Aerotropolis ATLANTA
Community Improvement Districts

Freight Cluster Plan

Powered by Aerotropolis Atlanta CIDs

Recommendations Report

NOVEMBER 2020

Prepared by:

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MODERN MOBILITY partners

PEQ

Acknowledgments

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AEROTROPOLIS ATLANTA ALLIANCE

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01 Introduction

1.1 Project Overview & Background

The Aerotropolis is a diverse activity center for travel, logistics, and goods distribution that generates hundreds of thousands of trips daily and is an economic engine for the region. It is one of metro Atlanta's most notorious congestion spots during peak travel hours. Situated in South Metro Atlanta, the Aerotropolis encompasses Hartsfield-Jackson Atlanta International Airport (H-JAIA) and is where I-75, I-85, and I-285 intersect.

Much of the freight activity in the Aerotropolis is driven by H-JAIA. In addition to its frequent designation as "the world's busiest airport," based on the total number of enplaned passengers, H-JAIA is also among the world's top 30 gateways for cargo traffic by dollar value at approximately $55.4 billion in total exports and imports in 2018.[1] Total cargo weight passing through the airport is projected to grow to 1.4 million metric tons by 2031,[2] which represents a 119 percent increase from 2019 tonnage (639,280 metric tons).[3] This expected increase in air cargo traffic will drive the expansion and development of distribution facilities in the study area, underscoring the need for the Aerotropolis Atlanta Freight Cluster Plan.

The Aerotropolis Atlanta Blueprint envisions the area as a "preeminent location for economic investment in the southeastern U.S." At the heart of the Aerotropolis area lies the Aerotropolis Atlanta Community Improvement Districts (AACIDs), which are committed to creating an economically strong, safe, attractive and vibrant community surrounding the world's most-traveled passenger airport. AACIDs boundaries cover more than 15 square miles, including H-JAIA and numerous properties within Clayton County and the cities of Atlanta, East Point, College Park, Hapeville, and South Fulton. The AACIDs are comprised of two separate districts, each with its own board of directors and budget: Airport West Community Improvement District (AWCID) and Airport South CID (ASCID).

The Aerotropolis is an origin and destination for goods, a major employment center, and the hub for associated traffic moving goods and people. The area contains over 35 million square feet (SF) of warehouse space, employs thousands of workers, generates significant revenue, and is a strong tax base for the area. With these and other underlying factors at play, congestion affects the freight industry's ability to effectively transport goods and make deliveries to customers on a timely basis. As the Aerotropolis grows in all sectors, a key challenge will be ensuring mobility for the local workforce and supporting economic development and maintaining quality of life while mitigating potential negative impacts of new development, growth in traffic volume, and competing land uses.

This Freight Cluster Plan examines existing and projected future freight movement around the airport and recommends improvements that will aid in the continued movement of cargo in the area to keep this important economic engine viable. The project team worked closely with project partners, including the Atlanta Regional Commission (ARC), the Georgia Department of Transportation (GDOT), the Aerotropolis Atlanta Alliance, H-JAIA, Clayton County, partner cities, and other stakeholders, to develop a framework and identify a series of projects, policies, and strategies that will improve operations, safety, efficiency, and reliability for freight traffic, helping maintain the economic competitiveness of the Aerotropolis.

The study area for this plan, shown in Figure 1-1 on page 7, encompasses a broad area surrounding H-JAIA with a core focus concentrated around the AACIDs. This core study area includes portions of Interstates 75, 85, and 285, as well as key truck routes such as Roosevelt Highway (US 29/SR 14) and Camp Creek Parkway (SR 6), along with local roads that provide direct access to the airport like Airport Loop Road and North Service Road. Slightly outside of this core area are other roadways with high volumes of truck traffic, including Old Dixie Road (US 19/US 41/SR 3), South Fulton Parkway, SR 85, and Forest Parkway (SR 331). Given the area's position as a major origin and destination for freight traffic and goods due to the AACIDs' prime location for distribution, logistics, and fulfillment center, the expected increase in air cargo activity, and the rise in e-commerce and home delivery, AACIDs sought to develop a plan that would improve safety, operations, and efficiency for freight traffic.

The development of the Freight Cluster Plan has included an examination of existing infrastructure and truck travel trends, best practices for freight mobility, field observations, a detailed traffic study, and input from stakeholders. This holistic approach has led to the development of strategies that will help the Aerotropolis to meet demand on area freight corridors while minimizing environmental and community impacts. The Freight Cluster Plan identifies financially feasible short-term and aspirational long-term recommendations as well as policies and strategies for the Aerotropolis to consider for implementation. This will involve coordination and collaboration with jurisdictions both within and surrounding AACIDs to make the Aerotropolis an attractive freight destination while enriching the quality of life for workers and residents.

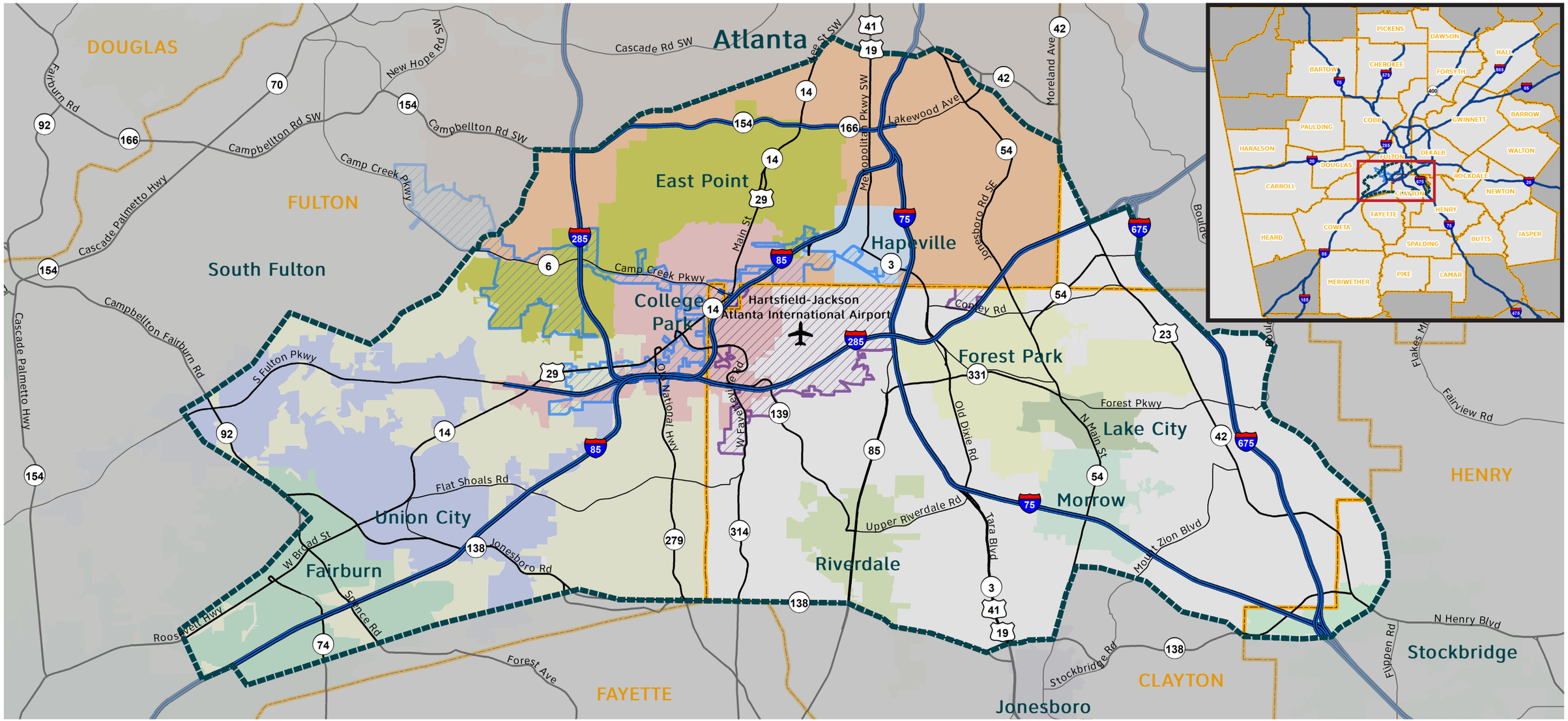
Relationship to Other Plans

The Atlanta Regional Freight Mobility Plan Update, completed in 2016, identifies the area surrounding H-JAIA, including AACIDs, as a regional freight cluster, warranting further study to better understand current and future freight travel patterns and to develop recommendations that would improve freight traffic operations, safety, and reliability, as well as access to jobs. This Freight Cluster Plan was funded through a federal grant administered by ARC with local match contributions from partner jurisdictions. The Freight Cluster Plan supports the Atlanta region's policy goal to identify area-specific freight challenges which have ramifications for the Atlanta region and economic activity, and to develop proactive actions to address them - primarily through policy, infrastructure, and technological investments.

In addition to the Regional Freight Mobility Plan Update[4], the Aerotropolis Atlanta Freight Cluster Plan builds upon and integrates recommendations from previous plans and studies such as the AeroATL Greenway Plan[5], Atlanta Regional Truck Parking Assessment Study[6], SR 6 Access Management Study[7], Clayton County Comprehensive Transportation Plan (CTP)[8], and local comprehensive plans, among many others. In particular, this Freight Cluster Plan was developed in close coordination with the Southern Fulton CTP, which was being developed simultaneously to the Freight Cluster Plan.[9] As such, the two project teams, which had some overlap among consultants, were able to share data and information, coordinate some stakeholder engagement, and most importantly, align several project recommendations and funding strategies.

1 Bureau of Transportation Statistics (2018). Top U.S. Foreign Trade Freight Gateways by Value of Shipments (Current $ billions).
2 City of Atlanta (2015). H-JAIA Master Plan, p. 5.
3 City of Atlanta (2019) H-JAIA Monthly Airport Traffic Report, December 2019.
4 Atlanta Regional Commission (2016). Atlanta Regional Freight Mobility Plan Update. https://atlantaregional.org/transportation-mobility/freight/atlanta-regional-freight-mobility-plan/.
5 Aerotropolis Atlanta (2018). AeroATL Greenway Plan. https://aeroatl.org/wp-content/uploads/2020/03/AeroATL-Greenway_Exec-Summ-Final.pdf.
6 Atlanta Regional Commission (2018). Atlanta Regional Truck Parking Assessment Study. https://cdn.atlantaregional.org/wp-content/uploads/final-report-atlanta-regional-truck-parking-assess¬ment-study-apr-2018.pdf.
7 Georgia Department of Transportation (2015). State Route 6 Access Management Plan. http://www.dot.ga.gov/BuildSmart/Studies/Documents/CampCreek-SR6/SR6AccessManagementStudy_FinalReport.pdf.
8 Clayton County, GA. (2018). Clayton County Comprehensive Transportation Plan (CTP) Update. https://www.claytoncountyga.gov/home/showdocument?id=11448.
9 Fulton County, GA (2020). Southern Fulton Comprehensive Transportation Plan. https://www.southernfultonctp.org/.

Aerotropolis Freight Cluster Study Area Context Map



N

0 2.5 5 10

Miles

- Expressways
- State Highways
- Major Roads
- Counties
- Study Area Boundary
- Airport South CID
- Airport West CID

Cities in Freight Cluster Study Area

- Atlanta
- College Park
- East Point
- Fairburn
- Forest Park
- Hapeville
- Lake City
- Morrow
- Riverdale
- South Fulton
- Stockbridge
- Union City

Freight Cluster Plan
Powered by Aerotropolis Atlanta CIDs

FIGURE 1-1: Study Area Context Map

Data Courtesy of Aerotropolis Atlanta CIDs and Atlanta Regional Commission

Goals & Objectives

Goal: Improve freight operations to help maintain economic competitiveness

Objective: Improve freight travel time reliability and expand truck parking opportunities

Goal: Improve safety

Objective: Provide operational and pedestrian enhancements to improve safety

Goal: Facilitate stakeholder engagement

Objective: Educate stakeholders and community members about emerging trends in freight and logistics

Goal: Conduct strategic investment planning

Objective: Prioritize projects to identify quick wins

The Freight Cluster Plan project team developed recommendations based on stakeholder input and provided the recommended project information to be integrated into the Southern Fulton CTP. The Southern Fulton CTP consultant team identified any project overlap or duplicates between the Freight Cluster Plan and project recommendations in the Southern Fulton CTP. Ultimately, the Southern Fulton CTP incorporated higher performing Freight Cluster Plan projects, based on the results of the prioritization effort. Additional details on this process are described in Section 4.2 on page 31.

Ongoing Projects

The Freight Cluster Plan also accounts for ongoing projects, such as the Diverging Diamond Interchange (DDI) at I-285 and Camp Creek Parkway (SR 6) (PI 0013142) and the relocation of Conley Road to align with C.W. Grant Parkway alongside the relocation of Old Dixie Road (US 19/US 41/SR 3), which also includes widening and grade separation (PI numbers 0001817, 752180, and 712430). It also considers programmed projects, such as the roundabout at Roosevelt Highway (US 29/SR 14) at Washington Road (PI 0011845), City of East Point's T-SPLOST project (EP-181) to realign Ale Circle at Camp Creek Parkway (SR 6), and improvements at the intersection of North Commerce Drive and Redwine Road (EP-6), as well as the City of South Fulton's intersection improvements at Scarborough Road and Welcome All Road (CSF-159), among others.

Goals & Objectives

This Recommendations Report serves as a framework for implementation of the Aerotropolis Atlanta Freight Cluster Plan. It identifies freight-specific transportation projects and policies to supplement existing transportation infrastructure and improve freight mobility within the Aerotropolis. Recommendations were developed in consideration of current and future needs for the study area, as well as the overall goals and objectives for this Freight Cluster Plan, developed in collaboration with the Steering Committee and Project Management Team:

- **Goal:** Improve freight operations to help maintain economic competitiveness
  - » **Objective:** Improve freight travel time reliability and expand truck parking opportunities
- **Goal:** Improve safety
  - » **Objective:** Provide operational and pedestrian enhancements to improve safety
- **Goal:** Facilitate stakeholder engagement
  - » **Objective:** Educate stakeholders and community members about emerging trends in freight and logistics
- **Goal:** Conduct strategic investment planning
  - » **Objective:** Prioritize projects to identify quick wins

These goals and objectives guided the Freight Cluster Plan process and serve as a foundation for recommendations and proposed improvements.

1.2 Process Overview

The planning process to develop this Freight Cluster Plan consisted of several key tasks:

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

These tasks followed a relatively chronological path, although Stakeholder Engagement was an ongoing activity, with engagement sessions, interviews, meetings, and presentations scheduled throughout the duration of the study. Through these tasks, the project team was able to: identify what other regions and areas are doing with regard to technology, infrastructure, and warehousing activities; identify freight-related needs and opportunities; educate stakeholders, gain input on needs and opportunities, and build support for project implementation; analyze traffic operations at key intersections, supplemented by detailed field reviews, to identify improvements; and draft and refine recommendations for projects, policies, and strategies.

The following sections briefly summarize each of the tasks and key findings leading up to the development of recommendations.

Stakeholder Engagement

The Freight Cluster Plan process included opportunities for local input and feedback on the challenges and needs related to freight movement and logistics. At the beginning of the study process, a Stakeholder and Outreach Strategy was prepared that identified activities designed to engage a cross section of local government agencies, freight and logistics companies and business organizations. The strategies coincided with key milestones in the process, and input received informed decisions that led to final recommendations for the Plan. Several outreach activities were conducted that involved close to 100 stakeholders and include the following:

- **Steering Committee:** At the beginning of the study process, a Steering Committee was formed and tasked with providing input into the identification of needs and proposed solutions. The Committee consisted of representatives from the counties and municipalities represented by AACIDs, H-JAIA, GDOT, private freight stakeholders, local business representatives and development advocates.

FIGURE 1-2: Project Team Leads Freight Forum Breakout Session

- **Digital Outreach:** A project web page was created to inform the public and post general information about the study process and was added to the AACIDs website. Posts included the project schedule, meeting presentations, and draft and final deliverables. The website was also used to post outreach materials produced by the project team. These include an educational video describing the purpose of the Freight Cluster Plan and an overview of freight related issues in the study area. A series of three podcasts were produced to highlight details of the study process and tasks. Each had a panel of subject matter experts from AACIDs, consultant team members, logistics organizations and transportation agencies.
- **Freight Forum:** A freight forum was held and included private freight stakeholders, transportation agency staff and workforce development representatives. The forum presented information about the freight study followed by a facilitated discussion on what types of projects AACIDs can implement to help improve freight operations. A breakout session allowed participants to identify specific locations with freight movement challenges and potential solutions. A summary of the feedback received during the forum was prepared and shared with the Project Management Team and Steering Committee members.
- **Stakeholder Interviews:** A total of 13 interviews were held with a mix of public and private freight professionals and advocates who have an interest in the process and outcomes of the Freight Cluster Plan. The purpose of the interviews was to gather input on freight-related transportation challenges, facility operations, and trends in the logistics and supply chain industry that are impacting freight movement. Separate lists of questions were prepared for the public and private sector, and interviews were conducted in person and by phone. In addition, a discussion was held with a law enforcement representative in the Aerotropolis area to determine if unauthorized truck parking is an issue. Based on the feedback received, the project team prepared a common themes report to highlight problematic corridors and other challenges, and potential solutions, including technology. The agencies and organizations that participated in the interviews are identified in Appendix C.
- **Truck Driver Intercept Surveys:** To better understand the challenges of freight activity in the study area, the project team conducted a survey of truck drivers with the support and participation of area companies to obtain feedback on their experiences driving to and through the area. A total of 42 truck drivers were surveyed at Dick's Sporting Goods, Amazon, Kroger, and Southeastern Freight Lines, primarily during staging times. The surveys were administered by retired truck drivers. The completed surveys were input into an online survey tool, and a summary was produced. Survey questions focused on specific roadways and intersections that present challenges for moving through the area, traffic flow problems, and access to parking.
- **Community Stakeholder Meeting:** A virtual meeting was conducted for local community leaders and stakeholders to provide an overview of the study process and introduce final draft recommendations. Invitees included local chambers of commerce and business organizations, air cargo representatives, and logistics specialists.

More detail on stakeholder engagement activities is included in Appendix C.

Best Practices

The Best Practices Technical Memorandum discusses innovative and cost-effective approaches in the freight industry for congestion mitigation and land use coordination in areas with high truck traffic and industrial and warehousing activities. It serves as an educational and empowerment tool for county and municipal partners on current national freight-intensive technologies that are relevant to the Aerotropolis.

Key findings from the Best Practices report include the following:

- Overall findings from ARC and Federal Highway Administration (FHWA):
  - » Between 2013 and 2040, there is a projected 76 percent increase in freight movement through the Atlanta region.
  - » Thirty-nine percent of U.S. homeowners receive a package at least once a month and 26 percent receive a package at least once a week.
  - » By cutting empty capacity of trucks in half, U.S. freight emissions could be reduced by 100 million tons per year, resulting in annual savings of $30 billion in diesel fuel.

- Recommended approaches in the areas of emerging technologies, land use, and supply chain logistics:
  - » **Emerging Technologies**
    - » **Truck Signal Priority:** At signalized intersections with heavy freight traffic, institute longer green lights and shorter red lights to accommodate freight vehicles.
    - » **Parking Solutions:** Explore innovative parking solutions such as variable message signs, information & management systems, and curbside sensors.
    - » **Greenhouse Gas Emissions:** Reduce greenhouse gas emissions through methods such as alternative fuels, delivery drones, tricycle delivery vehicles, and delivery robotics.
    - » **Autonomous Trucks:** Driverless trucks are anticipated within the next five years, and infrastructure investments are needed to support this emerging technology.
  - » **Land Use**
    - » **Fulfillment Centers:** Due to forecasted growth in freight, accommodate fulfillment centers and warehouses to support this need.
    - » **Mixed-Use Development:** Explore innovative site designs such as freight villages and vertical developments.
    - » **Interregional Collaboration:** Emphasize government and stakeholder collaboration with strategic regional planning.
    - » **Smart Growth:** Strive towards mixed land uses in areas with high freight intensity.

- **Supply Chain Logistics**
  - **Innovate Models:** Supply chain models need to account for increased delivery volumes.
  - **Explore Partnerships:** Consider approaches such as in-sourcing, out-sourcing, and public-private partnerships.
  - **Delivery Service Partners:** Explore services like Amazon Flex that help with last mile deliveries and improve on-time performance.
  - **Environmental Impacts:** Improve vehicle utilization, minimize reverse logistics, and reduce supply chain redundancy.

Inventory and Assessment

The Inventory and Assessment of Existing Conditions compiles data pertinent to the Freight Cluster Plan in order to undertake a comprehensive assessment of the transportation network, land use and development, freight-related facilities, demographics of residents and workers, and related planning initiatives in the Aerotropolis area. This deliverable incorporates commercial vehicle travel patterns and origin-destination data from StreetLight to provide a deeper understanding of the movements of commercial vehicles. In this report, the project team also conducted corridor-level analyses of crash data, roadway capacity, and driveway spacing along select truck routes. Collectively, this information was used to inform policies, strategies, and recommendations for this Freight Cluster Plan Recommendations Report.

Key findings from the Inventory and Assessment of Existing Conditions include:

- Most key corridors leading in and out of the AACIDs, such as Camp Creek Parkway (SR 6), Old National Highway (SR 279), and Riverdale Road (SR 139), have crash rates that exceed statewide averages for roads of the same functional classification type - some corridors have two times higher crashes than statewide averages.
- Many freight corridors are already at or near capacity, and widening may not be practical for each corridor. Improvements at intersections can help operations for all vehicles, including freight. For instance, Camp Creek Parkway (SR 6), Old National Highway (SR 279), and South Fulton Parkway will experience a 30 percent or higher increase in total daily traffic by 2050.
- As of September 2019, 25 warehouse facilities in the study area each have at least 500,000 SF of warehouse and distribution space.
- Pedestrian and bicycle routes do not provide consistent and connected coverage across the study area. Some MARTA bus routes near warehouses lack sidewalk access.
- Nearly 90 trucks per day distribute goods from Amazon Prime planes at H-JAIA, and the airport is expanding cargo operations with new facilities and better utilization of passenger planes to accommodate higher cargo volumes.
- From an access management perspective, high frequency of driveways along key truck routes like Forest Parkway (SR 331) and Old National Highway (SR 279), increases the risk of turning conflicts and limiting travel efficiency along truck routes due to frequent turning movements.
- According to StreetLight data from 2017, the most common destination zones for commercial vehicle trips that originate within the study area on an average day include: H-JAIA; the industrial area east of I-75, along Forest Parkway (SR 331) near the State Farmers Market; the cluster of distribution centers where Conley Road meets Moreland Avenue (US 23/SR 42) west of I-675; and the warehouse area in Fairburn near the CSX Intermodal Terminal. Collectively, these zones receive more than 12 percent of all trips that originate within the study area. Of all commercial trips that originate within the AACIDs, roughly 18 percent end up at H-JAIA while another seven percent end up in and around the Camp Creek Business Park, west of Washington Road and south of Camp Creek Parkway (SR 6).
- Truck regulations vary across Cities and Counties within the AACIDs. A lack of designated parking and staging makes pick-up and delivery less efficient and can result in more trucks circling or idling while waiting to pick up or drop off goods.
- Leveraging emerging connected vehicle (CV) technology and intelligent transportation systems (ITS) initiatives along freight corridors in coordination with GDOT can help improve efficiency and reduce traffic congestion.
- As e-commerce grows, demand for home delivery and truck parking will increase. Working closely with public and private sector partners can lead to innovation in facility siting, truck parking, and cargo growth within the AACIDs and its surroundings.

Traffic Study

The Traffic Study examined the existing and future conditions of 18 intersections in the Aerotropolis Freight Cluster Area. The traffic study included capacity, operational and safety analysis of these intersections to identify deficiencies and recommend potential improvement projects to mitigate the deficiencies (see Figure 1-6). This analysis considered growth rates based on the outputs of the 2040 ARC Activity-Based Model (ABM) and developments of regional impact (DRIs). The project team also conducted operational and geometric design field reviews at each key intersection focusing on overall traffic conditions, design considerations, level-of-service (LOS), and operational issues related to freight movement.

Key findings from the Traffic Study include:

- Under the existing year (2019) conditions, nearly all study intersections operate at LOS D or better in the morning and afternoon peak hours except for two: South Fulton Parkway (SR 14) at Majestic Place, which operates at LOS F in the morning and afternoon peak hours and Forest Parkway (SR 331) at Old Dixie Road (US 19/US 41/SR 3), which operates at LOS E in the morning peak hour.

76% **2013 to 2040 forecasted increase in freight moving through the Atlanta region**

45% **Percent of jobs held by residents in the study area are in freight-dependent industries**

The Aerotropolis is home to 35+ million SF of warehouse space and will gain 16 million more SF by 2021.

H-JAIA is among the world's top 30 gateways for cargo traffic by dollar value. Total weight of cargo passing through the airport is forecasted to increase 113% between 2011 and 2031.

- Based on the expected growth in traffic at the study intersections between 2019 and 2029, if no improvements are made, seven out of 18 study intersections are projected to operate at LOS E or worse in the morning and afternoon peak hours.
- With the proposed improvements, all study intersections are projected to operate at LOS D or better in the morning and afternoon peak hours, with three exceptions: North Commerce Drive at Centre Parkway is projected to operate at LOS E in the morning peak hour, primarily due to the delay experiences at the stop-controlled Centre Parkway approach; Welcome All Road at Scarborough Road is projected to operate at LOS F in the morning peak hour and at LOS E in the afternoon peak hour, due primarily to overall traffic volumes and the all-way stop control; and Camp Creek Parkway (SR 6) at Washington Road is projected to operate at LOS E in the afternoon peak hour, mainly due to the delay experienced by the eastbound left-turn movement and westbound through movement.
- Consideration should be given to widen Camp Creek Parkway (SR 6) from four lanes to six lanes in the future to achieve an LOS of D or better at the Camp Creek Parkway (SR 6) at Washington Road intersection.
- The major movements at the intersection of Camp Creek Parkway (SR 6) at North Commerce Drive - namely the through and right-turn movements along North Commerce Drive - operate with no delay. Even though the proposed improvements do not predict an improvement in the capacity of the intersection, they are still expected to improve the operations and safety by reducing overall vehicular conflicts by removing a major weaving maneuver at this highly congested intersection. Furthermore, if the recommendations from the GDOT State Route 6 Access Management Study are implemented, a reduction in traffic volumes is expected at the intersection and a corresponding improvement in intersection LOS.
- With the short-term improvement discussed in this Recommendations Report, the Riverdale Road (SR 139) at Phoenix Boulevard/Forest Parkway intersection is projected to operate at LOS E and LOS D in the morning peak hour and afternoon peak hour, respectively. With the installation of the long-term Median-U-Turn recommendation (project I19), this intersection is projected to operate at LOS D in the morning and afternoon peak hours.
- The reconstruction of the interchange of Camp Creek Parkway (SR 6) and I-285 likely impacted the traffic analysis for the two adjacent intersections of Camp Creek Parkway (SR 6) at Centre Parkway/Princeton Lakes Parkway and Camp Creek Parkway (SR 6) at North Commerce Drive. At the time new counts were collected, the Diverging Diamond Interchange (DDI) was still under construction. As a result of construction activities and associated lane closures, it may be that some motorists were diverted to other roadways. It may also be that during peak hours, eastbound traffic experienced heavy queuing from the interchange, extending through one or both of these intersections during the time the counts were collected. Additionally, congestion due to construction may have choked the westbound through movement, reducing the westbound approach volumes at these intersections. Collectively, these impacts may have resulted in lower traffic volume at both Centre Parkway/Princeton Lakes Parkway and at North Commerce Drive. As a result, LOS at these intersections may, in reality, be worse than reported in the Traffic Study. Furthermore, completion of DDIs has generally resulted in more efficient traffic flow and therefore higher throughput. Additional analysis will be needed to determine the effects the DDI has had on traffic movements through the interchange and at these adjacent intersections as recommended projects are advanced and implemented. Consideration should be given to installing an additional southbound through-lane along North Commerce Drive and an additional northbound left-turn lane from North Commerce Drive to Camp Creek Parkway (SR 6) westbound to improve the LOS at the Camp Creek Parkway (SR 6) at North Commerce Drive intersection.

Based on the future year traffic volumes, future year intersection capacity analysis, field observations, and the crash history at the study intersections, several improvements are proposed to address and mitigate the safety, operational and capacity deficiencies at the study intersections.

1.3 Report Organization

This Report is organized into several sections as described below:

- **Section 2** provides an overview of the project identification and prioritization process utilized to develop the final tiered project recommendations and policies and strategies. Categories and criteria as well as weighting scenarios and results are discussed.
- **Section 3** summarizes potential funding strategies and sources that may be used to implement the Freight Cluster Plan. It summarizes the process to identify the financially feasible short-term action plan, projects that are likely competitive for grant funding, and information that could support grant applications for those projects.
- **Section 4** provides an overview of Freight Cluster Plan recommendations, including two project lists: a financially feasible short-term action plan, an unconstrained long-term vision project list; and a set of policy and strategy recommendations.
- **Section 5** is the conclusion for this Freight Cluster Plan. It discusses implications of this plan for the Aerotropolis and surrounding area, how it will be incorporated into other local and regional plans going forward, and how the plan can guide project implementation and delivery.

02 Project Identification & Prioritization

2.1 Project Identification Overview

To identify potential projects and recommendations, the project team reviewed and evaluated information and key findings from several sources, including ongoing and programmed projects at the local, regional, and state level, as well as recommendations from recent plans and studies, and findings from the traffic study and inventory and assessment. Based on findings from the Inventory and Assessment of Existing Conditions and Traffic Study, several key needs and opportunities became apparent, especially in the areas of capacity, access management, and bicycle and pedestrian facilities.

Collectively and alongside consideration of needs and opportunities identified through stakeholder engagement activities, in addition to the analyses and assessments resulted in a wide-ranging list of potential projects. Through an iterative process of brainstorming and work sessions, the project team advanced many ideas for further consideration and refinement, while it was determined that others were not needed or did not provide the initially anticipated benefit. The team presented preliminary project categories and examples of project types to the Steering Committee in October 2019. From there, the team developed a preliminary list of potential projects toward the end of 2019 and worked to refine and adjust them over a period of several months throughout the end of the year.

In early 2020, the project team developed a "universe" of potential projects and presented this list to the project Steering Committee in February 2020. The initial "universe of potential projects" contained a range of access management, intersection, pedestrian safety and workforce supportive, and smart corridor technology and Intelligent Transportation Systems (ITS) project. Also included were some scoping or concept studies, wayfinding and signage projects, and policies and strategies.

Examples of these types of projects include:

- Route guidance and signage and lighting upgrades
- Widening tight turning radii at key intersections
- Rebuilding deficient and cracked curbs
- Sidewalk along bus routes in proximity to job centers
- Signal timing and phasing adjustments
- Longer and additional turn lanes
- Widening and capacity improvements in select locations
- Changes to intersection control

After receiving input from the Project Management Team (PMT) and Steering Committee, this initial "universe" of projects was revised and refined multiple times over a period of a few months, in consultation with AACIDs and ARC, as well as key stakeholders, and in consideration of the current status of ongoing projects and initiatives, and the findings of the future conditions traffic analysis. In total, the final recommendation list contains a total of 68 recommendations, which includes 57 projects and 11 policies and strategies. These are grouped into several categories, by project type and by implementation timeframe, as discussed in Chapter 4 of this report.

2.2 Project Prioritization Framework

All projects were evaluated according to a project evaluation and prioritization process, developed in consultation with the PMT and Steering Committee, shown in Figure 2-1. This process was designed to support the plan's goals and objectives and to incorporate stakeholder input. Beginning with metrics that had been used previously to prioritize the AACIDs Master Plan as a starting point, the project team worked with the PMT and Steering Committee to identify several criteria and metrics within each criterion that would be used to help identify higher priority or higher performing projects, which, in turn, would inform development of the financially feasible plan. Potential categories initially discussed included stakeholder input, economic benefits, safety, project readiness, mobility, and environment and public health.

FIGURE 2-1: Project Prioritization Framework

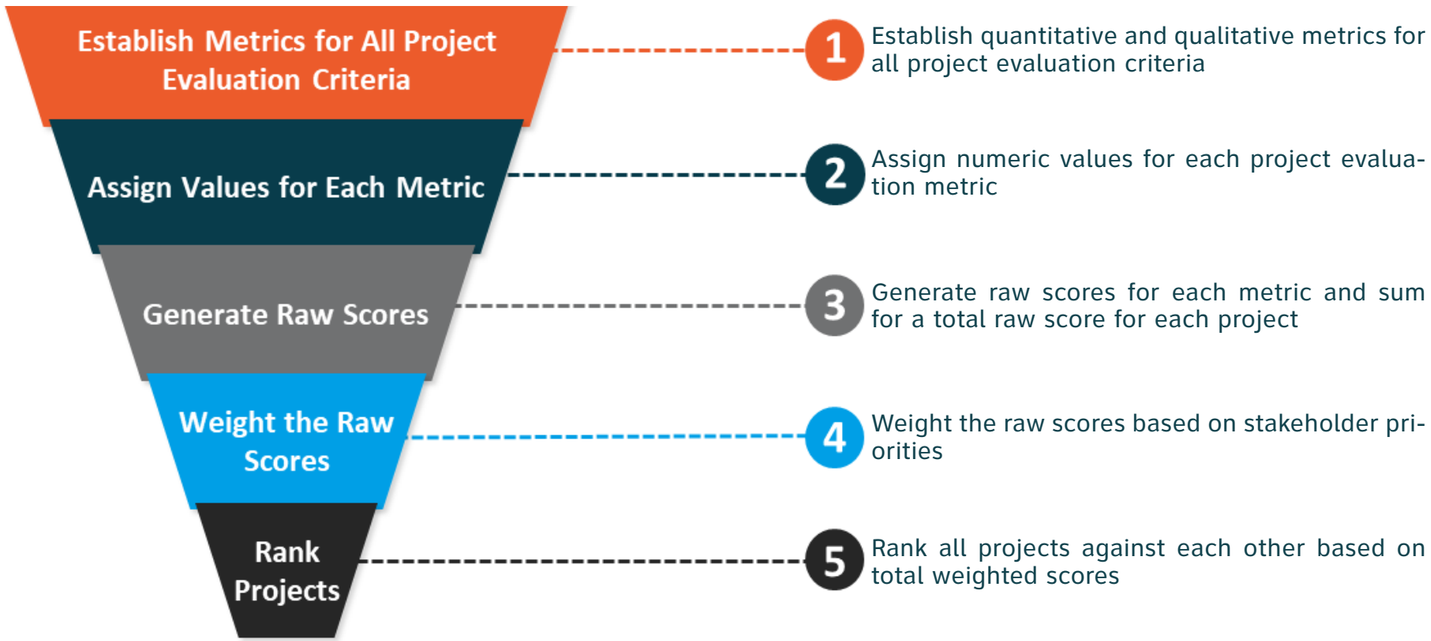


FIGURE 2-2: Project Evaluation and Prioritization Process

TABLE 1: Project Weighting Scenarios

	Selected Weighting Scenario		
Category	**Freight Forum Results**	**Steering Committee Results**	**Overall Average**
Economic Benefits	24.17%	24.00%	24.10%
Safety	26.67%	24.67%	25.90%
Project Readiness	15.83%	18.00%	16.67%
Mobility Options	21.67%	24.67%	22.82%
Environment & Public Health	11.66%	8.66%	10.51%
	100.00%	**100.00%**	**100.00%**

Evaluation Process

The project evaluation and prioritization process followed a multi-step process, as shown in Figure 2-2. The process began with identifying categories of criteria to use in evaluating projects, metrics within each category, data that could be used to determine the values for each project metric, and a process of weighting scores. This process is described in more detail in the following sections.

Categories and Criteria

Ultimately, five categories of criteria were identified – Return on Investment and Economic Benefits, Safety, Project Readiness, Mobility Options, and Environment and Public Health - as shown in Figure 2-1 on the previous page. It was determined that Stakeholder Input would be incorporated into the framework in the form of the weighting of the resulting scores rather than as a standalone criterion. Because the projects were developed in response to and with input from stakeholders and based on previously vetted, approved plans and studies, the Steering Committee felt that the best way to reflect stakeholder input in the prioritization was to get input on weighting scenarios.

Weighting Scenarios

To determine the relative importance of each category, the project team asked stakeholders at two different events to rank them in order of importance via interactive polling platforms. The results of these polls - conducted during a Freight Forum held in August 2019 and an October 2019 Steering Committee meeting - are shown in Table 1 to the left. As shown, economic benefits and safety were rated highest among the evaluation criteria. The results from both polls were used to weight the evaluation criteria, as shown in Table 2 on the following page.

Metrics and Data Inputs

Within each category, the team identified several potential metrics. These were reviewed and discussed with the PMT prior to finalizing them. Ultimately, the team settled on a range of both quantitative and qualitative metrics on which to score potential projects, with multiple metrics included under each category. For the safety category, the team considered whether projects are in locations with concentrations of crashes and whether a project could help reduce the likelihood of crashes. Within project readiness, the team evaluated level of effort to implement a project, whether it was included in the Regional Transportation Plan, and if the project would require coordination with federal agencies or railroads. Generally, the metrics were evaluated on a low/medium/high scale or a yes/no scale, with defined values and resulting scores assigned to each.

The evaluation criteria, metrics, and scoring ranges are shown in Table 2 to the right.

To evaluate projects on each metric, the team compiled and assessed a range of data. Multiple data inputs were used to develop scores for some metrics. For example, "level of effort to implement," under Project Readiness, was based on whether right-of-way would be needed for a project and the presence of wetlands, historic resources, or cemeteries within a likely project area. Having established values that correspond to each metric, the team assigned scores to each project, for each metric. The aggregated scores were then weighted according to the average scenario, described earlier in this section. Based on the final scores, projects were organized into two tiers, based on likely project performance and relative priority. Tier 1 projects are considered higher performing, while Tier 2 projects are more moderately performing. These performance tiers later informed development of the "Financially Feasible" plan, described in Section 4.2 of this report.

TABLE 2: Evaluation Criteria, Metrics, and Scoring

Measures		Selected Weighting Scenario	
Evaluation Criteria	**Metrics**	**Range**	**Values**
Economic Benefits	Proximity to Distribution and Warehouse Centers	Low	> 0.5 miles
		Medium	0.25 - 0.5 miles
		High	<0.25 miles
	High Level of Return on Investment (ROI) by Project Type	Low	Low expected ROI
		Medium	Medium expected ROI
		High	High expected ROI
	Supports Workforce Development	Low	*Isolation Index < 3
		Medium	Isolation Index 3 - 4.7
		High	Isolation Index > 4.7
Safety	High Crash Location Density	Yes	Located in high crash density location
		No	Not located in high crash density location
	Expected Reduction in Crashes by Project Type	Low	< 5% expected reduction
		Medium	5 - 20% expected reduction
		High	> 20% expected reduction
Project Readiness	Level of Effort to Implement	Low	No right-of-way (ROW), Wetlands, Cemeteries, or Historic Issues
		Medium	1 ROW, Wetlands, Cemeteries, or Historic Issues
		High	> 1 ROW, Wetlands, Cemeteries, or Historic Issues
	Included in Regional Transportation Plan (RTP)	Yes	Is included in RTP
		No	Is not included in RTP
	Requires Coordination with Federal Agencies and/or Railroad Companies	Yes	Requires coordination with others
		No	Does not require coordination
Mobility Options	Freight Designated Corridor	Yes	On NHFN, GDOT, or ARC ASTRoMaP Corridor
		No	Not on NHFN, GDOT, or ARC ASTRoMaP Corridor
	High Truck Volumes/Percentages	Low	< 3,500 Trucks and/or < 9% Trucks
		Medium	3,500 – 11,500 Trucks and/or 9 - 20% Trucks
		High	> 11,500 Trucks and/or >20% Trucks
	Vehicle Hours of Delay	Low	Minimal travel time savings
		Medium	0 - 160 Vehicle Hours of Delay Savings
		High	> 160 Vehicle Hours of Delay Savings
Environment & Public Health	Anticipated Emissions Reductions	Low	Minimal expected emissions reduction
		Medium	Moderate expected emissions reduction
		High	High expected emissions reduction
	Active Transportation Project	Yes	Is active transportation
		No	Is not active transportation

**Note: The isolation index is a model developed by the Atlanta Regional Commission to identify geographic areas that are more difficult to access. This was used as a measure to understand if a project would help increase accessibility to an area with job sites.*

03 Funding Strategies

3.1 Section Overview

Funding is a critical component of any plan implementation strategy. To strengthen the chances of the Aerotropolis Atlanta Freight Cluster Plan being implemented, the project team considered a range of potential funding sources in developing an overall strategy for the Freight Cluster Plan. While many of the recommended projects may be funded by the AACIDs in partnership with local jurisdictions through common sources such as the regional Transportation Improvement Program (TIP), there are a wide range of state and federal grants that could also be used. This section provides an overview of several potential funding sources and summarizes the process used to project future revenues and develop a Financially Feasible Plan for the Aerotropolis Atlanta Freight Cluster Plan. Funding resources listed in this section are based on information that was available at the time of the Freight Cluster Plan's publication and are subject to change.

3.2 Potential Funding Sources

A variety of funding sources are potentially available to fund the Freight Cluster Plan project recommendations. These range from local, state, and federal sources to private and public-private partnerships. When identifying funding for projects, the AACIDs can seek opportunities to leverage multiple funding sources, including competitive grant funding and partnership opportunities with public and private agencies such as MARTA, ATL, SRTA, GDOT, ARC and private companies that may have a shared interest in improving transportation conditions in the area.

For projects that traverse multiple jurisdictions, all jurisdictions may not have sufficient funding available in the same timeframe. In these situations, it is recommended that jurisdictions reserve their portion until all jurisdictions have funding available as this will allow for quicker implementation and will aid in developing competitive grant applications by demonstrating partnerships among jurisdictions.

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 B.

Federal Resources

Fixing America's Surface Transportation Act

The Fixing America's Surface Transportation (FAST) Act is the current federal transportation funding authorization legislation. The Highway Trust Fund (HTF) is the source of most FAST Act programs. It is funded by the national fuel tax of 18.4 cents per gallon on gasoline and 24.4 cents per gallon on diesel.[10] States receive HTF funds based on a formula described in the legislation. Specifically, the FAST Act includes $206.5 million to Georgia over five years for use on a roadway freight network with major facilities in Metro Atlanta. The Fixing America's Surface Transportation (FAST) Act was signed into law in 2015, providing long-term funding for surface transportation. It also appropriates funds for select FHWA Formula Programs that can be applied to freight projects. Most, if not all, programs are administered through ARC's TIP. The FAST Act has a shelf life of five years, though Congress passed a continuing resolution in October 2020, extending the FAST Act through September 2021.[11] It is anticipated that Congress will either enact new transportation legislation or pass another continuing resolution at a later date.

National Highway Performance Program - 23 USC 119

The National Highway Performance Program (NHPP) supports the condition and performance of the National Highway System (NHS). The FAST Act provides specific NHPP eligibility for vehicle-to-infrastructure (V2I) communication equipment.

Surface Transportation Block Grant - 23 USC 133

The Surface Transportation Block Grant Program (STBG) has the most flexible eligibility requirements among all Federal-aid highway programs. It can be used for projects to preserve or improve conditions and performance on any federal-aid highway or bridge projects on any public road, facilities for non-motorized transportation, transit capital projects, and public bus terminals and facilities.

Highway Safety Improvement Program

The Highway Safety Improvement Program (HSIP) funding is for infrastructure safety-related projects and can be used on any public road, including those owned by local governments. In addition, the FAST Act includes Vehicle-to-Infrastructure (V2I) communication equipment as HSIP-eligible.

The HSIP consists of these components:

- **Strategic Highway Safety Plan (SHSP):** A state-coordinated safety plan that provides a comprehensive framework for reducing highway fatalities and serious injuries on all public roads. Georgia's current SHSP is the 2019-2021 Strategic Highway Safety Plan.[12]
- **State HSIP or program of highway safety improvement projects:** The Georgia Highway Safety Improvement Program (HSIP) provides for a continuous and systematic procedure that identifies and reviews specific traffic safety issues around the state to identify locations with potential for improvement. The goal of the HSIP process is to reduce the number of crashes, injuries and fatalities by eliminating certain predominant types of crashes through engineering solutions.
- **Railway-Highway Crossing Program (RHCP):** The RHCP provides funds for safety improvements to reduce the number of fatalities, injuries, and crashes at public railway-highway grade crossings.

Congestion, Mitigation & Air Quality Improvement Program (CMAQ) - 23 USC 149

The Congestion Mitigation and Air Quality (CMAQ) Improvement Program is a funding source to help to reduce congestion and improve air quality for areas that do not meet the National Ambient Air Quality Standards (NAAQS). Since the Aerotropolis Atlanta Freight Cluster Plan study area is within the Atlanta non-attainment area, projects such as intersection and traffic signal improvements that can be shown to reduce congestion could be eligible. Additionally, the FAST Act made V2I communication equipment eligible as a CMAQ project type. CMAQ-funded projects must demonstrate a reduction in ozone precursor pollutants and/or particulate matter immediately upon implementation. The Atlanta Regional Commission (ARC) allocates approximately $29 million per year for the CMAQ program.[13]

National Highway Freight Program (NHFP)

The National Highway Freight Program (NHFP) provides funding for a wide range of freight-related projects specified in approved state freight plans for projects on the National Highway Freight Network (NHFN).

10 Federal Highway Administration (2016). Fixing America's Surface Transportation Act or "FAST Act" - A Summary of Highway Provisions,
11 American Association of State Highway Officials (2020). CR Secures Federal Funding, Extends FAST Act For One Year. AASHTO Journal.
12 Georgia Governor's Office of Highway Safety (2019). 2019-2021 Georgia Strategic Highway Safety Plan.
13 Atlanta Regional Commission (2017). Atlanta Regional Commission Congestion Mitigation and Air Quality (CMAQ) Program Overview.

Metropolitan Planning Program

The Metropolitan Planning Program is authorized through the FAST Act and establishes the three Cs framework (cooperative, continuous, and comprehensive) for transportation planning at the metropolitan level. This level of planning is carried out by a federally-funded metropolitan planning organization (MPO), which represents localities in all urbanized areas with populations over 50,000, including the Atlanta urbanized area.[14] MPOs oversee and manage regional transportation planning processes, including the long-range regional transportation plan (RTP) and short-term TIP. ARC is the federally designated MPO for the Atlanta region and oversees transportation planning for the region.[15]

Federal Competitive Grants

Better Utilizing Investment to Leverage Development (BUILD)

The Better Utilizing Investments to Leverage Development, or BUILD Transportation Discretionary Grant program (formerly Transportation Investment Generating Economic Recovery, or TIGER), is an annual competitive grant program to invest in road, rail, transit and port projects that will achieve national objectives and have significant local or regional impact. Project sponsors can be any public entity, including municipalities, counties, port authorities, tribal governments, MPOs, and others. Eligible capital projects include highway, bridge, or other road projects eligible under Title 23, United States Code;[16] public transportation projects eligible under chapter 53 of Title 49, United States Code; passenger and freight rail transportation projects; port infrastructure investments (including inland port infrastructure and land ports of entry); and intermodal projects. The total BUILD Grant Program funding amount is $1.5 billion with projects in urban areas ranging from $5 million to $25 million and $1 million to $25 million for rural areas.

Infrastructure and Rebuilding America (INFRA)

The INFRA Grants program, formerly known as the FASTLANE Grants program, provides dedicated, discretionary funding for critical highway and bridge projects. In addition to government entities, special purpose districts or public authorities with a transportation function are eligible to apply. The INFRA program's focus on economic vitality, leveraging non-federal funding sources (including private sector participation), innovation, and performance, means that freight projects will be competitive. The program promotes the incorporation of innovative technology. In 2018, INFRA grant awards ranged from $7 million to $184 million per project in urban areas. The minimum award for a large project is $25 million.[17] The minimum award for a small project is $5 million. INFRA grants may be used for up to 60 percent of eligible project costs, and the total federal share can be up to 80 percent.[18]

Advanced Transportation and Congestion Management Technologies Deployment Program (ATCMTD)

The Advanced Transportation and Congestion Management Technologies Deployment Program (ATCMTD) is a competitive grant program for implementation and operation of advanced transportation technologies. The objectives of this program are to reduce costs and improve return on investments, deliver environmental benefits through increased mobility, improve transportation system operations, improve safety, improve collection and dissemination of real-time information, monitor transportation assets, deliver economic benefits, and accelerate deployment of connected/autonomous vehicle technologies. Eligible entities include states, local governments or other political subdivisions, transit agencies, large MPOs, multi-jurisdictional groups, and consortia of research or academic institutions. Up to $60 million per year is authorized for the ATCMTD program. FHWA awards five to ten grants each year and may not award more than 20 percent of program funding for a fiscal year to a single grant recipient.[19] The federal share is up to 50 percent of the project cost. In 2019, ten projects were awarded between $2.4 million and over $8 million each.

Accelerated Innovation Deployment Demonstration (AID)

The AID Demonstration program provides funding as an incentive for eligible entities to accelerate implementation and adoption of innovation in highway transportation to deliver projects faster, better, and smarter. A Notice of Funding Opportunity was published in September 2016 continuing under the FAST Act.[20]

Other federal competitive grants include:

- Automated Driving Systems Grant (ADS)
- Capital Investment Grants – Section 5309
- Public Transportation Innovation – Section 5312

Other Federal Programs

- **Federal Motor Carrier Safety Administration – High Priority Grants, United States Department of Transportation (USDOT):** This is a competitive grant program designed to enhance activities as part of the state's commercial vehicle safety plan activities.[21]
- **Choice Neighborhoods Implementation Grant Program, United States Department of Housing and Urban Development (HUD):** This program addresses struggling neighborhoods with distressed public housing through a comprehensive planning approach to neighborhood transformation.[22]
- **Energy Efficiency and Conservation Block Grant Program, United States Department of Energy:** This program seeks to reduce emissions and total energy use and create jobs through the implementation of energy efficiency and conservation projects and programs in various sectors, including transportation.[23]

State Resources

Georgia Department of Transportation

The primary source of state transportation funding is revenues from the state fuel tax of 27.9 cents per gallon of gasoline and 31.3 cents per gallon on diesel.[24] Specific state funding sources for freight project funding include the following GDOT programs.

14 Federal Transit Administration (2019). Metropolitan Planning Organization (MPO).
15 Atlanta Regional Commission (2020). Transportation & Mobility Overview.
16 Modern Mobility Partners (2018). USDOT 2018 BUILD Grant Program Highlights.
17 United States Department of Transportation (2019). INFRA Grant FAQs.
18 Ibid.
19 Federal Highway Administration (2019). U.S. Department of Transportation Awards $53 Million in Advanced Transportation and Congestion Management Technologies Grants.
20 Federal Highway Administration (2019). Grant Programs.
21 Federal Motor Carrier Safety Administration (2020). High Priority (HP) Grant - Overview.
22 United States Department of Housing and Urban Development (2020). Choice Neighborhood Implementation Grants.
23 United States Department of Energy (2020). About the Energy Efficiency and Conservation Block Grant Program.
24 Georgia Department of Revenue (2020). Calculating Tax on Motor Fuel.

Local Maintenance and Improvement Grant

The Local Maintenance and Improvement Grant (LMIG) program was developed with partner agencies to support a wide range of activities to allow local governments greater flexibility and quicker project delivery, while allowing GDOT to effectively administer the program with a reduced workforce and new funding match requirements. Eligible activities include, but are not limited to, preliminary engineering, construction supervision and inspection, intersection improvements, turn lanes, bridge repair/replacement, sidewalk adjacent to public roads, signs, striping, guardrail installation, and signal installation or improvement. The amount of allocation for each county and city is based on the total centerline road miles for local road systems and the total population of the county or city as compared to statewide numbers.[25]

Safe Routes to School

Georgia's Safe Routes to School (SRTS) program is intended to improve health and well-being of children in grades K-8—including those with disabilities—by making it safe, convenient and fun to walk or bike to school. Eligible applicants are state, regional, local, county and city government, and school districts. A school must be actively engaged in non-infrastructure activities (e.g. SRTS Plan, Education, Encouragement and/or Enforcement activities) and enrolled in the Georgia SRTS Resource Center. Projects must be infrastructure projects within public right-of-way and a 2-mile radius of a school with grades K-8. Eligible projects are sidewalk improvements, traffic calming and speed reduction improvements, pedestrian and bicycle crossing improvements, on-street bicycle facilities, off-street bicycle and pedestrian facilities, secure bicycle parking facilities, and traffic diversion improvements. Other project types may be eligible if they aim to reduce speeds and improve pedestrian and bicycle safety and access. Applications are limited to $500,000 and there is no match required.[26]

Quick Response (Projects < $200,000)

The Quick Response Project Program administered by GDOT funds operational projects such as restriping, intersection improvements, and turn lane additions and extensions that can be implemented in a short period of time for under $200,000.[27] The typical timeline for a Quick Response Project is three to four months.[28] GDOT's Quick Response Program can be used for freight improvements such as widening turn radii and cutting back medians to reduce the likelihood that trucks drive over them.

State Road and Tollway Authority

Georgia Transportation Infrastructure Bank

The Georgia Transportation infrastructure Bank (GTIB) is a grant and low-interest loan program administered by the State Road and Tollway Authority (SRTA). Applicants can be local, regional, and state governments and Community Improvement Districts. Projects must be motor-fuel-tax eligible (e.g., highways and bridges), and funds can be used for preliminary engineering, traffic and revenue studies, environmental studies, right-of-way acquisition, legal and financial services associated with the development of the qualified project, construction, construction management, facilities, and other costs necessary for the qualified project.[29]

- Call for projects occurs approximately every 12-18 months. SRTA prefers 18 months to reserve more capital funds to award.
- The last call for projects was Fall 2019. The next call for projects is scheduled for September-October 2020 for loans with $10 million available. It is anticipated that another round of funding for grants will be available in 2021.
- Applications should focus on demonstrating high degree of local commitment (local match), drive economic development and mobility, include innovation, be close to construction, and feasibility. It is not required to meet all of these categories, but projects will be prioritized that meet more of these goals.
- Eligible projects include road and bridge projects to follow the Motor Fuel Tax guidance.

Local Resources

Atlanta Regional Commission

The Atlanta Regional Commission (ARC), as the regional Metropolitan Planning Organization, is responsible for administering federal funds allocated for projects through a variety of programs. In addition, ARC offers several programs that can support further study and project implementation.

Livable Centers Initiative

The Livable Centers Initiative (LCI) is a grant program that incentivizes local jurisdictions and agencies to re-envision their communities as vibrant, walkable places that offer increased mobility options, encourage healthy lifestyles, and provide improved access to jobs and services.[30]

Georgia Smart Communities Challenge

This program is organized by the Georgia Institute of Technology in partnership with ARC and others. It offers up to $50,000 in direct funding and technical assistance to enable visioning, exploration, and planning for "smart" futures. Since federal funding is involved through this program, a 20 percent local match is required among local partners.[31]

Community Development Assistance Program

The Community Development Assistance Program (CDAP) provides planning and technical support to metro Atlanta communities to improve quality of life. Projects are chosen based on staff capacity and priority issues, such as creative placemaking, green infrastructure, and others.[32]

Transportation Improvement Program

Administered by ARC in the Atlanta region, the Transportation Improvement Program (TIP) allocates federal funds for use in the construction of the highest-priority projects in the Regional Transportation Plan (RTP). As the federally designated metropolitan planning organization (MPO) for the Atlanta region, ARC is responsible for developing the TIP to meet federal planning requirements and to address local needs, including within the Aerotropolis. ARC anticipates a round of solicitation in late 2021 to early 2022. Candidate projects are those that minimize environmental impacts, right-of-way, and other factors that add up to a longer federal review process.[33] Based on the timing of TIP solicitations and their outcomes, the AACIDs should consider applying for a higher priority project in the upcoming solicitation period to acquire funding by 2023 at the latest. TIP funds could benefit not just pedestrian and workforce supportive projects such as bus stops but also small intersection improvements. The ideal cost for projects funded through the TIP is $1 million to $5 million, allowing for some related recommendations in this report to be bundled together into one application.

25 Georgia Department of Transportation (2020). Local Maintenance & Improvement Grant (LMIG) Program.
26 Georgia Department of Transportation (2007). Safe Routes to School Program Guidance.
27 Georgia Department of Transportation (2019). Quick Response Projects.
28 Ibid.
29 State Road & Tollway Authority (2020). Georgia Transportation Infrastructure Bank.
30 Atlanta Regional Commission (2020). Livable Centers Initiative.
31 Georgia Institute of Technology (2020). Georgia Smart Communities Challenge.
32 Atlanta Regional Commission (2020). Community Development Assistance Program.
33 Atlanta Regional Commission (2020). Transportation Improvement Program.

SPLOST and T-SPLOST

Local taxes, such as the Special Purpose Local Option Sales Tax, or SPLOST, may be used for matching funds on state or federally funded projects. Transportation special purpose local option sales tax, or T-SPLOST, is specifically slated for transportation projects. While a single-county T-SPLOST can only be levied for up to five years at a time, they can be continued or re-initiated with voter approval under a new referendum. There are three SPLOSTs in the Aerotropolis area:

- **Fulton County T-SPLOST:** Approved by Fulton County voters in 2016, the Fulton County T-SPLOST is a 0.75-cent sales tax for transportation purposes in Fulton County, outside the City of Atlanta.[34] The Fulton County T-SPLOST started in 2017 and will end in 2022, or when the maximum amount of $655 million is reached.[35] Each city is responsible for managing and implementing its approved project list, and Fulton County is initially responsible for approved projects in unincorporated Fulton County and the City of South Fulton. These funds can be used only for transportation improvements.
- **City of Atlanta T-SPLOST:** Approved by City of Atlanta voters in 2016 and taking effect in 2017, the T-SPLOST adds four-tenths of a penny in sales tax for the next five years.[36] It is intended to fund implementation of high-priority projects from the city's Connect Atlanta Plan, Atlanta Streetcar System Plan, Concept 3 Plan, and neighborhood/community plans. Funds can be used for a variety of transportation project types related to freight, including traffic signals, traffic communications corridors, and roadway and intersection improvements.
- **Clayton County SPLOST:** Clayton County voters have approved a series of SPLOST programs since 2004.[37] The current one-penny SPLOST is not limited to transportation projects, but may include roadway maintenance, resurfacing, traffic signals, signing and traffic operations, bridge/culvert repairs and replacements, safety improvements, sidewalk installation, and landscaping or roadway lighting.

Public-Private Partnerships

Public Private Partnerships (P3s) refer to agreements between public and private entities involving long-term contracts that may include development (design and construction) and operation and maintenance of a facility with some private financing. The private funding element of P3s enable faster implementation and shared risk between partners.

34 Fulton County, GA (2020). Fulton County TSPLOST.
35 Ibid.
36 City of Atlanta (2020). Renew Atlanta TSPLOST.
37 Clayton County, GA (2020). Clayton County SPLOST.

3.3 Revenue Forecasting Methodology

The project team conducted a transportation funding analysis to estimate future available funding and ensure that project recommendations are financially feasible given anticipated revenues. For consistency, the revenue forecasting methodology for the Freight Cluster Plan follows assumptions similar to the recently completed Southern Fulton CTP. It is intended to give the AACIDs an understanding of which projects can be feasibly implemented based on the CIDs' budgets. It does not account for constraints to the local jurisdictions, the state, or ARC programs administering federal funds. The revenues and costs are presented as a 10-year lump sum and do not break down project phases by individual year. It will be at the discretion of each CID of when to program individual projects based on actual revenues. For the most federally competitive projects, an implementation strategy has been provided to position the AACIDs for future federal grant funding opportunities.

Projected Revenues

The following assumptions apply to future revenue projections:

- All revenues are in current year dollars (2020).
- Revenues only reflect those of AACIDs and are shown separately for Airport West CID (AWCID) and Airport South CID (ASCID).
- Revenues are projected for 10 years starting in calendar year 2023 through 2032.
- Any projects that cannot be included in this 10-year period will be considered long-term and unfunded.
- There are two revenue scenarios: a status quo scenario and a reduced-revenue scenario. In both scenarios, separate revenue forecasts have been developed for AWCID and ASCID and summed to calculate a total for AACIDs. More information on the revenue scenarios follows.
  - The status quo scenario holds revenue estimates provided by AACIDs constant in future years. This status quo is based on 2019 revenues: $1.1 million for AWCID and $500,000 for ASCID. This scenario results in $16 million in projected revenue over the 10-year period. Annual revenue projections are shown in Table 3 and Figure 3-1.

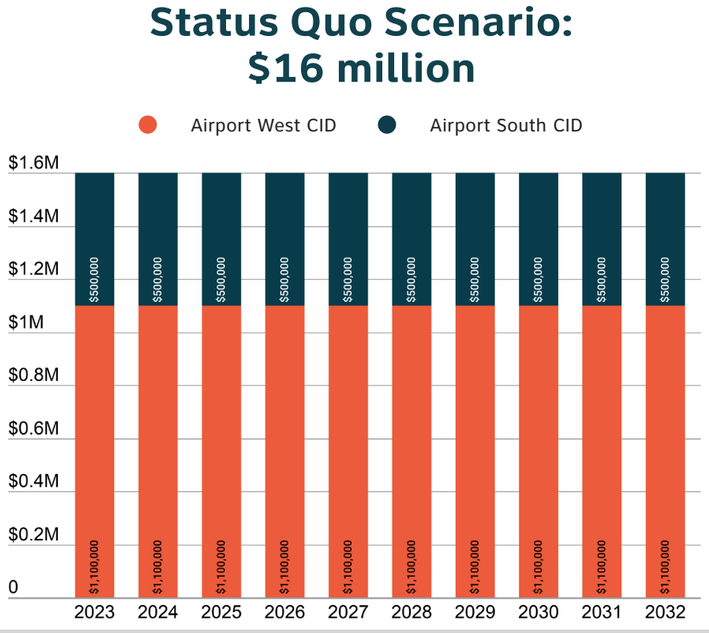


FIGURE 3-1: Status Quo Revenue Projection Scenario

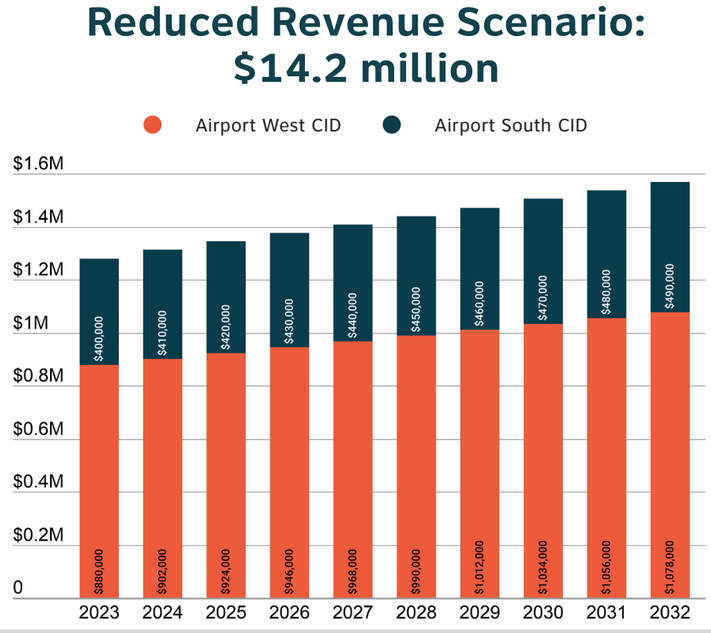


FIGURE 3-2: Reduced-Revenue Projection Scenario

TABLE 3: Status Quo Scenario Revenue Projections

Year	AWCID	ASCID	Total AACIDs Revenue
2023	$1,100,000	$500,000	$1,600,000
2024	$1,100,000	$500,000	$1,600,000
2025	$1,100,000	$500,000	$1,600,000
2026	$1,100,000	$500,000	$1,600,000
2027	$1,100,000	$500,000	$1,600,000
2028	$1,100,000	$500,000	$1,600,000
2029	$1,100,000	$500,000	$1,600,000
2030	$1,100,000	$500,000	$1,600,000
2031	$1,100,000	$500,000	$1,600,000
2032	$1,100,000	$500,000	$1,600,000
2033	$1,100,000	$500,000	$1,600,000
2034	$1,100,000	$500,000	$1,600,000
2035	$1,100,000	$500,000	$1,600,000
2036	$1,100,000	$500,000	$1,600,000
2037	$1,100,000	$500,000	$1,600,000
2038	$1,100,000	$500,000	$1,600,000
2039	$1,100,000	$500,000	$1,600,000
2040	$1,100,000	$500,000	$1,600,000
1-5 Year Revenue	$5,500,000	$2,500,000	$8,000,000
6-10 Year Revenue	$5,500,000	$2,500,000	$8,000,000
Cumulative 10-Year Revenue	$11,000,000	$5,000,000	$ 16,000,000

TABLE 4: Reduced-Revenue Scenario Projections

Year	AWCID	ASCID	Total AACIDs Revenue
2023	$880,000	$400,000	$1,280,000
2024	$902,000	$410,000	$1,312,000
2025	$924,000	$420,000	$1,344,000
2026	$946,000	$430,000	$1,376,000
2027	$968,000	$440,000	$1,408,000
2028	$990,000	$450,000	$1,440,000
2029	$1,012,000	$460,000	$1,472,000
2030	$1,034,000	$470,000	$1,504,000
2031	$1,056,000	$480,000	$1,536,000
2032	$1,078,000	$490,000	$1,568,000
2033	$1,100,000	$500,000	$1,600,000
2034	$1,100,000	$500,000	$1,600,000
2035	$1,100,000	$500,000	$1,600,000
2036	$1,100,000	$500,000	$1,600,000
2037	$1,100,000	$500,000	$1,600,000
2038	$1,100,000	$500,000	$1,600,000
2039	$1,100,000	$500,000	$1,600,000
2040	$1,100,000	$500,000	$1,600,000
1-5 Year Revenue	$4,620,000	$2,100,000	$6,720,000
6-10 Year Revenue	$5,170,000	$2,350,000	$7,520,000
Cumulative 10-Year Revenue	$9,790,000	$4,450,000	$14,240,000

  - » The second scenario is a reduced-revenue scenario, which begins with a conservative estimate of a 20 percent reduction factor in year 1 (2023), to account for any economic impacts remaining from the COVID-19 pandemic. It then reduces the 20 percent reduction factor by two percentage points each year (in other words, a two percent increase each year) for the following nine years until reaching "status quo" revenue. This gradual growth to status quo is intended to help account for future recessions due to unforeseen events over the 10-year period. This scenario results in a projected $14.2 million in revenue. Projections for the reduced-revenue scenario are shown in Table 4 and Figure 3-2.
- These scenarios are intended to keep revenue projections conservative in order to develop a Financially Feasible Plan. An increasing revenue scenario was not developed due to potential for a fluctuation in the market as well as uncertainty of future revenue collections. If more revenue is collected in the future than what is projected in this plan, it will create more flexibility for additional projects or higher contingencies for the Financially Feasible Plan.

Potential Local Match Assumptions

To determine the potential funding available from local jurisdictions for matching contributions to accompany AACIDs funds, the project team made several assumptions, addressing how projects might be divided up amongst jurisdictions and agencies as well as the split or share of funding from various project partners.

Assumptions made regarding the local share of the project costs include the following:

- All project costs are in current year dollars (2020).
- Financially Feasible Plan project lists are separated by CID/County and matched with the appropriate revenues of AWCID or ASCID.
- For all local projects on local roads (non-state routes or interstates), it is assumed that 100 percent of the cost will be covered by AACIDs and/or local governments.
- Plans/studies are covered 20 percent by AACIDs and/or local governments and 80 percent from ARC except for the study for the I-285 NB Signage, which is covered 100 percent by AACIDs and/or local governments.
- If the project is on or within state right-of-way, it is assumed 40 percent of the cost will be covered by AACIDs and/or local governments. The remaining 60 percent will be covered by federal/state sources. This is a conservative estimate and similar to the overall average local match percentage in the 2050 RTP. It will not be determined exactly which federal or state program will cover each project, just an overall assumption of share.
- If the project is fully within or on an interstate (not including interchanges), it is assumed 100 percent of the cost will be covered by state/federal funding.
- For projects that are fully within one (1) city boundary, it is assumed that the CID will equally share the local match with the jurisdiction (50 percent each). This is intended to be a conservative approach, and the CID can discuss with the jurisdiction the best partnership arrangement.
- For projects that are within multiple jurisdictions, it is assumed that the CID will cover 20 percent of the local share, and the rest (80 percent of the local share) will be divided among the jurisdictions. This jurisdiction share will be left as a lump sum for the CID to negotiate with the jurisdictions on how to divide. This is intended to be a conservative approach, and the CID can discuss with the jurisdictions the best partnership arrangement.

FIGURE 3-3: View of Loop Road at CW Grant Parkway/Maynard H. Jackson Jr. Boulevard Intersection

3.4 Competitive Grant Projects

Among the project recommendations in the Aerotropolis Atlanta Freight Cluster Plan, the project team has identified seven project bundles as likely competitive for state and federal grants, such as the Georgia Transportation Infrastructure Bank (GTIB) and funding through ARC's Transportation Improvement Program (TIP).

To help position the AACIDs and project partners for potential future grant applications, the Freight Cluster Plan project team has identified these project bundles believed to be competitive for these potential funding sources and compiled information that the AACIDs and partner jurisdictions can use to support future grant applications, if desired.

It should be noted that current Federal competitive grants were established through the FAST Act, which was approved in 2015 and has a shelf life of five years, although it was extended through September 2021 through a continuing resolution passed by Congress in October 2020. It remains to be seen whether current grant programs will continue or if they will be modified under new legislation. Historically, grant program titles have changed along with some associated details, but the overall intent and goal of the grant programs remains the same.

Potentially Competitive Projects for Grant Funding

Projects were reviewed for competitiveness with local, state, and federal grant opportunities. Potential federal grant opportunities include but are not limited to:

- Infrastructure for Rebuilding America (INFRA)
- Better Utilizing Investments to Leverage Development (BUILD)
- Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD)
- ARC Transportation Improvement Program (TIP)

Potential state grant opportunities include but are not limited to:

- Georgia Transportation Infrastructure Bank
- Local Maintenance and Improvement Grants
- GDOT Quick Response

While any project can be submitted for grant funding applications, the review looked for those that had characteristics that are particularly attractive for funding. These characteristics include:

- Increasing safety (e.g., reduction in crashes);
- Increased mobility (e.g., reduction in vehicle delay);
- Multimodal benefits (e.g., projects that include bicycle, pedestrian, and transit accommodations);
- Implementation schedule (e.g., projects that require less environmental clearance, right-of-way, and/or utility relocation);
- Cost (e.g., projects with a substantial local match contribution);
- Local partners (e.g., projects that have several project partners that support the project, especially financial support); and
- Implementation or testing of new and emerging technologies (depending on the grant).

Considering the above, it is suggested that nine projects that may be good candidates for future grant applications be grouped into seven bundles:

1. Loop Road at CW Grant Parkway/Maynard H. Jackson Jr. Boulevard Intersection Improvement (I2)
2. Riverdale Road (SR 139) at Phoenix Boulevard/Forest Parkway Intersection Improvement (I4)
3. Camp Creek Parkway (SR 6) Intersection Improvements at Centre Parkway/Princeton Lakes Parkway and at North Commerce Drive (I7 & I8)
4. Forest Parkway (SR 331) at Old Dixie Road (US 19/US 41/SR 3) Inter-section Improvement (I9)
5. Centre Parkway & North Commerce Drive Sidewalks (PW1 & PW2)
6. Camp Creek Parkway (SR 6) Scoping Study (S1)
7. Camp Creek Parkway (SR 6) Advanced Dilemma-Zone Detection System (T1)

Loop Road at CW Grant Parkway/MH Jackson Jr. Boulevard Intersection Improvement (I2)

Project Purpose

This operational and safety improvement project (Figure 3-3) will upgrade the intersection that serves as an entrance to the H-JAIA International Terminal and provides access to airport offices and cargo facilities. It will provide an additional eastbound left-turn lane, modify signal phasing, restripe the intersection, install raised concrete islands, and replace guardrail. It will also update pedestrian accommodations to cross all four legs of the intersection, upgrade lighting, and install directional signage.

- The intersection is part of the National Highway Freight Network and is adjacent to H-JAIA. It anticipates future growth in traffic due to the expansion of cargo facilities at H-JAIA, growth and development in the Mountain View area, and the relocation and extension of Conley Road, which will connect to CW Grant Parkway.
- Improvements to this intersection are expected to have a high level of return on investment and reduce the likelihood of crashes. It will also reduce confusion to access I-75 to the immediate east of the intersection.

Note: This project is adjacent to **Project S3**, the proposed CW Grant Parkway Interchange Modification Report (IMR). If this recommended IMR goes forward, project partners should consider bundling the CW Grant Parkway/Maynard H. Jackson Jr. Boulevard intersection improvement project (I2) with it. Combining the two projects would allow more holistic consideration of the needs of the CW Grant Parkway corridor and access to the H-JAIA International Terminal entrance.

Project Elements

- Approximately 800 feet of pavement, 100 feet of sidewalk
- Signal upgrade
- Four raised pork chop islands

Estimate of Probable Cost

- Approximately $500,000
- The cost estimate was developed using the ARC Cost Estimation tool, engineering judgment, and input from roadway engineers and planners. This reflects the major project components such as signal upgrade, raised islands, striping, drainage structure, and sidewalk.
- Includes typical phases/components such as Preliminary Engineering (PE), Right-of-Way (ROW), Utilities (UTL), Engineering Inspection, Construction (CST) and a contingency.

Competitive Project Characteristics

- Project is located at the entrance of Hartsfield-Jackson Atlanta International Airport International Terminal entrance promoting easier access in and out of the airport, a major economic driver for the state of Georgia.
- Project is adjacent to an interchange to I-75 and located on the National Highway Freight Network potentially reducing delays for ingress/egress to the interstate.
- Project can be constructed within the existing footprint of the intersection, minimizing environmental clearance, right-of-way requirements, and utility relocation.
- Project includes multimodal benefits with additional sidewalks.
- Project is likely to reduce crashes, increasing safety.
- Project has relatively low cost, allowing for a higher local match contribution.

Potential Challenges

There are several potential issues or challenges which could lead to unanticipated complications or increased project costs. Examples of such potential issues include:

- » Requires coordination with GDOT and the proposed IMR to the immediate east of the intersection, as well as with H-JAIA, since the intersection is adjacent to the airport property.
- » ROW availability
- » Slope/topography
- » Proximity of I-75 overpass bridge
- » Street lighting close to curb - could impact potential pedestrian accommodations

Other Information to Support Applications

- The project is eligible for GTIB.
- The project does not meet the project cost thresholds for BUILD or INFRA in which the minimum request amount for both is $5 million.
- The project does not meet technology requirements for Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD) or Accelerated Innovation Deployment (AID). However, if innovative technologies were included as a part of the design, eligibility could change.

Riverdale Road (SR 139) at Phoenix Boulevard/ Forest Parkway Intersection Improvement (I4)

Project Purpose

This operational and safety improvement (Figure 3-4) will upgrade a key intersection near H-JAIA that provides direct access to I-285 and is situated on multiple State Routes. The project will upgrade the intersection by providing a barrier-separated right-turn lane from Forest Parkway westbound to eastbound I-285, reconfigure the intersection to better align turning traffic with receiving lanes, and increase turning radii. It will also restripe the intersection; install raised concrete islands, raised pavement markers, and median nose delineators; and install directional signage.

- This project scored well in the project prioritization process.
- This project seeks to address the high proportion of rear-end crashes, weaving movements, tight curb radii, lack of pedestrian accommodations in the east leg of the intersection, and failing future year level-of-service that is forecasted without improvements.
- Improvements at this intersection are expected to have a high level of return on investment and is anticipated to help reduce emissions.
- Riverdale Road (SR 139) is a major north-south roadway in Clayton County, and the north leg at this intersection provides direct access to I-285 via an interchange. The traffic volumes are relatively high along all legs of this intersection to and from I-285 along Riverdale Road (SR 139) (the north leg), including:
  - » The southbound right-turn from Riverdale Road (SR 139) to westbound Phoenix Boulevard.
  - » The southbound left-turn from Riverdale Road (SR 139) to eastbound Forest Parkway.
  - » The westbound right-turn from Forest Parkway to northbound Riverdale Road (SR 139).
  - » The eastbound left-turn from Phoenix Boulevard to northbound Riverdale Road (SR 139).
- This intersection is expected to see increased levels of traffic due to the South Cargo expansion and relocation.
- The long-term recommended project at this intersection is to convert it to a Median-U-Turn intersection, streamlining turning movements at the intersection and providing Median-U-Turns along Forest Parkway and Phoenix Boulevard. This long-term improvement is not reflected in the information provided below.

Project Elements

- Approximately 2,200 feet of pavement and 600 feet of sidewalk
- Four raised pork chop islands
- Approximately 650 feet of raised median barrier

Estimate of Probable Cost

- Approximately $1,200,000
- 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 raised median barrier, raised islands, striping, and sidewalk.
- Includes typical phases/components such as PE, ROW, UTL, engineering inspection, CST and contingency.

FIGURE 3-4: Traffic Queuing on Westbound Approach of Riverdale Road (SR 139) at Phoenix Boulevard/Forest Parkway Intersection

FIGURE 3-5: View of Camp Creek Parkway (SR 6) at Centre Parkway/Princeton Lakes Parkway Intersection

Competitive Project Characteristics

- Located just south of Hartsfield-Jackson Atlanta International Airport and provides an important connection to the air cargo facilities.
- Project is adjacent to an interchange to I-285 and located on the National Highway Freight Network potentially reducing delays for ingress/egress to the interstate.
- Project is located along a major industrial warehousing/distribution district in north Clayton County, a major economic driver for the county and south metro Atlanta.
- Project is located on the border of Clayton County and College Park, allowing for additional partners to support the project
- Project can be constructed within the existing footprint of the intersection, minimizing environmental clearance, right-of-way requirements, and utility relocation.
- Project includes multimodal benefits with additional sidewalks and bus shelters
- Project is likely to reduce crashes, increasing safety
- Project has relatively low cost, allowing for a higher local match contribution

Potential Challenges

There are several potential issues or challenges which could lead to unanticipated complications or increased project costs. Examples of such potential issues include:

- Close proximity to I-285 and H-JAIA
- ROW availability
- Requires coordination with GDOT; project is at the intersection of two State Routes and provides access to I-285.
- May want to consider upgrades to existing bus stops as project is developed.

Other Information to Support Applications

- The project is eligible for GTIB.
- The project does not meet project cost thresholds for BUILD or INFRA in which the minimum request amount for both grants is $5 million.
- The project does not meet technology requirements for ATCMTD or AID. However, if innovative technologies were incorporated into the design, eligibility could change.
- Combined together, these projects could be competitive for federal funding during the next TIP solicitation period due to their location within equitable target areas and proposed multimodal elements.

To support future grant applications, a Cost-Benefit Ratio has been calculated for this project, deemed one of the most competitive for grant funding.

Camp Creek Parkway (SR 6) Intersection Improvements at Centre Parkway/Princeton Lakes Parkway and at North Commerce Drive (I7 and I8)

Project Purpose

This project represents a combination of what are recommended as two separate intersection improvements in the Freight Cluster Plan. In order to increase their eligibility and competitiveness for grants, the project team suggests bundling the two adjacent projects and submitting them as one. This combined operational and safety improvement project will improve two critical intersections along Camp Creek Parkway (SR 6) within the AACIDs – one at Centre Parkway/Princeton Lakes Parkway and one at North Commerce Drive – by reducing the frequency of weaving traffic and U-turn movements, as well as increasing curb radii, and improving operations at the intersections through restriping and reducing queuing traffic during the afternoon peak hours.

FIGURE 3-6: View of Camp Creek Parkway (SR 6) at North Commerce Drive Intersection

- **Project I7** (Figure 3-5) will relocate the Camp Creek Business Center monument sign to the side of the intersection, restripe the northbound approach to provide an exclusive left-turn lane and a through/right-turn lane, and update signal phasing accordingly. It will also extend the westbound left-turn lane on Camp Creek Parkway (SR 6) past Carmia Drive and install flexible delineator posts to prohibit weaving, install directional signage, and cut back vegetation to improve sight distance.
- **Project I8** (Figure 3-6) will restripe the north leg of the intersection with pavement markings that reflect correct lane assignments (southbound approach), add the North Commerce Drive at Shelby Lane intersection to the SR 6 RTOP system, and install No U-Turn signage along westbound Camp Creek Parkway (SR 6). It will also retrofit curb radii, rebuild a drainage structure, install sidewalk, and a raised median along North Commerce Drive between Camp Creek Parkway (SR 6) and Creek Pointe Way, and install Don't Block the Box pavement markings.
- Both intersections experience a high proportion of rear-end crashes attributable to traffic congestion and are expected to have a failing future year level-of-service without improvements.
- Both projects scored well in the project prioritization process, especially the one at Centre Parkway/Princeton Lakes Parkway. The projects are expected to have a high level of return on investment. With the completion of the Camp Creek Parkway (SR 6) at I-285 interchange construction, this portion of the Camp Creek Parkway (SR 6) corridor may experience higher levels of traffic in the future.

Project Elements

- Includes approximately 1,500 feet of pavement
- Includes traffic signal upgrades
- Includes 100 feet of median barrier length

Estimate of Probable Cost

- Approximately $1,200,000
- 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 signal upgrade, raised islands, striping, and sidewalk.
- Includes typical phases/components such as PE, ROW, UTL, engineering inspection, CST and contingency.

Competitive Project Characteristics

- Project is a continuation of improvements made at the Camp Creek Parkway and I-285 Diverging Diamond Interchange.
- Project is adjacent to an interchange to I-285 and located on the National Highway Freight Network potentially reducing delays for ingress/egress to the interstate.
- Project is located along a major commercial and industrial warehousing/distribution district in south Fulton County, a major economic driver for the county and south metro Atlanta.
- Project is located on the border of Fulton County, City of Atlanta, and East Point, allowing for additional partners to support the project.
- Project can be constructed within the existing footprint of the intersection, minimizing environmental clearance, right-of-way requirements, and utility relocation.
- Project is likely to reduce rear-end crashes, increasing safety.
- Project has relatively low cost, allowing for a higher local match contribution.

Potential Challenges

There are several potential issues or challenges which could lead to unanticipated complications or increased project costs. Examples of such potential issues include:

- Presence of wetlands and proximity to Camp Creek
- Slope and topography
- ROW availability
- Coordination with GDOT, City of East Point and City of Atlanta

Other Information to Support Applications

- The project is eligible for GTIB.
- The project does not meet project cost threshold for BUILD or INFRA in which the minimum request amount for both grants is $5 million.
- The project does not meet technology requirements for ATCMTD or AID However, if innovative technologies were included as a part of the design, eligibility could change.
- Combined together, these projects could be competitive for federal funding during the next TIP solicitation period due to their location within equitable target areas as well as proposed multimodal elements.

Forest Parkway (SR 331) at Old Dixie Road (US 19/US 41/SR 3) Intersection Improvement (I9)

Project Purpose

This operational and safety improvement project (Figure 3-7) will install three additional left-turn lanes - one each in the eastbound, southbound, and westbound directions to make dual turn lanes and protected-only movements. It will install raised pavement markers and median nose delineators at the intersection and convert the northbound left-turn signal to a flashing yellow arrow (FYA). A channelized yield-controlled northbound right-turn lane with a raised concrete island will be added as part of the improvements; It will also add an overlap signal phase and FYA to the westbound right-turn movement and rebuild the raised concrete island. Sidewalks will be constructed on both sides of Forest Parkway (SR 331) on the west leg of the intersection and a 12-foot multi-use path on the south side to connect to adjacent bus stops. Lastly, the crosswalk will be restriped along northbound Old Dixie Road (US 19/US 41/SR 3) and directional signage to I-75 and I-285 will be installed.

Project Elements

- Approximately 1,350 feet of pavement, 350 feet of sidewalk
- Signal upgrade
- Two raised pork chop islands

Estimate of Probable Cost

- Approximately $900,000
- The cost estimate was developed using the ARC Cost Estimation tool, engineering judgment, and input from roadway engineers and planners. This reflects the major project components such as signal upgrade, raised islands, striping, drainage structure, and sidewalk.

FIGURE 3-7: Trucks Queuing Along Forest Parkway (SR 331) Eastbound

- Includes typical phases/components such as Preliminary Engineering (PE), Right-of-Way (ROW), Utilities (UTL), Engineering Inspection, Construction (CST) and a contingency.

Competitive Project Characteristics

- Project is located in close proximity to the State Farmers Market and provides critical access to area distribution centers and warehouses in Forest Park, the Mountain View area, and unincorporated Clayton County.
- Project is less than one mile east of an interchange to I-75 and located on the National Highway Freight Network potentially reducing delays for ingress/egress to the interstate.
- Project can be constructed within the existing footprint of the intersection, minimizing environmental clearance, right-of-way requirements, and utility relocation.
- Project includes multimodal benefits with additional sidewalks and multi-use path.
- Project is likely to reduce crashes, increasing safety.
- Project has relatively low cost, allowing for a higher local match contribution.

FIGURE 3-8: Lack of Sidewalks on Portions of Centre Parkway

Image Credit: *Google StreetView*

FIGURE 3-9: Demand for Sidewalk on North Commerce Drive

Image Credit: *Google StreetView*

Potential Challenges

There are several potential issues or challenges which could lead to unanticipated complications or increased project costs. Examples of such potential issues include:

- » Requires coordination with GDOT since this intersection involves multiple state routes.
- » ROW availability
- » Drainage improvements likely needed

Other Information to Support Applications

- The project is eligible for GTIB.
- The project does not meet the project cost thresholds for BUILD or INFRA in which the minimum request amount for both is $5 million.
- The project does not meet technology requirements for Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD) or Accelerated Innovation Deployment (AID). However, if innovative technologies were included as a part of the design, eligibility could change.
- This project could be competitive for federal funding during the next TIP solicitation period due to their location within equitable target areas as well as proposed multimodal elements.

Centre Parkway Sidewalk & North Commerce Drive Sidewalk (PW1 & PW2)

Project Purpose

This project represents a combination of what are recommended as two separate pedestrian safety & workforce supportive improvements in the Freight Cluster Plan. In order to increase their eligibility and competitiveness for grant funding, the project team suggests bundling the two adjacent projects and submitting them as one.

This combined pedestrian safety & workforce supportive improvement project will improve two corridors adjacent to Camp Creek Parkway (SR 6) within the AACIDs – by adding multimodal infrastructure to two corridors which provide access to retail and warehouse jobs in the heart of the AACIDs.

- **Project PW1** (Figure 3-8) will fill gaps in sidewalk along Centre Parkway between Camp Creek Parkway (SR 6) and North Commerce Drive.
- **Project PW2** (Figure 3-9) will install sidewalk along the east side of North Commerce Drive between Redwine Road and Shelby Lane. It should be coordinated with and tie into Fulton County T-SPLOST Project EP-6 North Commerce Drive at Redwine Road intersection Improvements.
- Both corridors experience high pedestrian volumes and are in close proximity to MARTA bus routes which experience exceptional ridership.

Project Elements

- Includes approximately 6,900 feet of sidewalk

Estimate of Probable Cost

- Approximately $900,000
- 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 signal upgrade, raised islands, striping, and sidewalk.
- Includes typical phases/components such as PE, ROW, UTL, engineering inspection, CST and contingency.

Competitive Project Characteristics

- Project PW1 would address the lack of sidewalk along a bus route in close proximity to jobs, warehouses, and distribution centers. Stops along this bus route have an average of 16-80 weekday boardings/alightings along this stretch of Centre Parkway.
- Project PW2 would address the lack of sidewalk along a bus route with moderate ridership in a commercial area. Stops along this stretch have as many as 40 average weekday boardings/alightings.
- Project is located along a major commercial and industrial warehousing/distribution district in south Fulton County, a major economic driver for the county and south metro Atlanta.
- Project is located on the border of Fulton County, City of Atlanta, and East Point, allowing for additional partners to support the project.
- The project is likely to reduce bicycle & pedestrian crashes as well as injury crashes, increasing safety.
- Project is likely to reduce rear-end crashes, increasing safety.
- Project has relatively low cost, allowing for a higher local match contribution.

Potential Challenges

There are several potential issues or challenges which could lead to unanticipated complications or increased project costs. Examples of such potential issues include:

- Presence of wetlands and proximity to Camp Creek
- Slope and topography
- ROW availability
- Coordination with GDOT, City of East Point and City of Atlanta

Other Information to Support Applications

- The project is eligible for GTIB.
- The project does not meet project cost threshold for BUILD or INFRA in which the minimum request amount for both grants is $5 million.
- The project does not meet technology requirements for ATCMTD or AID However, if innovative technologies were included as a part of the design, eligibility could change.
- Combined together, these projects could be competitive for federal funding during the next TIP solicitation period due to their location within equitable target areas and proposed multimodal elements.

Camp Creek Parkway (SR 6) Scoping Study (S1)

Project Purpose

This project would conduct a scoping study along Camp Creek Parkway (SR 6) from the Chattahoochee River to I-85 (Figure 3-10), with a focus on operations, capacity, and safety. The scoping study would help identify the purpose and need of any improvement projects, as well as project limits, and scopes. The study should be done in partnership with the Fulton Industrial Boulevard Community Improvement District (CID) and local jurisdictions and in consideration of the recommendations of the SR 6 Access Management Study.

A planning-level capacity analysis conducted as part of the Freight Cluster Plan indicates the need for additional capacity along Camp Creek Parkway (SR 6) between Butner Road and I-85. GDOT has a long-range project to examine widening of this corridor (PI752700-). This scoping study would identify termini for a potential capacity project and examine safety and intersection improvements. It should consider and incorporate recommendations from SR 6 Access Management Study. This project is also included in the Southern Fulton Comprehensive Transportation Plan (CTP).

Project Elements

- Scoping study to understand operations, capacity, and safety along Camp Creek Parkway (SR 6)

Estimate of Probable Cost

- Approximately $1,000,000
- The cost estimate was developed using the ARC Cost Estimation tool, engineering judgment, and input from roadway engineers and planners. This reflects the major project components such as signal upgrade, raised islands, striping, drainage structure, and sidewalk.

Competitive Project Characteristics

- The corridor carries heavy freight traffic through the Aerotropolis and serves as a link between the Fulton Industrial Boulevard (SR 70) corridor and H-JAIA. It also contains multiple freeway jurisdictions including I-85 and I-285.
- The corridor is a designated regional (ASTRoMaP) truck route.
- The corridor scoping study will explore multimodal treatments, innovative technologies, and methods to reduce crashes and improve safety for vehicular and multimodal users of the corridor.
- Project has relatively low cost, allowing for a higher local match contribution.

Potential Challenges

There are several potential issues or challenges which could lead to unanticipated complications or increased project costs. An example of such potential issues include:

» Requires coordination with GDOT and the Cities of College Park and East Point

Other Information to Support Applications

- The project is not eligible for GTIB.
- The project does not meet the project cost thresholds for BUILD or INFRA in which the minimum request amount for both is $5 million.
- The project does not meet technology requirements for Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD) or Accelerated Innovation Deployment (AID). However, if innovative technologies were included as a part of the design, eligibility could change.
- This project could be competitive for federal funding during the next TIP solicitation period due to their location within equitable target areas as well as proposed multimodal elements.
- In addition to the TIP, the scoping study is eligible for other ARC programs including the Livable Centers Initiative (LCI) and Community Development Assistance Program (CDAP).
- This project should be done in coordination with the South Fulton AeroATL Greenway Model Mile project between Enon Road and Butner Road along Camp Creek to the south of the corridor.

FIGURE 3-10: Trucks Frequently Traverse Camp Creek Parkway (SR 6)

Camp Creek Parkway Advanced Dilemma-Zone Detection System (T1)

Project Purpose

This project will improve safety along Camp Creek Parkway (SR 6) – a key freight route that links Fulton Industrial Boulevard (SR 70) with the AACIDs and provides access to H-JAIA – by installing an Advanced Dilemma-Zone Detection System between Butner Road and I-285 (Figure 3-10). This system minimizes the number of vehicles the intersection traffic control signal system exposes to an intersection-approach dilemma zone. The system modifies signal timing as drivers approach intersections to reduce the likelihood of rear-end crashes due to drivers having difficulty deciding whether to stop or proceed. This may reduce the likelihood of rear-end crashes associated unsafe stopping and angle crashes associated with continuing into an intersection during a red phase.

- It is recommended that the project be developed initially as a pilot project and evaluated for potential subsequent deployment along other key truck routes, such as Old Dixie Road (US 19/US 41/SR 3), Roosevelt Highway (US 29/SR 14), and Forest Parkway (SR 331).
- This project ranked among the top overall projects within several cities and would build upon the SR 6 Truck Friendly Lanes project to the west of the Aerotropolis. It does not require vehicles to have on-board units; rather the system detects vehicles as they approach traffic signals and modifies signal timing by adjusting the start of the yellow signal phase, either earlier or later, based on observed vehicle locations and speeds.
- This is an ASTRoMaP corridor and is located in close proximity to distribution and warehouse centers and the project is expected to have a high level of return on investment. The project is expected to reduce delay, stop frequency, red light violations, and severe crashes.

Project Elements

- Requires early coordination with GDOT and local jurisdictions to develop an understanding of how the advance Dilemma-Zone Detection System works and what would be entailed, based on experience.
- This project encompasses seven signalized intersections, including the interchange at I-285.
- Identify technology application/platform (vendor).
- Identify appropriate project limits and pilot project timeframe.
- Install/deploy technology and monitor results.

Estimate of Probable Cost

- Approximately $350,000
- Costs vary depending on the extent and type of existing detection infrastructure, but will generally be higher than costs associated with traditional detection systems (i.e., systems with upstream detection for vehicles in the dilemma zone but which do not take the speed or size of individual vehicles into account). Advance loop detectors or video technology, for example, can reduce the amount of necessary capital improvements.[38]

Competitive Project Characteristics

- Project is located on the National Highway Freight Network helping with the movement of trucks, promoting more efficient travel of goods.
- Project is located along a major commercial and industrial warehousing/distribution district in south Fulton County, a major economic driver for the county and south metro Atlanta.
- Project is on the border of Fulton County, City of Atlanta, and East Point, allowing for additional partners to support the project.
- Project can be constructed within the existing footprint of the intersection, minimizing environmental clearance, right-of-way requirements, and utility relocation.
- Project is likely to reduce rear-end crashes, increasing safety.
- Project is innovative, being attractive as a pilot project to test technology (advanced dilemma-zone detection system).
- Project has relatively low cost, allowing for a higher local match contribution.

Potential Challenges

There are several potential issues or challenges which could lead to unanticipated complications or increased project costs. Examples of such potential issues include:

- Requires coordination with multiple local governments/jurisdictions and GDOT.
- Requires coordination with Welcome All Road interchange project (PI 0016603).

Other Data to Support Applications

- The project is eligible for ATCMTD, AID, and GTIB.
- The project does not meet project cost threshold for BUILD or INFRA. Minimum request amount for both grants is $5 million.
- **ATCMTD Information**
  - » Competitive grant for large scale installation and operation of advanced transportation technologies that improve safety, efficiency, system performance, and infrastructure return on investment.[39]
  - » $60 million available in FY 2020.
  - » Federal share is up to 50 percent of the cost of the projects.
  - » AACIDs are not an eligible applicant and will require partnering with a local or state agency. GDOT is registered for USDOT grants.
  - » Most federal grants require that the applicant prove local funding can be obligated (have environmental clearance and be programmed) within a year or two of the application submission and can spend the funding within five years of obligation.
  - » In 2020, only 33 applications were submitted and nine were awarded.
- **AID Information**
  - » Competitive grant to use innovation on highway transportation projects.
  - » Rolling application period, call for projects does not close.
  - » $10 million available in FY 2020.
  - » Federal share is up to 80 percent of the cost of the projects.
  - » AACIDs are not an eligible applicant and will require partnering with local or state agency. GDOT is registered for USDOT grants.
  - » Must be ready to initiate within 12 months of application.
  - » Funding can cover planning, financing, operations, structures, materials, pavements, environmental clearance, and construction.
  - » Technology should be proven in real-world application, but not routinely used by the applicant or sub-recipient.
  - » Ninety-two projects have been awarded since the program's inception in 2019.[40]

Next Steps for Competitive Projects

AACIDs staff should monitor the release of Notices of Funding Opportunities (NOFOs) from www.grants.gov for federal opportunities, SRTA for GTIB, and continue discussions with GDOT for other state opportunities. Immediately upon the release of relative NOFOs, the above seven project bundles should be reviewed to determine what progress has been made and their applicability to the grant opportunity. Should a project be selected for a federal grant application, the AACIDs will need to develop a robust benefit-cost analysis (BCA) compliant with the latest USDOT BCA Guidelines and based on the progress made on the project by the time the NOFO is released. Due to the estimated cost for the above project bundles, they currently do not meet the minimum cost requirements for INFRA and BUILD grant applications. However, they would be good candidates for state grants, such as those provided by GDOT and SRTA, mentioned above. In anticipation of a TIP solicitation through ARC in the next two years, AACIDs staff should consider advancing projects which are identified as competitive in this Freight Cluster Plan at the appropriate time, depending on AACIDs priorities at the time of the TIP solicitation period.

38 Federal Highway Administration (2009). Advanced Dilemma-Zone Detection System.
39 Federal Highway Administration (2016). Advanced Transportation and Congestion Management Technologies Deployment.
40 FHWA Center for Accelerating Innovation (2019). AID Demonstration Program.

04 Recommendations

4.1 Recommendations Overview

The Aerotropolis Atlanta Freight Cluster Plan proposes a series of recommendations based upon the findings and analysis of existing conditions, current and projected traffic volumes, anticipated growth in freight traffic throughout the Aerotropolis, and stakeholder input. While the study covers a wide area known as the Aerotropolis, it focuses on the boundaries of the AACIDs, including portions of Camp Creek Parkway (SR 6), Roosevelt Highway (US 29/SR 14), and H-JAIA. Recommendations focus primarily on designated truck routes and key freight corridors, as well as intersections analyzed as part of the traffic study component of this project. It also takes into account and builds upon recommendations from recently completed plans and studies, as well as ongoing projects such as US 29/SR 14 at Washington Road (PI 0011845), Buffington Road improvements and widening (PI 0013948 and 0013949), and the relocation and extension of Conley Road, which will connect and align with CW Grant Parkway (PI 0001817), among others. Through an iterative process, the project team discussed, evaluated, and vetted a series of potential project ideas over several months. The resulting set of proposed recommendations include a variety of projects to address identified needs in areas of access management, operational and safety improvements, capacity, wayfinding and signage, advanced technology, and workforce access to jobs.

As a planning study, the Freight Cluster Plan serves as a framework to guide implementation of these projects, strategies, and policies, to support and improve freight mobility throughout the Aerotropolis and within the AACIDs. It outlines short-term recommendations that include 'quick wins' that can be initiated within the next several months following completion of this plan as well as projects that can be initiated within the identified short-term timeframe of ten years. The plan also includes several long-term recommendations that are more complex in nature and will require additional planning, coordination, and funding before being pursued.

In total, the plan recommends 68 projects, strategies, and policies, including 57 projects and 11 policies and strategies, which fall into several categories by type, as shown in Figure 4-1. Brief descriptions of the characteristics of projects within each of these categories and the range of needs they address are provided.

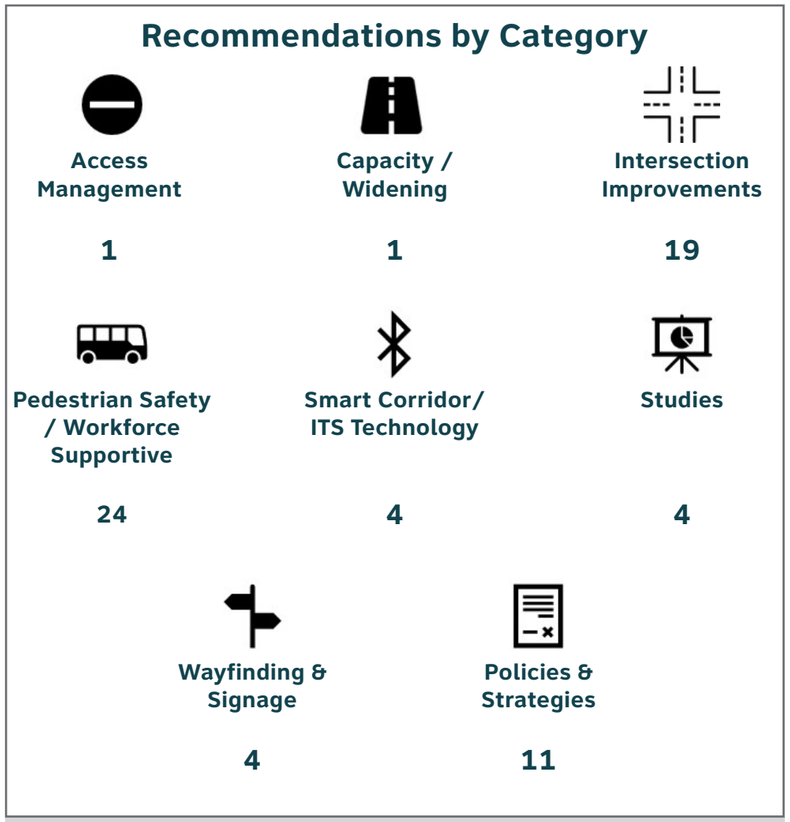


FIGURE 4-1: Breakdown of Recommendations by Category

Access Management

These projects and strategies address access management, seeking to reduce the likelihood of crashes associated with driveway turning movements and improve safety along key corridors.

Capacity/Widening

Capacity or widening projects address the need for additional vehicle capacity based on the results of the planning-level capacity analysis of key truck corridor and recommendations from previous studies. These projects will provide new capacity in the form of additional lanes and serve the projected increase in traffic.

Intersection Improvements

These projects address a range of needs, including frequent rear-end and angle crashes, queuing and poor level of service, inadequate intersection geometry, signal timing and phasing, and the need for additional turn lane capacity. These will improve operations and safety, as well as provide needed pedestrian accommodations and directional signage.

Pedestrian Safety/Workforce Supportive

These projects aim to improve worker access to job sites by providing improvements to sidewalk and bus stops along transit routes that serve warehouse and distribution facilities. They will address the lack of sidewalk in select locations and upgrade bus stops in locations where ridership warrants, improving first/last mile connectivity and safety.

Smart Corridor/ITS Technology

Projects in this category seek to leverage forthcoming connected signal technology, ITS advancements, and new technology to improve safety, efficiency, and operations for all roadway users. They will address current deficiencies in operations, reduce potential conflicts associated with sudden stopping movements or drivers unable to see traffic signals sufficiently in advance of intersections, and reduce vehicle idling, among other benefits. Technology is also recommended to aid future truck parking throughout the study area.

Wayfinding & Signage

Projects in this category are designed to reduce the likelihood of weaving movements by directing drivers to signalized intersections for access to main roadways, as well as to comply with existing codes of ordinances prohibiting trucks from using certain roads. They will potentially reduce the risk of crashes, improve safety and operations, and encourage truck drivers to follow designated truck routes.

Studies

Studies are recommended based upon findings from the planning-level capacity analysis, previous plans, and anticipated changes in traffic patterns. They are intended to further clarify project need and purpose and to identify project limits and scope of work. They will address needs for additional capacity and operational improvements, and interstate access.

TABLE 5: Projects Prioritized in SFCTP and Freight Cluster Plan		
FCP ID	**SFCTP ID**	**Project Name**
A1	1043	Camp Creek Pkwy (SR 6) Median Barrier
C1	1041	Roosevelt Hwy (US 29/SR 14) Widening
I1	941	Ben Hill Rd at Welcome All Rd
I10	949	Loop Rd at Toffie Ter
I14	944	North Commerce Dr at Centre Pkwy
I16	947	Riverdale Rd (SR 139) at Global Gateway Conn
I17	940	Welcome All Rd at Scarborough Road/Jailette Rd
I18	1525	Camp Creek Pkwy (SR 6) at Washington Rd
I3	946	North Commerce Dr at Washington Rd
I5	939	South Fulton Pkwy (SR 14) at Majestic Pl
I6	948	Old National Hwy (SR 279) at Sullivan Rd
I7	942	Camp Creek Pkwy (SR 6) at Centre Pkwy./Princeton Lakes Pkwy
I8	943	Camp Creek Pkwy (SR 6) at North Commerce Dr
P1	975	Access Management Policy
P2	1556	On-Site Truck Parking Policy
PW1	1051	Centre Parkway Sidewalk
PW2	1052	N Commerce Drive Sidewalk
PW14	1533	Desert Drive Transit Access: RRFB
PW3	1050	Camp Creek Pkwy (SR 6) Sidewalk
PW4	1054	Sullivan Rd Sidewalk
PW5	1055	Best Rd Sidewalk
PW6	1059	Roosevelt Hwy (US 29/SR 14) Sidewalk
S1	1548	Camp Creek Pkwy (SR 6) Scoping Study
S4	1555	Study to Support Implementation of I-285 NB Directional Signage
ST3	979	Old National Hwy (SR 279) Access Management
ST4	1557	Sidewalk and First/Last Mile Upgrades
ST5	981	Repurpose Vacant Commercial or Industrial Properties for Temporary Truck Parking
ST6	982	Redevelop Underutilized Sites for New Permanent Truck Parking
ST8	1558	Zoning and Land Use Coordination
ST9	1559	Systematic Intersection Upgrades along Key Truck Routes
T1	1044	Camp Creek Pkwy (SR 6) Advance Dilemma-Zone Detection System
T4	1553	Partnerships to Provide Truck Parking Data to Existing Parking Availability Notification Apps
W1	962	Redirect Camp Creek Marketplace Traffic
W2	1057	Herschel Rd Truck Prohibition Signage
W3	1058	Riverdale Rd (SR 139) Truck Prohibition Signage
W4	1554	Directional and Wayfinding Signage to Key Destinations

Policies & Strategies

Policies and strategies address a wide range of needs, including better access management, a need for additional truck parking, first/last mile connectivity along key routes, and coordination with other agencies to coordinate infrastructure projects, land use, and systematic intersection upgrades.

To guide implementation, the project team has prepared a Financially Feasible Short-Term Action Plan for projects to be undertaken within the 10-year timeframe based on several factors, including but not limited to anticipated cost and funding availability. The team has also identified several longer-term projects that comprise the Long-Term Vision Project List. Ultimately, recommendations will be pursued and implemented by the AACIDs and partner agencies in accordance with their priorities and factors such as completion of other projects, interagency coordination, and available funding and resources. The Financially Feasible Short-Term Action Plan is discussed further in Section 4.2, and the Long-Term Vision Project List is discussed in Section 4.3. More detailed project descriptions and fact sheets are provided in Appendix A.

4.2 Financially Feasible Short-Term Action Plan

Overview

The 68 recommendations included in this Freight Cluster Plan are divided into four implementation timeframes based on the project evaluation and prioritization results and estimated revenue availability. This Financially Feasible Plan is based on AACIDs share of projects only and does not account for financial readiness or availability by local partners. This Plan does not assume that the projects will be completed in these timeframes, but rather that a project can be *started* within that timeframe, or at a minimum, that the funding for a project will be available to AACIDs within that timeframe and can be set aside for project implementation. Project completion will highly depend on the availability of federal funding assumptions and local partners for the remaining match, among other factors.

The implementation timeframes are:

- 1-5 Years (51 projects)
- 6-10 Years (13 projects)
- Long-Term (4 projects)

When determining timeframes for each project, the first step was to identify the timeframes for the Freight Cluster Plan identified projects that were prioritized in the Southern Fulton CTP and apply those timeframes to this Financially Feasible Plan. Freight Cluster Plan recommendations were provided to the Southern Fulton CTP project team, who identified any overlap or duplication between recommendations from the two planning studies. Afterwards, the Southern Fulton CTP project team completed a prioritization process for all projects, including those from the Freight Cluster Plan. Freight Cluster Plan projects that resulted in higher performance were included in the Financially Feasible Plan (10-year implementation plan). Several projects from the Freight Cluster Plan were also prioritized in the Southern Fulton CTP and are anticipated to begin within the next ten years. These are listed in Table 5.

Following the reconciliation of projects between the Freight Cluster Plan and Southern Fulton CTP, the project team reviewed all Freight Cluster Plan Tier 1 projects for each CID and ensured all studies and strategies were included in the 1-5 Year timeframe. The remaining projects were then reviewed for project readiness (verifying that they can reasonably be funded and start implementation within five years). Recommendations that require more planning, design and higher environmental clearance were pushed out to longer timeframes. Following the approach used in development of the Southern Fulton CTP, the implementation schedule for each project was reflected in the Freight Cluster Plan for consistency between the two plans, allowing the AACIDs to coordinate with cities on projects according to when that City is able to commit funding.

The total project cost of all 68 projects in the Financially Feasible Plan is estimated to be just over $33 million. Of this total amount, the AACIDs portion is estimated to be roughly $5.9 million, or approximately 18 percent of the total cost of all projects. Table 6 on the following page lists share of project costs and revenue projections by CID.

The following sections provide an overview of projects included in the Short-Term Action Plan, which consists of those that can be initiated within a ten-year timeframe. These are grouped into projects that can be initiated in Years 1-5 and in Years 6-10. Short-Term recommendations are shown in the maps in Figures 4-2 through 4-4 and listed in Tables 8 and 9. In the tables, the projects are grouped by project type and listed by project ID number. Section 4.3 discusses the Long-Term Vision Project List (projects that can be initiated after the first ten years).

TABLE 6: Share of Project Cost and Revenue Summary by CID			
	Cost to CID	Total Revenue	Remaining Revenue
Airport West CIDs			
5 Year Total	$1,040,100	$4,620,000	$3,579,900
10 Year Total	$1,225,000	$5,170,000	$3,945,000
Long Range Total	$534,000	$0	$0
Airport South CIDs			
5 Year Total	$1,879,800	$2,100,000	$460,200
10 Year Total	$976,000	$2,350,000	$1,374,000
Long Range Total	$240,000	$0	$0
TOTAL	**$5,894,900**	**$14,240,000**	**$9,359,100**

TABLE 7: Tier 1 Projects	
ID	Project Name
Intersection Improvements	
I2	Loop Road at CW Grant Parkway/Maynard H Jackson Jr Boulevard
I4	Riverdale Road (SR 139) at Phoenix Boulevard / Forest Parkway
I5	South Fulton Parkway (SR 14) at Majestic Place
I6	Old National Highway (SR 279) at Sullivan Road
I7	Camp Creek Parkway (SR 6) at Centre Parkway / Princeton Lakes Parkway
I8	Camp Creek Parkway (SR 6) at North Commerce Drive
I9	Forest Parkway (SR 331) at Old Dixie Road (US 19/41/SR 3)
I14	North Commerce Drive at Centre Parkway
Pedestrian Safety / Workforce Supportive	
PW1	Centre Parkway Sidewalk
PW2	North Commerce Drive Sidewalk
PW8	Clark Howell Highway Sidewalk
PW14	Desert Drive Transit Access: RRFB
PW15	Forest Parkway (SR 331) Sidewalk
PW16	Lake Mirror Road Sidewalk
ITS Technology / Smart Corridor	
T1	Camp Creek Parkway (SR 6) Advanced Dilemma-Zone Detection System
T2	Connected Vehicle Technology along Key Corridors
T3	Supplemental Signals at Intersections along Key Truck Routes

Tier 1 Projects

The Short-Term Action plan consists of 51 projects that can be funded within the first five years and 13 additional projects that can be funded within years six through ten. Combined, this represents a total of 64 projects (94 percent of all projects) that can be implemented within a ten year period, based on projected revenues.

Within the Short-Term Action Plan, several projects have been identified as "Tier 1" or higher performing projects and should be considered for implementation sooner than other projects within that timeframe, in accordance with AACIDs and local jurisdiction priorities. These include eight Intersection Improvements (I2, I4, I5, I6, I7, I8, I9, and I14), six Pedestrian Safety/Workforce Supportive projects (PW1, PW2, PW8, PW14, PW15, and PW16), and three ITS/Smart Corridor projects (T1, T2, and T3).

Tier 1 projects are listed in Table 7 and also highlighted in orange in Table 8 on pages 35 through 41 and in Table 9 on pages 43 and 44.

Among the Short-Term Tier 1 projects, several have been identified as being competitive for outside grant funding, as discussed in Section 3.4. Among these, the Intersection Improvement at Riverdale Road (SR 139) and Phoenix Boulevard/Forest Parkway, **Project I4**, was identified as the highest priority and most likely competitive project. It is recommended that this project be prioritized for grant applications and the next phases of implementation, whether that means concept development, preliminary engineering, scoping, or other phases.

Quick-Wins: Short-Term Strategies and Low-Cost Projects

Within the Short-Term Action Plan, there are several projects that require a relatively low level of effort to implement and which have relatively low anticipated probable costs. These projects should also be considered for short-term implementation to build momentum and demonstrate success for the Freight Cluster Plan. Additionally, several projects contain short-term, low-cost components that may be separated out and implemented independently of the full project in order to begin making the case for implementation of recommended projects. Examples of these short-term actions are listed below.

- **Project I8 - Camp Creek Parkway (SR 6) at North Commerce Drive:** This project includes a recommendation to install **"Don't Block the Box"** pavement markings and signage at the intersection of North Commerce Drive and Creek Pointe Way just south of Camp Creek Parkway (SR 6) to deter drivers from blocking the side street and driveway access to adjacent businesses.
- Many intersection improvements call for installing **directional wayfinding signage and route guidance** to inform drivers about which lane to be in to access interstate highways and which direction to travel to access key destinations.
- Projects I2, I5, I7, and I8 include recommendations to **trim vegetation to improve sight distance** for vehicles turning from side streets. This is a quick action that could help improve safety in the short-term while full intersection improvement projects are being programmed.

Of the projects that are anticipated to be funded within the first five years, 21 of them are anticipated to cost $100,000 or less and require a relatively low level of effort to implement, as indicated by the results of the prioritization process. These include one Intersection Improvement, 13 Pedestrian Safety/Workforce Supportive projects, and three Wayfinding and Signage projects (listed as follows).

- I5 - South Fulton Parkway at Majestic Place
- PW9 - Bus Stop: 4800 North Commerce Drive
- PW10 - Bus Stop: North Commerce Drive at Logistics Way
- PW11 - Bus Stop: Welcome All Road at Kenwood Trail
- PW12 - Bus Stop: Atlanta South Parkway at SR 85
- PW13 - Bus Stop: Roosevelt Highway at Campbell Road
- PW 14 - Desert Drive Transit Access: RRFB
- PW18 - Bus Stop: Old Dixie Road (US 19/US 41/SR 3) at Forest Parkway (SR 331)
- PW19 - Bus Stop: Falcon Drive at Frontage Road
- PW20 - Bus Stop: Old Dixie Road (US 19/US 41/SR 3) at Old Dixie Highway
- PW21 - Bus Stop: Forest Parkway (SR 331) at Old Dixie Road (US 19/US 41/SR 3) (EB & WB)
- PW22 - Bus Stop: 4980 Old Dixie Road
- PW23 - Bus Stop: Old Dixie Highway at Lake Mirror Road (SB & NB)
- PW24 - Bus Stop: Forest Parkway (SR 331) at Main Driveway (Farmers Market)
- W1 - Redirect Camp Creek Marketplace Traffic
- W2 - Herschel Road Truck Prohibition Signage
- W3 - Riverdale Road (SR 139) Truck Prohibition Signage

The lower cost Intersection Improvements will provide a variety of benefits along roadways such as North Commerce Drive, Camp Creek Parkway (SR 6), and South Fulton Parkway by lengthening turn lanes, upgrading pedestrian infrastructure and amenities, and improving intersection geometry.

Short-Term Action Plan (Years 1-5) - Map 1 of 2

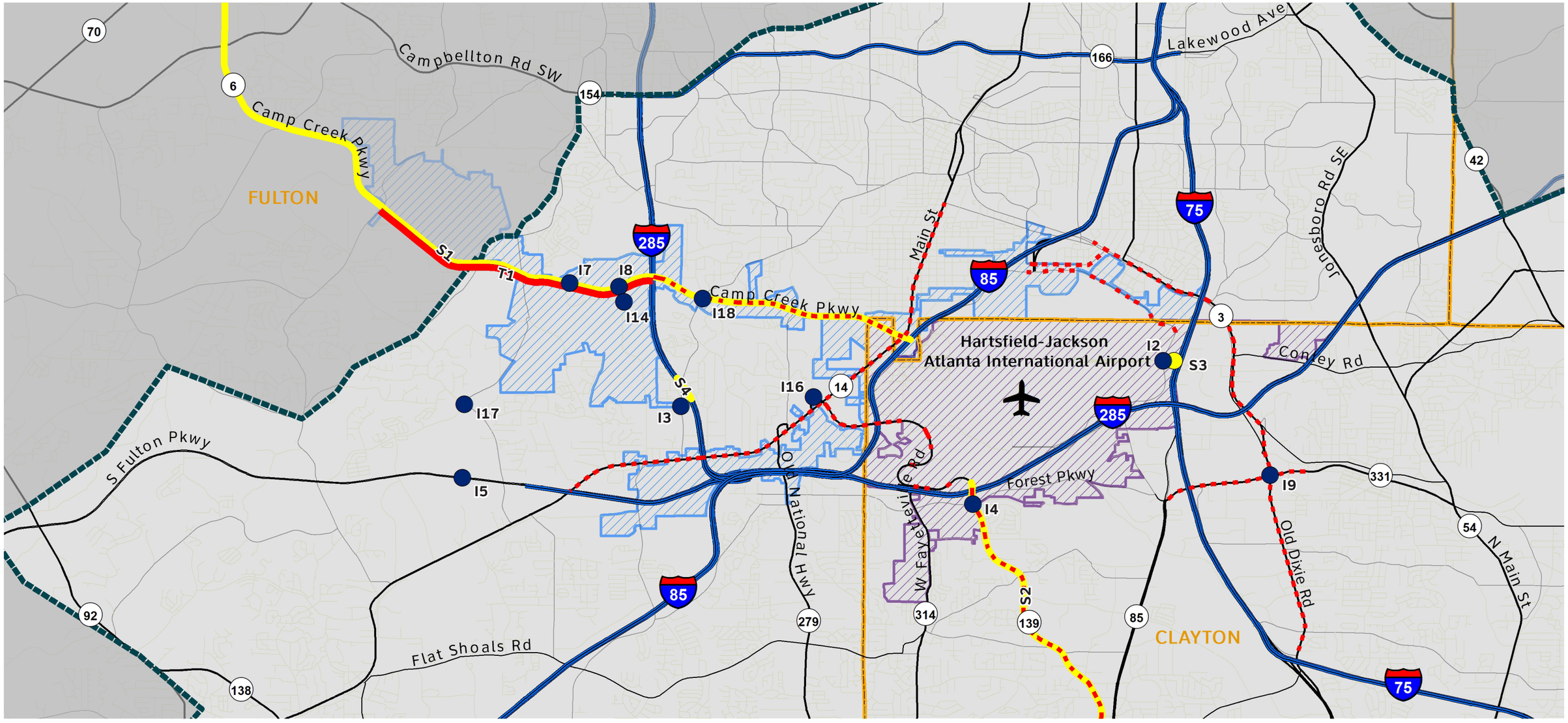
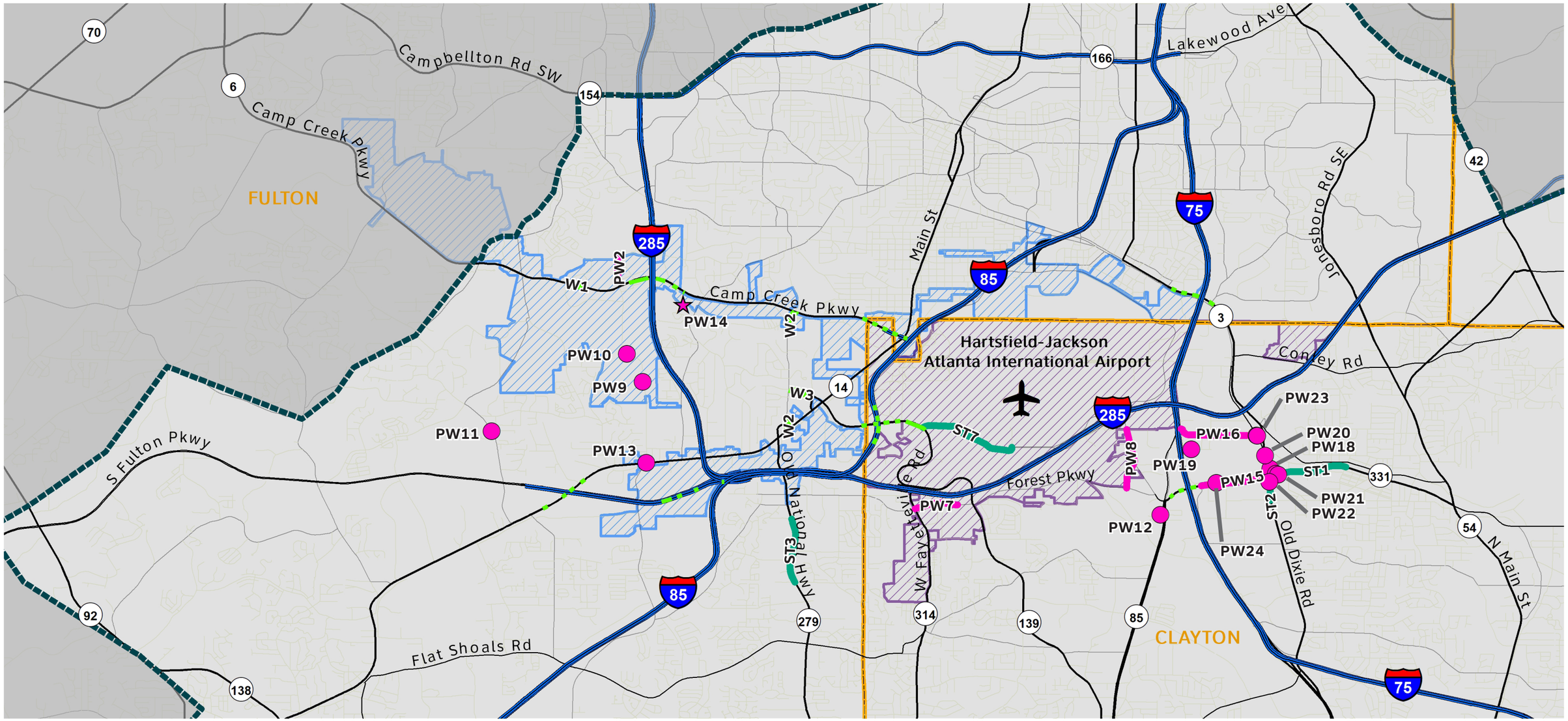


FIGURE 4-2: Short-Term Action Plan (Years 1-5) - Map 1 of 2

Data Courtesy of Aerotropolis Atlanta CIDs, Atlanta Regional Commission, Georgia Department of Transportation, and Metropolitan Atlanta Rapid Transit Authority

Short-Term Action Plan (Years 1-5) - Map 2 of 2



Freight Cluster Plan
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FIGURE 4-3: Short-Term Action Plan (Years 1-5) - Map 2 of 2

Data Courtesy of Aerotropolis Atlanta CIDs, Atlanta Regional Commission, Georgia Department of Transportation, and Metropolitan Atlanta Rapid Transit Authority

TABLE 8: Short-Term Action Plan (Years 1-5)												
ID	Project Name	CID	Partner Jurisdictions & Agencies	Short Project Description	From	To	Timeframe	Project Cost	Total Local Match	AWCID Portion	ASCID Portion	Remaining Local Match
Intersection Improvements												
I2	Loop Road at CW Grant Parkway/ Maynard H Jackson Jr Boulevard Intersection Improvement	ASCID	Clayton County, H-JAIA	Install additional eastbound left-turn lane; convert westbound left-turn signal to a flashing yellow arrow (FYA); add overlap phase and corresponding FYA to southbound right-turn movement; upgrade pavement markings; add pedestrian accommodations; install raised pavement markers, median nose delineators, and raised islands; retrofit curb radii and replace guardrails; install directional signage; trim trees to improve sight lines; and upgrade and maintain lighting.	N/A	N/A	1-5 Year	$500,000	$500,000	$0	$250,000	$250,000
I3	North Commerce Drive at Washington Road Intersection Improvement	AWCID	South Fulton	Convert northbound left-turn signal phasing to Protected + Permissive and install a left-turn FYA signal head; close U-Haul driveway; add directional signage; and extend sidewalk along Washington Rd.	N/A	N/A	1-5 Year	$100,000	$100,000	$50,000	$0	$50,000
I4*	Riverdale Road (SR 139) at Phoenix Boulevard/Forest Parkway Intersection Improvement	ASCID	Clayton County, GDOT, H-JAIA	Add one barrier-separated right-turn lane from Forest Pkwy westbound to eastbound I-285; install directional signage and pavement markings to I-285; reconfigure the northeast quadrant to align the eastbound left-turn lanes from Forest Pkwy to the outside receiving lanes on Riverdale Rd; add a Yield bar. At the intersection, increase turning radii and upgrade curb radii; upgrade and install raised pavement markers and median nose delineators.	N/A	N/A	1-5 Year	$1,200,000	$480,000	$0	$240,000	$240,000
I5	South Fulton Parkway (SR 14) at Majestic Place Intersection Improvement	AWCID	Union City, GDOT	Convert to unsignalized RCUT intersection; install signage to redirect left-turns to Mason Rd; trim trees to improve sight lines; upgrade pavement markings; install raised pavement markers, and median nose delineators, and sidewalks along S. Fulton Pkwy.	N/A	N/A	1-5 Year	$100,000	$40,000	$20,000	$0	$20,000
I7	Camp Creek Parkway (SR 6) at Centre Parkway/ Princeton Lakes Parkway Intersection Improvement	AWCID	Atlanta, East Point, GDOT	Extend the westbound left-turn lane beyond Carmia Dr and install flexible delineator posts along the left-turn lane on Camp Creek Pkwy to prohibit vehicles exiting Carmia Dr from weaving across to make a left-turn or U-turn at Centre Pkwy; trim trees along Camp Creek Pkwy to improve sight lines. Relocate the monument on Centre Pkwy to the side of the road; stripe two approach lanes along Centre Pkwy; install a dedicated left-turn lane to Camp Creek Pkwy; convert northbound left-turn signal phasing to Protected + Permissive and install a left-turn FYA signal head. Implement recommendations from SR 6 Access Management Study to direct circulating retail traffic to frontage roads.	N/A	N/A	1-5 Year	$800,000	$320,000	$64,000	$0	$256,000

Notes: *Highlighted rows represent Tier I projects; cost estimates are in 2020 dollars*

**Project I4 is a short-term project whereas project I19 is a long-term project, and it is at the AACIDs' discretion on whether to advance project I4 or I19 depending on funding availability and local match opportunities*

TABLE 8: Short-Term Action Plan (Years 1-5)												
ID	Project Name	CID	Partner Jurisdictions & Agencies	Short Project Description	From	To	Timeframe	Project Cost	Total Local Match	AWCID Portion	ASCID Portion	Remaining Local Match
I8	Camp Creek Parkway (SR 6) at North Commerce Drive Intersection Improvement	AWCID	East Point, GDOT	Install "No U-Turn" sign along westbound Camp Creek Pkwy; install signage along Marketplace Blvd and Shelby Ln to direct traffic destined for eastbound Camp Creek Pkwy to N. Commerce Dr; add N. Commerce Dr at Shelby Ln signal to SR 6 RTOP system; implement recommendations from SR 6 Access Management Study to direct circulating traffic to frontage roads; trim trees along Camp Creek Pkwy to improve sight lines; retrofit curb radii, adjacent drainage structure, and sidewalks; install raised median along N. Commerce Dr between Camp Creek Pkwy and Creek Pointe Way and "Don't Block the Box" pavement markings at the Creek Pointe Way intersection. Evaluate the need to restrict left-turn movements from Creek Pointe Way.	N/A	N/A	1-5 Year	$400,000	$160,000	$80,000	$0	$80,000
I9	Forest Parkway (SR 331) at Old Dixie Road (US 19/US 41/ SR 3) Intersection Improvement	ASCID	Forest Park, GDOT	Install raised pavement markers and median nose delineators; install additional left-turn lanes in eastbound, southbound, and westbound directions; convert northbound left-turn signal to FYA; add channelized yield-controlled northbound right-turn lane with raised concrete island; add overlap phase and FYA to westbound right-turn movement; upgrade raised concrete island in the northwest quadrant; install sidewalks on west leg of Forest Pkwy; and restripe crosswalk across east leg to remove the kink.	N/A	N/A	1-5 Year	$900,000	$360,000	$0	$180,000	$180,000
I14	North Commerce Drive at Centre Parkway Intersection Improvement	AWCID	East Point	Upgrade pavement markings; install raised pavement markers; retrofit drainage structure. Install RRFB and raised median refuge island on N. Commerce Dr south of Centre Pkwy to facilitate pedestrian crossing away from the intersection; remove the striped crosswalk across N. Commerce Dr at Centre Pkwy; work with MARTA to relocate bus stops to align with the RRFB; install advance pedestrian crossing warning signage along northbound N. Commerce Dr approaching the RRFB.	N/A	N/A	1-5 Year	$100,000	$100,000	$50,000	$0	$50,000
I16	Riverdale Road (SR 139) at Global Gateway Connector Intersection Improvement	AWCID	College Park, GDOT	Restripe the intersection and install raised pavement markers; upgrade signal equipment, signal heads, and wiring; retrofit curb radii along northeast quadrant; install overhead and pavement marking directional signage to the airport, SR 139, US 29, and I-285.	N/A	N/A	1-5 Year	$500,000	$200,000	$100,000	$0	$100,000
I17	Welcome All Road at Scarborough Road/Jailette Road Intersection Improvement	AWCID	South Fulton	Tighten the approaches and curb radius along Jailette Rd and Scarborough Rd to reinforce residential character of these streets; upgrade pavement markings and install raised pavement markers; Install signage along Welcome All Rd directing trucks to stay on Welcome All Rd and complement existing signage prohibiting trucks on Jailette Rd and Scarborough Rd; and install crosswalks on all four legs and sidewalk east of the intersection to connect to the bus stop. Coordinate with Fulton County T-SPLOST project CSF-159, Welcome All Rd at Scarborough Rd intersection improvements.	N/A	N/A	1-5 Year	$100,000	$100,000	$50,000	$0	$50,000

Notes: *Highlighted rows represent Tier I projects; cost estimates are in 2020 dollars*

TABLE 8: Short-Term Action Plan (Years 1-5)												
ID	Project Name	CID	Partner Jurisdictions & Agencies	Short Project Description	From	To	Timeframe	Project Cost	Total Local Match	AWCID Portion	ASCID Portion	Remaining Local Match
I18	Camp Creek Parkway (SR 6) at Washington Road Intersection Improvement	AWCID	East Point, GDOT	Extend the eastbound left-turn lane along Camp Creek Pkwy to provide more storage; install sidewalk to connect to adjacent bus stops. Coordinate with City of East Point (Fulton County T-SPLOST) project EP-181, Ale Circle realignment.	N/A	N/A	1-5 Year	$31,000	$12,400	$6,200	$0	$6,200
Pedestrian Safety & Workforce Supportive												
PW2	N Commerce Drive Sidewalk	AWCID	East Point	Install sidewalk along the east side of N. Commerce Dr between Redwine Rd and Shelby Ln. Tie into Fulton County TSPLOST Project EP-6 N. Commerce Dr at Redwine Rd Improvements.	Redwine Road	Shelby Lane	1-5 Year	$200,000	$200,000	$100,000	$0	$100,000
PW7	Phoenix Boulevard Sidewalk	ASCID	College Park, GDOT	Install sidewalk along Phoenix Blvd near Phoenix Center Office Park from west of Riverdale Rd to W. Fayetteville Rd.	Phoenix Center Office Park	W Fayetteville Road (SR 314)	1-5 Year	$400,000	$400,000	$0	$200,000	$200,000
PW8	Clark Howell Highway Sidewalk	ASCID	Clayton County, GDOT	Install sidewalk along Clark Howell Hwy between Lake Mirror Rd and Forest Pkwy.	Lake Mirror Road	Forest Parkway (SR 331)	1-5 Year	$400,000	$400,000	$0	$200,000	$200,000
PW9	Bus Stop: 4800 North Commerce Drive	AWCID	East Point, MARTA	Work with MARTA to upgrade bus stop 213446 to include a shelter.	N/A	N/A	1-5 Year	$20,000	$20,000	$10,000	$0	$10,000
PW10	Bus Stop: North Commerce Drive at Logistics Way	AWCID	East Point, MARTA	Work with MARTA to upgrade bus stop 213448 to include a shelter.	N/A	N/A	1-5 Year	$20,000	$20,000	$10,000	$0	$10,000
PW11	Bus Stop: Welcome All Road at Kenwood Trail	AWCID	South Fulton, MARTA	Work with MARTA to upgrade bus stop 210103 to include a bench.	N/A	N/A	1-5 Year	$3,000	$3,000	$1,500	$0	$1,500
PW12	Bus Stop: Atlanta South Parkway at SR 85	ASCID	Clayton County, MARTA	Work with MARTA to upgrade bus stops 213472 and 213471 to include benches.	N/A	N/A	1-5 Year	$7,000	$2,800	$0	$1,400	$1,400
PW13	Bus Stop: Roosevelt Highway at Campbell Road	AWCID	South Fulton, MARTA	Work with MARTA to upgrade bus stop 176192 to include a shelter.	N/A	N/A	1-5 Year	$20,000	$8,000	$4,000	$0	$4,000
PW14	Desert Drive Transit Access: RRFB	AWCID	East Point, GDOT	Install RRFB across Desert Dr to facilitate pedestrian crossing between bus stop on north side and existing sidewalk along south side of Desert Dr; consolidate existing bus stops to align with RRFB.	N/A	N/A	1-5 Year	$100,000	$100,000	$50,000	$0	$50,000
PW15	Forest Parkway (SR 331) Sidewalk	ASCID	Clayton County, Forest Park, GDOT	Install sidewalk along both sides of Forest Pkwy between I-75 Frontage Rd and Old Dixie Rd.	I-75 Frontage Road	Old Dixie Road	1-5 Year	$2,000,000	$800,000	$0	$160,000	$640,000
PW16	Lake Mirror Road Sidewalk	ASCID	Forest Park	Install sidewalk along one side of Lake Mirror Rd between Clorox (17 Lake Mirror Rd) and I-75 Frontage Rd.	17 Lake Mirror Road	I-75 Frontage Road	1-5 Year	$500,000	$500,000	$0	$250,000	$250,000
PW18	Bus Stop: Old Dixie Road (US 19/US 41/SR 3) at Forest Parkway (SR 331)	ASCID	Forest Park, MARTA	Work with MARTA to upgrade bus stop 212540 to include a shelter.	N/A	N/A	1-5 Year	$20,000	$8,000	$0	$4,000	$4,000
PW19	Bus Stop: Falcon Drive at Frontage Road	ASCID	Forest Park, MARTA	Work with MARTA to upgrade bus stop 213119 to include a shelter.	N/A	N/A	1-5 Year	$20,000	$20,000	$0	$10,000	$10,000

Notes: *Highlighted rows represent Tier I projects; cost estimates are in 2020 dollars*

TABLE 8: Short-Term Action Plan (Years 1-5)												
ID	Project Name	CID	Partner Jurisdictions & Agencies	Short Project Description	From	To	Timeframe	Project Cost	Total Local Match	AWCID Portion	ASCID Portion	Remaining Local Match
PW20	Bus Stop: Old Dixie Road (US 19/US 41/ SR 3) at Old Dixie Highway	ASCID	Forest Park, MARTA	Work with MARTA to upgrade bus stops 212544 to include a bench.	N/A	N/A	1-5 Year	$3,000	$1,200	$0	$600	$600
PW21	Bus Stop: Forest Parkway (SR 331) at Old Dixie Road (US 19/US 41/SR 3) (Eastbound & Westbound)	ASCID	Forest Park, MARTA	Work with MARTA to upgrade bus stop 212359 and 212233 to include a shelter.	N/A	N/A	1-5 Year	$39,000	$15,600	$0	$7,800	$7,800
PW22	Bus Stop: 4980 Old Dixie Road	ASCID	Forest Park, MARTA	Work with MARTA to upgrade bus stop 212636 to include a shelter.	N/A	N/A	1-5 Year	$20,000	$8,000	$0	$4,000	$4,000
PW23	Bus Stop: Old Dixie Highway at Lake Mirror Road (Southbound & Northbound)	ASCID	Forest Park, MARTA	Work with MARTA to upgrade bus stops 212541 to include a bench and to upgrade bus stop 212542 to include a shelter.	N/A	N/A	1-5 Year	$23,000	$9,200	$0	$4,600	$4,600
PW24	Bus Stop: Forest Parkway (SR 331) at Main Drive (Farmers Market)	ASCID	Forest Park, MARTA	Work with MARTA to upgrade bus stop 212360 to include a shelter.	N/A	N/A	1-5 Year	$20,000	$8,000	$0	$4,000	$4,000
Study												
S1	Camp Creek Parkway (SR 6) Scoping Study	AWCID	College Park, East Point, GDOT	Partner with the Fulton Industrial Blvd CID and local jurisdictions to conduct a scoping study along Camp Creek Pkwy from the Chattahoochee River to I-85, with a focus on operations, capacity, and safety.	Chattahoochee River	I-85	1-5 Year	$1,000,000	$200,000	$40,000	$0	$160,000
S2	Riverdale Road (SR 139) Scoping Study	ASCID	Clayton County, College Park, Riverdale, GDOT	Conduct a scoping study along Riverdale Rd (SR 139) from I-285 to Main Street with a focus on capacity and access management. Build on recommendation from SR 6 Access Management Study.	I-285	Main Street	1-5 Year	$300,000	$60,000	$0	$12,000	$48,000
S3	CW Grant Parkway Interchange Modification Report	ASCID	Clayton County, GDOT, H-JAIA	Evaluate the need for and, if applicable, prepare an interchange modification report (IMR) for CW Grant Pkwy at I-75 in accordance with GDOT policy.	N/A	N/A	1-5 Year	$450,000	$90,000	$0	$45,000	$45,000
S4	Study to Support Implementation of I-285 NB Directional Signage	AWCID	East Point, GDOT	Further recommendation F1 from the SR 6 Access Management Study (to install signage on I-285 northbound south of the Washington Rd exit to direct traffic to Camp Creek Pkwy via Washington Rd and N. Commerce Dr) by coordinating with GDOT and City of East Point. This might include examining improvements to signage, intersection improvements, and pavement conditions on Washington Rd and N. Commerce Dr.	South of the Washington Road exit	N/A	1-5 Year	$200,000	$40,000	$20,000	$0	$20,000

Notes: *Highlighted rows represent Tier I projects; cost estimates are in 2020 dollars*

TABLE 8: Short-Term Action Plan (Years 1-5)												
ID	**Project Name**	**CID**	**Partner Jurisdictions & Agencies**	**Short Project Description**	**From**	**To**	**Timeframe**	**Project Cost**	**Total Local Match**	**AWCID Portion**	**ASCID Portion**	**Remaining Local Match**
Smart Corridor & ITS Technology												
T1	Camp Creek Parkway (SR 6) Advanced Dilemma-Zone Detection System	AWCID	Atlanta, College Park, East Point, South Fulton, GDOT	Building on the SR 6 Truck-Friendly Lanes project, coordinate with GDOT RTOP to deploy an Advanced Dilemma-Zone Detection System along Camp Creek Pkwy from Butner Rd to I-285 as a pilot project. This would provide additional green signal time for vehicles approaching signalized intersections. The results of the pilot project should be evaluated for potential deployment on other key truck routes, such as Old Dixie Rd (US 19/41/SR 3), Roosevelt Hwy (US 29/SR 14), and Forest Pkwy (SR 331).	Butner Road	I-285	1-5 Year	$350,000	$140,000	$28,000	$0	$112,000
T2	Connected Vehicle Technology along Key Corridors	AWCID/ ASCID	Districtwide	Leverage connected signal technology being implemented through the Connected Vehicles 1000 project (known as CV1K) - a joint initiative of GDOT and ARC to provide transit signal priority, emergency vehicle preemption, and other applications. Corridors in the program within Aerotropolis include: Loop Rd; Riverdale Rd (SR 139); Main St/Roosevelt Hwy (US 29/SR 14); Camp Creek Pkwy (SR 6); and Virginia Ave.	N/A	N/A	1-5 Year	$0	$0	$0	$0	$0
T4	Partnerships to Provide Truck Parking Data to Existing Parking Availability Notification Apps	AWCID/ ASCID	TBD - Private Companies	As more truck parking is developed within the Aerotropolis, work with companies to develop a real-time data feed of available parking that can be pulled into existing parking notification apps to facilitate drivers more easily finding available parking in the area. This should be done following existing data feed specifications, such as that from the Mid-America Freight Coalition which has deployed this technology in eight states.	N/A	N/A	1-5 Year	$0	$0	$0	$0	$0
Wayfinding & Signage												
W1	Redirect Camp Creek Marketplace Traffic	AWCID	Atlanta, East Point, GDOT	Further recommendation O1 in the SR 6 Access Management Study: partner with the Cities of Atlanta and East Point as well as GDOT and property owners to install signage to redirect traffic in Camp Creek Marketplace area from Princeton Lakes Pkwy to Carmia Dr.	Princeton Lakes Parkway	Carmia Drive	1-5 Year	$5,000	$5,000	$1,000	$0	$4,000
W2	Herschel Road Truck Prohibition Signage	AWCID	College Park	Per Sec. 19-25.1 of the City of College Park Code of Ordinances, install truck prohibition signs on southbound Herschel Rd at its intersection with Camp Creek Pkwy and on northbound Herschel Ave at its intersection with Old National Hwy.	N/A	N/A	1-5 Year	$4,000	$4,000	$2,000	$0	$2,000
W3	Riverdale Road (SR 139) Truck Prohibition Signage	AWCID	College Park, GDOT	Per Sec. 19-25.1 of the City of College Park Code of Ordinances, install truck prohibition signs on westbound Riverdale Rd at its intersection with Global Gateway Conn and on eastbound Riverdale Rd at its intersection with Herschel Rd.	N/A	N/A	1-5 Year	$4,000	$4,000	$2,000	$0	$2,000

Notes: *Highlighted rows represent Tier I projects; cost estimates are in 2020 dollars*

TABLE 8: Short-Term Action Plan (Years 1-5)												
ID	**Project Name**	**CID**	**Partner Jurisdictions & Agencies**	**Short Project Description**	**From**	**To**	**Timeframe**	**Project Cost**	**Total Local Match**	**AWCID Portion**	**ASCID Portion**	**Remaining Local Match**
W4	Directional and Wayfinding Signage to Key Destinations	AWCID/ ASCID	Districtwide	Install pavement marking and overhead directional signage along key freight routes that direct drivers to interstate highways and key destinations like H-JAIA and the Truckpass lot. Suggested locations include: Camp Creek Pkwy (SR 6) near I-285; Camp Creek Pkwy (SR 6) east of Airport Dr; Old Dixie Rd north of Southpoint Dr; Old Dixie Rd south of Conley Rd; Old Dixie Rd (US 19/US 41/SR 3) south of Southside Industrial Pkwy; Old Dixie Hwy near North St; Forest Pkwy (SR 331) east of Riverdale Rd (SR 139); I-85 approaching Riverdale Rd (SR 139); Riverdale Rd (SR 139) approaching Sullivan Rd (both directions); S Fulton Pkwy (SR 14) west of the I-85/I-285 interchange; and Roosevelt Hwy (US 29/SR 14) approaching S Fulton Pkwy (both directions).	N/A	N/A	1-5 Year	$104,000	$104,000	$10,400	$10,400	$83,200
Policy												
P1	Access Management Policy	AWCID/ ASCID	Districtwide	Collaborate with local jurisdictions to establish and adopt access management policies or overlay districts that require installation of interparcel connections along regional truck routes during redevelopment or expansion of an existing use, and consolidation of access when adjacent parcels come under common ownership. Such overlays or policies could establish standards for the number, density and spacing of curb cuts to better manage access and seek to provide access via side streets rather than the mainline where possible. Routes to be considered include regional truck routes that transect or are adjacent to AACIDs: Camp Creek Pkwy (SR 6) Main St (US 29/SR 14), Roosevelt Hwy (US 29/SR 14), Old Dixie Rd (US 41/US 19/SR 3), and Forest Pkwy (SR 331), as well as arterial roads that carry substantial truck traffic like Old National Hwy (SR 279), S Fulton Pkwy, and Riverdale Rd (SR 139).	N/A	N/A	1-5 Year	$0	$0	$0	$0	$0
P2	On-Site Truck Parking Policy	AWCID/ ASCID	Districtwide	Work with local jurisdictions to encourage them to adopt and implement policies that require new freight-generating warehouse and distribution facilities to allow and provide short-term/temporary on-site parking. Short-term parking in this case is for a period of less than 24 hours for purposes such as staging prior to appointments for pickups and dropoffs as well as overnight parking.	N/A	N/A	1-5 Year	$0	$0	$0	$0	$0
Strategy												
ST1	Forest Parkway (SR 331) Access Management	ASCID	Forest Park, GDOT	As redevelopment occurs, seek opportunities to consolidate driveways along Forest Pkwy (SR 331) from I-75 Frontage Rd to West St.	N/A	N/A	1-5 Year	$0	$0	$0	$0	$0
ST2	Old Dixie Road (US 19/US 41/SR 3) Access Management	ASCID	Forest Park, GDOT	As redevelopment occurs, seek opportunities to consolidate driveways along Old Dixie Rd from Central Ave to Barnett Rd/1st St.	N/A	N/A	1-5 Year	$0	$0	$0	$0	$0
ST3	Old National Highway (SR 279) Access Management	AWCID	South Fulton, GDOT	As redevelopment occurs, seek opportunities to consolidate driveways along Old National Hwy from south of Jolly Rd (limit of PI 0013724) to Pleasant Hill Rd.	N/A	N/A	1-5 Year	$0	$0	$0	$0	$0

Notes: *Highlighted rows represent Tier I projects; cost estimates are in 2020 dollars*

TABLE 8: Short-Term Action Plan (Years 1-5)												
ID	**Project Name**	**CID**	**Partner Jurisdictions & Agencies**	**Short Project Description**	**From**	**To**	**Timeframe**	**Project Cost**	**Total Local Match**	**AWCID Portion**	**ASCID Portion**	**Remaining Local Match**
ST4	Sidewalk and First/ Last Mile Upgrades	AWCID/ ASCID	Districtwide	Collaborate with local and regional agencies to advance sidewalk projects along critical routes: North Loop Rd, Riverdale Rd, Camp Creek Pkwy (SR 6).	N/A	N/A	1-5 Year	$0	$0	$0	$0	$0
ST5	Repurpose Vacant Commercial or Industrial Properties for Temporary Truck Parking	AWCID/ ASCID	Cities and property owners	Work with local governments, property owners, and/or property managers to identify candidate vacant properties that could accommodate truck staging and/or overnight parking on a temporary basis. The temporary repurposing of these properties should be handled on a case-by-case basis and depending on the situation at-hand, management and oversight of the parking lot could be handed by a third-party operator, by the property owner, or local government.	N/A	N/A	1-5 Year	$0	$0	$0	$0	$0
ST6	Redevelop Underutilized Sites for New Permanent Truck Parking	AWCID/ ASCID	Cities and property owners	Identify potential candidate locations and evaluate the feasibility of redeveloping underutilized sites into permanent truck parking with amenities such as security (fence) and plumbing.	N/A	N/A	1-5 Year	$0	$0	$0	$0	$0
ST7	Future Sullivan Road Improvements	ASCID	H-JAIA	As the Airport Master Plan is further advanced or updated, airport staff should identify opportunities to make improvements to Sullivan Rd and Loop Rd in conjunction with other infrastructure projects. AACIDs should monitor these and seek ways to support projects or components that advance the goals of the CIDs and support improvements to freight mobility. Ideally these projects could provide a consistent three-lane section along Sullivan Rd and provide a seamless connection between Sullivan Rd and Loop Rd, which would require a new tunnel under the taxiway.	N/A	N/A	1-5 Year	$0	$0	$0	$0	$0
ST8	Zoning and Land Use Coordination	AWCID/ ASCID	Districtwide	Provide information to Aerotropolis Alliance to facilitate collaboration with local agencies and partner jurisdictions and encourage them to review their respective zoning and development regulations to determine ways to better coordinate and accommodate truck traffic, as well as to avoid future conflicts between residential and industrial land uses. Strategies may include more clustering of manufacturing, warehousing, and distribution centers; mandating or encouraging siting of such facilities on regional truck routes; or incentivizing redevelopment of underutilized properties in lieu of developing greenfields.	N/A	N/A	1-5 Year	$0	$0	$0	$0	$0
ST9	Systematic Intersection Upgrades along Key Truck Routes	AWCID/ ASCID	Districtwide	Work with GDOT to prioritize standard intersection upgrades on key freight corridors where they have not already been installed. Standard upgrades should include installing FYAs for protected-permissive left-turn phases; raised pavement markers; retroreflective signal panels; supplemental signal heads for locations which need better visibility for drivers in smaller vehicles positioned behind trucks; and median nose delineators. Suggested routes include: Camp Creek Pkwy (SR 6); Old Dixie Rd (US 19/US 41/SR 3); Roosevelt Hwy (US 29/SR 14); Forest Pkwy (SR 331).	N/A	N/A	1-5 Year	$0	$0	$0	$0	$0
							Total:	**$10,963,000**	**$5,543,200**	**$699,100**	**$1,583,800**	**$3,260,300**

Notes: *Highlighted rows represent Tier I projects; cost estimates are in 2020 dollars*

Short-Term Action Plan (Years 6-10)

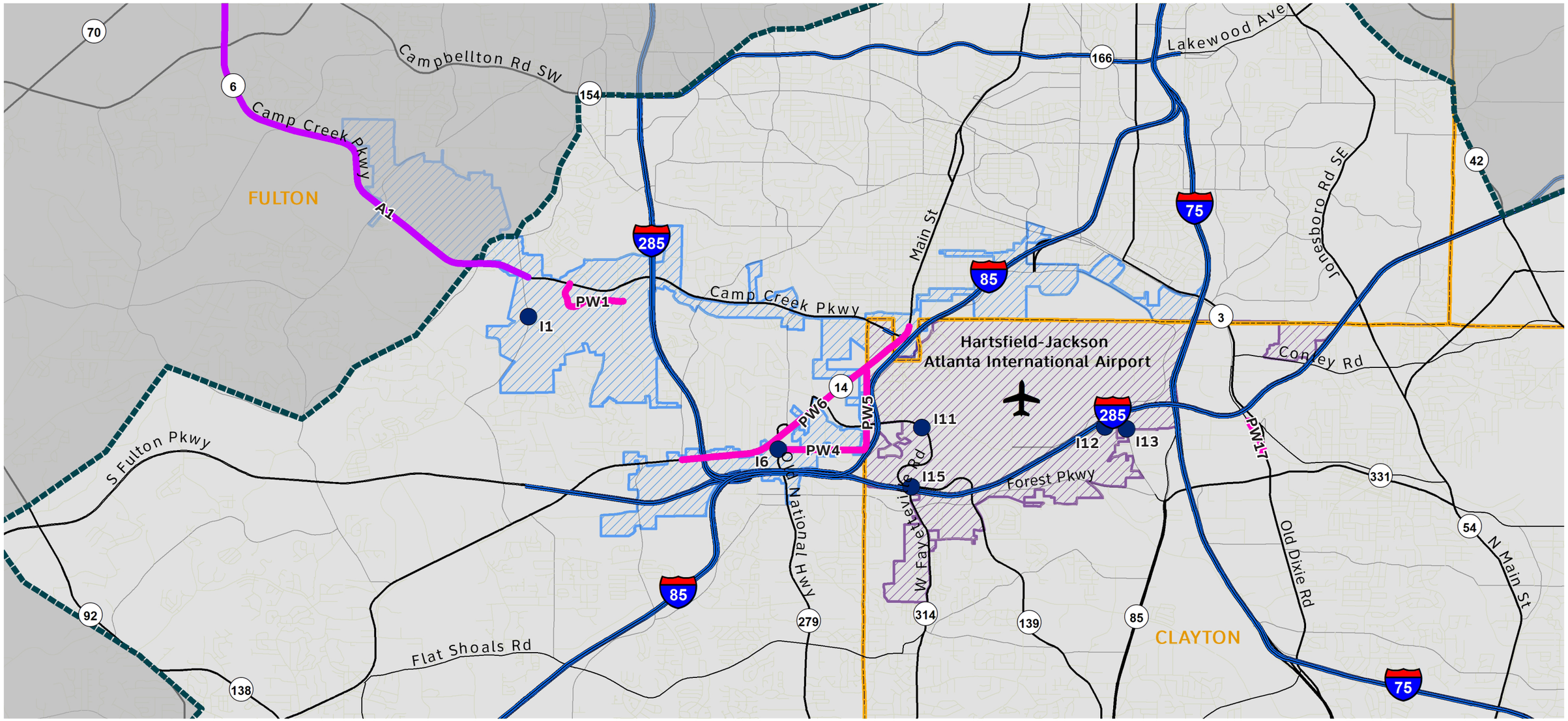

FIGURE 4-4: Short-Term Action Plan (Years 6-10)

Data Courtesy of Aerotropolis Atlanta CIDs, Atlanta Regional Commission, Georgia Department of Transportation, and Metropolitan Atlanta Rapid Transit Authority

TABLE 9: Short-Term Action Plan (Years 6-10)												
ID	**Project Name**	**CID**	**Partner Jurisdictions & Agencies**	**Short Project Description**	**From**	**To**	**Timeframe**	**Project Cost**	**Total Local Match**	**AWCID Portion**	**ASCID Portion**	**Remaining Local Match**
Access Management												
A1	Camp Creek Parkway (SR 6) Median Barrier	AWCID	South Fulton, Fulton County, GDOT	Build on recommendation from SR 6 Access Management Study and provide a median barrier on Camp Creek Pkwy between Fulton Industrial Blvd (SR 70) and Welcome All Rd.	Fulton Industrial Boulevard (SR 70)	Welcome All Road	6-10 Year	$2,200,000	$880,000	$176,000	$0	$704,000
Intersection Improvements												
I1	Ben Hill Road at Welcome All Road Intersection Improvement	AWCID	East Point	Upgrade and enhance pavement markings; retrofit pedestrian poles and signal heads; install raised pavement markers and median nose delineators; relocate stop bar west of railroad tracks, add supplemental signal heads and "Stop Here on Red" signage to discourage vehicles from queuing on tracks; and install sidewalks along Welcome All Rd.	N/A	N/A	1-5 Year & 6-10 Year	$300,000	$300,000	$150,000	$0	$150,000
I6	Old National Highway (SR 279) at Sullivan Road Intersection Improvement	AWCID	College Park, GDOT	Install sidewalk to connect to existing sidewalk and adjacent bus stops and rebuild pedestrian landing in northwest quadrant; convert northbound and westbound left-turn signal phasing to Protected + Permissive and install left-turn FYA; add channelized yield-controlled eastbound right-turn lane with raised concrete island; convert northbound right-turn lane to channelized yield-controlled movement with raised island; either convert West Point Ave to right-in/right-out or relocate West Point Ave to the east to mitigate vehicular conflicts; install directional signage the airport, US 29, and I-285.	N/A	N/A	6-10 Year	$400,000	$160,000	$80,000	$0	$80,000
I11	Riverdale Road (SR 139) at Sullivan Road Intersection Improvement	ASCID	College Park, GDOT, H-JAIA	Upgrade pavement markings; install raised pavement markers and median nose delineators; add channelized yield-controlled westbound right-turn lane with raised island and overlap phase with FYA; increase turning radii and upgrade curb radii along southbound and northbound right-turn lanes. Install directional and wayfinding signage on all four legs, directing drivers to airport facilities, staging lots, rideshare, and interstates.	N/A	N/A	6-10 Year	$600,000	$240,000	$0	$120,000	$120,000
I12	South Loop Road at Lake Mirror Road Intersection Improvement	ASCID	Clayton County	Upgrade pavement markings; install raised pavement markers and median nose delineators; add pavement skip lines; install overhead directional signage and pavement marking to I-285; upgrade and maintain lighting, raised medians, and islands; replace guardrails.	N/A	N/A	6-10 Year	$300,000	$300,000	$0	$150,000	$150,000
I13	Clark Howell Highway at Lake Mirror Road Intersection Improvement	ASCID	Clayton County	Upgrade pavement markings; install raised pavement markers; install directional signage and pavement marking to I-285; add pedestrian accommodations; install sidewalks; retrofit curb radii.	N/A	N/A	6-10 Year	$300,000	$300,000	$0	$150,000	$150,000

Notes: *Highlighted rows represent Tier I projects; cost estimates are in 2020 dollars*

TABLE 9: Short-Term Action Plan (Years 6-10)												
ID	**Project Name**	**CID**	**Partner Jurisdictions & Agencies**	**Short Project Description**	**From**	**To**	**Timeframe**	**Project Cost**	**Total Local Match**	**AWCID Portion**	**ASCID Portion**	**Remaining Local Match**
I15	Riverdale Road (SR 139) at West Fayetteville Road (SR 314) Intersection Improvement	ASCID	College Park, GDOT, H-JAIA	Improve turn radius for eastbound right-turn lane; relocate stop bar on northbound W. Fayetteville Rd farther from intersection; upgrade pavement markings; install raised pavement markers; retrofit drainage structure; upgrade and maintain lighting; extend sidewalk on W. Fayetteville Rd to Riverdale Rd; extend sidewalk on both sides of W. Fayetteville Rd to Godby Rd/Phoenix Blvd; install directional signage to airport and interstates.	N/A	N/A	1-5 Year & 6-10 Year	$400,000	$160,000	$0	$80,000	$80,000
Pedestrian Safety & Workforce Supportive												
PW1	Centre Parkway Sidewalk	AWCID	East Point, GDOT	Fill gaps in sidewalk along Centre Pkwy between Camp Creek Pkwy and N. Commerce Dr.	Camp Creek Parkway (SR 6)	N Commerce Drive	1-5 Year & 6-10 Year	$700,000	$700,000	$350,000	$0	$350,000
PW4	Sullivan Road Sidewalk	AWCID	College Park, GDOT, H-JAIA	Install sidewalk along north side of Sullivan Rd between Old National Hwy (SR 279) and Best Rd.	Old National Highway (SR 279)	Best Road	6-10 Year	$600,000	$600,000	$300,000	$0	$300,000
PW5	Best Road Sidewalk	ASCID	College Park	Install sidewalk along east side of Best Rd between W Point Ave and Sullivan Rd.	W Point Avenue	Sullivan Road	6-10 Year	$800,000	$800,000	$0	$400,000	$400,000
PW6	Roosevelt Highway (US 29/SR 14) Sidewalk	AWCID	College Park, South Fulton, GDOT	Fill gaps in sidewalk along Roosevelt Hwy between Ben Hill Rd and Lee Street Conn, with focus on the area near Old National Hwy (SR 279). Coordinate with GDOT PI 0011845.	Washington Road	Lee Street Connector	6-10 Year	$2,500,000	$1,000,000	$200,000	$0	$800,000
PW17	Old Dixie Highway Sidewalk	ASCID	Forest Park	Install sidewalk along Old Dixie Hwy between existing sidewalk at Old Dixie Rd and Royal Dr. Evaluate the need to extend sidewalk north of I-285 to Oak Forest Dr or beyond to Conley Rd.	Old Dixie Road (US 19/41)	Royal Drive	6-10 Year	$300,000	$120,000	$0	$60,000	$60,000
Smart Corridor & ITS Technology												
T3	Supplemental Signals at Intersections along Key Truck Routes	AWCID/ ASCID	Districtwide	Install supplemental near-side signal heads at intersections along key truck routes so they are more visible to drivers in smaller vehicles positioned behind trucks. Suggested routes include: Camp Creek Pkwy (SR 6); Old Dixie Rd (US 19/US 41/SR 3); Roosevelt Hwy (US 29/SR 14); Forest Pkwy (SR 331).	N/A	N/A	1-5 Year & 6-10 Year	$2,800,000	$1,120,000	$112,000	$112,000	$896,000
							TOTAL:	**$12,200,000**	**$6,680,000**	**$1,368,000**	**$1,072,000**	**$4,240,000**

Notes: *Highlighted rows represent Tier I projects; cost estimates are in 2020 dollars*

The Pedestrian Safety/Workforce Supportive projects will improve access to jobs by upgrading bus stops to include benches and shelters where currently only sign posts exist.

The Wayfinding and Signage projects are important for early implementation because they will help ensure compliance with local codes of ordinances and direct freight traffic to stay on or follow designated truck routes, alleviating concerns about truck traffic on local roads.

Other Short-Term Projects

As with the Tier 1 and Quick Win projects, the remaining projects in the Short-Term Action Plan can be pursued according to local priorities and available funding, in coordination with local jurisdictions and agencies as necessary. These contain a variety of projects ranging from Access Management to sidewalk segments and Intersection Improvements.

4.3 Long-Term Vision Project List

There are four total projects in the Long-Term Vision Project List. These were identified through the process of developing the Financially Feasible Short-Term Action Plan. This list consists of three projects that the project team determined are not likely able to be initiated within the ten-year timeline for the Short-Term Action Plan. Based on the future funding projections, it is possible that all three of these project could be partly funded within the ten-year Short-Term timeline, but in an effort to be conservative about future funding, they have been placed on the Long-Term Vision Project List.

These projects are listed in Table 10 on page 47, shown in the map in Figure 4-9 on page 46, and briefly described below.

- The first of the Long-Term Vision Projects is the widening of **Roosevelt Highway between South Fulton Parkway and Washington Road (Project C1)**. This project was identified through the planning-level capacity analysis, which indicates a need for additional capacity on this segment - a need also identified in the Regional Transportation Plan (RTP) as project ASP-FS-226 (see Figure 4-5). The widening is estimated to cost nearly $8 million and would require close coordination with GDOT and the adjacent projects on Buffington Road (PI 0013948) and at the intersection of Roosevelt Highway (US 29/SR 14) and Washington Road (PI 0011845). As a result of the nature of the project and required coordination, it is anticipated that this project will necessitate a relatively high level of effort to implement.
- **Project I10**, the **Intersection Improvement at Loop Road and Toffie Terrace**, is estimated to cost around $300,000 and would require a relatively high level of effort to implement (see Figure 4-6). Although not a costly project, it scored lower in the project prioritization process compared to other intersection improvements in terms of project readiness and mobility options.
- **Project I19, Riverdale Road at Phoenix Boulevard/Forest Parkway**, (Figure 4-7) would convert the intersection into a Median-U-Turn (MUT) with MUTs along Phoenix Boulevard and Forest Parkway, as was proposed for the intersection at SR 6 and Maxham Road as part of the SR 6 Truck-Friendly Lanes project to the west of the Aerotropolis. This builds upon the short-term recommendation as part of project I4.

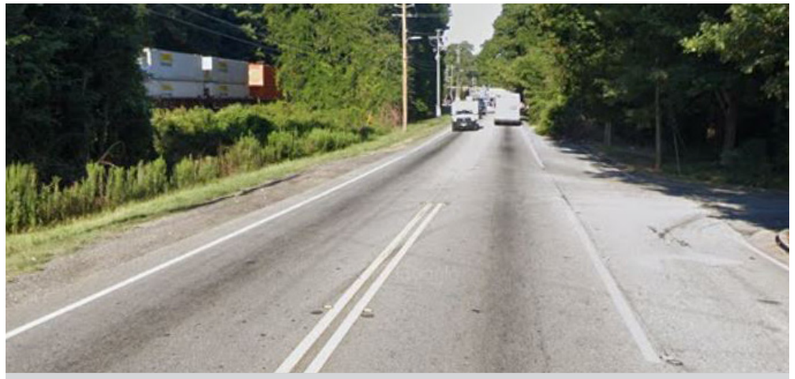

FIGURE 4-5: Existing Conditions on Roosevelt Highway (US 29/SR 14)

Image Credit: *Google StreetView*

FIGURE 4-6: View of Loop Road at Toffie Terrace Intersection

- **Project PW3, Camp Creek Parkway (SR 6) Sidewalk**, would fill sidewalk gaps along Camp Creek Parkway between Washington Road and Airport Drive (see Figure 4-8). It should be developed in consideration of the recommendations from the AeroATL Greenway Plan and findings of the Model Mile Feasibility Study, as well as any intersection improvements or other projects that are implemented along Camp Creek Parkway (SR 6) in the meantime.

As shown in the Potential Funding Matrix in Appendix B, all three of these projects are eligible for a number of competitive grants and sources outside of AACIDs revenues, which could help expedite implementation, if local partners desire to do so. For example, all four Long-Term Vision Projects could be eligible for STBG funding, federal BUILD grants (although would likely need to be bundled with other projects to meet minimum application thresholds), and AID grants, as well as Quick Response funds via GDOT and GTIB Grants and Loans through SRTA.

FIGURE 4-7: View of Riverdale Road (SR 139) at Phoenix Boulevard/Forest Parkway

FIGURE 4-8: View of Camp Creek Parkway "Desire Path"

Long-Term Vision Project Recommendations

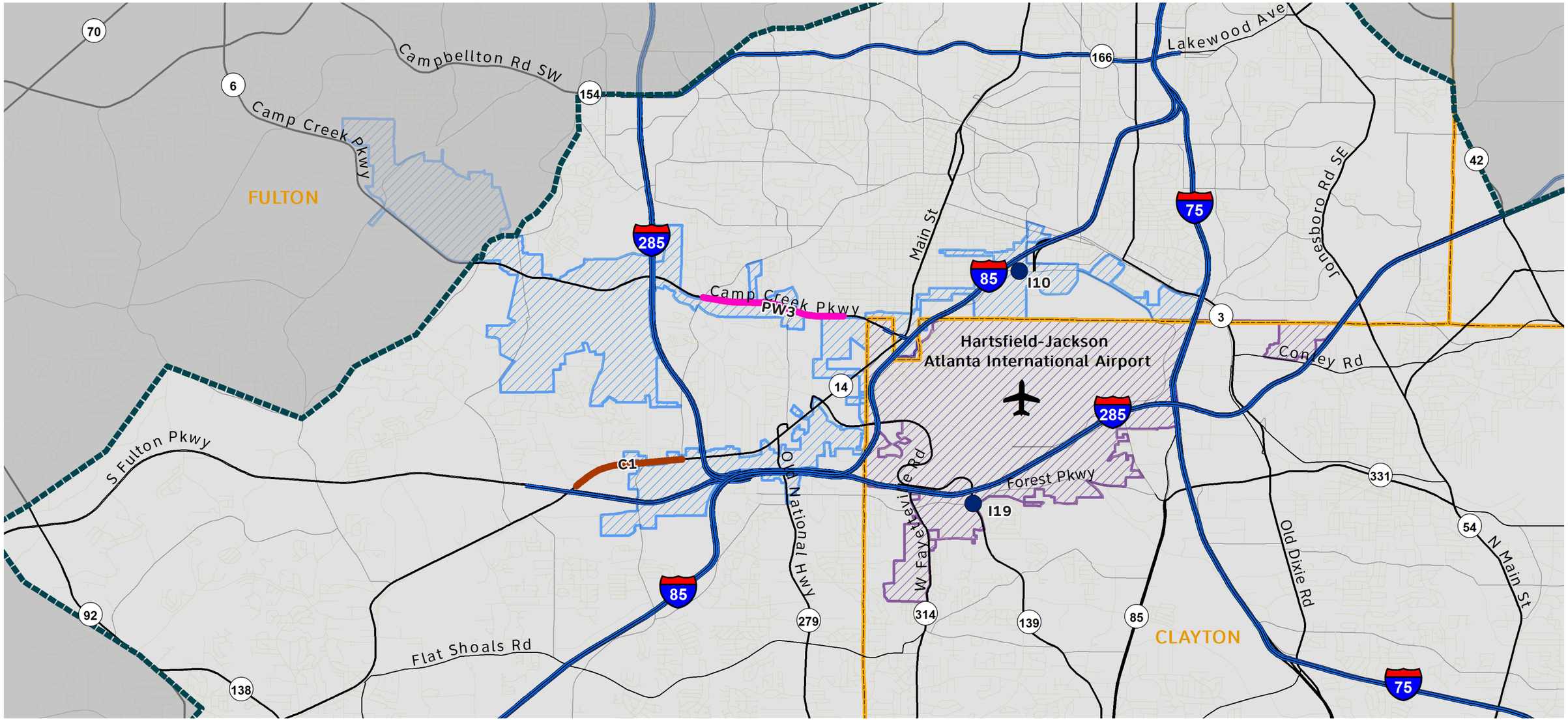

FIGURE 4-9: Long-Term Vision Project Recommendations

Data Courtesy of Aerotropolis Atlanta CIDs, Atlanta Regional Commission, Georgia Department of Transportation, and Metropolitan Atlanta Rapid Transit Authority

TABLE 10: Long-Term Vision Project Recommendations												
Project ID	**Project Name**	**CID**	**Partner Jurisdictions & Agencies**	**Project Description**	**From**	**To**	**Timeframe**	**Project Cost**	**Total Local Match**	**AWCID Portion**	**ASCID Portion**	**Remaining Local Match**
Capacity & Widening												
C1	Roosevelt Highway (US 29/SR 14) Widening	AWCID	College Park, South Fulton, GDOT	Widen Roosevelt Hwy from two to four lanes from S. Fulton Pkwy to Washington Rd, tying into the proposed roundabout at Washington Rd (PI 0011845).	South Fulton Parkway	Washington Road	6-10 Year & Long-Term	$7,800,000	$3,120,000	$624,000	$0	$2,496,000
Intersection Improvements												
I10	Loop Road at Toffie Terrace Intersection Improvement	AWCID	Hapeville, East Point, H-JAIA	Upgrade pavement markings; install raised pavement markers and median nose delineators; add pedestrian accommodations; convert outside southbound through-lane to exclusive right-turn lane with overlap phase and FYA; convert inside northbound through-lane to exclusive left-turn lane; convert eastbound and westbound left-turn signals to FYAs to make dual left-turn lanes; convert outside eastbound through-lane to exclusive right-turn lane; install directional signage to airport cargo area and interstates.	N/A	N/A	6-10 Year & Long-Term	$300,000	$300,000	$60,000	$0	$240,000
I19*	Riverdale Road (SR 139) at Phoenix Boulevard/Forest Parkway Intersection Improvement	ASCID	Clayton County, GDOT, H-JAIA	This is a long-term recommendation for this intersection that would build upon the short-term recommendation (see Project I4). Convert the intersection to a Median-U-Turn (MUT) intersection with signalized dual lane U-turns along Phoenix Blvd/Forest Pkwy; eliminate left-turns at the intersection by providing signalized U-turn along westbound Phoenix Blvd (near entrance to Phoexnix Center Office Park, 1580/1590 Phoenix Blvd) and signalized U-turn along eastbound Forest Pkwy at Seaborn Pl; design the MUT intersection and the U-turn crossovers to accommodate WB-67 trucks per FHWA Median-U-Turn Intersection Informational Guide; install overhead and pavement marking directional signage to SR 139 and I-285.	N/A	N/A	Long-Term Only	$1,200,000	$480,000	$0	$240,000	$240,000
Pedestrian Safety & Workforce Supportive												
PW3	Camp Creek Parkway (SR 6) Sidewalk	AWCID	College Park, East Point, GDOT	Fill gaps in sidewalk along Camp Creek Pkwy between Washington Rd and Airport Dr or the existing sidewalk just west of Airport Dr on the south side of the road.	Washington Road	Airport Drive	6-10 Year & Long-Term	$600,000	$240,000	$48,000	$0	$192,000
							TOTAL:	**$9,900,000**	**$4,140,000**	**$732,000**	**$240,000**	**$3,168,000**

Notes: *Cost estimates are in 2020 dollars*

**Project I4 is a short-term project whereas project I19 is a long-term project, and it is at the AACIDs' discretion on whether to advance project I4 or I19 depending on funding availability and local match opportunities*

05 Conclusion & Next Steps

5.1 Implications for the Aerotropolis

This plan is a major step for the AACIDs and partner jurisdictions. As one of the first regional Freight Cluster Plans to be carried out under ARC's Regional Freight Plan, it will inform and help shape future Freight Cluster Plans. The AACIDs and its partners have a unique opportunity to set a precedent by advancing a combination of infrastructure projects, technology projects, studies, strategies, and policies to improve freight mobility for the benefit of the Aerotropolis and surrounding region. As home delivery and e-commerce continue to grow, particularly in recent months in light of the COVID-19 pandemic, competition for limited roadway space will also grow. Just last year, H-JAIA welcomed Amazon Prime, and plans are in the works to expand cargo operations at the airport's South Cargo area. Continued growth and development throughout the Aerotropolis will place additional pressure on area roadways, particularly east of H-JAIA in the vicinity of Conley Road and the Mountain View area, as well as westward along South Fulton Parkway and adjacent corridors.

Through a combination of project types, the Freight Cluster Plan aims to offer a balanced set of solutions that can help alleviate some of that pressure, improving intersection operations, providing additional turning movement capacity, and directing drivers who may not be familiar with the area to key destinations, like H-JAIA and interstate highways. The Plan also capitalizes on recent advances in technology to improve safety and operations along key corridors throughout the study area, starting with Camp Creek Parkway (SR 6). Connected signal and connected vehicle technology is rapidly advancing and as more vehicles are able to communicate directly with traffic signals, deployment of other technology applications, such as Freight Signal Priority, should be explored for this area.

5.2 Plan Implementation

Given the negative economic impact and uncertainty resulting from the COVID-19 pandemic, the project team took a conservative approach to estimating and projecting current and future revenues for the AACIDs. It has been difficult for businesses, government, and communities to adapt; however, the AACIDs maintain a strong commitment to continue to collaborate and partner with local jurisdictions and property owners to advance infrastructure projects for the benefit of the District, community members, and travelers passing through. The Freight Cluster Plan intentionally sought to develop a Financially Feasible Short-Term Action Plan so that the AACIDs and their partners could better anticipate what it will take over time to implement the plan. Beyond providing planning-level cost estimates for recommendations, the team also projected future revenues over a period of ten years, through 2032, to help paint a picture of what is likely to be available to allocate to Freight Cluster Plan recommendations over time. Similarly, the project team also included information on potential funding sources outside of traditional sources, such as the Transportation Improvement Program (TIP), to help staff prepare to take advantage of other sources for eligible projects.

While difficult to predict the future in the current situation, the team started by looking at AACIDs' past revenue and after consultation with AACIDs staff, it was determined that the anticipated funding strategy should follow a conservative approach. As discussed in Chapter 3, the team developed two scenarios. The logic behind this was to help anticipate how much funding might be available in a 'business as usual' or 'status quo' scenario, and how much might be available in a more conservative scenario, beginning with revenue reductions. The goal was to help the AACIDs plan for project implementation, to ensure that this plan does not sit on the proverbial 'shelf' but that it can be implemented, at least in part, within a ten-year timeline. It is important to note that despite the conservative estimate, more than 90 percent of recommendations can be initiated within the first ten years of completion of this plan.

How This Plan Can Guide Next Steps

It is recommended that the AACIDs work to implement the Freight Cluster Plan in accordance with their local priorities by partnering and collaborating with local jurisdictions and agencies to secure funding. The Potential Funding Matrix provided in Appendix B is a useful resource for identifying potential funding sources beyond the typical Transportation Improvement Program overseen by the Atlanta Regional Commission. Given the economic uncertainty facing communities in light of the COVID-19 pandemic, there will likely be even more competition than usual for limited federal funds. Communities across the United States are facing reduced tax revenues and as a result, are faced with difficult decisions about a range of projects and priorities. As the Freight Cluster Plan was developed, the AACIDs' commitment to "creating an economically strong, safe, attractive, and vibrant community surrounding the world's most-traveled passenger airport" served as a guidepost, leading to the development of projects that would address observed issues and needs in a cost-effective manner.

The plan is intended to serve as a framework, providing concrete steps, actions, and implementable projects that can help the AACIDs and its partners improve freight mobility around the area. While there is no prioritized or ranked order in which projects should be implemented, the development of the Short-Term Action Plan, with projects anticipated for Years 1-5 and Years 6-10, as well as the identification of Quick Wins and Tier 1 projects, can allow the plan to serve as a guide for how to move forward in a financially feasible way that takes into account factors such as mobility improvements, project readiness, and economic benefit.

As individual projects are advanced to the next phases of implementation, whether that is more planning, scoping, or engineering, it will be important for the AACIDs and partner jurisdictions to continue to engage community members, collaborating with cities, counties, and neighboring Community Improvement Districts. Over time, as other projects are implemented, and as development and travel patterns shift, it will be important to check in with key stakeholders and community members to ensure that projects align with changing priorities.

Incorporation into Other AACIDs Plans

Other AACIDs planning efforts which are currently in progress or are slated to begin in the near future should incorporate the findings and recommendations from this Freight Cluster Plan. The AeroATL Greenways Plan Model Mile initiative and Aerotropolis Atlanta Alliance Blueprint update are among the efforts which should consider these findings as part of those planning processes.

Coordination with other Freight Cluster Plans

As part of the 2019 solicitation process, the Atlanta Regional Commission awarded Freight Cluster Plan grants to recipients around the Atlanta region, including Boulevard CID and Metro South CID in close proximity to the AACIDs. The Boulevard CID Freight Cluster Plan will examine freight travel patterns and behaviors along Fulton Industrial Boulevard (SR 70) and expects to be underway by late 2020. Metro South CID's Freight Cluster Plan is anticipated to begin shortly thereafter and will focus on patterns and behaviors in the Old McDonough Road and Transport City Drive area to the southwest of the Moreland Avenue (US 23/SR 42) and I-285 interchange east of H-JAIA.

The Aerotropolis should coordinate with these and other future Freight Cluster Plans by sharing best practices, assessment methodology, and taking advantage of data sharing, where appropriate. The AACIDs, partner jurisdictions, and neighboring CIDs should collaborate on projects where it makes sense based on study area boundaries and geographic proximity in establishing a region centered on H-JAIA that is economically competitive and boasts an exceptional quality of life.

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