

JANUARY 31, 2021



# FREIGHT CLUSTER PLAN

## **Stakeholder Engagement and Outreach Plan**

## CONTENTS

Introduction.....	2
Project Description .....	2
Project Area Overview.....	2
Objectives.....	3
Stakeholder Identification.....	4
Stakeholder Committee.....	4
Stakeholder Interviews .....	6
Engagement Strategies and Techniques.....	6
Website and Social Media.....	7
Presentations .....	9
ARC Freight Advisory Task Force Meetings .....	9
Stakeholder Committee Meetings .....	9
Boulevard CID Board Meetings.....	10

## TABLES

Table 1. Stakeholder Committee Members .....	4
Table 2. Organizations Interviewed During FCP Development .....	6

## FIGURES

Figure 1: Study Area .....	3
Figure 2. The “Project Materials” Webpage of the Project Website.....	8
Figure 3. Twitter Posts Promoting the FCP .....	9
Figure 4. Live Survey Question from Mentimeter .....	10
Figure 5. CID Board at Meeting on December 2, 2021 .....	11
Figure 6. Project Presentation at CID Board Meeting on December 2, 2021 .....	11
Figure 7. Attendees at CID Board Meeting on December 2, 2021 .....	11

---

## INTRODUCTION

This document lays out the strategy and techniques for outreach to stakeholders, the public, and elected officials for the Fulton Industrial Boulevard Freight Cluster Plan.

### Project Description

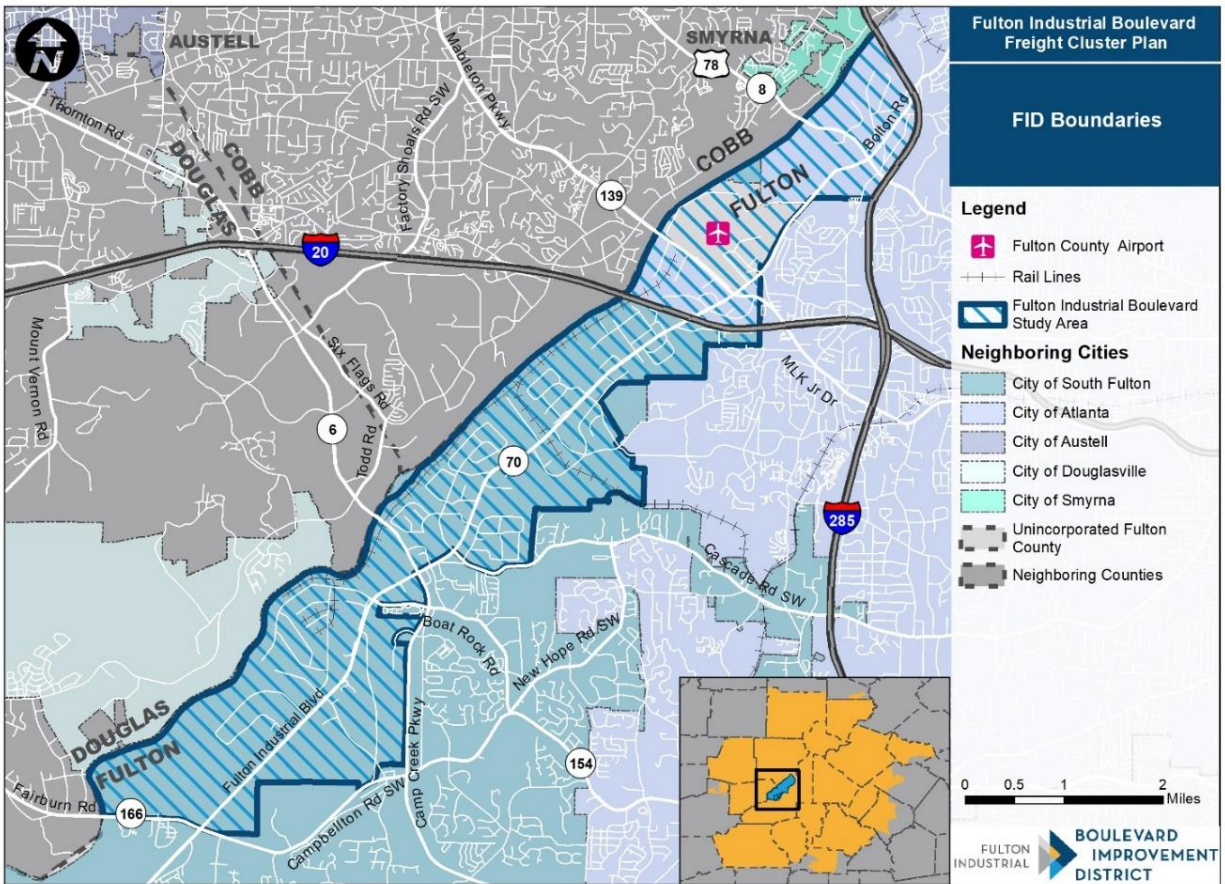
The Fulton Industrial Boulevard Community Improvement District (Boulevard CID), in cooperation with the Atlanta Regional Commission (ARC), Georgia Department of Transportation (GDOT), and other stakeholders, sought to implement a planning study effort that resulted in a Freight Cluster Plan (FCP). The Boulevard CID sought to study the freight movements within the study area to address infrastructure conditions, dependencies on current facilities, and future needs related to safety, traffic congestion, intersection design, intermodal access, and other related planning issues. The recommendations that came out of the FCP have set the agenda for projects in the area that not only focus on freight movement, but also include improvements to pedestrian, bicycle, transit, and vehicular infrastructure.

### Project Area Overview

The study area is located within unincorporated Fulton County, the City of South Fulton, and the City of Atlanta, and coincides with the boundaries of the Fulton Industrial District (FID), the location of the Boulevard CID. The study area includes property on both sides of Fulton Industrial Boulevard (SR 70) from Campbellton Road (SR 154) in the south to I-285 in the north. The western border of the study area is the Chattahoochee River. Coordination with all local jurisdictions within the study area and adjacent jurisdictions (Cobb County and Douglas County) is also required in order to promote coordinated long-range transportation planning efforts across jurisdictional boundaries. **Figure 1** represents the study area.

---

Figure 1: Study Area



The project area primarily consists of industrial and commercial land uses. However, some single-family residences are present at the north of the project area, and there are a number of residential neighborhoods immediately adjacent to the east of the project area.

## Objectives

Desired long-term outcomes of the FCP were established at the project outset. These outcomes supported the regionally defined vision of World-Class Infrastructure, a Competitive Economy, and Healthy Livable Communities as adopted in The Atlanta Region's Plan. The regional vision was scaled and interpreted appropriately to be more directly applicable and responsive to the unique characteristics of the study area. The locally desired outcomes were expressed in terms of a goals and objectives.

The primary goal of stakeholder outreach for this project was to **consult with local business members of the Boulevard CID, the CID Board, and local and regional agencies 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 FID's role in the region, and so input from regional partners – such as the ARC, the Georgia Department of Transportation (GDOT) – was also sought.

This document contains the following sections:

- **Section 1: Introduction** – Reviews the purpose of the Stakeholder Engagement and Outreach Strategy, summarizes its organization, and includes a brief project description.
- **Section 2: Stakeholder Identification** – Identifies the organizations that were engaged in the FCP and the means for identifying and engaging Environmental Justice populations and organizations.
- **Section 3: Engagement Strategies and Techniques** – This section describes the tactics by which stakeholders, agencies, organizations, and members of the public were involved in the planning process.
- **Section 4: Effectiveness and Evaluation** – This section presents measures of effectiveness for determining the value of various tactics used over the course of the study.

## STAKEHOLDER IDENTIFICATION

### Stakeholder Committee

A committee was convened to help guide the update of the FCP. The Stakeholder Committee was comprised of representatives from the Boulevard CID, relevant governments, ARC, MARTA, GDOT, and others as identified in partnership with the Boulevard CID and listed in [Table 1](#). Representatives from public sector agencies comprised the majority of the Stakeholder Committee. While some private sector representatives were invited to participate in the Stakeholder Committee, targeted interviews were the primary strategy for collecting input from relevant private sector groups, discussed below.

The committee convened at key milestones during the process and provided input to the identification of needs and proposed solutions. Further, members of this committee served as champions for the FCP process, informing their constituents about the effort and opportunities to get involved. They also provided the Team with useful information on effective ways to engage the public. The momentum generated by this committee was critical for the future implementation of the plan.

Early in the planning process, the desired outcomes from the FCP process were established. The outputs of this visioning discussion dictated the priorities that are discussed with the broader public, and ultimately directed the evaluation framework that will be applied during the plan's development.

**Table 1. Stakeholder Committee Members**

Name	Agency	Role
Trang Mai	GDOT	Office of Planning
Robby Caudill	GDOT	Office of Planning
Benjamin Kane	GDOT	Office of Planning
Tyler Graham	GDOT	Office of Planning
Josh Higgins	GDOT	District 7* Planning & Programming Specialist
Justin Hatch	GDOT	District 7* Traffic Engineer
Marlene Delgadillo Canizares	GDOT	Planning Group Leader
Joshua Montefusco	GDOT	Traffic Engineer
Stacey Key	GDOT	GDOT Board Member

Name	Agency	Role
Roussan Francois	City of South Fulton	Public Works Program Manager
Catherine Rowell	City of South Fulton	District 1 City Councilwoman
Christopher Pike	City of South Fulton	Economic Development
Keith Meadows	City of South Fulton Police	Chief of Police
Marty McHugh	Fulton County Police	Officer
Shayla Reed	City of South Fulton	Community Development & Regulatory Affairs Director
Don Toms	City of South Fulton	Assistant City Manager
Anna Roach	Fulton County	Chief Operating Officer
Wyvern Budram	Fulton County	Traffic Operations Manager
David Clark	Fulton County	Director Public Works
Khadijah Abdur-Rahman	Fulton County	District 6 Commissioner
Pamela Lyons	Fulton County	District 6 Director of Operations
Samir Abdullahi	Fulton County Development Authority	Deputy Director
Timothy Beggerly	Fulton County Airport	Airport Manager
Wade Yates	Fulton County Police	Chief of Police
Dustin Hillis	City of Atlanta	Councilmember, District 9
Timothy Peek	City of Atlanta Police	Deputy Police Chief
Ibrahim Abousaud	City of Atlanta DOT	Director of Design
Nate Hoelzel	City of Atlanta	Project Manager, Planning
Monique Forte	City of Atlanta	Planner
Kevin Bacon	City of Atlanta	Director, Office of Design
Kathleen Kingsbury	City of Atlanta	Council Assistant
Doug Young	City of Atlanta	Asst Director Office of Design
Betty Smoot-Madison	ATLDOT	Director
Curtis Tyger	ATLDOT	Planner
Susan Coleman	City of Atlanta (NPU H)	Planner, NPU-H
Alan Ferguson	Invest Atlanta	SVP of Community Development
Erica Parish	Cobb County DOT	Cobb DOT Director
Brook Martin	Cobb County DOT	Intelligent Transportation System Manager
David Webb	Cobb County Community Development	Intergovernmental Coordinator
Daniel Studdard	ARC	Planner, Transportation Access and Mobility
Reginald James	ARC	Senior Planner
Joseph Longo	MARTA	Urban Design Planner
Render Smith	Coca-Cola	Warehouse Manager
Sandy Lake	GA Center of Innovation for Logistics	Associate Director

Name	Agency	Role
Terreta Rodgers	Atlanta Technical College	External Affairs
Benita Chinn	Pepsico/ Quaker	Senior Director Manufacturing Capabilities
Zach Ervin	Averitt Express	Service Center Director
Greg Campbell	Fastenal	SVP
Sean Fitzsimmons	BROE Real Estate	SVP of Development
Sal Jones	Coca-Cola	Logistics & Transportation Lead
John Bateman	Crow Holdings	CID Board Member
Drew Sewell	CKS	Vice President
David Seem	Miller Zell	SVP/ CID Board Chair
Chase Mackarvich	Tie Down Engineering	CFO

## Stakeholder Interviews

Stakeholder interviews were held with individual stakeholders or representatives of groups who had an interest in the process or outcomes of the FCP. These interviews provided the study team with insight into stakeholder transportation needs, environmental and cultural concerns, and other issues relevant to the study. Stakeholders included Boulevard CID board members, property owners, and other businesses that rely on the Boulevard CID transportation network, as well as some relevant members of public agencies; the focus of stakeholder interviews was on obtaining information about freight challenges within the study area, and private industry groups often present the most insight in this sphere. In particular, the outreach process sought input from local business leaders, staff that work at local industrial businesses, and truck drivers who regularly travel in the study area. The organizations that were interviewed as part of this process are listed in [Table 2](#).

**Table 2. Organizations Interviewed During FCP Development**

Southern Company Gas
Georgia Tech School of Civil & Environmental Engineering
UPS
Averitt Express
Prologis
Trust for Public Lands
BROE Real Estate
City of South Fulton

## ENGAGEMENT STRATEGIES AND TECHNIQUES

The portfolio of techniques employed for the Plan maximized the potential for a broad range of private sector stakeholders and the public to participate and add value to the planning process. In particular, outreach methods included digital resources, targeted surveys, interactive feedback opportunities, and presentations. Emphasis was placed on soliciting input from those most directly impacted by



recommendations as well as segments of the community who have been traditionally underrepresented in the transportation decision making process.

## Website and Social Media

Online interaction included a combination of a project website and social media. A project website was developed and served as the central location for online project information including plan documents, maps, findings, project schedule and outreach event announcements, materials, and displays. Associated enterprises that are part of the Boulevard CID were asked to link to the website to increase its exposure.

**Figure 2** shows a page on the project website

A database of email addresses was collected from Stakeholder Committee meetings, the project webpage, the survey, and other venues. Project staff sent out email blasts directly to this database as well as other databases, including the established Boulevard CID database and databases of partner agencies.

In addition, timely and strategic content was developed and posted on relevant social media sites such as Facebook and Twitter. Examples of two of these Twitter posts are shown in **Figure 3**. Boulevard CID Board meetings were promoted through Boulevard CID social media.

---



Figure 2. The “Project Materials” Webpage of the Project Website

**BOULEVARD IMPROVEMENT DISTRICT**

Timeline and Events | **Project Materials** | Stay Informed | [Contact Us](#)

# Boulevard CID Freight Cluster Plan

## Project Materials

### Traffic Study

The project's traffic study analyzed key corridor segments and intersections to determine current and future levels of congestion.

Report prepared by: David A. Fairlie P.E.  
Title: Traffic Engineer  
Address: ATLAS Technical Consultants  
2450 Commerce Avenue, Suite 100, Duluth, Georgia 30096  
Phone / Fax: (770) 363-5943 / (770) 363-3954  
E-Mail Address: [davidfairlie@conetlas.com](mailto:davidfairlie@conetlas.com)

Report reviewed by: Todd Long, P.E., PTOE  
Chief Operating Officer

Report Date: September 15, 2021

### Best Practices Review

This technical memorandum reviews examples of freight planning efforts at the sub-regional level across the country.

JUNE 25, 2021

**FREIGHT CLUSTER PLAN**

**Best Practices Review**

**Boulevard CID**  
3995 Aviation Circle  
Atlanta, GA 30336  
(404) 368-4929  
[boulevardcid.org](http://boulevardcid.org)

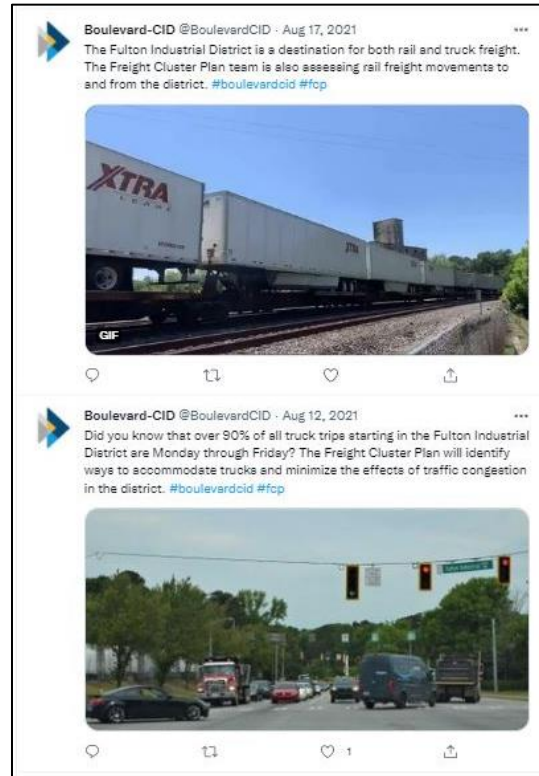
### Newsletter Sign Up

Email Address  [Sign Up](#)

[About](#)  
[Get Involved](#)

[@](#) [f](#) [p](#)

**Figure 3. Twitter Posts Promoting the FCP**



## Presentations

### ARC FREIGHT ADVISORY TASK FORCE MEETINGS

Since all freight movement is regional, the engagement efforts included presentations at three ARC Freight Advisory Task Force meetings. During these meetings, the project team received valuable input from key personnel in the regional freight industry. The meetings took place on the following dates:

- ▶ January 20, 2021
- ▶ August 18, 2021
- ▶ December 15, 2021

### STAKEHOLDER COMMITTEE MEETINGS

The Stakeholder Committee convened three times during the development of the Plan, as mentioned above. These meetings consisted of a presentation from the project team giving an update on project findings and an opportunity for stakeholders to provide feedback and insight about these findings. These meetings were held virtually via Zoom.

The committee convened three times during the course of the update:

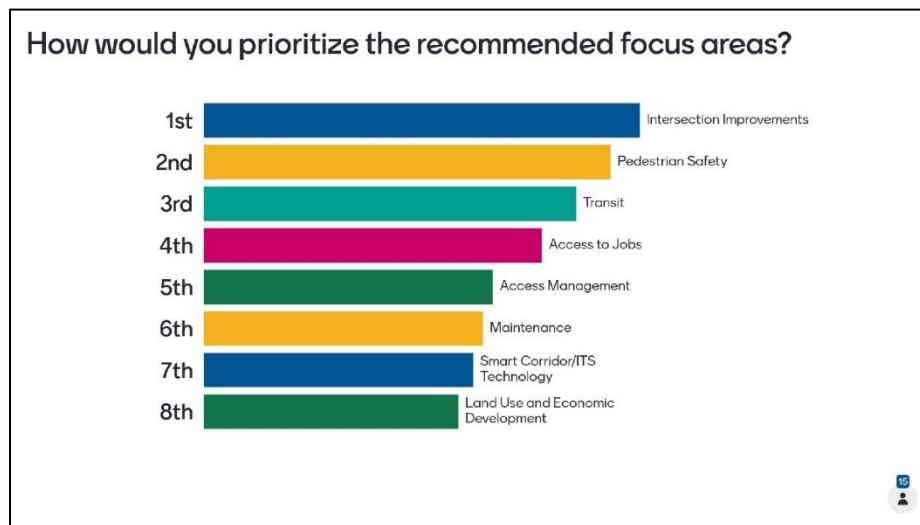
- ▶ **March 31, 2021:** A kickoff meeting to gather input on the Statement of Desired FCP Outcomes. Additionally, attendees were asked about their organizations' role in freight, and the challenges and potential opportunities in the FID area.

- ▶ **May 25, 2021:** A meeting during the needs assessment so the Team could present study findings to date and gather input on transportation needs.
- ▶ **August 25, 2021:** The Team presented draft project recommendations to the Stakeholder Committee and gathered feedback on prioritization of investments in the FID area.

Feedback was collected during these meetings via the Mentimeter online software, which the Team used to ask survey questions of meeting attendees and display real-time results for discussion. An example of one of these live survey questions from Mentimeter is shown in **Figure 4**. This feedback was used to shape the development of the FCP by the project team during the respective stages in the process and helped prioritize the Work Plan based on stakeholder support. Some of the key themes that were brought up in 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

**Figure 4. Live Survey Question from Mentimeter**



## BOULEVARD CID BOARD MEETINGS

The project team provided project updates, including findings from stakeholder engagement efforts, to the Boulevard CID during regularly scheduled Board meetings, held on the following dates:

- September 2, 2020 (Zoom format)
- December 3, 2020 (Zoom format)
- April 1, 2021 (Zoom format)
- September 2, 2021 (Zoom format)
- December 2, 2021 (in-person format)

**Figure 5 through Figure 7** show photos from the in-person Board meeting on December 2, 2021.

Figure 5. CID Board at Meeting on December 2, 2021



Figure 6. Project Presentation at CID Board Meeting on December 2, 2021



Figure 7. Attendees at CID Board Meeting on December 2, 2021

