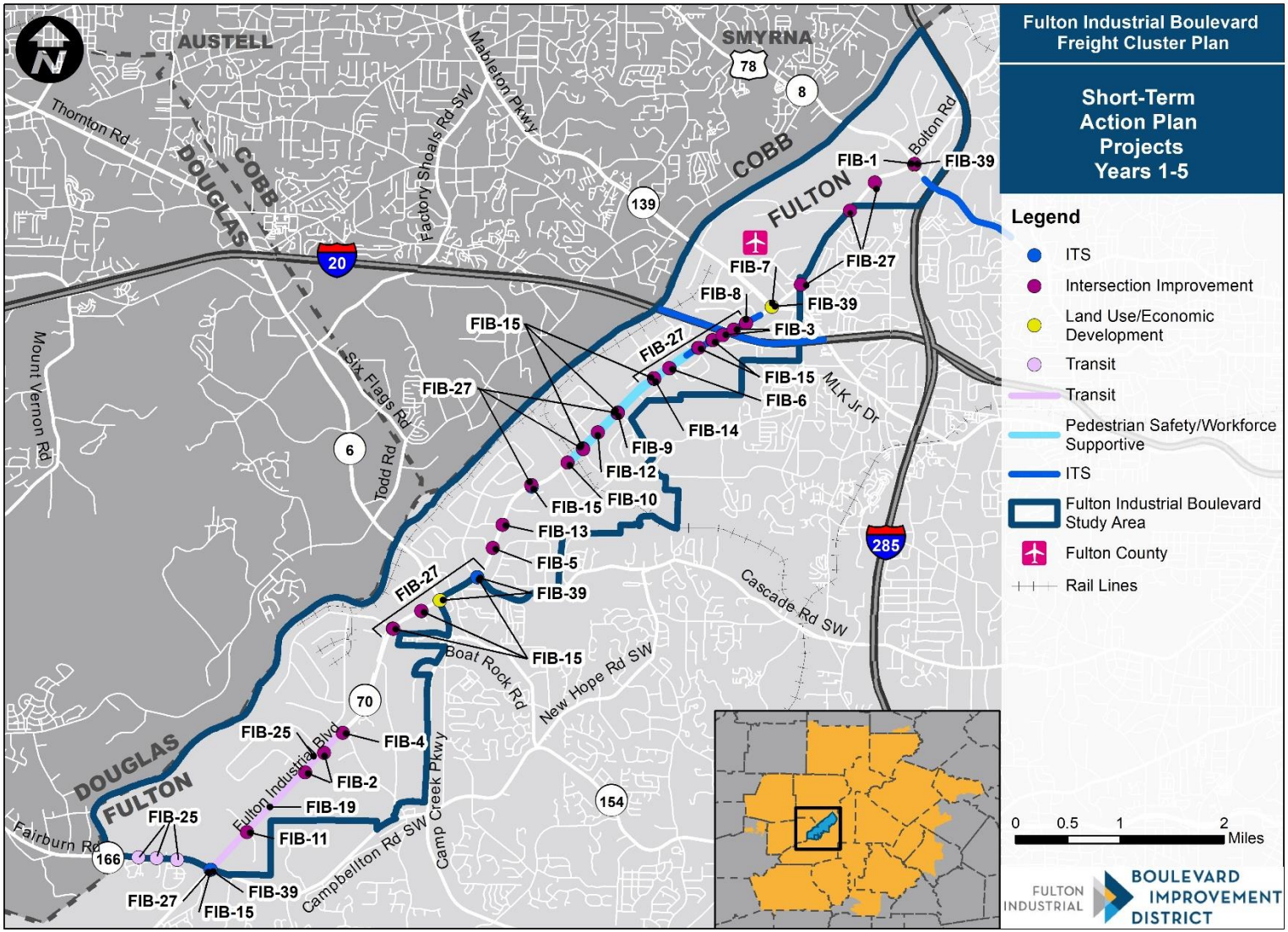
ID	Project Name	Project Type	Suggested Funding Source	Potential Project Champion	Description	Total Cost	Local Match	Remaining Cost
FIB-17	Pedestrian Infrastructure on Fulton Industrial Boulevard Between I-20 and Selig Drive	Pedestrian Safety/ Workforce Supportive	ARC TIP	City of South Fulton	Complete sidewalk network along both sides of Fulton Industrial Boulevard between I-20 and Selig Drive by installing five-foot sidewalks with a buffer from the roadway and crosswalks across all side streets, along with 2 crosswalks across Fulton Industrial Boulevard at Bakers Ferry Road. Total of 3.45 linear miles of sidewalks and 13 painted crosswalks.	$3,901,000	$780,200	$3,120,800
FIB-25	Extend Marta Bus Route 73 South to Campbellton Road	Transit	MARTA Operations and Maintenance Budget	MARTA	Extend MARTA Bus Route 73 south to Campbellton Road and west along Campbellton Road to Chattahoochee River. Could potentially include loop around Westgate Parkway. Add bus stops to serve Westgate Parkway, Fastenal, West Fulton Commerce Park, Bosch, Eagle Vista Parkway, Kendall Park Lane, Chattahoochee Logistics Center, Anatole Housing Development, Manheim, and The Park at Riverview/Harmony Park. To better serve employees who live southwest of the CID, potentially extend service further to the southwest along Cochran Mill Road.	$335,000	$67,000	$268,000
FIB-26	Pedestrian Crossings for MARTA Bus Route 73 Extension	Transit	GDOT Transportation Alternatives Program (TAP) Lump Sum	MARTA	Install Pedestrian Hybrid Beacons at three locations to connect the proposed bus stops on Campbellton Road.	$165,000	$33,000	$132,000
FIB-27	Supplemental Signal Heads on Fulton Industrial Boulevard	Intersection Improvement	GDOT Signal Upgrades Lump Sum	GDOT	Install supplemental near-side signal heads to assist drivers behind large trucks at all 20 traffic signals along the Fulton Industrial Boulevard corridor between Donald L. Hollowell Parkway and Campbellton Road.	$2,000,000	-	$2,000,000
FIB-39	Gateway/ Wayfinding Signage	Economic Development/ Land Use	SRTA GTIB	Boulevard CID	Install FID gateway/wayfinding signage at key intersections along the corridor, including Camp Creek Parkway, Great Southwest Pkwy/Cascade Road, and Martin Luther King Jr. Drive., Donald Lee Hollowell/FIB, I-285/DLH, Campbelton Road/FIB	$500,000	$100,000	$400,000

ID	Project Name	Project Type	Suggested Funding Source	Potential Project Champion	Description	Total Cost	Local Match	Remaining Cost
FIB-56	Speed Limit Reduction on Fulton Industrial Boulevard	Pedestrian Safety/ Workforce Supportive	GDOT Traffic Operations	GDOT	Reduce speed limit to 35 mph on Fulton Industrial Boulevard from Mendel Drive/Wharton Drive to Patton Drive to reduce pedestrian fatalities.	$1000	$200	$800
Policies								
FIB-34	Expand Electric Vehicle Charging	Policy/ Programming	-	Boulevard CID	Create a subcommittee including Georgia Power and CID stakeholders to identify locations for public electric vehicle charging stations. Once locations have been identified, converse with the state to secure funding.	$0	$0	$0
FIB-35	Emergency Procedures for Critically Vulnerable Transportation Assets	Policy/ Programming	CID Funds	Boulevard CID	Develop emergency procedures for critically vulnerable transportation assets in the FID in the case of events such as floods or terrorism and establish relationships between organizations and individuals in the FID.	TBD	TBD	TBD
FIB-41	District Branding to City Officials, developers, brokers and Stakeholders	Policy/ Programming	CID Funds	Boulevard CID	Host periodic tours for stakeholders and city officials showcasing a different industry or innovation each time. Provide handouts on key FID facts and figures.	TBD	TBD	TBD
FIB-43	Participate in Regional Off-Peak Initiatives	Policy/ Programming	-	Boulevard CID	Participate in any regional initiatives to address off-peak freight deliveries.	$0	$0	$0
FIB-44	Introduction of Amenities to Support Workforce	Policy/ Programming	CID Funds	Boulevard CID	Partner with the City of South Fulton to gather demographics to support the opening of amenities in the FID. These may include restaurants, retail, dry cleaners, banks, etc.	TBD	TBD	TBD
FIB-45	Encourage the Development of Ghost Kitchens in the FID	Policy/ Programming	-	Boulevard CID	Ghost Kitchens are food preparation/cooking facilities used to prepare delivery-only meals and may host kitchen space for multiple restaurant brands. This would provide quick food delivery options for employees in the FID. Steps to encourage development of these facilities include identification of potential locations, revised zoning to allow for food service, and partnerships with food delivery services.	$0	$0	$0
FIB-46	Encourage Restaurant Events in the FID	Policy/ Programming	CID Funds	Boulevard CID	Encourage food truck event producers to hold “Food Truck Fridays” in the District.	TBD	TBD	TBD
FIB-47	Solar Panel Showcase	Policy/ Programming	-	Boulevard CID	Encourage the installation of solar panels by showcasing existing case studies (e.g. Miller Zell).	$0	$0	$0

ID	Project Name	Project Type	Suggested Funding Source	Potential Project Champion	Description	Total Cost	Local Match	Remaining Cost
FIB-51	Commute Assistance Program	Policy/ Programming	Georgia Commute Options Funds	Georgia Commute Options	Partner with Georgia Commute Options to educate employers and employees about transportation options, coordinate carpools/vanpools, and coordinate micromobility.	TBD	TBD	TBD
FIB-52	Carpool/Vanpool Programs	Policy/ Programming	Georgia Commute Options Funds	Georgia Commute Options	Supplemental measures to promote carpools and vanpools developed through Georgia Commute Options. This includes branded preferential carpool parking, with larger employers receiving signage for parking spaces only for carpool vehicles in preferred locations and employers subsidizing vanpool rentals.	TBD	TBD	TBD
FIB-53	Discounted MARTA Passes	Policy/ Programming	-	Boulevard CID	Encourage businesses to work with MARTA to purchase discounted MARTA passes. Also, aggregate purchases from smaller employers to increase discount.	$0	$0	$0
					Total	**$24,080,890**	**$2,356,400**	**$21,724,490**

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

Figure 4-2. Short-Term Action Plan Projects for Years 1-5



4.3.2 Short-Term Action Plan (Years 6-10)

Table 4-2 lists the recommendations in the Financially Feasible Short-Term Action Plan that can be initiated on a timescale of six to ten years. These projects are mapped in **Figure 4-3**. Projects highlighted in gold are the highest priority.

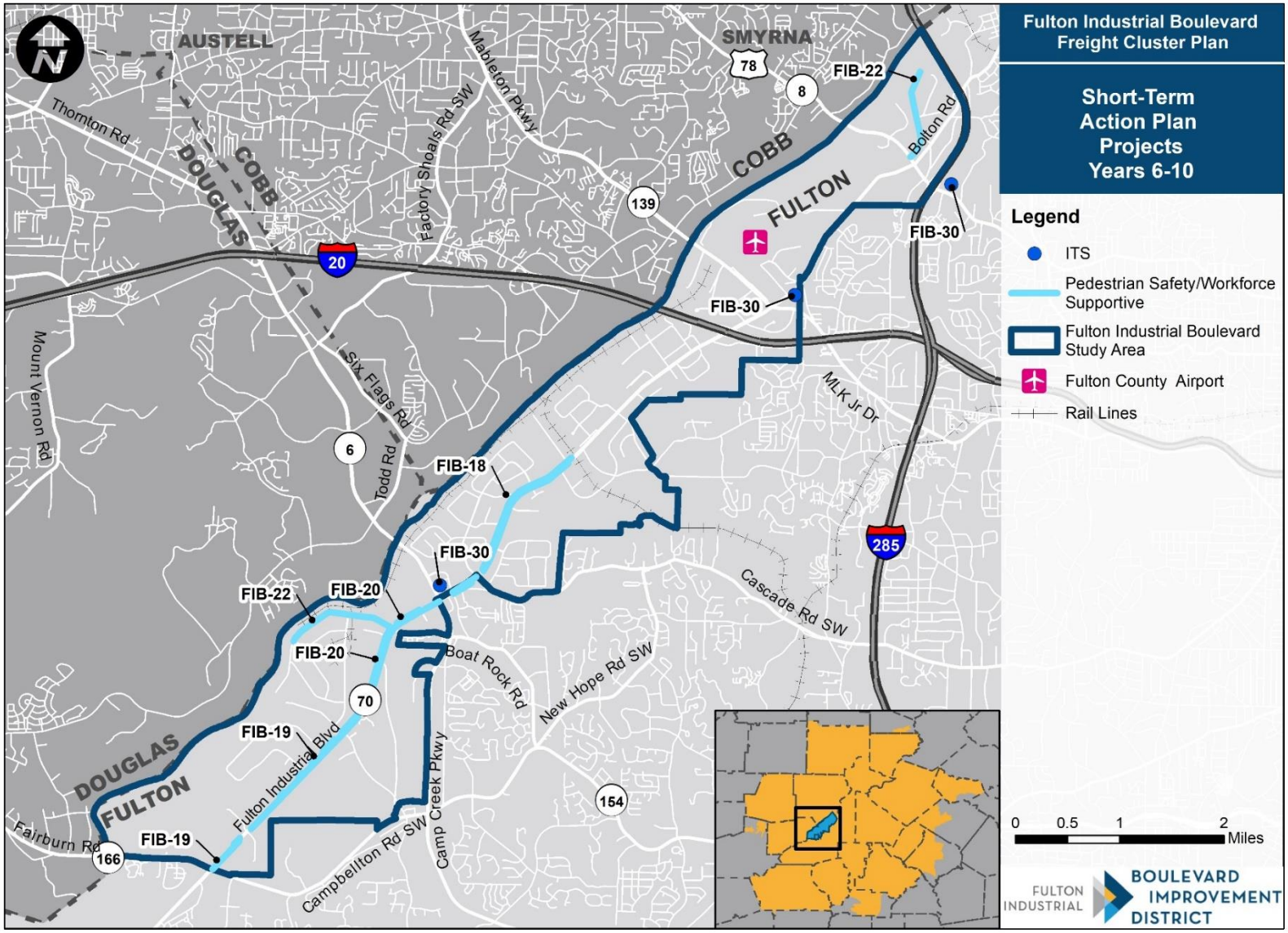
Table 4-2. Recommendations for Short-Term Action Plan Years 6-10

ID	Project Name	Project Type	Suggested Funding Source	Potential Project Champion	Description	Total Cost	Local Match	Remaining Cost
FIB-18	Pedestrian Infrastructure on Fulton Industrial Boulevard Between Selig Drive and Camp Creek Parkway	Pedestrian Safety/ Workforce Supportive	ARC TIP	City of South Fulton	Complete sidewalk network along both sides of Fulton Industrial Boulevard between Selig Drive and Camp Creek Parkway by installing five-foot sidewalks with a buffer from the roadway and crosswalks across all side streets. Total of 3.05 linear miles of sidewalks and 10 painted crosswalks. Includes conversion of shoulder of bridge over Utoy Creek to a five-foot sidewalk with curb and fence.	$3,690,000	$738,000	$2,952,000
FIB-19	Pedestrian Infrastructure on Fulton Industrial Boulevard Between Camp Creek Parkway and Tradewater Parkway/Riverside Drive	Pedestrian Safety/ Workforce Supportive	ARC TIP	City of South Fulton	Complete sidewalk network along both sides of Fulton Industrial Boulevard between Camp Creek Parkway and Tradewater Parkway/Riverside Drive by installing five-foot sidewalks with a buffer from the roadway and crosswalks across all side streets, along with a Pedestrian Hybrid Beacon across Fulton Industrial Boulevard at Westlake Boulevard. Total of 2.85 linear miles of sidewalks and 6 painted crosswalks.	$3,200,000	$640,000	$2,560,000
FIB-20	Pedestrian Infrastructure on Fulton Industrial Boulevard Between Tradewater Parkway/Riverside Drive and Campbellton Road	Pedestrian Safety/ Workforce Supportive	ARC TIP	City of South Fulton	Complete sidewalk network along both sides of Fulton Industrial Boulevard between Tradewater Parkway/Riverside Drive and Campbellton Road by installing five-foot sidewalks with a buffer from the roadway and crosswalks across all side streets. Total of 2.05 linear miles of sidewalks and 2 painted crosswalks.	$2,291,000	$458,200	$1,832,800

ID	Project Name	Project Type	Suggested Funding Source	Potential Project Champion	Description	Total Cost	Local Match	Remaining Cost
FIB-22	Pedestrian Infrastructure Connections to Employment Hubs Off of Fulton Industrial Boulevard	Pedestrian Safety/ Workforce Supportive	ARC TIP	City of South Fulton	Installation of five-foot sidewalks adjacent to the east side of Atlanta Industrial Parkway and the south side of Boat Rock Boulevard. Total of 1.95 miles and 4 painted crosswalks.	$1,514,000	$302,800	$1,211,200
FIB-30	Truck Parking Wayfinding Signage	Smart Corridor/ITS	GDOT Freight Operations Lump Sum	GDOT	Install truck parking wayfinding signage to guide truck drivers to lots/staging areas such as Petro Stopping Center or QuickTrip Truck Parking. Work with lot owners to install technology to be able to show parking availability on signage/apps	$420,000	-	$420,000
					Total	**$11,115,000**	**$2,139,000**	**$8,976,000**

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

Figure 4-3. Short-Term Action Plan Projects for Years 6-10



4.4 Long-Term Vision Recommendation List

The Long-Term Vision Recommendation List is a fiscally unconstrained set of recommended projects and policies that can be implemented beyond the ten-year horizon presented in the Short-Term Action Plan. **Table 4-3** lists the recommendations that can be implemented after the year 2031. The physical projects that are part of this list are mapped in **Figure 4-4**. Projects highlighted in gold are the highest priority.

Table 4-3. Long-Term Vision Recommendation List

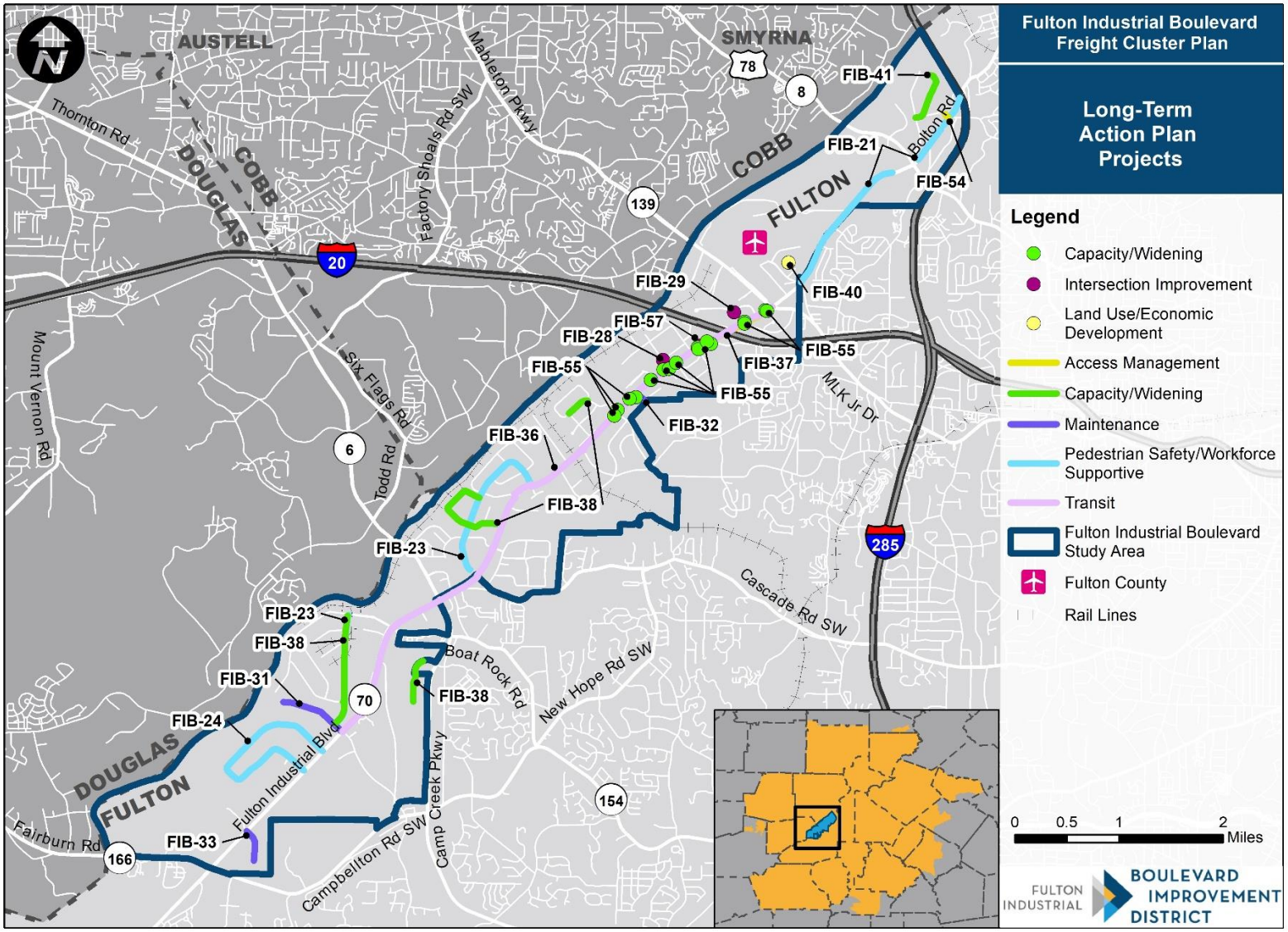
ID	Project Name	Project Type	Suggested Funding Source	Potential Project Champion	Description	Total Cost
FIB-21	Pedestrian Infrastructure on Fulton Industrial Boulevard Between I-285 and I-20	Pedestrian Safety/ Workforce Supportive	ARC TIP	City of Atlanta	Complete sidewalk network along both sides of Fulton Industrial Boulevard between I-285 and I-20 by installing five-foot sidewalks with a buffer from the roadway and crosswalks across all side streets. Total of 2.08 linear miles of sidewalks and 2 painted crosswalks.	$2,325,000
FIB-23	Pedestrian Infrastructure Connections to Fulton Industrial Boulevard	Pedestrian Safety/ Workforce Supportive	ARC TIP	City of South Fulton	Installation of five-foot sidewalks adjacent to the east/south side (inside) of Great Southwest Parkway and adjacent to the west side of Lagrange Boulevard. Total of 2.69 miles and 8 painted crosswalks.	$2,085,000
FIB-24	Pedestrian Infrastructure Connections to Fulton Industrial Boulevard	Pedestrian Safety/ Workforce Supportive	ARC TIP	City of South Fulton	Installation of five-foot sidewalks adjacent to the south/east side (inside) of Westgate Parkway. Total of 2.16 miles.	$1,669,000
FIB-28	Increase Intersection Turning Radii at Patton Drive and Mills Place	Intersection Improvement	Local Funds	City of South Fulton	Increase turning radii at north and east corners.	$750,000
FIB-29	Increase Intersection Turning Radius at Wendell Drive and Interchange Drive	Intersection Improvement	Local Funds	City of South Fulton	Increase turning radius at east corner.	$450,000
FIB-31	Tradewater Parkway Resurfacing	Maintenance	GDOT LMIG	City of South Fulton	Full-depth reclamation of the entirety of Tradewater Parkway	$294,000
FIB-32	Robinson Drive Resurfacing	Maintenance	GDOT LMIG	City of South Fulton	Resurfacing the entirety of Robinson Drive	$78,000

ID	Project Name	Project Type	Suggested Funding Source	Potential Project Champion	Description	Total Cost
FIB-33	Kendall Park Lane Resurfacing	Maintenance	GDOT LMIG	City of South Fulton	Resurfacing the entirety of Kendall Park Lane	$234,000
FIB-36	Bus Stop Upgrades	Transit	MARTA Operations and Maintenance Budget	MARTA	Upgrade bus stops along Route 73 to include shelters, benches, signage, lighting, and trash receptacles. Also connect bus stops to sidewalk network. 74 bus stops need some type of upgrade.	$1,232,000
FIB-38	Truck Staging Lanes on Shoulder	Capacity/Widening	Local Funds	City of South Fulton	Restripe roadways with wide lanes to incorporate a truck staging lane and buffer space on one side of the roadway. Example locations include Atlanta Industrial Parkway, Wharton Drive, Bucknell Drive, and Westlake Parkway. Also, restripe one lane on both sides of Lagrange Blvd for a truck staging lane. Striping will provide adequate distance from driveways to eliminate any sight distance issues.	TBD
FIB-54	Connect Atlanta Industrial Way to Bolton Road	Access Management	SRTA GTIB	City of Atlanta	Create a new connection to the Atlanta Industrial Park area by extending Atlanta Industrial Way to Bolton Road at the intersection with Northwest Drive.	$546,000
FIB-55	Bus Pull-Out Lanes on Fulton Industrial Boulevard	Capacity/Widening	ARC TIP	GDOT/MARTA	Install bus pull-out lanes MARTA Route 73 where shoulders aren't present on Fulton Industrial Boulevard.	$1,725,000
FIB-57	Intersection Realignment at Fulton Industrial Boulevard and Fulton Industrial Circle/ Commerce Drive	Intersection Improvement	GDOT Freight Operations Lump Sum	GDOT	Realign Fulton Industrial Circle and Commerce Drive to meet at a single, signalized intersection.	$1,580,000
Policies						
FIB-37	Driveway Consolidation Along Fulton Industrial Boulevard	Policy/Programming	Developer or inclusion in nearby project cost	Developer	Include in the regulations for future redevelopments the consolidation of driveways along Fulton Industrial Boulevard to meet the standards in GDOT's Regulations for Driveway and Encroachment Control document, especially around the I-20 interchange.	TBD

ID	Project Name	Project Type	Suggested Funding Source	Potential Project Champion	Description	Total Cost
FIB-40	Create a Sense of Place Around the Fulton County Airport	Policy/Programming	ARC LCI	Boulevard CID	Apply for an LCI grant to study the creation of a "main street" for the area around the airport, including a mix of land uses, MARTA service, multi-use trails, and greenspace around Chattahoochee River.	TBD
FIB-42	Identify Potential Locations for Truck Parking Facilities	Policy/Programming	CID Funds	Boulevard CID	Identify vacant parcels or underutilized properties that could be converted to a truck parking facility. Lots could also be temporary while for sale.	TBD
FIB-48	Planning Considerations for Chattahoochee River Greenway, Proctor Creek Trail Extension, and Pedestrian Connections	Policy/Programming	CID Funds	Boulevard CID	Protect/bank land that can be used for pedestrian connections to the planned Chattahoochee River Greenway and the Proctor Creek Trail extension. Key locations include off-street land along Campbellton Road, Camp Creek Parkway, Martin Luther King Jr. Drive, and Donald L. Hollowell Parkway.	TBD
FIB-49	Microtransit for Last-Mile Connections from Bus Stops	Policy/Programming	CID Funds	Boulevard CID	Explore feasibility of a microtransit program using either vanpools, parnterships with Uber/Lyft, small electric vehicles such as eTuks, or shuttles, to help employees with first/last mile connections to their workplaces. Potential locations include the Westpark Industrial area, the Atlanta Gateway Park area, or the Boat Rock area.	TBD
FIB-50	Micromobility for Last-Mile Connections from Bus Stops	Policy/Programming	CID Funds	Boulevard CID	Implement an electric bike share test project to connect employees from bus stops to their work location. Potential locations include the Westpark Industrial area, the Atlanta Gateway Park area, or the Boat Rock area.	TBD
					Total	**$12,968,000**

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

Figure 4-4. Long-Term Vision Projects



5 IMPLEMENTATION STRATEGY

This plan, conducted through ARC's Freight Cluster Plan program, sets the framework for improvements in the area for years to come. The increase in freight traffic in the area, resulting from low vacancy rates and the addition of warehouse square footage, is putting pressure on the existing infrastructure of the FID and creating numerous challenges. The variety of project types is aimed at solving these challenges, ranging from projects that directly improve freight movement on roadways to policy changes that improve commuting experiences for employees in the area. Additionally, this Plan includes a number of projects that will introduce various new technologies to the area, thereby strengthening the FID as a modern logistical site.

The next step for the Boulevard CID is to meet with local jurisdictions including the City of South Fulton, City of Atlanta, Fulton County and GDOT to strategize an implementation timeline for the projects they want to pursue. The Financially Feasible Short-Term Action Plan was created to help the Boulevard CID and its partners visualize a timeframe for projects in the FID and anticipate what is needed to move these projects from plan to construction. The funding matrix included in **Appendix A** identifies potential funding sources that may be applied for each type of project. Meetings with other agencies, such as the City of Atlanta, GDOT, and Fulton County, are needed to secure funding and develop a strategy for delivery of projects. As projects progress, it will be important to continually engage stakeholders and the public to receive input throughout the planning, design, and construction phases.

While this plan provides actionable and detailed projects and phases, it is designed as a framework to guide the Boulevard CID and its partners and is intended to be flexible to accommodate new opportunities for funding and delivery as they arise. Changes in partner agency priorities and modifications of funding sources or amounts are a common reality; as such, this plan is structured in a way to be adaptable to multiple scenarios. For example, the City of South Fulton could prefer to implement pedestrian infrastructure sooner, and if it is able to replace some or all CID funding, these projects could move ahead in the timeline. The added uncertainty of the COVID-19 pandemic further emphasizes the need for a flexible plan. There isn't a set order in which to complete projects; rather, the CID can follow through with projects at its discretion. The Short-Term Action Plan along with the high-priority project list should act as a guideline, and not a definitive procedure for the CID.

The Fulton Industrial District is currently thriving in the region, with burgeoning businesses and new developments continuously being proposed and built in the district. With so many tenants, including many high-profile firms, it's hard to deny the impact of the FID on not only the Atlanta region but the whole Southeast. Increased demand for space in the FID shows the regional influence on the overall freight network in the state. The proposed projects put forth in this plan aim to build on this success and push the FID further, to the forefront of freight logistics. New ideas and technologies will help the FID stand out as a pioneer in the industry, while other projects will ensure the FID maintains a solid foundation to build upon. The recent expansion of the City of South Fulton presents a promising partnership that will be beneficial to both parties and the area as a whole. The FID is situated in a prime position at the moment, and this trend is likely to continue for many years to come.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FREIGHT CLUSTER PLAN

Appendix A:

Potential Funding Matrix

		Federal (via ARC's TIP where indicated)										State							Local				
												GDOT						SRTA	ARC		Fulton County		
ID	Project Name	BIL: National Highway Performance Program (NHPP)	BIL: Surface Transportation Block Grant Program (STBG) -- via ARC's TIP	BIL: Highway Safety Improvement Program (HSIP)	BIL: Congestion Management and Air Quality Improvement Program (CMAQ) --via ARC's TIP	BIL: Active Transportation Infrastructure Investment Program	Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Program	National Highway Freight Program (NHFP)	Rebuilding American Infrastructure with Sustainability and Equity (RAISE)	Infrastructure and Rebuilding America (INFRA Grant)	Accelerated Innovation Deployment Demonstration (AID)	Local Maintenance and Improvement Grant (LMIG)	Quick Response Funds	Operational Improvements Lump Sum	Signal Upgrades Lump Sum	Safety Improvements Lump Sum	Freight Operational Lump Sum Funding	Georgia Transportation Infrastructure Bank (GTIB)	Community Development Assistance Proram (CDAP) -- Staff assistance only	Livable Centers Initiative (LCI)	TSPLOST	MARTA	Public-Private Partnership
FIB-1	Intersection improvements at Fulton Industrial Boulevard and DL Hollowell Pkwy	x	✓	✓	✓	x	x	x	x	x	x	✓	x	x	x	✓	✓	✓	x	x	x	x	x
FIB-2	Intersection and operational improvements at Fulton Industrial Boulevard and Westgate Pkwy (North and South)	x	✓	x	✓	x	x	✓	✓	✓	x	✓	x	✓	x	✓	✓	✓	x	x	✓	x	x
FIB-3	Intersection Improvement at Fulton Industrial Boulevard and I-20 ramps (signal retiming)	x	x	x	✓	x	x	x	x	x	x	✓	x	✓	✓	x	x	x	x	x	x	x	x
FIB-4	Intersection Improvements at Fulton Industrial Boulevard and Tradewater Parkway/Riverside Drive	x	✓	x	✓	x	x	✓	✓	✓	x	✓	x	✓	x	✓	✓	✓	x	x	✓	x	x
FIB-5	Intersection Improvements at Fulton Industrial Boulevard and Westpark Place/Villanova Drive	x	✓	x	✓	x	x	✓	✓	✓	x	✓	x	✓	x	✓	✓	✓	x	x	✓	x	x
FIB-6	Intersection Improvements at Fulton Industrial Boulevard and Patton Drive	x	✓	x	✓	x	x	✓	✓	✓	x	✓	x	✓	x	✓	✓	✓	x	x	✓	x	x
FIB-7	Intersection Improvements at Fulton Industrial Boulevard and Martin Luther King Jr. Drive	x	✓	x	✓	x	x	✓	✓	✓	x	✓	x	✓	x	✓	✓	✓	x	x	✓	x	x
FIB-8	Intersection Improvements at Fulton Industrial Boulevard and Wendell Drive	x	✓	x	✓	x	x	✓	✓	✓	x	✓	x	✓	x	✓	✓	✓	x	x	✓	x	x
FIB-9	Intersection Improvements at Fulton Industrial Boulevard and Wharton Drive/Mendel Drive	x	✓	x	✓	x	x	✓	✓	✓	x	✓	x	✓	x	✓	✓	✓	x	x	✓	x	x
FIB-10	Intersection Improvements at Fulton Industrial Boulevard and Phillip Lee Drive	x	✓	x	✓	x	x	✓	✓	✓	x	✓	x	✓	x	✓	✓	✓	x	x	✓	x	x
FIB-11	Intersection Improvements at Fulton Industrial Boulevard and Eagle Vista Drive/Kendall Park Lane	x	✓	x	✓	x	x	✓	✓	✓	x	✓	x	✓	x	✓	✓	✓	x	x	✓	x	x
FIB-12	Intersection Improvements at Fulton Industrial Boulevard and James Aldredge Boulevard	x	✓	x	✓	x	x	✓	✓	✓	x	✓	x	✓	x	✓	✓	✓	x	x	✓	x	x
FIB-13	Intersection Improvements at Fulton Industrial Boulevard and Bucknell Drive	x	✓	x	✓	x	x	✓	✓	✓	x	✓	x	✓	x	✓	✓	✓	x	x	✓	x	x
FIB-14	Intersection Improvements at Fulton Industrial Boulevard and Marvin Miller Drive	x	✓	x	✓	x	x	✓	✓	✓	x	✓	x	✓	x	✓	✓	✓	x	x	✓	x	x
FIB-15	Connected Vehicle infrastructure	x	✓	x	x	x	✓	✓	✓	✓	x	x	x	x	x	x	x	x	x	x	x	x	x
FIB-16	Smart Work Zones adjacent to major roadway projects	x	✓	x	x	x	✓	x	✓	✓	x	x	x	x	x	x	x	x	x	x	x	x	x

		Federal (via ARC's TIP where indicated)										State							Local				
												GDOT						SRTA	ARC		Fulton County		
ID	Project Name	BIL: National Highway Performance Program (NHPP)	BIL: Surface Transportation Block Grant Program (STBG) -- via ARC's TIP	BIL: Highway Safety Improvement Program (HSIP)	BIL: Congestion Management and Air Quality Improvement Program (CMAQ) --via ARC's TIP	BIL: Active Transportation Infrastructure Investment Program	Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Program	National Highway Freight Program (NHFP)	Rebuilding American Infrastructure with Sustainability and Equity (RAISE)	Infrastructure and Rebuilding America (INFRA Grant)	Accelerated Innovation Deployment Demonstration (AID)	Local Maintenance and Improvement Grant (LMIG)	Quick Response Funds	Operational Improvements Lump Sum	Signal Upgrades Lump Sum	Safety Improvements Lump Sum	Freight Operational Lump Sum Funding	Georgia Transportation Infrastructure Bank (GTIB)	Community Development Assistance Proram (CDAP) -- Staff assistance only	Livable Centers Initiative (LCI)	TSPLOST	MARTA	Public-Private Partnership
FIB-17	Pedestrian Infrastructure on Fulton Industrial Boulevard between I-20 and Selig Drive	x	✓	x	x	✓	x	x	x	✓	x	✓	x	x	x	x	x	x	x	x	✓	x	x
FIB-18	Pedestrian Infrastructure on Fulton Industrial Boulevard between Selig Drive and Camp Creek Parkway	x	✓	x	x	✓	x	x	x	✓	x	✓	x	x	x	x	x	x	x	x	✓	x	x
FIB-19	Pedestrian Infrastructure on Fulton Industrial Boulevard between Camp Creek Parkway and Tradwater Parkway/Riverside Drive	x	✓	x	x	✓	x	x	x	✓	x	✓	x	x	x	x	x	x	x	x	✓	x	x
FIB-20	Pedestrian Infrastructure on Fulton Industrial Boulevard between Tradewater Parkway/Riverside Drive and Campbellton Road	x	✓	x	x	✓	x	x	x	✓	x	✓	x	x	x	x	x	x	x	x	✓	x	x
FIB-21	Pedestrian Infrastructure on Fulton Industrial Boulevard between I-285 and I-20	x	✓	x	x	✓	x	x	x	✓	x	✓	x	x	x	x	x	x	x	x	✓	x	x
FIB-22	Pedestrian Infrastructure Connections to Employment Hubs off of Fulton Industrial Boulevard	x	✓	x	x	✓	x	x	x	✓	x	✓	x	x	x	x	x	x	x	x	✓	x	x
FIB-23	Pedestrian Infrastructure Connections Fulton Industrial Boulevard	x	✓	x	x	✓	x	x	x	✓	x	✓	x	x	x	x	x	x	x	x	✓	x	x
FIB-24	Pedestrian Infrastructure Connections Fulton Industrial Boulevard	x	✓	x	x	✓	x	x	x	✓	x	✓	x	x	x	x	x	x	x	x	✓	x	x
FIB-25	Extend Marta bus route 73 south to Campbellton Road	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓	x
FIB-26	Pedestrian Crossings For MARTA Bus Route 73 Extension	x	✓	x	x	✓	x	x	x	✓	x	✓	x	x	x	x	x	x	x	x	✓	x	x
FIB-27	Supplemental signal heads	x	x	✓	x	x	x	x	✓	✓	✓	✓	x	x	✓	✓	✓	x	x	x	x	x	x
FIB-28	Increase intersection turning radii at Patton Drive at Mills Place	✓	✓	x	x	x	x	✓	✓		x	✓	✓	✓	x	✓	✓	x	x	x	x	x	x
FIB-29	Increase intersection turning radii at Wendell Drive at Interchange Drive	✓	✓	x	x	x	x	✓	✓	✓	x	✓	✓	✓	x	✓	✓	x	x	x	x	x	x
FIB-30	Truck parking wayfinding signage	x	✓	x	✓	x	✓	✓	✓	✓	x	x	x	x	x	x	x	x	x	x	x	x	✓
FIB-31	Tradewater Parkway Resurfacing	x	x	x	x	x	x	x	x	x	x	✓	x	x	x	x	x	x	x	x	x	x	x
FIB-32	Robinson Drive Resurfacing	✓	x	x	x	x	x	x	x	x	x	✓	x	x	x	x	x	x	x	x	x	x	x
FIB-33	Kendall Park Lane Resurfacing	✓	x	x	x	x	x	x	x	x	x	✓	x	x	x	x	x	x	x	x	x	x	x
FIB-34	Expand electric vehicle charging	✓	x	x	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
FIB-35	Emergency procedures for critically vulnerable transportation assets	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
FIB-36	Bus stop upgrades	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓	✓
FIB-37	Driveway consolidation along Fulton Industrial Boulevard	x	x	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓
FIB-38	Truck staging lanes on shoulder	x	x	x	x	x	x	x	x	x	x	x	✓	x	x	x	x	x	x	x	x	x	✓

		Federal (via ARC's TIP where indicated)										State							Local				
												GDOT						SRTA	ARC		Fulton County		
ID	Project Name	BIL: National Highway Performance Program (NHPP)	BIL: Surface Transportation Block Grant Program (STBG) -- via ARC's TIP	BIL: Highway Safety Improvement Program (HSIP)	BIL: Congestion Management and Air Quality Improvement Program (CMAQ) --via ARC's TIP	BIL: Active Transportation Infrastructure Investment Program	Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Program	National Highway Freight Program (NHFP)	Rebuilding American Infrastructure with Sustainability and Equity (RAISE)	Infrastructure and Rebuilding America (INFRA Grant)	Accelerated Innovation Deployment Demonstration (AID)	Local Maintenance and Improvement Grant (LMIG)	Quick Response Funds	Operational Improvements Lump Sum	Signal Upgrades Lump Sum	Safety Improvements Lump Sum	Freight Operational Lump Sum Funding	Georgia Transportation Infrastructure Bank (GTIB)	Community Development Assistance Proram (CDAP) -- Staff assistance only	Livable Centers Initiative (LCI)	TSPLOST	MARTA	Public-Private Partnership
FIB-39	Gateway/Wayfinding Signage	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓
FIB-40	Create a sense of place around the Fulton County Airport	x	x	x	x	x	x	x	✓	✓	x	x	x	x	x	x	x	x	✓	✓	x	x	✓
FIB-41	Branding to city officials and stakeholders	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
FIB-42	Identify potential locations for truck parking facility	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓	x	x	x	x	x	x	✓
FIB-43	Participate in any regional off-peak initiatives	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓
FIB-44	Introduction of amenities to support workforce	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓	x	x	✓
FIB-45	Encourage the development of Ghost Kitchens in the CID	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓
FIB-46	Encourage restaurant events in the CID	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓
FIB-47	Solar Panel Showcase	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓
FIB-48	Planning considerations for Chattahoochee River Greenway, Proctor Creek Trail extension, and pedestrian connections	x	✓	✓	✓	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	✓	x	x	x
FIB-49	Microtransit for last-mile connections from bus stops	x	x	x	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓
FIB-50	Micromobility for last-mile connections from bus stops	x	x	x	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓
FIB-51	Commute Assistance Program	x	x	x	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓
FIB-52	Carpool/Vanpool programs	x	x	x	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓
FIB-53	Discounted MARTA passes	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓	✓
FIB-54	Connect Atlanta Industrial Way to Bolton Road	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✓	✓	x	x	x	x	x	x
FIB-55	Install bus pull out lanes	✓	✓	✓	x	x	x	x	x	x	x	x	x	x	x	✓	x	x	x	x	x	x	x
FIB-56	Speed Limit Reduction on Fulton Industrial Boulevard	x	x	✓	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
FIB-57	Intersection realignment at Fulton Industrial Boulevard and Fulton Industrial Circle/Commerce Drive	x	✓	x	x	x	x	x	x	x	x	✓	✓	✓	x	x	✓	x	x	x	x	x	x

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

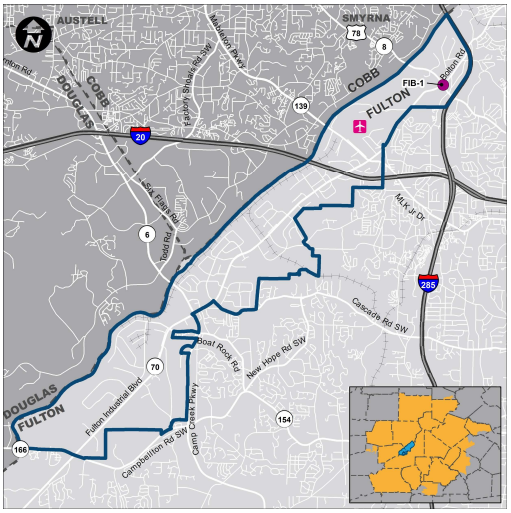
FREIGHT CLUSTER PLAN

Appendix B:
Project Sheets

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-1: Intersection Improvements

Intersection Improvements at Fulton Industrial Boulevard and Donald L. Hollowell Parkway



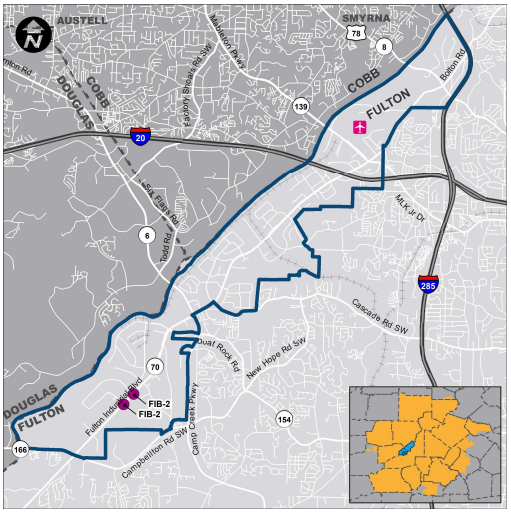
Cost Estimate	$4,450,000
Suggested Funding Source	ARC TIP
Potential Project Champion	City of Atlanta

- Improved sidewalks and pedestrian access, pedestrian lighting, trees, and a landscaped median along Fulton Industrial Boulevard.
- Addition of dual left-turn lanes on Fulton Industrial Boulevard northbound and Donald L. Hollowell Parkway westbound.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-2: Intersection Improvements

Intersection and Operational Improvements at Fulton Industrial Boulevard and Westgate Parkway (North And South)



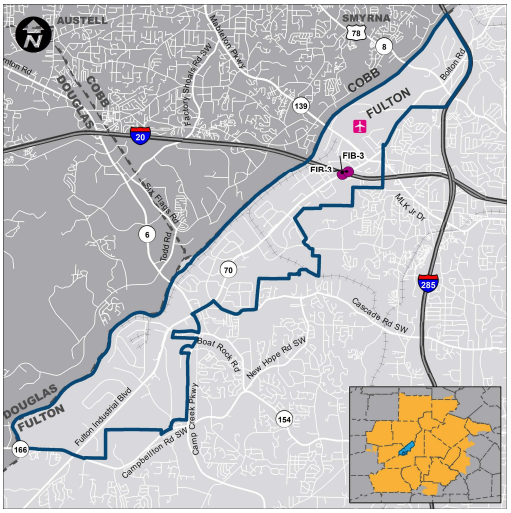
Cost Estimate	$933,000
Suggested Funding Source	GDOT Operational Improvement Lump Sum
Potential Project Champion	GDOT

- Signal installation with crosswalks at southern intersection and installation of RCUT at northern intersection.
- Turning radii increases at west corner of northern intersection and north corner of southern intersection.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-3: Intersection Improvements

Intersection Improvement at Fulton Industrial Boulevard and I-20 Ramps



Cost Estimate	$11,890
Suggested Funding Source	GDOT SigOps Program
Potential Project Champion	GDOT

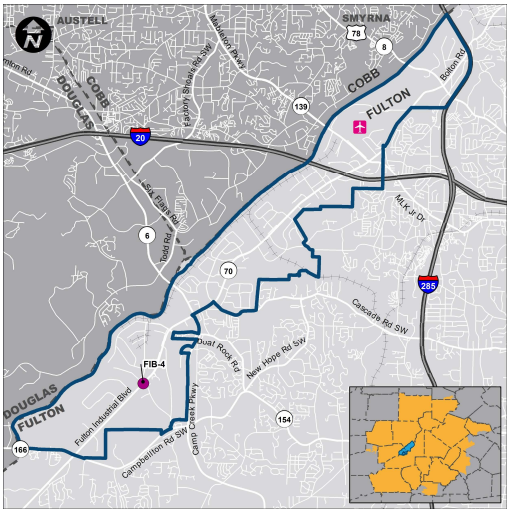
- GDOT's SigOps program is currently scheduled to retime 18 intersections on Fulton Industrial Boulevard, including the intersections with both I-20 ramps. The cost to retime the whole corridor is $107,000, and the cost for the two I-20 intersections is $11,890. After the system has been retimed, SigOps will actively manage the signal systems.

  Although the signal timing for the whole corridor will be adjusted, the retiming at the I-20 ramps in partifular will address location-specific needs identified at the high-priority intersection of Fulton Industrial Boulevard with I-20.
- Traffic signal optimization improves the flow of traffic and safety through a corridor or network. Traffic signal optimization is also an important traffic engineering strategy for reducing congestion.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-4: Intersection Improvements

Intersection Improvements at Fulton Industrial Boulevard and Tradewater Parkway/Riverside Drive



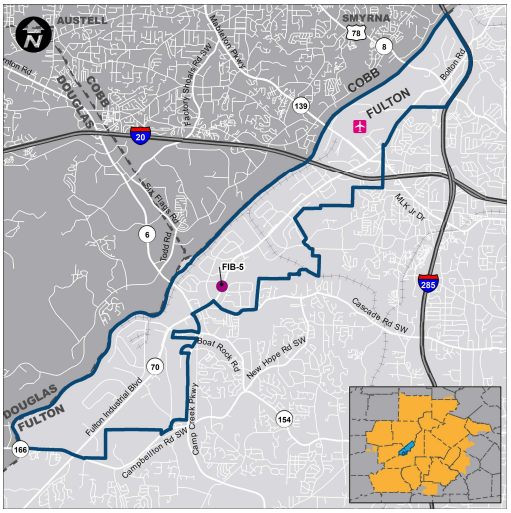
Cost Estimate	$1,391,000
Suggested Funding Source	GDOT Freight Operations Lump Sum
Potential Project Champion	GDOT

- Install a traffic signal with crosswalks.
- Add a left turn lane on the westbound approach.
- Restripe eastbound approach to thru/left and right turn only.
- Extend northbound right turn lane to 175 ft with 100 ft taper.
- Extend southbound left turn lane to 235 ft with 100 ft taper.
- Increase turning radius at south corner of intersection.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-5: Intersection Improvements

Intersection Improvements at Fulton Industrial Boulevard and Westpark Place/Villanova Drive



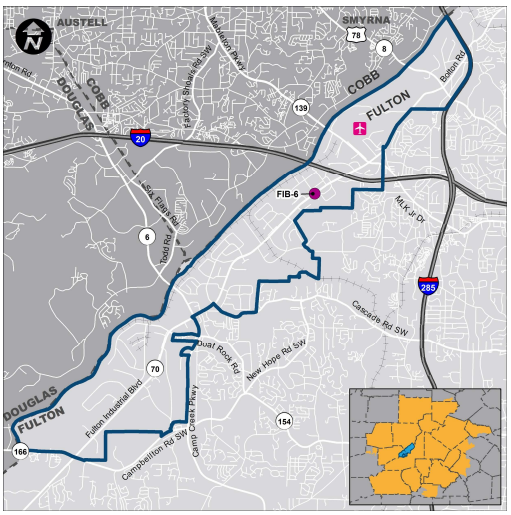
Cost Estimate	$25,000
Suggested Funding Source	Local Funds
Potential Project Champion	City of South Fulton

- Conduct a signal warrant analysis at the Westpark Place/Villanova Drive intersection.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-6: Intersection Improvements

Intersection Improvements at Fulton Industrial Boulevard and Patton Drive



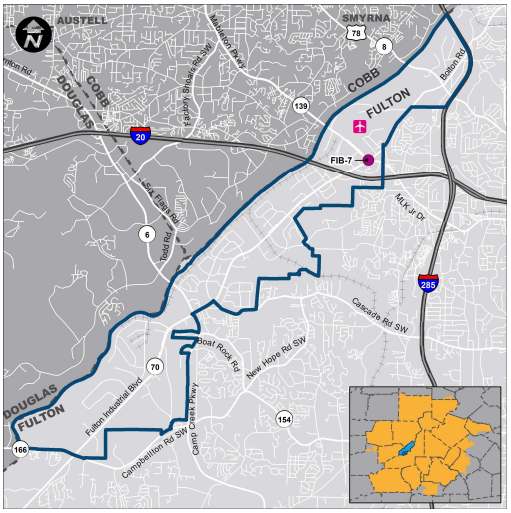
Cost Estimate	$1,387,000
Suggested Funding Source	GDOT Freight Operations Lump Sum
Potential Project Champion	GDOT

- Add a second left turn lane on Fulton Industrial Boulevard in the northbound direction.
- Widen the eastbound approach of Patton Drive to two lanes (a thru/left and a right turn lane).
- Improve turning radius at north corner by creating a consistent curve.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-7: Intersection Improvements

Intersection Improvements at Fulton Industrial Boulevard and Martin Luther King Jr. Drive



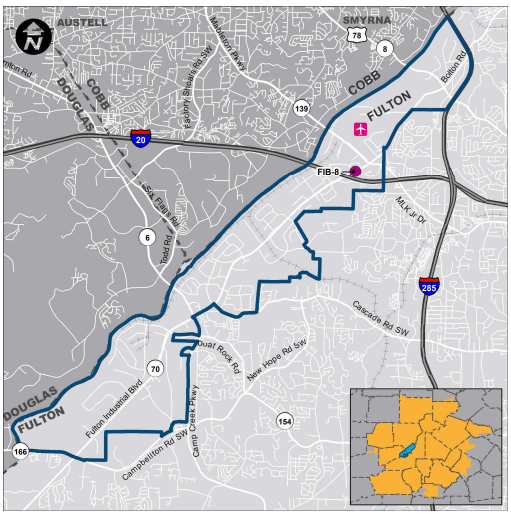
Cost Estimate	$1,555,000
Suggested Funding Source	GDOT Freight Operations Lump Sum
Potential Project Champion	GDOT

- Add a southbound thru lane on Fulton Industrial Boulevard at the Martin Luther King Jr. Drive intersection.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-8: Intersection Improvements

Intersection Improvements at Fulton Industrial Boulevard and Wendell Drive



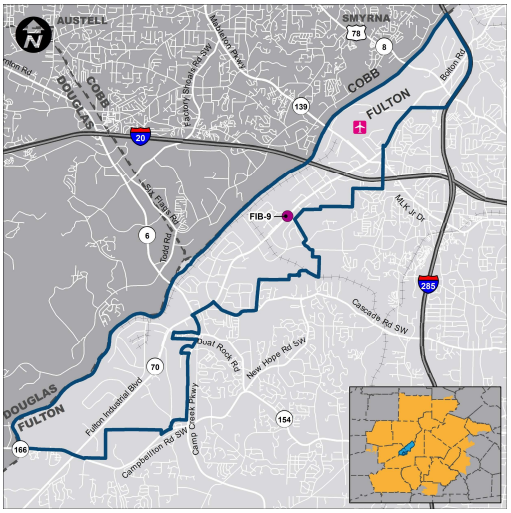
Cost Estimate	$521,000
Suggested Funding Source	GDOT Freight Operations Lump Sum
Potential Project Champion	GDOT

- Increase turning radius on north corner of Wendell Drive intersection
- Push back stop bar on Wendell Drive eastbound
- Install pedestrian crosswalks and signals.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-9: Intersection Improvements

Intersection Improvements at Fulton Industrial Boulevard and Wharton Drive/Mendel Drive



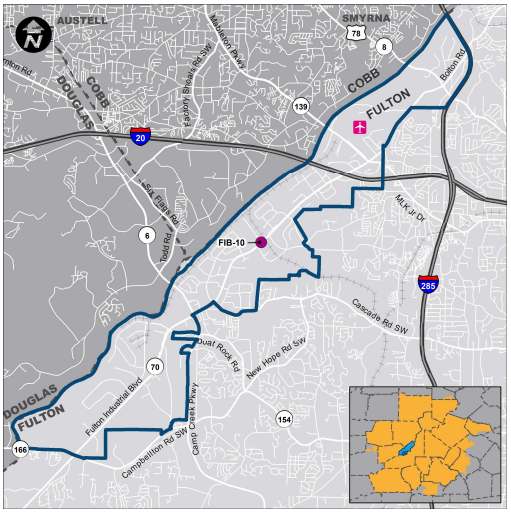
Cost Estimate	$450,000
Suggested Funding Source	GDOT Freight Operations Lump Sum
Potential Project Champion	GDOT

- Increase turning radius on north corner of Wharton Drive/Mendel Drive intersection.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-10: Intersection Improvements

Intersection Improvements at Fulton Industrial Boulevard and Phillip Lee Drive



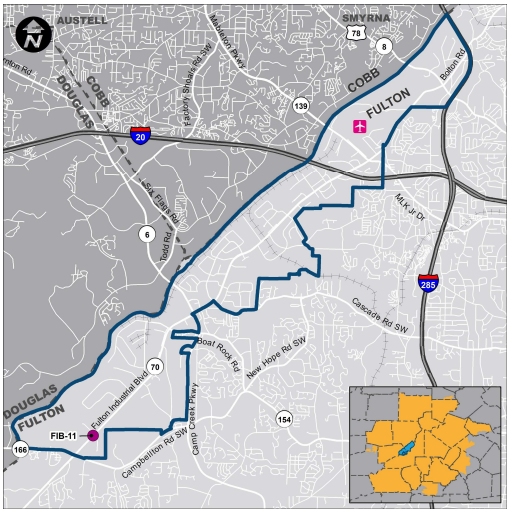
Cost Estimate	$450,000
Suggested Funding Source	GDOT Freight Operations Lump Sum
Potential Project Champion	GDOT

- Increase turning radius on north corner of Phillip Lee Drive intersection.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-11: Intersection Improvements

Intersection Improvements at Fulton Industrial Boulevard and Eagle Vista Drive/Kendall Park Lane



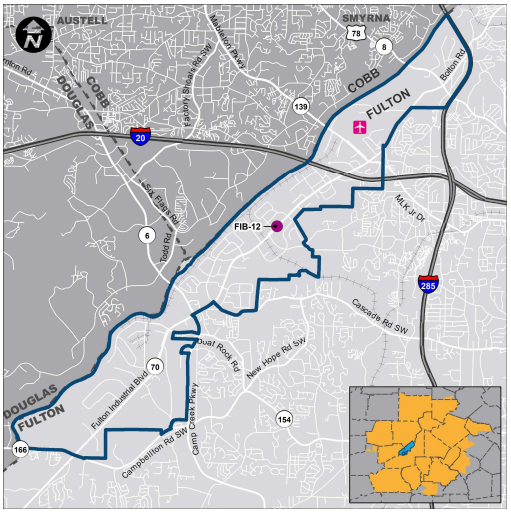
Cost Estimate	$1,350,000
Suggested Funding Source	GDOT Freight Operations Lump Sum
Potential Project Champion	GDOT

- Increase turning radii on all corners of Eagle Vista Drive/Kendall Park Lane intersection.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-12: Intersection Improvements

Intersection Improvements at Fulton Industrial Boulevard and James Aldredge Boulevard



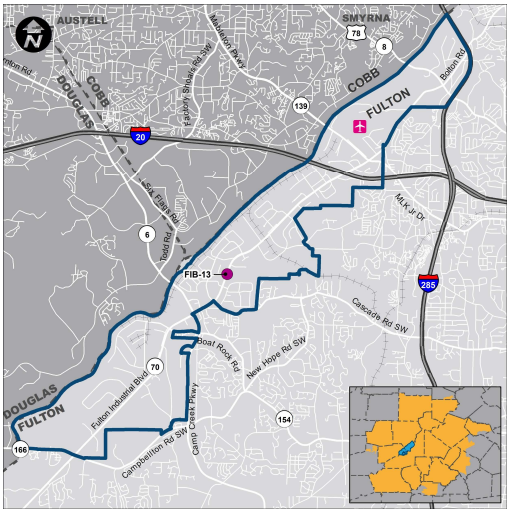
Cost Estimate	$450,000
Suggested Funding Source	GDOT Freight Operations Lump Sum
Potential Project Champion	GDOT

- Increase turning radius at north corner of James Aldredge Boulevard intersection.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-13: Intersection Improvements

Intersection Improvements at Fulton Industrial Boulevard and Bucknell Drive



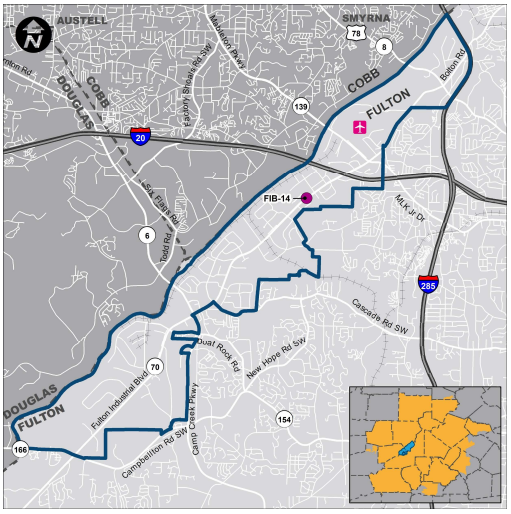
Cost Estimate	$1,350,000
Suggested Funding Source	GDOT Freight Operations Lump Sum
Potential Project Champion	GDOT

- Increase turning radii on all corners of Bucknell Drive intersection.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-14: Intersection Improvements

Intersection Improvements at Fulton Industrial Boulevard and Marvin Miller Drive

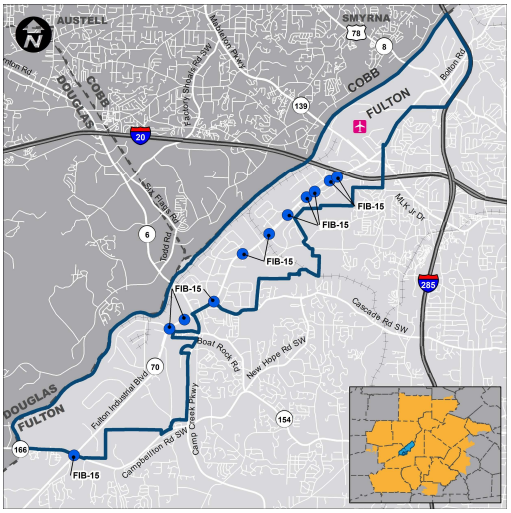


Cost Estimate	$450,000
Suggested Funding Source	GDOT Freight Operations Lump Sum
Potential Project Champion	GDOT

- Increase turning radius on north corner of Marvin Miller Drive intersection.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-15: Smart Corridor/Intelligent Transportation Systems
Connected Vehicle Infrastructure on Fulton Industrial Boulevard

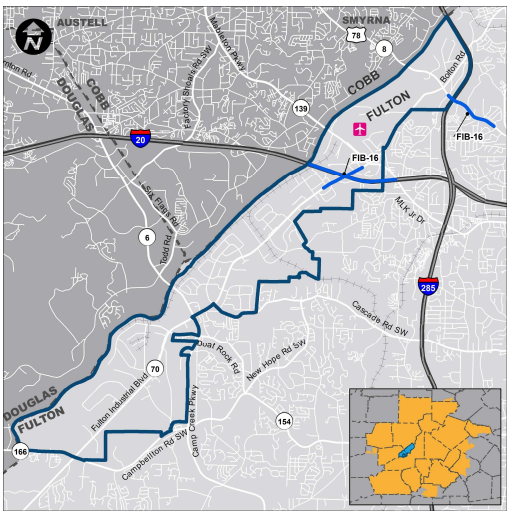


Cost Estimate	$2,255,000
Suggested Funding Source	GDOT Traffic Operations
Potential Project Champion	GDOT

- Outfit existing traffic signals along Fulton Industrial Boulevard from Shirley Way to Cambellton Road, excluding Camp Creek Parkway (11 signals total) with connected vehicle infrastructure.
- Provides capabilities for:
  - Emergency Vehicle Priority
  - Transit Signal Priority
  - Freight Signal Priority.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-16: Smart Corridor/Intelligent Transportation Systems
Smart Work Zones Adjacent to Major Roadway Projects



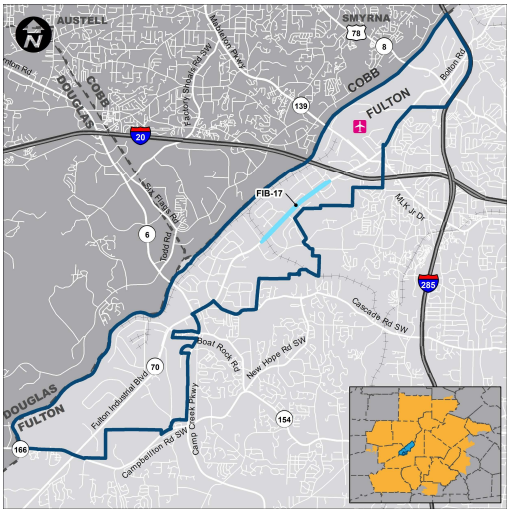
Cost Estimate	$150,000
Suggested Funding Source	BIL SMART Grant Program
Potential Project Champion	GDOT

- Install ITS devices near project locations to connect freight vehicles in-cab. Include provisions in GDOT's Maintenance of Traffic (MOT) plans for the Donald L. Hollowell and I-20/I-285 West Interchange projects.
- Devices will be located on:
  - I-20
  - Fulton Industrial Boulevard
  - Donald L. Hollowell Parkway.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-17: Pedestrian Safety/Workforce Supportive

Pedestrian Infrastructure on Fulton Industrial Boulevard Between I-20 and Selig Drive



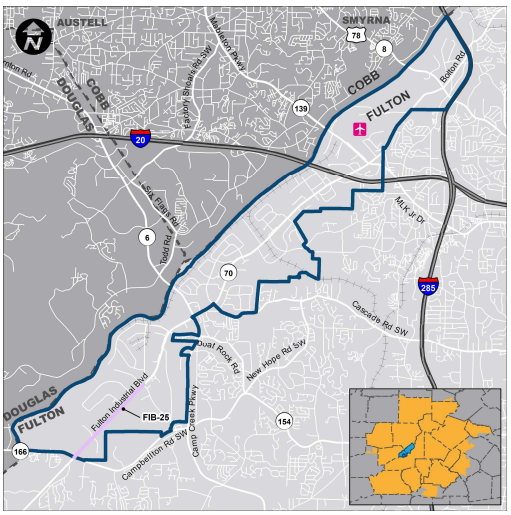
Cost Estimate	$3,901,000
Suggested Funding Source	ARC TIP
Potential Project Champion	City of South Fulton

- Complete sidewalk network along both sides of Fulton Industrial Boulevard between I-20 and Selig Drive by installing five-foot sidewalks with a buffer from the roadway and crosswalks across all side streets, along with 2 crosswalks across Fulton Industrial Boulevard at Bakers Ferry Road.
- Total of 3.45 linear miles of sidewalks and 13 painted crosswalks.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-25: Transit

Extend Marta Bus Route 73 South to Campbellton Road



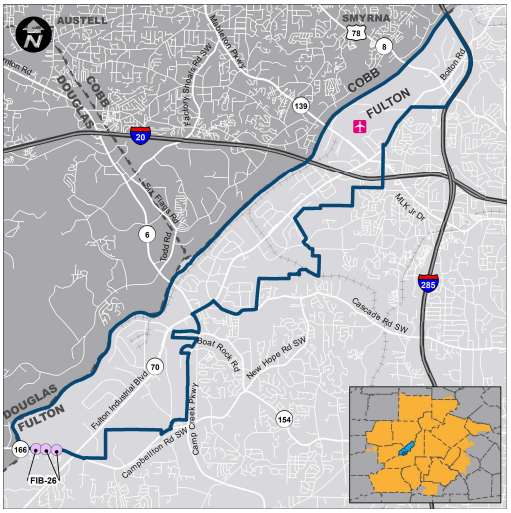
Cost Estimate	$335,000
Suggested Funding Source	MARTA Operations and Maintenance Budget
Potential Project Champion	MARTA

- Extend MARTA Bus Route 73 south to Campbellton Road and west along Campbellton Road to Chattahoochee River.
- Could potentially include loop around Westgate Parkway.
- Add bus stops to serve:
  - Westgate Parkway
  - Fastenal
  - West Fulton Commerce Park
  - Bosch, Eagle Vista Parkway
  - Kendall Park Lane
  - Chattahoochee Logistics Center
  - Anatole Housing Development
  - Manheim
  - The Park at Riverview/Harmony Park.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-26: Transit

Pedestrian Crossings for MARTA Bus Route 73 Extension



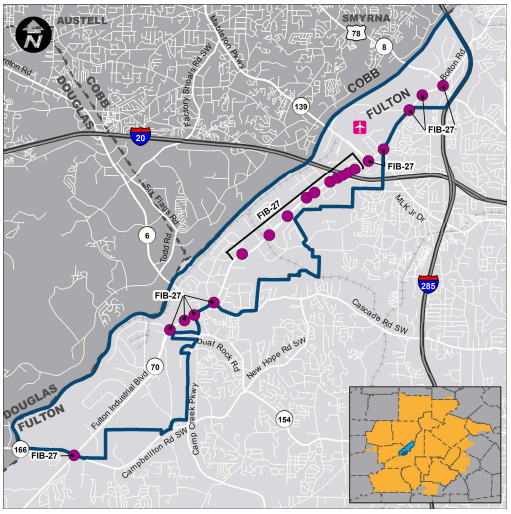
Cost Estimate	$165,000
Suggested Funding Source	GDOT Transportation Alternatives Program (TAP) Lump Sum
Potential Project Champion	MARTA

- Install Pedestrian Hybrid Beacons at three locations to connect the proposed bus stops on Campbellton Road.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-27: Intersection Improvements

Supplemental Signal Heads on Fulton Industrial Boulevard

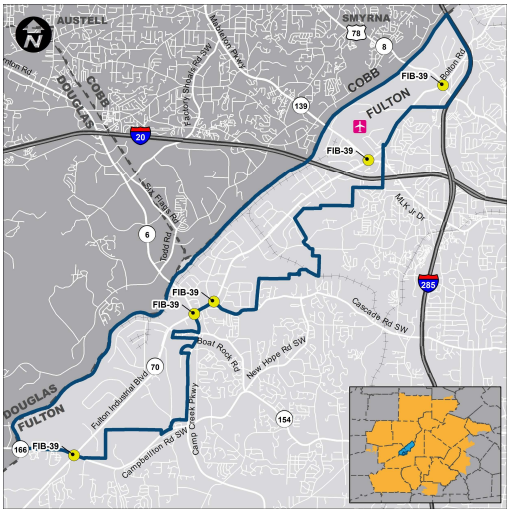


Cost Estimate	$2,000,000
Suggested Funding Source	GDOT Signal Upgrades Lump Sum
Potential Project Champion	GDOT

- Install supplemental near-side signal heads to assist drivers behind large trucks at all 20 traffic signals along the Fulton Industrial Boulevard corridor between Donald L. Hollowell Parkway and Campbellton Road.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-39: Economic Development/Land Use
Gateway/Wayfinding Signage

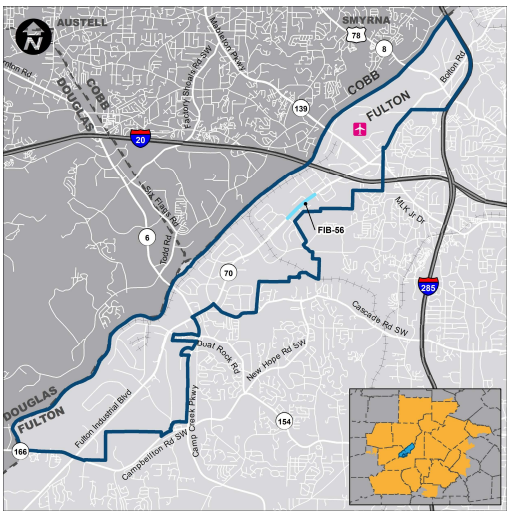


Cost Estimate	$300,000
Suggested Funding Source	SRTA GTIB
Potential Project Champion	Boulevard CID

- Install FID gateway/wayfinding signage at key intersections along the corridor, including:
  - Camp Creek Parkway
  - Campbellton Road
  - Great Southwest Parkway/Cascade Road
  - Martin Luther King Jr. Drive.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-56: Pedestrian Safety/Workforce Supportive
Speed Limit Reduction on Fulton Industrial Boulevard



Cost Estimate	$1,000
Suggested Funding Source	GDOT Traffic Operations Budget
Potential Project Champion	GDOT

- Reduce speed limit to 35 mph on Fulton Industrial Boulevard from Mendel Drive/Wharton Drive to Patton Drive to reduce pedestrian fatalities.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-34: Policy/Programming
Expand Electric Vehicle Charging

Source: 13WMAZ

Cost Estimate	$0
Suggested Funding Source	-
Potential Project Champion	Boulevard CID

- Create a subcommittee including Georgia Power and CID stakeholders to identify locations for public electric vehicle charging stations.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

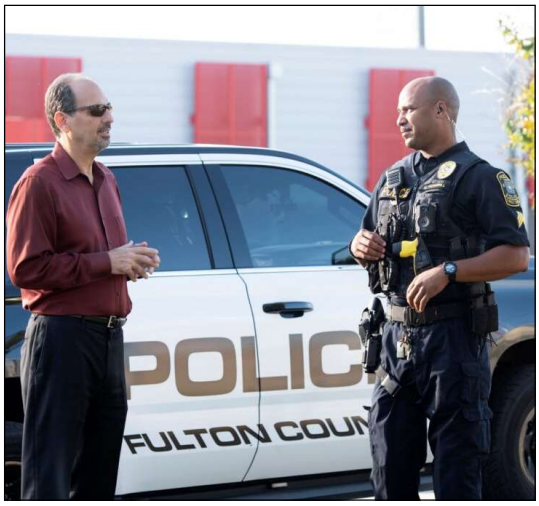
FIB-35: Policy/Programming
Emergency Procedures for Critically Vulnerable Transportation Assets

Cost Estimate	TBD
Suggested Funding Source	CID Funds
Potential Project Champion	Boulevard CID

- Develop emergency procedures for critically vulnerable transportation assets in the FID in the case of events such as floods or terrorism.
- Establish relationships between organizations and individuals in the FID.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-41: Policy/Programming
Branding to City Officials and Stakeholders



Cost Estimate	TBD
Suggested Funding Source	CID Funds
Potential Project Champion	Boulevard CID

- Host periodic tours for stakeholders and city officials showcasing a different industry or innovation each time.
- Provide handouts on key FID facts and figures.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-43: Policy/Programming
Participate in Regional Off-peak Initiatives

Source: Commercial Edge

Cost Estimate	$0
Suggested Funding Source	-
Potential Project Champion	Boulevard CID

- Participate in any regional initiatives to address off-peak freight deliveries.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-44: Policy/Programming
Introduction of Amenities to Support Workforce

Source: Riverwood Properties

Cost Estimate	TBD
Suggested Funding Source	CID Funds
Potential Project Champion	Boulevard CID

- Partner with the City of South Fulton to gather demographics to support the opening of amenities in the FID. These may include restaurants, retail, dry cleaners, banks, etc.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-45: Policy/Programming
Encourage the Development of Ghost Kitchens in the FID


Source: Combo Kitchen

Cost Estimate	$0
Suggested Funding Source	-
Potential Project Champion	Boulevard CID

- Ghost Kitchens are food preparation/cooking facilities used to prepare delivery-only meals and may host kitchen space for multiple restaurant brands. This would provide quick food delivery options for employees in the FID.
- Steps to encourage development of these facilities include identification of potential locations, revised zoning to allow for food service, and partnerships with food delivery services.

FIB-46: Policy/Programming
Encourage Restaurant Events in the FID

Source: Central Atlanta Progress

Cost Estimate	TBD
Suggested Funding Source	CID Funds
Potential Project Champion	Boulevard CID

- Encourage food truck event producers to host "Food Truck Fridays“ in the CID.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-47: Policy/Programming
Solar Panel Showcase

Source: Radiance Solar

Cost Estimate	$0
Suggested Funding Source	-
Potential Project Champion	Boulevard CID

- Encourage the installation of solar panels by showcasing existing case studies (e.g. Miller Zell).

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-51: Policy/Programming
Commute Assistance Program

Source: Georgia Commute Options

Cost Estimate	TBD
Suggested Funding Source	Georgia Commute Options Funds
Potential Project Champion	Georgia Commute Options

- Partner with Georgia Commute Options to educate employers and employees about transportation options, coordinate carpools/vanpools, and coordinate micromobility.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-52: Policy/Programming
Carpool/Vanpool Programs

Source: Commuter Connect

Cost Estimate	TBD
Suggested Funding Source	Georgia Commute Options Funds
Potential Project Champion	Georgia Commute Options

- Supplemental measures to promote carpools and vanpools developed through Georgia Commute Options:
  - Branded preferential carpool parking, with larger employers receiving signage for parking spaces only for carpool vehicles in preferred locations.
  - Employers subsidizing vanpool rentals.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-53: Policy/Programming
Discounted MARTA Passes

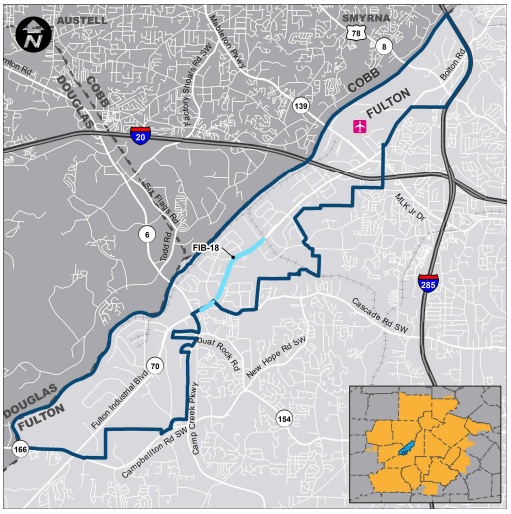
Source: MARTA

Cost Estimate	$0
Suggested Funding Source	-
Potential Project Champion	Boulevard CID

- Encourage businesses to work with MARTA to purchase discounted MARTA passes.
- Aggregate purchases from smaller employers to increase discount.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-18: Pedestrian Safety/Workforce Supportive
Pedestrian Infrastructure on Fulton Industrial Boulevard Between Selig Drive and Camp Creek Parkway



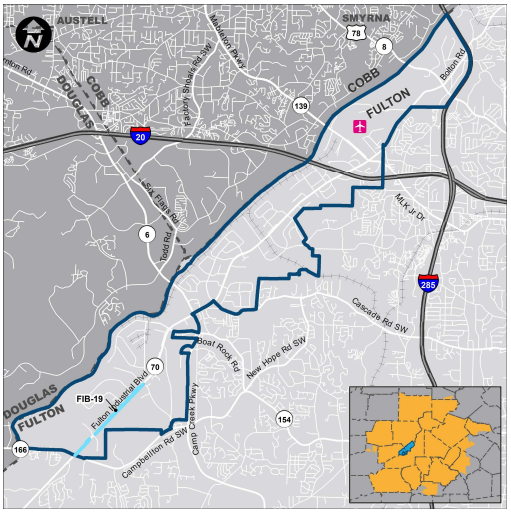
Cost Estimate	$3,690,000
Suggested Funding Source	ARC TIP
Potential Project Champion	City of South Fulton

- Complete sidewalk network along both sides of Fulton Industrial Boulevard between Selig Drive and Camp Creek Parkway by installing five-foot sidewalks with a buffer from the roadway and crosswalks across all side streets.
- Total of 3.05 linear miles of sidewalks and 10 painted crosswalks.
- Includes conversion of shoulder of bridge over Utoy Creek to a five-foot sidewalk with curb and fence.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-19: Pedestrian Safety/Workforce Supportive

Pedestrian Infrastructure on Fulton Industrial Boulevard Between Camp Creek Parkway and Tradewater Parkway/Riverside Drive



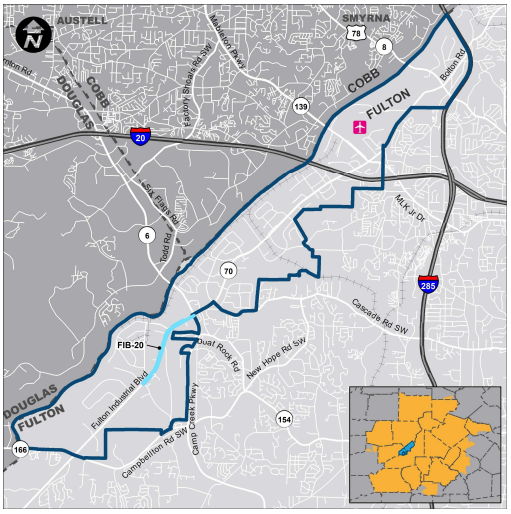
Cost Estimate	$3,200,000
Suggested Funding Source	ARC TIP
Potential Project Champion	City of South Fulton

- Complete sidewalk network along both sides of Fulton Industrial Boulevard between Camp Creek Parkway and Tradewater Parkway/Riverside Drive by installing five-foot sidewalks with a buffer from the roadway and crosswalks across all side streets.
- Install a Pedestrian Hybrid Beacon across Fulton Industrial Boulevard at Westlake Boulevard.
- Total of 2.85 linear miles of sidewalks and 6 painted crosswalks.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-20: Pedestrian Safety/Workforce Supportive

Pedestrian Infrastructure on Fulton Industrial Boulevard Between Tradewater Parkway/Riverside Drive and Campbellton Road



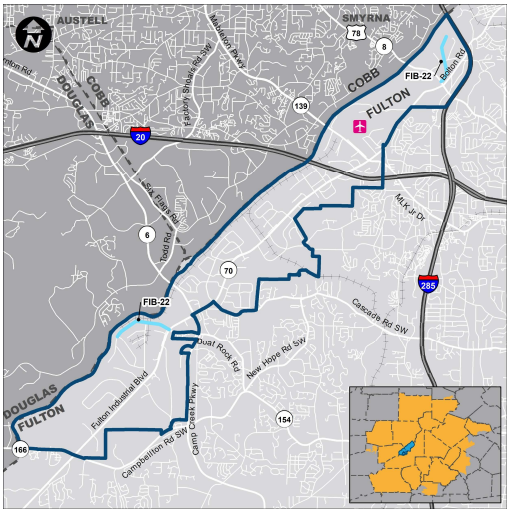
Cost Estimate	$2,291,000
Suggested Funding Source	ARC TIP
Potential Project Champion	City of South Fulton

- Complete sidewalk network along both sides of Fulton Industrial Boulevard between Tradewater Parkway/Riverside Drive and Campbellton Road by installing five-foot sidewalks with a buffer from the roadway and crosswalks across all side streets.
- Total of 2.05 linear miles of sidewalks and 2 painted crosswalks.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-22: Pedestrian Safety/Workforce Supportive

Pedestrian Infrastructure Connections to Employment Hubs Off of Fulton Industrial Boulevard



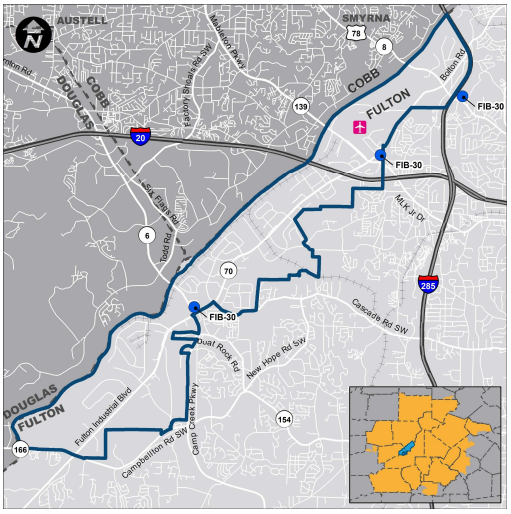
Cost Estimate	$2,684,000
Suggested Funding Source	ARC TIP
Potential Project Champion	City of South Fulton

- Installation of a five-foot sidewalk adjacent to the east side of Atlanta Industrial Parkway and to the south side of Boat Rock Boulevard.
  - Total of 1.95 miles and 4 painted crosswalk.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-30: Smart Corridor/Intelligent Transportation Systems

Truck Parking Wayfinding Signage



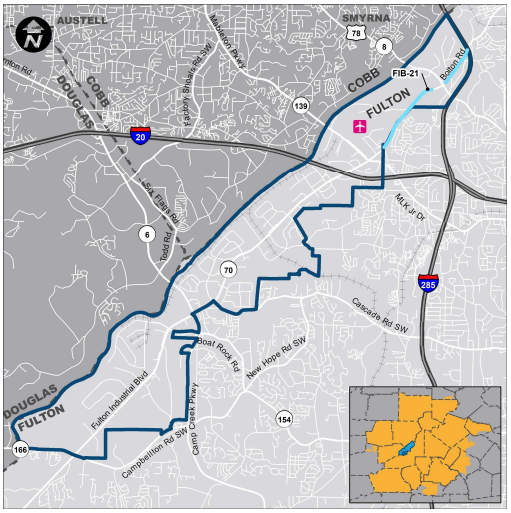
Cost Estimate	$420,000
Suggested Funding Source	GDOT Freight Operations Lump Sum
Potential Project Champion	GDOT

- Install truck parking wayfinding signage to guide truck drivers to lots/staging areas such as Petro Stopping Center or QuickTrip Truck Parking.
- Work with lot owners to install technology to be able to show parking availability on signage/apps.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-21: Pedestrian Safety/Workforce Supportive

Pedestrian Infrastructure on Fulton Industrial Boulevard Between I-285 and I-20



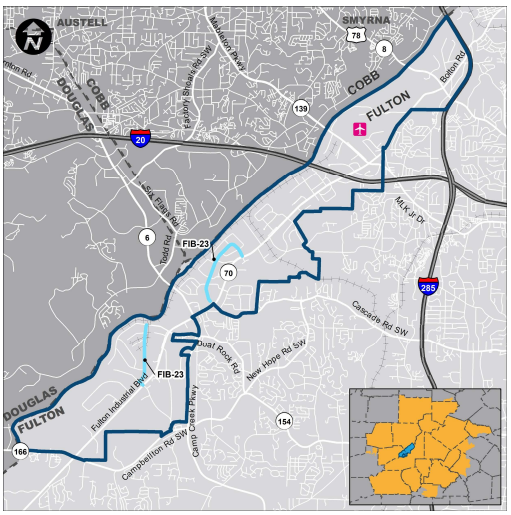
Cost Estimate	$2,325,000
Suggested Funding Source	ARC TIP
Potential Project Champion	City of Atlanta

- Complete sidewalk network along both sides of Fulton Industrial Boulevard between I-285 and I-20 by installing five-foot sidewalks with a buffer from the roadway and crosswalks across all side streets.
- Total of 2.08 linear miles of sidewalks and 2 painted crosswalks.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-23: Pedestrian Safety/Workforce Supportive

Pedestrian Infrastructure Connections to Fulton Industrial Boulevard



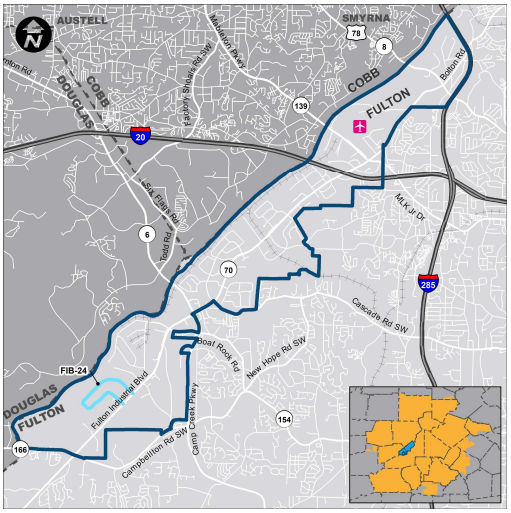
Cost Estimate	$2,085,000
Suggested Funding Source	ARC TIP
Potential Project Champion	City of South Fulton

- **FIB-8.4:** Installation of a five-foot sidewalk adjacent to the west side of Lagrange Boulevard and adjacent to the south/east side (inside) of Great Southwest Parkway.
  - Total of 2.69 miles and 8 painted crosswalks.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-24: Pedestrian Safety/Workforce Supportive

Pedestrian Infrastructure Connections to Fulton Industrial Boulevard



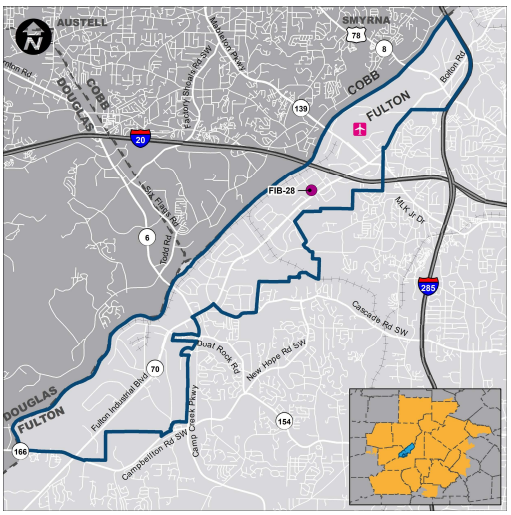
Cost Estimate	$1,669,000
Suggested Funding Source	ARC TIP
Potential Project Champion	City of South Fulton

- Installation of a five-foot sidewalk adjacent to the south/east side (inside) of Westgate Parkway.
  - Total of 2.16 miles.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-28: Intersection Improvements

Increase Intersection Turning Radii at Patton Drive and Mills Place



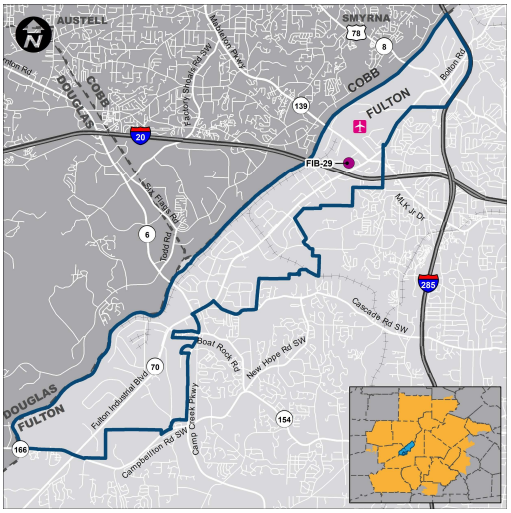
Cost Estimate	$750,000
Suggested Funding Source	Local Funds
Potential Project Champion	City of South Fulton

- Increase turning radii at north and east corners.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-29: Intersection Improvements

Increase Intersection Turning Radius at Wendell Drive and Interchange Drive



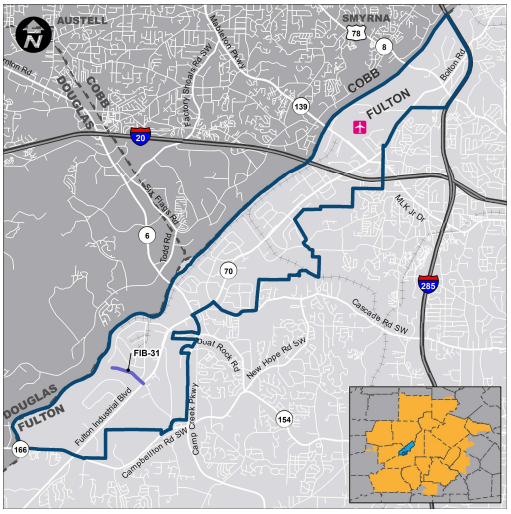
Cost Estimate	$450,000
Suggested Funding Source	Local Funds
Potential Project Champion	City of South Fulton

- Increase turning radius at east corner.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-31: Maintenance

Tradewater Parkway Resurfacing

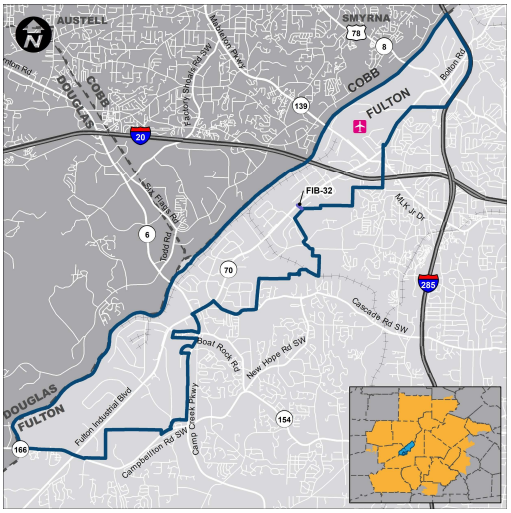


Cost Estimate	$294,000
Suggested Funding Source	GDOT LMIG
Potential Project Champion	City of South Fulton

- Full-depth reclamation of the entirety of Tradewater Parkway.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-32: Maintenance
Robinson Drive Resurfacing

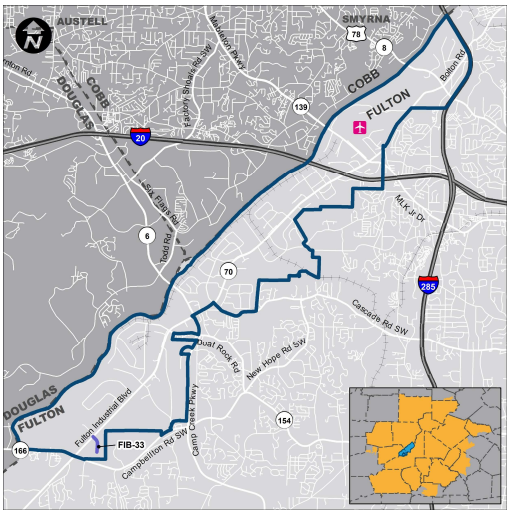


Cost Estimate	$78,000
Suggested Funding Source	GDOT LMIG
Potential Project Champion	City of South Fulton

- Resurface the entirety of Robinson Drive.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-33: Maintenance
Kendall Park Lane Resurfacing

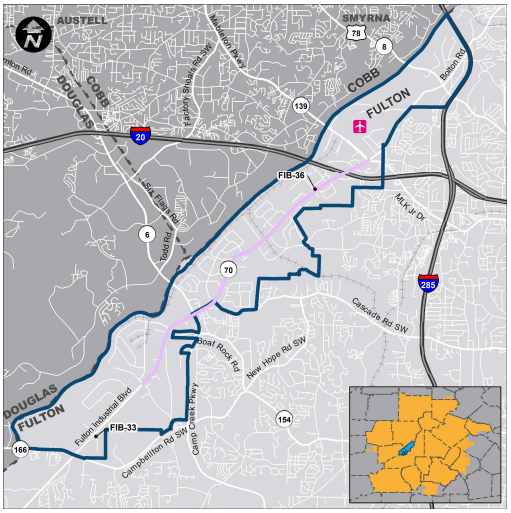


Cost Estimate	$234,000
Suggested Funding Source	GDOT LMIG
Potential Project Champion	City of South Fulton

- Resurface the entirety of Kendall Park Lane.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-36: Transit
Bus Stop Upgrades

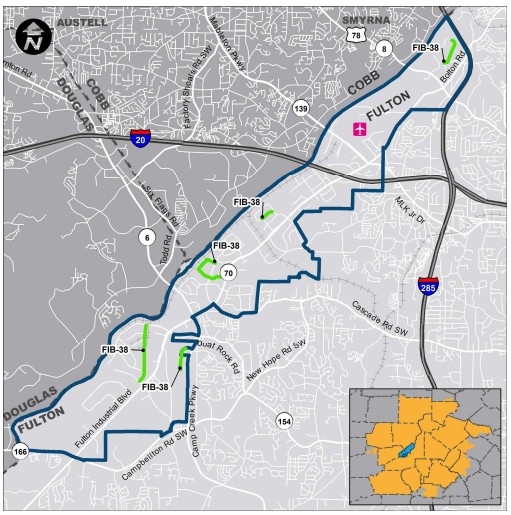


Cost Estimate	$1,232,000
Suggested Funding Source	MARTA Operations and Maintenance Budget
Potential Project Champion	MARTA

- Upgrade bus stops along Route 73 to include shelters, benches, signage, lighting, and trash receptacles.
- Connect bus stops to sidewalk network.
- 74 bus stops need some type of upgrade:
  - 59 need shelters
  - 54 need benches
  - 59 need lighting
  - 7 need signage
  - 52 need trash receptacles.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-38: Capacity/Widening
Truck Staging Lanes on Shoulder



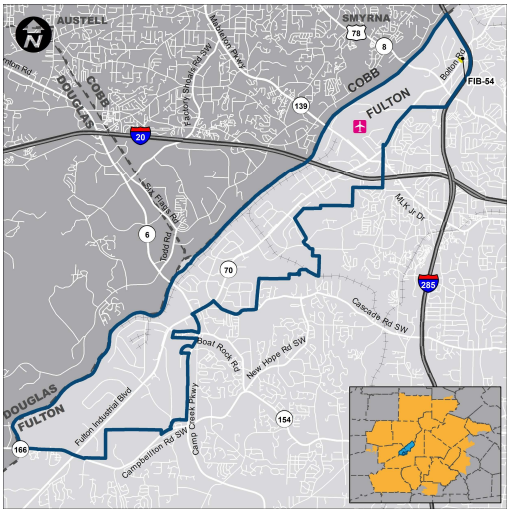
Cost Estimate	TBD
Suggested Funding Source	Local Funds
Potential Project Champion	City of South Fulton

- Restripe roadways with existing wide lanes to incorporate a truck staging lane on one side of the roadway. Striping will provide adequate distance from driveways to eliminate any sight distance issues.
- Example locations include Atlanta Industrial Drive, Wharton Drive, Bucknell Drive, and Westlake Parkway.
- One lane on both sides of Lagrange Boulevard can be repurposed as a truck staging lane.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-54: Access Management

Connect Atlanta Industrial Way to Bolton Road



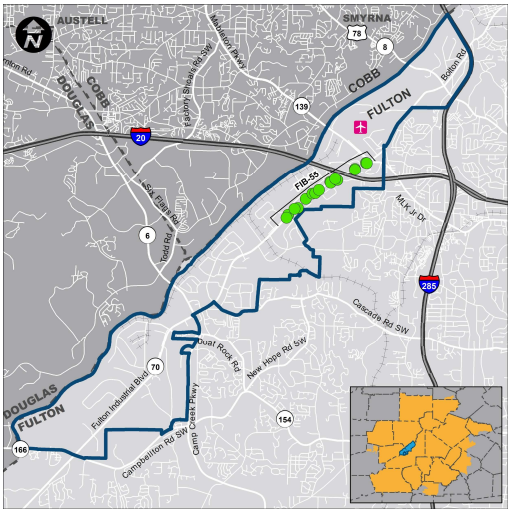
Cost Estimate	$546,000
Suggested Funding Source	SRTA GTIB
Potential Project Champion	City of Atlanta

- Create a new connection to the Atlanta Industrial Park area by extending Atlanta Industrial Way to Bolton Road at the intersection with Northwest Drive.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-55: Capacity/Widening

Bus Pull-Out Lanes on Fulton Industrial Boulevard



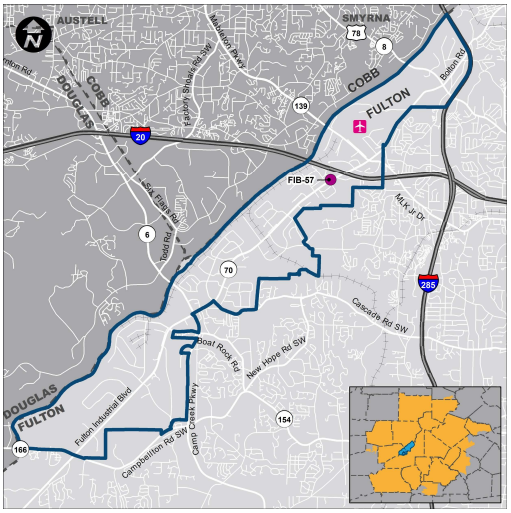
Cost Estimate	$1,725,000
Suggested Funding Source	ARC TIP
Potential Project Champion	GDOT/MARTA

- Install bus pull-out lanes for MARTA Route 73 where shoulders aren't present on Fulton Industrial Boulevard.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-57: Intersection Improvements

Intersection Realignment at Fulton Industrial Boulevard and Fulton Industrial Circle/Commerce Drive



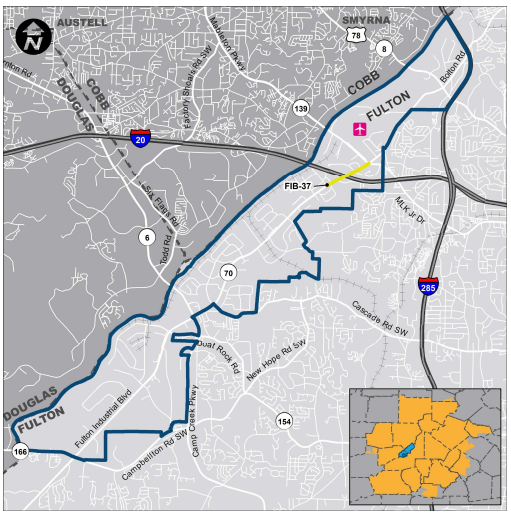
Cost Estimate	$1,580,000
Suggested Funding Source	GDOT Freight Operations Lump Sum
Potential Project Champion	GDOT

- Realign Fulton Industrial Circle and Commerce Drive to meet at a single signalized intersection.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-37: Policy/Programming

Driveway Consolidation Along Fulton Industrial Boulevard



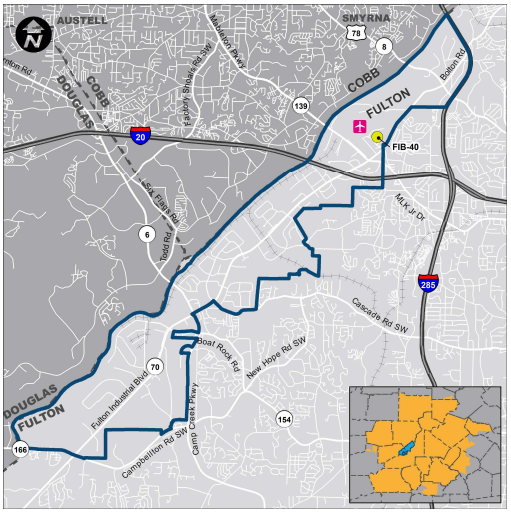
Cost Estimate	TBD
Suggested Funding Source	Developer or inclusion in nearby project cost
Potential Project Champion	Developer

- Include in the regulations for future redevelopments the consolidation of driveways along Fulton Industrial Boulevard to meet the standards in GDOT's Regulations for Driveway and Encroachment Control document, especially around the I-20 interchange.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-40: Policy/Programming

Create a Sense of Place Around the Fulton County Airport



Cost Estimate	TBD
Suggested Funding Source	ARC LCI
Potential Project Champion	Boulevard CID

- Apply for an LCI grant to study the creation of a "main street" for the area around the area.
  - Develop a mix of land uses.
  - Extend MARTA service into area.
  - Develop multi-use trails and greenspace around Chattahoochee River.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-42: Policy/Programming

Identify Potential Locations for Truck Parking Facilities

Source: Transport Topics

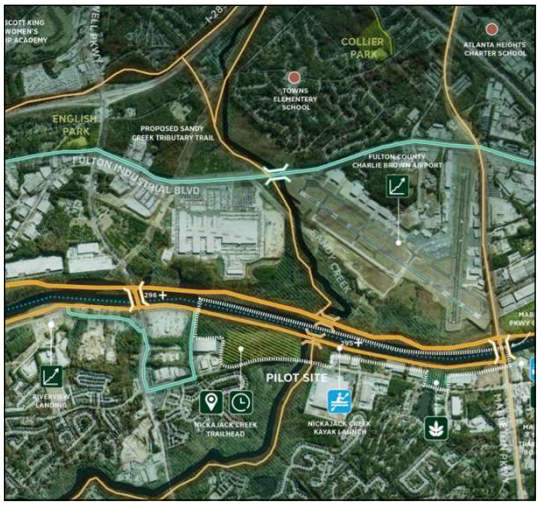
Cost Estimate	TBD
Suggested Funding Source	CID Funds
Potential Project Champion	Boulevard CID

- Identify vacant parcels or under-utilized properties that could be converted to a truck parking facility, including temporary parking facilities while lot is for sale.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-48: Policy/Programming

Planning Considerations for Chattahoochee River Greenway, Proctor Creek Trail Extension, and Pedestrian Connections



Source: The Chattahoochee Riverlands Greenway Study

Cost Estimate	TBD
Suggested Funding Source	CID Funds
Potential Project Champion	Boulevard CID

- Protect/bank land that will be used for the Chattahoochee River Greenway, the Proctor Creek Trail extension, and pedestrian connections to these greenways at key locations, including along Campbellton Road, Camp Creek Parkway, Martin Luther King Jr. Drive, and Donald L. Hollowell Parkway.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FIB-49: Policy/Programming

Microtransit for Last-mile Connections from Bus Stops

Source: Rasko Ristic

Cost Estimate	TBD
Suggested Funding Source	CID Funds
Potential Project Champion	Boulevard CID

- Explore feasibility of a microtransit program using either vanpools, partnerships with Uber/Lyft, small electric vehicles such as eTuks, or shuttles, to help employees with first/last mile connections to their workplaces.
- Potential locations include the Westpark Industrial area, the Atlanta Gateway Park area, or the Boat Rock area.

FIB-50: Policy/Programming

Micromobility for Last-mile Connections From Bus Stops

Source: Town Center CID

Cost Estimate	TBD
Suggested Funding Source	CID Funds
Potential Project Champion	Boulevard CID

- Implement an electric bike share test project to connect employees from bus stops to their work location.
- Potential locations include the Westpark Industrial area, the Atlanta Gateway Park area, or the Boat Rock area.

FULTON INDUSTRIAL BOULEVARD IMPROVEMENT DISTRICT

FREIGHT CLUSTER PLAN

Appendix C:

Project Scoring Matrix

	Project Category	Criteria	Metric	Point Values
Quantitative Metrics	Smart Corridor/ITS Technology	Truck volumes (magnitude)	400+ INRIX Records per segment	4
			100-400 INRIX Records per segment	2
			< 100 INRIX Records per segment	0
		Vehicle excess hours of travel	8+ hours per segment	4
			2-8 hours per segment	2
			< 2 hours per segment	0
		Vehicle hours of unreliability per mile	20 + hours per segment	4
			5-20 hours per segment	2
			< 5 hours per segment	0
	Access Management	Undesignated Truck Parking	Safety issues	4
			No safety issues	2
	Maintenance	Pavement Condition (Segments Include Adjacent Side Streets)	Very Poor - Poor PSR rating	4
			Satisfactory - Fair PSR rating	2
			Good PSR rating	0
	Intersection Improvements	Curb Condition	Cracked curb/rutting	2
	Safety	Vehicle Crashes	Fatal	4
			Injury	2
			No injury	0
		Bike/Ped Crashes	Bicycle/pedestrian-involved crashes	2
		Crash rates above statewide average	>100%	6
			51% - 100%	4
			< 51%	2
	Transit	Bus stop infrastructure	No shelter, no lighting	6
			No shelter, lighting present	4
			Shelter present, no lighting	2
			Shelter and lighting present	0
	Access to Jobs	Pedestrian infrastructure (w/in square mile of intersection; total jobs per segment region divided by area in square miles)	Sidewalks absent, >1,500 Jobs per mile	6
			Sidewalks absent, 500-1500 Jobs per mile	4
			Sidewalks absent, 0-500 Jobs per mile	2
			Sidewalks present	0
	Intersection Improvements	2031 LOS	E, F AM and PM peak	10
			E, F only one peak	8
			D	5
			C+	0
Qualitative Metrics	Public Input	Stakeholder support during meeting or comment period		4
		Controversial project or location		-4
	Economic Development/Land Use	Located at site of planned/in progress development or prepares for future operations		8
		Located at point of entry to District or enhances physical attractiveness		8
		Makes the District more appealing for future businesses to establish warehouses/offices here		8