THE CITY OF STONECREST GEORGIA

FREIGHT CLUSTER PLAN

RECOMMENDATIONS

IN COOPERATION WITH ARC

FINAL REPORT

JULY 2024

PREPARED BY

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Stonecrest Freight Cluster Plan

Recommendations

Final Report

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For

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ARC ATLANTA REGIONAL COMMISSION

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1 Project Overview and Background

1.1 Stonecrest Freight Cluster Plan

Developed within the framework of the Atlanta Regional Commission (ARC)'s freight cluster program, the Stonecrest Freight Cluster Plan (SFCP) is a strategic initiative to align the transportation systems of the Cities of Stonecrest and Lithonia with the economic development goals of the region. This plan emphasizes coordination with the broader regional planning process to ensure seamless integration with and support for regional objectives, enhances the efficiency of freight movement, optimizes traffic flow, and addresses critical safety concerns.

1.2 Study Area

The Stonecrest Freight Cluster Study Area (Study Area) is shown in Figure 1-1. It covers 11.6 square miles and includes segments of the City of Lithonia and the northern sector of the City of Stonecrest. Situated mostly north of the I-20 corridor, it extends approximately a quarter mile south of the I-20 corridor, covering the region between Miller Road and Lithonia Industrial Boulevard. Within the Study Area, key transportation arteries such as I-20/SR-402 (I-20) and Covington Highway play a pivotal role in the regional transportation network. These roadways are essential components of the planning and development efforts undertaken in the Study Area. In specific analytical contexts, a half-mile buffer area surrounding the study area has been considered, accounting for the broader influence of this strategic planning effort.

1.3 Purpose of Report

The purpose of the SFCP Recommendations Report is to provide a well-informed and strategic response to the challenges and opportunities in Stonecrest's freight network. This comprehensive report offers actionable recommendations and supporting analysis that will serve as a valuable resource for decision-makers and stakeholders. This report establishes the foundational knowledge required for informed decision-making and the formulation of strategies aimed at enhancing the region's overall economic prosperity.

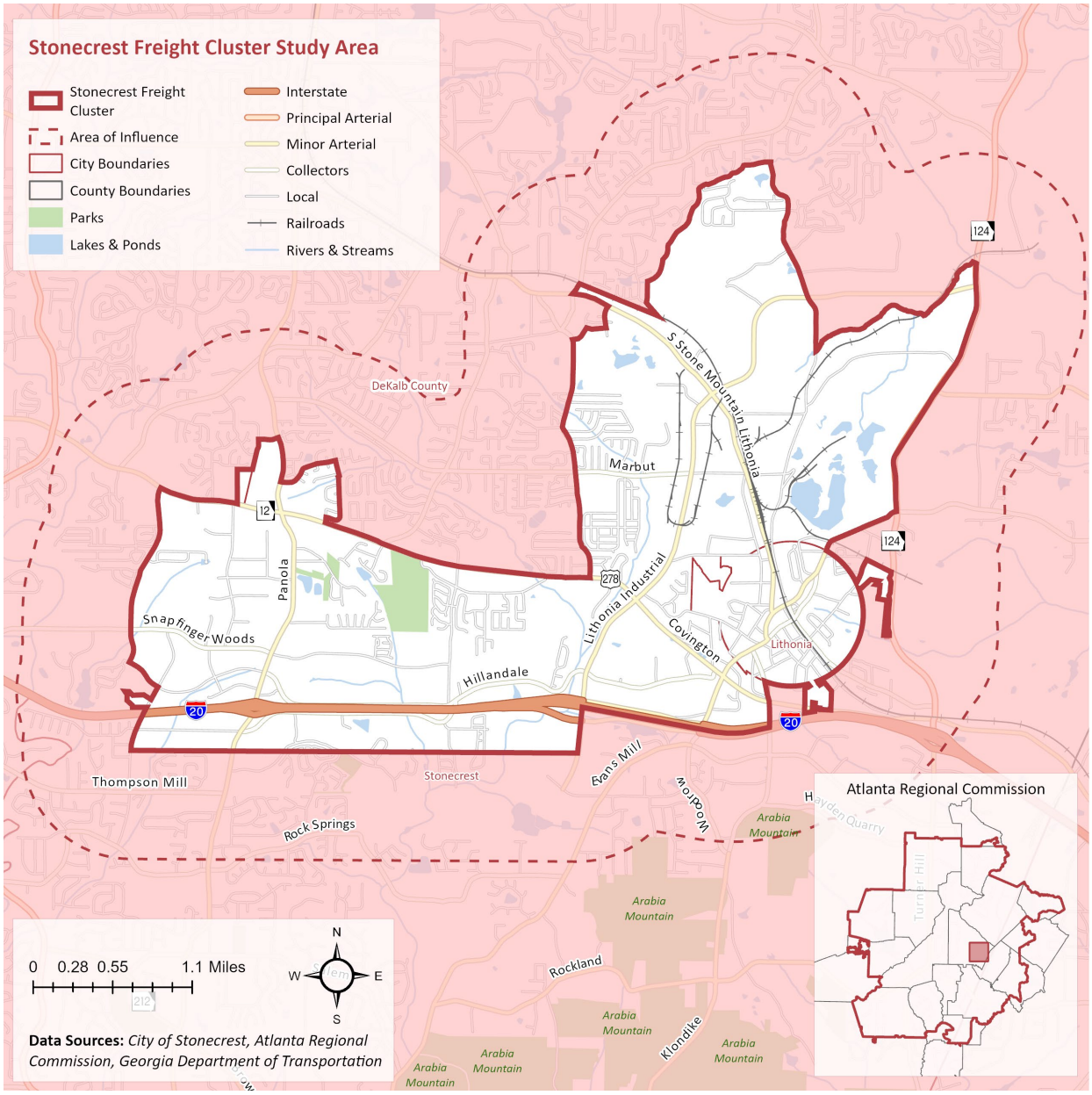
These recommendations are carefully derived from the extensive findings of the analyses noted below:

- **Inventory and Assessment Report (Appendix A)** - an in-depth examination of existing conditions within the study area, offering a detailed inventory and assessment of current and future needs. The insights gathered from this report form a crucial foundation for the subsequent recommendations.
- **Best Practices Report (Appendix B)** - a thorough review of best practices, ideas, and implemented strategies related to goods movement across the United States. It identifies successful approaches that are applicable and relevant to the specific context of the study area.
- **Traffic Study Report (Appendix C)** - an extensive analysis of key intersections within the study area that assesses capacity, operational efficiency, and safety. Recommendations for improvements in these areas are integral to enhancing the overall functionality of the transportation network.
- **Statement of Vision, Goals, and Objectives (Appendix D)** - a fundamental framework for the prioritization of projects and policies within the study area. These guiding principles help align the recommendations with the broader aspirations and objectives of the community.

In addition to these analytical components, the recommendations presented in this report were enriched through stakeholder outreach activities, including public meetings and Freight Forum discussions. The

incorporation of diverse perspectives and feedback from these engagements ensures that the proposed Work Program and policy recommendations are well-rounded and reflective of the community's needs.

Figure 1-1: Stonecrest Freight Cluster Study Area (Study Area)



1.4 Vision, Goals and Objectives

The vision, goals and objectives were developed from relevant policy documents and stakeholder input. The overall vision of the plan is:

"A dynamic Stonecrest Freight Cluster that harmonizes efficient freight traffic flows while safeguarding neighborhood well-being, fosters economic vitality, and advances regional objectives."

The goals and objectives of the SFCP are as follows:

Goal 1: Enhance Freight Mobility in Stonecrest and Surrounding Areas

- Objective 1.1: Determine the necessary roadway capacity and operational enhancements required to facilitate the smooth flow of freight within the Stonecrest Freight Cluster study area.
- Objective 1.2: Address roadway geometric deficiencies to accommodate the efficient operation of trucks within the Stonecrest Freight Cluster study area.
- Objective 1.3: Explore options for traffic signal improvements aimed at reducing delays associated with freight movement.
- Objective 1.4: Develop plans for the integration and deployment of connected vehicle technologies and other Intelligent Transportation Systems (ITS) applications within the road network.
- Objective 1.5: Identify high-frequency crash locations and prioritize safety improvements.
- Objective 1.6: Formulate strategies that bolster the resilience of the freight network.

Goal 2: Align with Local, Regional, and Statewide Policy Initiatives

- Objective 2.1: Ensure consistency with the policy and project recommendations of the 2020 Stonecrest Transportation Plan, 2019 Stonecrest Comprehensive Plan, and the ongoing Stonecrest Bicycle, Pedestrian & Trail Plan.
- Objective 2.2: Foster alignment with the policy and project recommendations of the 2022 DeKalb County 2050 Unified Plan, 2019 DeKalb County Transit Master Plan, 2019 I-20 East TOD Plan, and South DeKalb Transit Initiative.
- Objective 2.3: Coordinate freight cluster objectives with the recommendations from ARC's regional plans, including the Freight Mobility Plan, Truck Route Master Plan, Walk. Bike. Thrive!, and Regional Transit Plan.
- Objective 2.4: Synchronize with the objectives of the statewide freight plan and rail plan to stimulate regional economic growth.
- Objective 2.5: Collaborate with City, County, and regional authorities along with local businesses and residents to bolster economic development opportunities within the Stonecrest Freight Cluster.
- Objective 2.6: Recognize external freight generators that impact the Stonecrest Freight Network.

Goal 3: Foster Innovative Land Use and Development Strategies

- Objective 3.1: Mitigate potential conflicts between industrial development and residential communities.
- Objective 3.2: Research and promote best practices for industrial development that leverage new technology and advancements in supply chain management, including the provision of alternative fuel facilities.
- Objective 3.3: Collaborate with city authorities and community stakeholders to identify potential locations for additional truck parking and effective truck traffic management in and around the

Stonecrest Freight Cluster in accordance with the latest Truck Parking ordinance (Ordinance No. 2023-08-01).

Goal 4: Advocate Cost-Effective Solutions and Innovative Funding Strategies

- Objective 4.1: Prioritize cost-efficient operational improvements to facilitate short-term implementation opportunities.
- Objective 4.2: Maximize the utilization of existing right-of-way (ROW) for transportation improvements, reducing life-cycle costs associated with new enhancements.
- Objective 4.3: Identify and pursue various funding options, whether through Georgia Department of Transportation (GDOT), Atlanta Regional Commission (ARC), or federal grants.
- Objective 4.4: Ensure innovative short-term initiatives are blended with this SFCP's vision.

Goal 5: Improve Workforce Access

- Objective 5.1: Identify strategies to improve and promote transit accessibility to the Stonecrest Freight Cluster area.
- Objective 5.2: Advocate for Complete Street initiatives to facilitate multimodal access, including pedestrian and bicycle access, to major employers and transit facilities.
- Objective 5.3: Identify opportunities to establish new transit connections across the region to expand the availability of the workforce for industries within the study area.
- Objective 5.4: Integrate the recommended projects from the Bicycle, Pedestrian, and Trail plan to achieve freight traffic improvements.

1.5 Report Organization

The remainder of the report is organized as follows:

Chapter 2: Stakeholder Engagement and Outreach offers an overview and summary of outcomes stemming from diverse outreach activities conducted throughout the planning process. It elucidates how the received input was assimilated into the planning framework.

Chapter 3: Analytical Inputs summarizes major analytical findings from the SFCP analysis, including needs of roadways, land use and development, freight routing, workforce access, and pedestrian needs.

Chapter 4: Project Identification and Prioritization provides an overview of SFCP projects, the rationale for their inclusion and outlines the prioritization methodology employed in their selection.

Chapter 5: Financing and Resource Allocation Strategies explores the cost estimating process and the utilization of relevant funding sources to best serve the needs of the Stonecrest Freight Cluster.

Chapter 6: Project Recommendations presents a description of the SFCP projects including their associated costs and potential funding sources.

Chapter 7: Policy Recommendations outlines short- and long-term policy recommendations for effective and sustainable outcomes that address issues identified in the Stonecrest Freight Cluster.

2 Stakeholder Engagement and Outreach

The Freight Cluster Plans (FCPs) developed in cooperation with the Atlanta Regional Commission (ARC) include public outreach and engagement. Public involvement is vital to the success of these FCPs because of the valuable information that area workers, commuters, residents, local officials, and staff provide. The input of these groups is key to understanding the public's experience traveling to, within and through the study area. Substantive input relies on stakeholder's understanding of the rationale and guiding principles of previous plans, along with changed conditions, economic drivers and visions for the future of the study area.

A range of strategies and techniques were used to maximize public outreach in and around the study area. The outreach techniques employed encouraged participation in the process and elicited meaningful feedback. The techniques included providing information and timelines on the project and incorporating project education to generate relevant feedback. These efforts conveyed the SFCP's purpose and progress by highlighting local issues, technical considerations, and potential impacts.

2.1 Steering Committee

2.1.1 Overview

The project team coordinated with the Stonecrest project staff to form a Steering Committee (SC) for the SFCP. The SC members represented a broad range of stakeholder perspectives, with membership made up of property owners, local governments, freight providers and area businesses.

The SC was charged with providing input in the identification of needs and proposed solutions. SC members served as champions for the SFCP process, informing their networks about the effort and promoting opportunities to get involved. The momentum generated by the SC played an important role in the design and future implementation of the SFCP.

The members of the SC are:

- **Greg Wright**, Director of Manufacturing Operations at Master Wall, Industry Representative
- **Alan Burnette**, Heidelberg Materials, Industry Representative
- **Paul Denard**, District Engineer, GDOT Representative
- **Shawanna Qawiy**, Planning Director, City of Stonecrest Representative
- **Daniel Studdard**, Planning Administrator, Atlanta Regional Commission Representative
- **David Pelton**, DeKalb County Transportation Division, DeKalb County Representative.

Three SC meetings were held, along with a Freight Forum, which is discussed in section 2.2.1:

- **Meeting 1**, September 12, 2023 (virtual) – Covered an overview of the SFCP Vision, Goals and Objectives, and process, and included an open discussion on targeted mobility.
- **Meeting 2**, January 24, 2024 (virtual) – Covered the findings of the Best Practices Report and the Inventory and Assessment Results, followed by open discussion on mobility issues and needs.
- **Meeting 3,** May 15, 2024 (virtual) – Covered the draft project and policy recommendations for the stakeholder groups, followed by input and discussions on the Work Program.

2.1.2 Steering Committee Meeting #1 – September 12, 2023 (Virtual)

The kickoff meeting included representatives from various organizations such as the City of Stonecrest, Stonecrest Industrial Council, Lithonia Police Department, GDOT, DeKalb County, and the City of Stonecrest. The meeting introduced the project's objectives, anticipated outreach activities, preliminary findings, and the study's

focus areas. Additionally, prevailing issues, opportunities for public engagement, and initial findings from the work performed to date were discussed.

The table below outlines the key issues discussed during the meeting and their integration into the project recommendations, including the Work Program.

Table 2-1: Summary Findings of Steering Committee Meeting #1

Issue Topics	Issue Description	Incorporations into the SFCP
Study Area Boundary Concerns	Concerns were raised regarding the omission of significant freight-generating areas such as quarries from the study area boundary.	*A half-mile buffer around the study area boundary was established as the area of influence including the intersection between SR-124 and I-20 to capture additional freight relevant assets.*
Traffic Issues and Safety	Various traffic issues were identified in the Lithonia Industrial District, including congestion around critical intersections and safety risks for both automobile and pedestrian traffic.	*14 critical intersections including the ones identified were chosen for detailed traffic analysis and Work Program development and are included in the recommendations report.*
Access and Infrastructure Needs	Access issues at key intersections and insufficient infrastructure to accommodate heavy truck traffic effectively were identified.	*The existing conditions analysis and traffic analysis investigated the system performance through direct traffic count, GDOT Traffic Data application, and ARC's Travel Demand Model to identify the deficiencies in the network.*
Data Validation and Updates	The importance of ensuring the accuracy and relevance of data, particularly concerning recent developments such as the establishment of gravel parking facilities, was noted.	*The most recent data was collected from the respective sources at the time of analysis. The obtained data from the city and regional agencies were reasonably cross examined by the planning team and the city of Stonecrest officials to ground truth the data.*
Real-estate Inventory and Infrastructure	Much of the real-estate inventory and the infrastructure within the Lithonia Industrial District is over 40 years old. It is aging resulting in a decline in building occupancy.	*Policy recommendations include Land Use and Development policies that the city could explore to redevelop and rehabilitate the buildings to suitable business uses.*
Community Engagement and Outreach	Emphasis on engaging stakeholders, including truck drivers, logistics companies, and pedestrians, in the planning process was noted.	*The engagement and outreach activities were expanded to include a wider range of stakeholders including property owners, business owners, and truck drivers. The findings of these activities are included in the Work Program and the policy recommendations.*

2.1.3 Steering Committee Meeting #2 – January 24, 2024 (Virtual)

The second meeting provided updates on project progress, including discussions on the purpose and key focus areas of the study, project schedule, ongoing outreach activities, preliminary findings from the best practices review, inventory and assessment, and traffic study, and identification of next steps. The meeting aimed to ensure alignment among stakeholders and to gather valuable input for the formulation of SFCP recommendations.

The table below outlines the key issues identified during the meeting and how they are incorporated into the Work Program and policy recommendations.

Table 2-2: Summary Findings of Steering Committee Meeting #2

Issue Topics	Issue Description	Incorporations into the SFCP
Parking Availability and Access	Concerns were raised regarding the availability of parking spaces for trucks, particularly at no cost, and the impact of insufficient parking on traffic congestion and safety.	*The Parking Inventory and designated truck routes were investigated. The policy recommendations include adherence to the gravel parking lot design standards and generating awareness among the business owners and truck drivers to keep updated with the latest city regulations.*
Lane Width and Turning Access	Discussions noted the challenges related to lane width and turning access for trucks, including difficulties maneuvering through narrow lanes and making sharp turns at intersections.	*The traffic study reviewed the turn radius and other design aspects at key intersections primarily focused on freight traffic and recommended projects into the Work Program that improves the traffic flow and movement.*
Signage Placement and Visibility	Concerns were raised about the placement and visibility of signage along roadways, particularly for truck routes, and its impact on navigation and safety.	*Traffic study projects included in the Work Program have components that focus on roadway signage placement and their visibility.*
Traffic Congestion and Flow	Discussions noted traffic congestion and flow issues, particularly in areas with heavy truck traffic, and the need for measures to alleviate congestion and improve traffic flow.	*Projects that focus on addressing the current traffic congestion and flow issues are incorporated into the Work Program.*
Pedestrian Safety and Sidewalk Conditions	Concerns were raised about pedestrian safety and sidewalk conditions in the study area, including the need for improved sidewalk connectivity and safety measures for pedestrians.	*The recommendations report highlights inadequacies in bicycle and pedestrian infrastructure, emphasizing the need for improvements in sidewalk connectivity and safety measures. Active transportation projects and policy recommendations address these concerns to enhance pedestrian safety and accessibility.*

2.1.4 Steering Committee Meeting #3 – May 15, 2024 (Virtual)

The third meeting discussed the progress of the SFCP. It primarily focused on presenting progress updates regarding the draft Work Program and preliminary recommendations, aiming to elicit feedback from stakeholders for finalizing the plan. The primary goal of the meeting was to foster alignment among stakeholders and gather essential insights to ensure the successful implementation of the SFCP.

A summary of the key issues discussed during the session and their integration into the Work Program and policy recommendations is provided in the table below.

Table 2-3: Summary Findings of Steering Committee Meeting #3

Issue Topics	Issue Description	Incorporations into the SFCP
Roadway Capacity and Design	Concerns were raised regarding the capacity of roadways like Maddox Road and Marbut Road, and for Lithonia Industrial Boulevard (LIB), which was expanded 40 years ago for a different traffic volume. There is a need to reassess LIB's current volume and improve the Boulevard. Intersections on Maddox Road and Marbut Road lack adequate turning radius for trucks, especially considering the expansion of a nearby truck driving school.	*If a Special Tax District is established by the city, further studies could be carried out to verify the capacity or operation needs of these roads.*
Special Purpose Local Options Sales Tax (SPLOST) Allocation	The estimated local match for recommended projects that come from SPLOST allocation appear less than necessary to cover estimated project costs.	*SPLOST covers the entire city of Stonecrest and is utilized based on the citywide needs. SPLOST funds are allocated during the annual budget approval process.*
Designated Truck Routes	Certain sections of Marbut Road lack designation as truck routes, despite experiencing high levels of truck traffic. Future city restrictions on truck traffic could impact freight-dependent industries and businesses in the region, necessitating a review of truck route designations.	*The city already has a policy that allows truck traffic in the roadway segments adjacent to industrial and commercial land uses. Therefore, the city does not have a desire on changing the existing ordinance.*

Issue Topics	Issue Description	Incorporations into the SFCP
NEVI Policy	GDOT determined that the metro Atlanta region already meets National Electric Vehicle Infrastructure (NEVI) criteria. Consequently, GDOT's efforts under the NEVI plan will primarily focus on areas outside of metro Atlanta. This suggests limited expectations for NEVI plan implementation within the study area.	*The policy recommendation regarding NEVI plan were modified accordingly.*
Special Tax District	Local business owners would like to be notified in advance prior to designation of a Special Freight Tax District.	*If the city decides to establish a Special Tax District, the process will follow the state mandated requirements.*

2.2 Stakeholders Initiatives

2.2.1 Freight Forum, Public Meetings & Pop-ups

Public information forums were planned to occur twice – midway through the project and upon development of draft recommendations. The first community meeting was held on March 20, 2024 at the Stonecrest Library. Open to all stakeholders, the Freight Forum was designed to elicit feedback from stakeholders in the study area, especially those who worked in the freight industry.

Following the Freight Forum, the meeting space was reorganized for a public open house, to which the general public was invited to share their input on living or traveling in the study area, and to view SFCP project boards that explained the project, its progress, and its timelines. The open house format was intended to allow interested stakeholders some flexibility in arrival and departure time, space to view project information boards and ask questions, and opportunities to leave feedback by way of hard copy survey.

A pop-up informational display was placed at Stonecrest Mall on February 17, 2024, allowing the general public the opportunity to view display boards and leave feedback.

2.2.2 Website

The project landing page (https://www.stonecrestga.gov/MajorPlansAndStudies.aspx) was set up as a portal for the public to find out information on the SFCP – the process, the plans, delivery dates and next steps – and a repository for all written materials distributed to the public or minutes of steering committee meetings and public forums.

2.3 Freight Advisory Task Force Presentations

2.3.1 Overview

The Freight Advisory Task Force[1] serves as a crucial connection between freight-related local and regional agencies, encompassing various sectors such as railroads, trucking, airports, chambers of commerce, and

[1] ARC Freight Advisory Taskforce, https://atlantaregional.org/what-we-do/transportation-planning/freight-transportation/freight-advisory-taskforce/

community improvement districts. Its primary objective is to facilitate dialogue between the freight community and the public sector concerning freight and goods movement issues. In alignment with its mandate, the Task Force provides invaluable inputs aimed at enhancing freight mobility and reliability within the region. These inputs encompass a range of key areas, including identifying freight mobility characteristics and needs, enhancing the safety of the transportation system, and prioritizing freight transportation needs and investments.

As part of the comprehensive stakeholder engagement and outreach efforts, the planning team diligently engaged with the Freight Advisory Task Force on two significant occasions:

- **#1 – October 08, 2023 –** Discussion focused on anticipated activities, preliminary findings of the existing conditions report, and discussion about the prevailing issues within the study area.
- **#2 – February 15, 2024 –** Discussion focused on the traffic study findings including the list of projects and roadway improvements identified.

The insights and feedback provided by the Freight Advisory Task Force serve as vital pillars in shaping the SFCP.

2.3.2 Freight Advisory Task Force Presentation #1 – October 08, 2023

The first meeting was pivotal in addressing crucial aspects of regional freight infrastructure and operations. The presentation included:

- Introduction to the study area, aiming to familiarize participants with its geography and key industrial areas essential for freight movement.
- Anticipated outreach activities, with detailed deliberations outlining plans for stakeholder engagement, including stakeholder identification, interviews, driver surveys, community surveys, and public forums to ensure comprehensive participation and input from relevant stakeholders.
- In-depth discussion on the preliminary inventory and assessment results, covering essential aspects such as functional class, lane configurations, existing and projected traffic and truck volumes, bridge conditions, signalized intersections, safety analyses, and workforce travel pattern characteristics.

These discussions served as a foundation for informed decision-making and strategic planning efforts aimed at optimizing freight mobility, safety, and efficiency within the study area, setting a robust framework for future deliberations and actions by the Task Force.

2.3.3 Freight Advisory Task Force Presentation #2 – February 15, 2024

During the second meeting a comprehensive presentation highlighted various critical findings and insights crucial for enhancing freight mobility and safety within the region. The issues discussed in this presentation were:

- Outreach activities, particularly the insights gleaned from truck driver surveys, provided valuable perspectives on existing challenges faced by the roadway users.
- Emphasis was placed on the congestion projected along major corridors, indicating potential limitations to capacity and mobility, that impacted freight efficiency.
- Concerns were raised regarding the utilization of non-truck routes, exacerbating safety issues, congestion, and pavement damage. Recent updates to city ordinances aim to mitigate these challenges, particularly addressing unregulated gravel parking lots.

- Major corridors with high truck traffic, such as Panola Road, Snapfinger Woods Drive, DeKalb Medical Parkway, Hillandale Drive, and Maddox Road, were identified to have poor pavement conditions, exacerbating operational challenges.
- Significant congestion at signalized intersections along major routes was highlighted, with prolonged traffic backups attributed to the high density of traffic signals and the presence of longer trucks.
- Safety concerns were underscored, particularly at major crash hotspots along I-20, Panola Road, US 278/Covington Highway, and Lithonia Industrial Boulevard.
- Insights from a comprehensive traffic study, encompassing 14 intersections, provided a detailed assessment of infrastructure and traffic counts. Field observations led to the identification of 36 projects aimed at roadway maintenance, intersection operational improvements, and active transportation initiatives.
- 53 planned and programmed projects from previous planning efforts within the study area were outlined, demonstrating a comprehensive approach to addressing the multifaceted challenges identified.

2.4 Surveys

2.4.1 Driver Intercept Survey

Understanding the challenges of accessing the study area by those who pick up and deliver freight is paramount to the SFCP's outcome. Driver feedback about access issues, congestion, parking, and safety was the primary focus. The most effective method to reach truck drivers is reaching out to them while they are staging and when they are communicating through the Citizens Band "CB" radio. Surveys were completed with truck drivers, at truck driver intercepts identified by the project team or via distribution by stakeholder organizations. The survey was delivered in a hard copy format.

A total of 48 truck driver surveys were collected between the period of October 2023 to February 2024.

Inputs obtained from truck driver intercept survey:

- Problems with traffic, ongoing construction, and parking are the greatest challenges.
    - Specific roadway challenges included inadequate lane width, turn access, poor signage placement and visibility, availability of parking space (preferably at no cost to the drivers), navigating construction zones, speeding, and traffic congestion
    - Highways were the common greatest challenge among the respondents.
- Truck-only lanes emerged as one of the most common solutions.
- Surprisingly, there were several drivers who revealed they did not use any form of GPS.

The full summary of survey responses is included in **Appendix E**.

2.4.2 Public/Community Survey

A public/community survey was targeted to stakeholders who work and live in the study area and to nearby community members to understand mobility issues or other challenges they may experience on a day-to-day basis. The survey solicited feedback on how stakeholders travel within the area and how they are affected by traffic, especially freight traffic. The survey was available online and via hard copy as needed.

The planning team obtained 6 survey responses from the community between the period of October 2023 to February 2024.

Inputs obtained from stakeholder/community survey:

- Also noted problems with traffic and ongoing construction.
- Navigating traffic with trucks and other freight carriers, along with freight traveling through neighborhoods is a problem.

The survey summary is attached in **Appendix E**.

2.5 Key Takeaways

During the stakeholder engagement and public outreach process, several key issues emerged for consideration:

2.5.1 Study Area

During stakeholder consultations, concerns were raised regarding the coverage of the study area. Notably, stakeholders emphasized the substantial influence of freight activities from entities like Heidelberg Materials and Martin-Marietta Lithonia Quarry, which lie beyond the defined study boundaries. Incorporating these significant freight generators into the analysis was suggested necessary for a more holistic approach.

Incorporation to the SFCP Work Program:

Recognizing this feedback, considerations were expanded to include a half-mile buffer zone surrounding the study area to capture additional freight-relevant assets. This area of influence partially encompasses pivotal nodes such as the I-20 and Turner Hill intersection, quarries towards the northeast of the study area, and the Mall at Stonecrest.

2.5.2 Traffic Management

Discussion surrounding traffic management highlighted the rerouting of highway traffic onto state routes due to congestion and incidents along the I-20 corridor. Stakeholders also underscored the necessity for enhanced signage at construction sites to improve the traffic mobility.

Incorporation to the SFCP Work Program:

The SFCP Work Program includes projects focusing on capacity enhancements along major corridors such as Panola Road, Lithonia Industrial Boulevard, and Covington Highway. These improvements aim to alleviate traffic congestion, including freight traffic, exacerbated by the issues highlighted. Coordination with DeKalb County is recommended to develop an emergency response plan, enhancing system resilience and minimizing disruptions.

2.5.3 Truck Parking

Parking for trucks is needed to keep trucks from parking in neighborhoods. Stakeholders emphasize the need for designated truck parking to prevent trucks from parking in residential areas.

Incorporation into the SFCP Work Program:

While significant issues with truck parking in residential areas weren't identified, scattered gravel parking lots pose environmental and accessibility concerns. To regulate these, the city of Stonecrest recently adopted a truck parking ordinance. The SFCP recommends enforcement and compliance with this ordinance, alongside ongoing monitoring, and potential ordinance modifications.

2.5.4 Truck Access Management

The truck traffic movement along with regular traffic are exacerbating the traffic hazards along the major freight corridors within the study area including in the major intersections. Stakeholders have suggested that truck-only lanes would help solve the issue.

Incorporation into the SFCP Work Program:

The traffic analysis focuses on identifying freight traffic corridors along with the major areas of conflict among truck traffic and regular traffic. The traffic study further analyzed the performance and design of 14 major intersections in and around the study area to investigate the areas of concern for truck access management. The identified improvements regarding the operations and capacity at those corridors and intersections were included as roadway projects in the Work Program. These improvements include additional turn lanes on key intersections with identified issues.

2.5.5 Safety

There are certain areas along the major traffic corridor that experience a high incidence of crashes, for example, intersections along I-20, and the segments of Panola Road, Covington Highway, and Lithonia Industrial Boulevard within the study area.

Incorporation into the SFCP Work Program:

Stakeholder input aligns with the findings of the safety analyses, emphasizing the need for targeted interventions. Many of the intersections and bridges along the I-20 corridor are currently being reconstructed to improve them. The safety analysis identifies that many of these crashes are a result of careless driving (side swiping, tailgating, etc.). Recommendations include infrastructure improvements and awareness programs aimed at promoting safer driving practices among truck and auto drivers.

2.5.6 Bicycle and Pedestrian Infrastructure

Stakeholders identified that the area is not safe for pedestrians and identified the need for more sidewalks and better signalization. This was corroborated by the safety analysis and site visits to some of the problematic locations within the study area including Covington Highway and Lithonia Industrial Boulevard.

Incorporation into the SFCP Work Program:

Based on the findings of the inventory and assessment report and the traffic analysis, several active transportation projects are recommended in the Work Program aimed at improving safety and accessibility to the pedestrians and bicyclists within the study area. These projects include sidewalks improvements along the corridors with high pedestrian activities (Covington Highway, Lithonia Industrial Boulevard, etc.), bike trails for improved workforce access, as well as crosswalk improvements at several key intersections.

3 Analytical Inputs

Chapter 3 delves into the best practices across the nation, as elucidated in the **Best Practices Report**, providing insights and innovative approaches that inform the Work Program. It scrutinizes existing conditions and future needs through the **Inventory and Assessment Report**. The **Traffic Study** conducts a comprehensive capacity, operational, and safety analysis of key intersections, highlighting areas that require improvement.

3.1 Best Practices Review

The Best Practices Report provides a synopsis of leading ideas, approaches, and implemented practices regarding goods movement from across the United States that are relevant to the study area. While many of the practices and technologies will need implementation by the GDOT, ARC, and/or DeKalb County, the best practices are intended to help provide potential solutions to the City of Stonecrest. The following represents the input of the Best Practices Report into the SFCP recommendations:

3.1.1 Sustainable Industrial Development

Sustainable industrial development incorporates best practices in zoning, infrastructure, and land use to support industrial growth while managing increased freight demand. This approach involves preserving industrial land through effective zoning, creating buffer zones to mitigate conflicts between industrial and residential areas, and repurposing existing facilities to meet modern logistics needs. Innovative zoning techniques, like those used in Baltimore's Maritime Industrial Zoning Overlay District (MIZOD), protect industrial uses against commercial pressures. Mixed-use industrial zoning allows for the coexistence of industrial and other land uses, promoting economic activity while maintaining livability. Additionally, urban infill logistics facilities and improved warehouse designs address the needs of e-commerce and reduce environmental impacts.

Within the study area, a substantial percentage (75%) of the current industrial buildings' square footage dates to the 1970s and 1980s. This percentage highlights the need for sustainable industrial development. The introduction of significant new warehouse capacity in 2021 presents an opportunity for both new industrial development and strategic redevelopment initiatives.

Incorporation into SFCP Work Program:

To align with the best practice, the SFCP recommends the City of Stonecrest adopt policies that address the evolving needs of the industrial landscape. This involves acknowledging the increased demand for daily deliveries facilitated by a mix of traditional and modern freight vehicles, supporting the revitalization of light industrial and flex spaces with considerations for limited noise and flexible operating hours, and the modification and effective utilization of zoning and building codes to prevent illegal and incompatible land uses. These actions would promote a cohesive and environmentally conscious approach to industrial development in the study area.

3.1.2 Freight Mobility and Parking

The best practices for enhancing freight mobility and addressing truck parking challenges in urban areas involve a multifaceted approach. This includes designated truck routes on national, state, and local highways, educating truck drivers about designated routes, and leveraging technology for GPS tracking and routing. Adequate truck parking facilities are essential, supported by curb management strategies, comprehensive studies, and the implementation of anti-idling ordinances. Initiatives such as smart loading zones and green buffers contribute to sustainability and efficiency. Collaboration between government agencies, the trucking industry, and local

communities, along with technological innovation, are key components in optimizing freight mobility and alleviating truck parking issues.

The City of Stonecrest boasts significant freight generators and attractors, playing a pivotal role in its thriving economy. Ensuring effective freight mobility and supporting facilities necessitates a commitment to connected, safe, and resilient infrastructure, along with environmentally compatible and community-friendly freight activities.

Incorporation into SFCP Work Program:

To optimize freight mobility and facilities, SFCP recommends the strategic enhancements noted below. In line with best practices, it identifies corridors and segments in poor or unsafe conditions, and recommends prudent investments for applying optimal design, management, and materials for infrastructure improvements. It addresses multimodal and intermodal access and connectivity by promoting adherence to designated truck routes and resolving issues related to gravel truck parking while exploring options for public truck parking. Infrastructure improvements, including the establishment of fueling stations, cleaning stations, and adequate truck parking, are addressed as are the exploration of opportunities in transportation operations, safety measures, and alternate fuel technologies to advance sustainable and efficient freight mobility.

3.1.3 Multimodal Access and Mobility

Multimodal access and mobility are critical for fostering efficient and convenient transportation within urban environments. This approach emphasizes integrating various transportation modes, such as walking, cycling, public transit, and shared mobility options, to create a seamless workforce access experience to the industries in co-existence with freight traffic movement. Key aspects include promoting multimodal connectivity, implementing Complete Streets designs, and addressing last-mile challenges. Efforts also focus on infrastructure investments, traffic management, safety measures, and environmental considerations. Initiatives like Mobility as a Service platforms and transportation hubs play a pivotal role in facilitating seamless transitions between modes. Additionally, public engagement, regulation, and education are essential for promoting multimodal options and enhancing overall accessibility.

In the pursuit of fostering a dynamic and inclusive transportation landscape, the City of Stonecrest places a strong emphasis on trails and active transportation, yet faces challenges related to insufficient travel options for workers. Numerous opportunities exist to enhance multimodal access and mobility, aligning with best practices.

Incorporation into SFCP Work Program:

Recognizing the importance of multimodal access and mobility, SFCP is committed to achieving a harmonious balance between environmentally compatible, community-friendly freight movements, and the diverse needs of its residents. Implementing Complete Streets principles and guidelines and striking a better balance between freight mobility and the needs of active transportation and trail users will create a more integrated and equitable transportation system in the study area. The SFCP Work Program recommends adoption of micromobility and shared mobility opportunities while providing the necessary infrastructure to contribute to a more diverse and sustainable transportation network. By embracing these best practices, the study area can foster environmentally friendly and community-friendly transportation solutions that meet the diverse needs of its residents.

3.2 Inventory and Assessment Report

This section represents the major findings from the Inventory and Assessment Report as they relate to freight mobility and industrial development. These findings create the foundation to develop the project and policy recommendations of the SFCP. A larger version of the figures within this section is included in **Appendix A**.

3.2.1 System Performance

The analysis of roadway segments within the study area, particularly along major corridors such as Panola Road, I-20, SR 124, and Lithonia Industrial Boulevard, reveals significant challenges related to congestion and capacity limitations. See Figures 3-1 and 3-2 below. The existing traffic bottlenecks on these crucial routes pose a threat to mobility and freight efficiency. The identified congestion is likely to escalate as freight traffic in the study area is expected to increase, particularly on key routes like I-20 and Lithonia Industrial Boulevard. These issues underscore the urgency of addressing congestion to ensure a smooth flow of freight and maintain overall transportation efficiency in the region.

Figure 3-1: Projected Daily Roadway Volumes (2050)

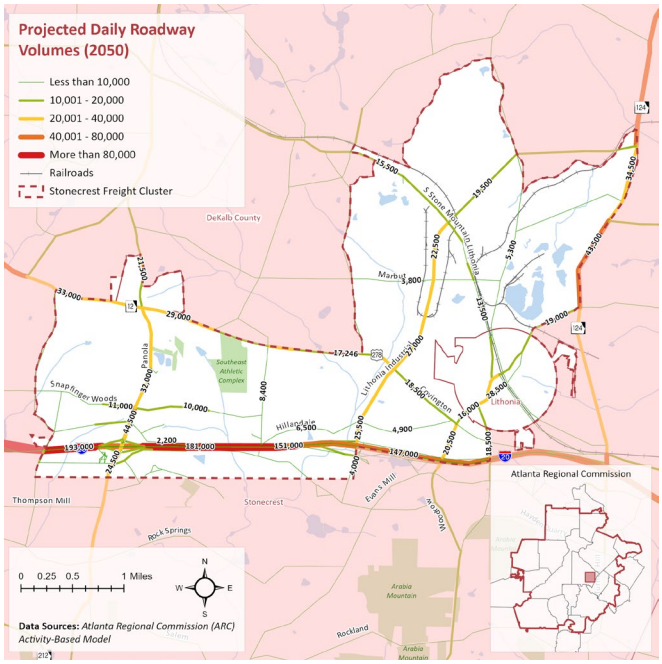
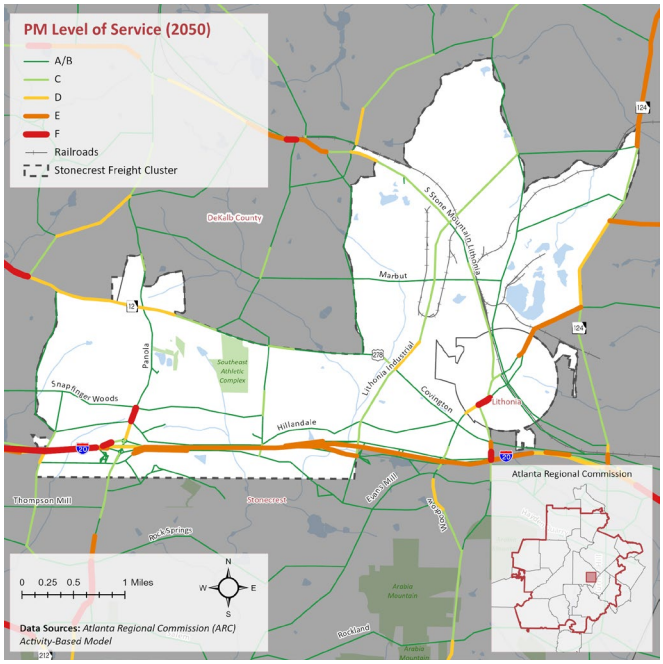


Figure 3-2: Projected Level of Service (2050)



Incorporation into SFCP Work Program:

In response to the identified challenges, the SFCP Work Program proposes a comprehensive approach that includes targeted investment, capacity planning, and project prioritization. To address current congestion concerns, the plan recommends the implementation of congestion relief projects such as US 278 Regional Traffic Operations (RTOP) Corridor, and the addition of turn lanes at several intersections including Panola Road at Snapfinger Woods Drive, US 278 at Panola Road, Lithonia Industrial Boulevard, and Evans Mills Road. Additionally, expanding the capacity of major corridors such as Panola Road, Lithonia Industrial Boulevard, and SR 124 is recommended to accommodate the anticipated growth in freight traffic.

3.2.2 System Resiliency

The examination of the study area's system resiliency highlighted vulnerabilities associated with major corridors, making them susceptible to both natural disasters like flooding and manmade disruptions such as crashes and construction. These potential disruptions in freight traffic pose immediate challenges and have widespread and enduring consequences for the regional economy. Some of these are noted in Figures 3-3 and 3-4.

Figure 3-3: Flood Vulnerability

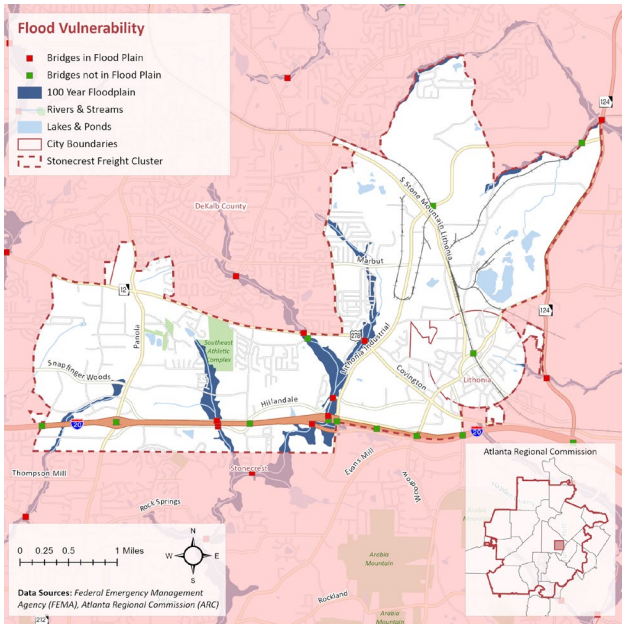


Figure 3-4: Traffic Disruption

Incorporation into SFCP Work Program:

The SFCP Work Program targets crash hotspots along major intersections and proposes roadway improvement projects to enhance visibility and mobility. It recommends coordination with DeKalb County to develop a system resiliency and emergency response plan, ensuring effective mitigation of disruptions in the transportation network. Continual monitoring of bridge conditions within the study area is advised to maintain a state of good repair. By proactively addressing these vulnerabilities, the SFCP Work Program seeks to safeguard freight traffic and promote economic stability within the region.

3.2.3 Truck Access and Pavement Conditions

The assessment of the study area reveals significant challenges stemming from inadequate monitoring and management of truck routes, particularly in areas such as Panola Road south of I-20. These shortcomings have led to safety concerns, congestion problems, and road damage resulting in substantial costs to the city. See Figures 3-5 and 3-6 below.

Figure 3-5: Designated Truck Routes

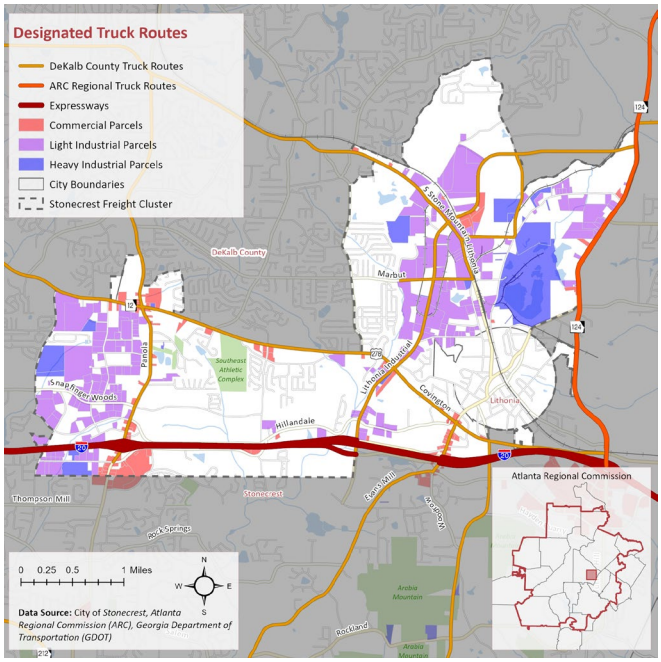
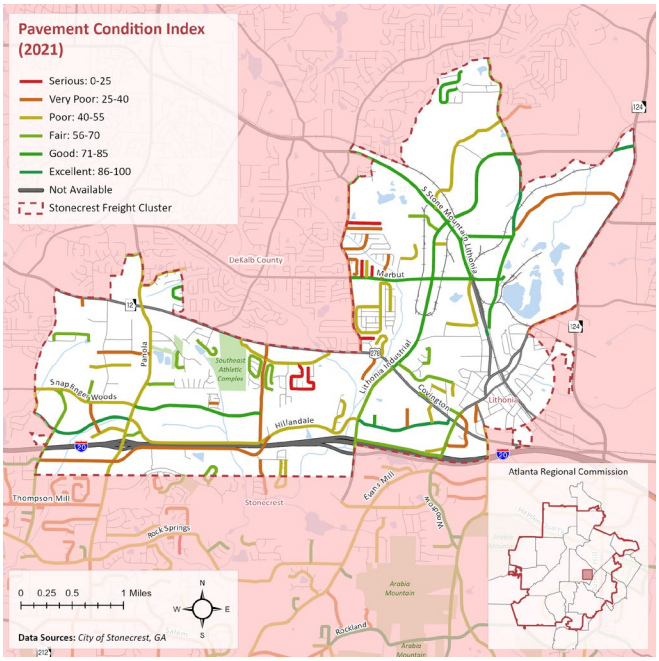


Figure 3-6: Pavement Conditions (2021)



Incorporation into SFCP Work Program:

To address these shortcomings and mitigate associated safety concerns, congestion, and road damage, the SFCP Work Program includes a series of strategic interventions. Based on traffic studies, intersection improvements are prioritized to enhance designs for improved freight mobility. Policy recommendations are outlined to improve truck route management, including continuous monitoring and review of existing routes and connections to freight-related land uses. Collaboration with DeKalb County is proposed to revisit designated truck route policies, ensuring specificity and effectiveness in promoting freight mobility and safety along these corridors. The development of a promotional campaign is recommended to encourage freight operators to utilize designated routes and comply with truck restrictions, fostering a safer and more efficient freight transportation network within the study area.

3.2.4 Truck Parking Management

In addition to conflicts in the utilization of truck routes, unregulated gravel parking lots (Figures 3-7 and 3-8) towards the northeast side of the study area prompted the city to update its truck parking ordinance. While these lots serve a functional purpose by providing a space for truck drivers to park their vehicles overnight, they suffer from a lack of adherence to proper design standards and have not been coordinated with the city to ensure compatibility with surrounding land use. This oversight can lead to conflicts with land use, safety hazards, and environmental issues such as oil discharge from gravel lots. Furthermore, inefficient truck access and unregulated parking exacerbate congestion, causing delays and increased transportation costs. Addressing these issues is needed to enhance freight mobility and streamline the transportation network in the region.

Figure 3-7: Truck Parking Locations and Types

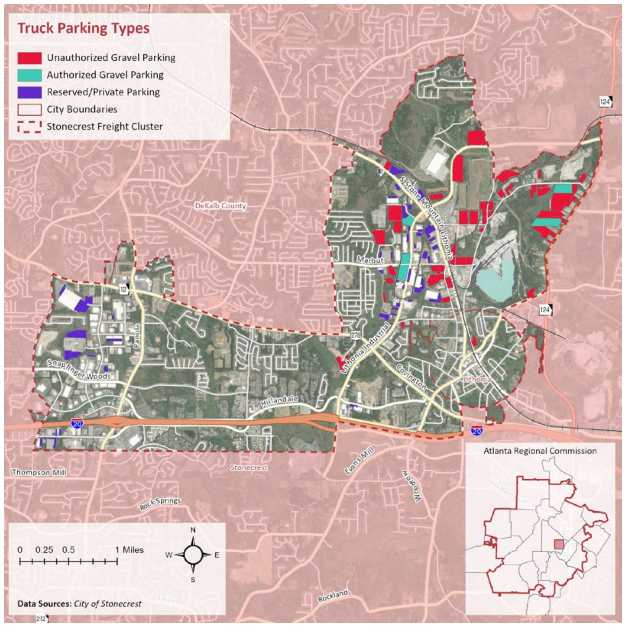


Figure 3-8: Gravel Parking Lot at the Edge of Study Area

Incorporation into SFCP Work Program:

To mitigate these issues, the city recently updated its truck parking ordinance, outlining requirements for the continued operation of these sites. Emphasizing compliance with design guidelines, business registration, and environmental regulations, the ordinance aims to ensure proper management of truck parking facilities. To address these challenges, the SFCP Work Program recommends ongoing monitoring of gravel truck parking issues and enforcement of compliance with city ordinances. Adherence to regulations and proper management of truck parking sites would result in enhanced freight mobility and availability of well-maintained truck parking and rest facilities for the drivers.

3.2.5 Traffic Safety

Traffic safety within the study area is a pressing concern, particularly in identified hotspots such as I-20 and Panola Road, where numerous crashes occur due to factors like tailgating, failure to yield, and adverse road conditions. See Figures 3-9 and 3-10. The data from 2018 to 2022 revealed 14,351 crashes, and the analysis showed that most of these crashes are a result of tailgating and sideswiping. Safety challenges extend to commercial vehicles, with 992 recorded crashes, including fatal and serious injuries, emphasizing the need for targeted safety measures. Inadequate infrastructure has led to 150 bicycle and pedestrian-related crashes, resulting in 16 fatalities and 70 injuries.

Figure 3-9: Heatmap of All Traffic Crashes (2018-2022)

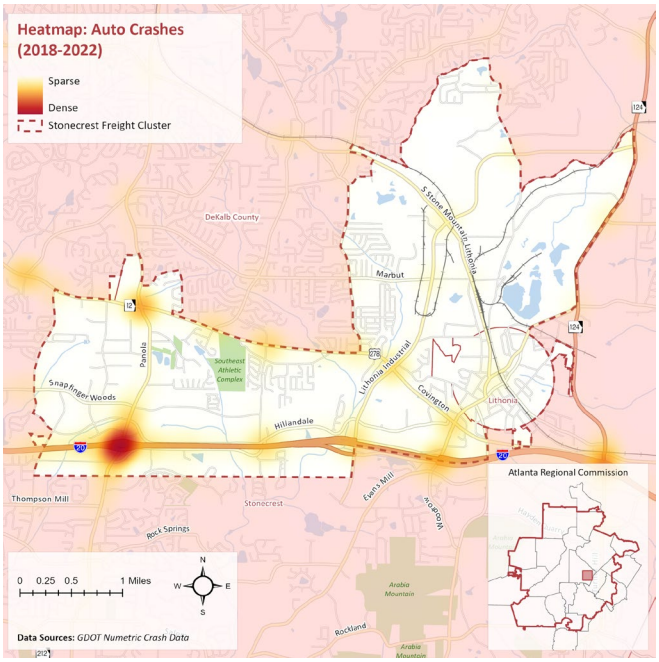
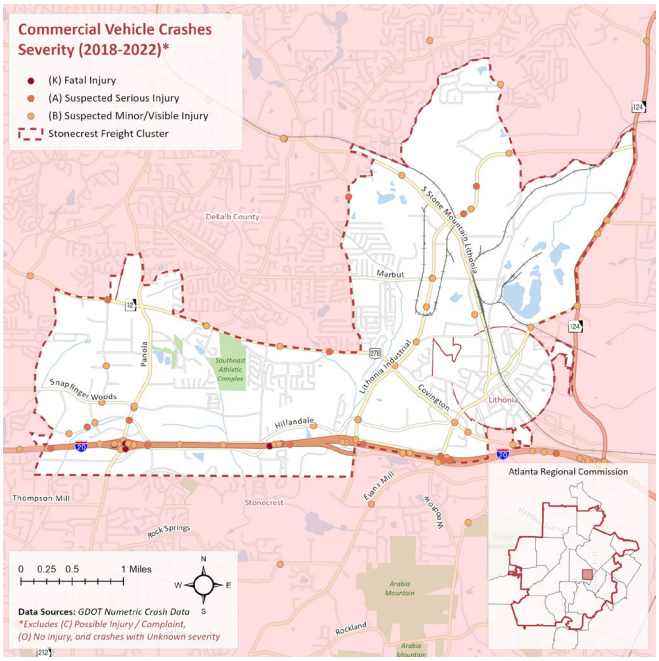


Figure 3-10: Truck Crashes by Crash Severity (2018-2022)



Incorporation into SFCP Work Program:

Incorporating safety measures into the SFCP Work Program is crucial to address traffic concerns within the study area. Policy recommendations emphasize generating awareness among auto and truck drivers regarding primary crash causes, targeting driver mistakes as a key factor. The program includes improvements to sign visibility and intersection design to reduce conflicts among vehicle drivers and enhance overall road safety. The integration of bicycle and pedestrian-friendly infrastructure along roadways and intersections aims to prioritize the ROW for pedestrians and cyclists, effectively minimizing conflicts and promoting safer transportation options within the study area.

3.2.6 Bike-Pedestrian Amenities for Workforce Access

The lack of sidewalks, crosswalks, and bike lanes pose safety risks and limit accessibility for pedestrians and cyclists particularly along Covington Highway (Figure 3-11). There are limited crossing options for pedestrians to get from transit hubs to the south of I-20 to the employment centers to the north of it (Figure 3-12). Enhancing safety and accessibility for pedestrians and cyclists through the development and expansion of pedestrian and bicycle infrastructure, including sidewalks, crosswalks, and bike lanes, should be planned and implemented to promote safe pedestrian and cyclist movement.

Figure 3-11: Bicycle and Pedestrian Facilities

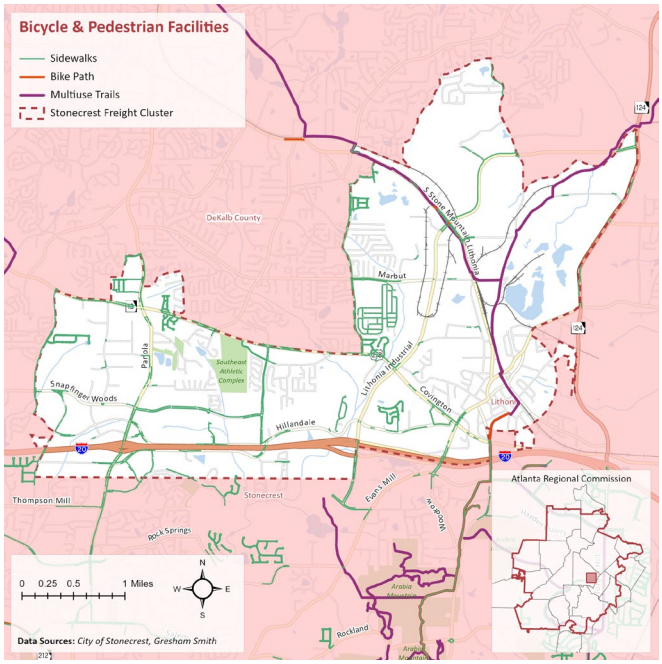
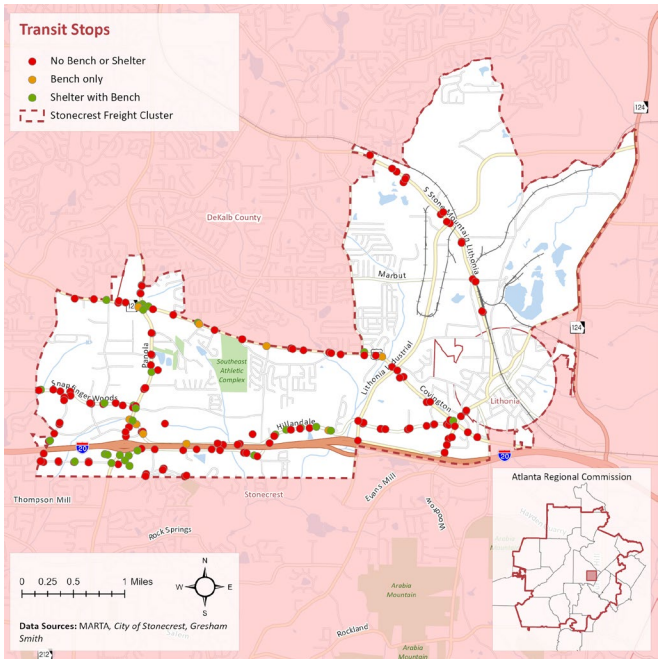


Figure 3-12: Transit Stops



Incorporation into SFCP Work Program:

To enhance pedestrian and cyclist accessibility in the study area, the SFCP Work Program recommends several key improvements. This includes filling in missing sidewalks on US 278, Panola Road, and Lithonia Industrial Boulevard to improve access to MARTA stops and installing a crosswalk and on-road multi-use paths along Panola Road and Lithonia Industrial Boulevard. Bench and bus stop shelter upgrades, along with Pedestrian Hybrid Beacon and Rectangular Rapid Flashing Beacon installations at key intersections will further improve safety and workforce accessibility within the study area.

3.2.7 Land Use and Development

The land use and development dynamics within the Stonecrest Freight Cluster exhibit opportunities and challenges. Notably, the proximity of significant industrial properties to residential areas, particularly around Miller Road and US 278, raises concerns about potential conflicts. The majority of industrial space in the study area dates back to the 1970s and 1980s, emphasizing the need for strategic revitalization efforts to align with evolving market demands and maintain competitiveness. Flex spaces, constituting over half of the industrial inventory, exhibit the highest vacancy rates despite having the highest average rental rates per square foot. These challenges should be addressed by future development and marketing strategies to optimize usage and occupancy. See Figures 3-13 and 3-14 below.

Figure 3-13: Existing Land Use Zones (2023)

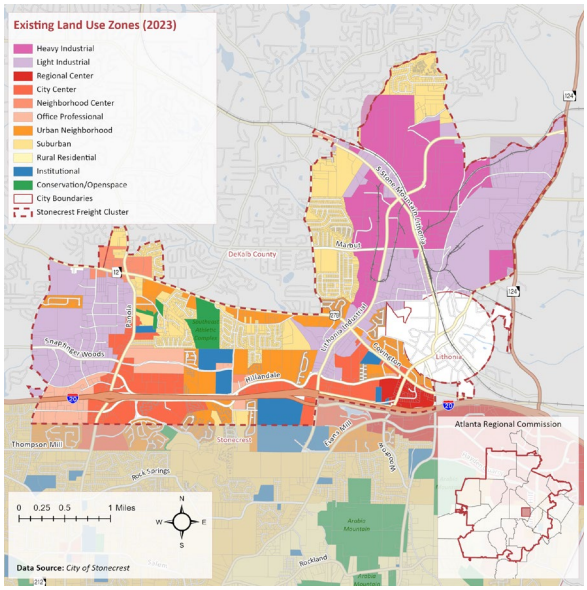
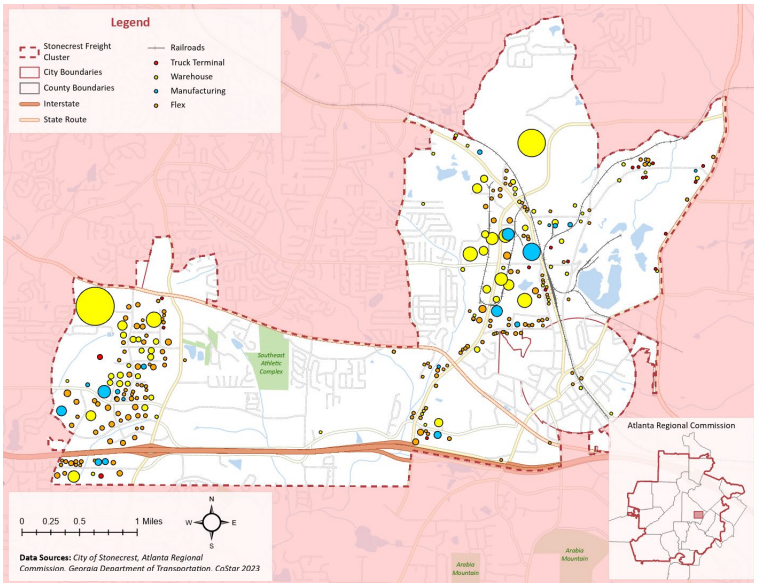


Figure 3-14: Industrial Inventory



Note: Industrial building dot sizes are scaled to square footage.

Incorporation into SFCP Work Program:

To address the challenges identified in the study area, the plan proposes several key policy recommendations. First, the plan emphasizes the importance of heightened awareness and careful planning to mitigate conflicts between industrial and residential areas, prioritizing community well-being and economic growth. The plan advocates for the review and modification of zoning ordinances to manage potential land use conflicts, especially concerning existing and future residential growth and industrial developments. It suggests supporting the revitalization of light industrial and flex spaces, including incentivizing the redevelopment of underutilized properties. The plan underscores the necessity of ensuring adequate road infrastructure to accommodate the types of vehicles commonly used by freight-related industries, facilitating efficient transportation within the area.

3.3 Traffic Study Report

As a central part of the Stonecrest traffic study, a thorough examination of key intersections in the study area was conducted to evaluate their capacity, operational efficiency, and safety. The aim was to pinpoint deficiencies and propose potential improvement projects within the study area. Fourteen key intersections were chosen for detailed traffic analysis based on characteristics such as high traffic volume, freight volumes, congestion levels, traffic crashes, and stakeholder feedback.

The operational and geometric design field review of these 14 intersections and along the main project corridors concentrated on assessing existing operations, infrastructure conditions, congestion, and safety within the study area roadways. Intersection operations such as truck turning movements, sidewalk conditions, curb radii, lighting, signage, and potential for development were scrutinized.

For the basis of the existing and future traffic capacity analysis, traffic counts were conducted during the AM and PM peak periods on Tuesday, September 12, 2023. Additional 48-hour bi-directional counts were collected along important roadway segments from September 12th to 14th, 2023, and averaged over 24 hours to determine average daily traffic (ADT) for each segment location. A summary matrix was created from aerial diagrams of the

14 intersections, providing a high-level assessment of various elements, aiding in planning level analysis and rating each intersection based on field observations. The existing conditions matrix table (Table 3-1) is shown below for reference.

Table 3-1: Existing Intersection Analysis Matrix

	Stonecrest Freight Cluster Traffic Study: Existing Intersection Analysis									
	Roadway Striping	Freight Conducive Infrastructure	Roadway Condition	Sidewalk Condition	Pedestrian Safety Features	Existing Traffic Flow	Intersection Sight Distance	Intersection Development Potential	Existing Roadway Lighting	Existing Transit Facilities
1) Panola Rd at Snapfinger Woods Dr										
2) US 278 at Panola Rd										
3) US 278 at DeKalb Medical Pkwy										
4) US 278 at Lithonia Industrial Blvd										
5) Lithonia Industrial Blvd at Marbut Rd										
6) Lithonia Industrial Blvd at Stone Mountain Lithonia Rd										
7) Lithonia Industrial Blvd at SR 124										
8) US 278 at Evans Mill Rd										
9) Max Cleland Blvd at Main St										
10) US 278 at Park Central Blvd										
11) SR 124 at Maddox Rd										
12) SR 124 at Rock Chapel Rd										
13) US 278 at SR 124										
14) Panola Rd at Dividend Dr										
Key	Good Condition				Fair Condition			Needs Improvement		

Using Trafficware's Synchro software, version 11, which follows the methodology of the Highway Capacity Manual (HCM), capacity analysis was conducted for the 14 intersections. Despite the overall acceptable level of service (LOS), individual approaches at intersections 1, 2, 4, and 12 experienced LOS deficiencies during specific peak periods.

In accordance with the GDOT traffic forecasting manual, traffic growth rates were developed based on historical trends, projected population, and traffic growth rates from credible sources. The goal of the evaluation was to identify potential enhancements necessary to maintain an acceptable overall LOS of "D" or better at each intersection, along with ensuring acceptable levels of service for individual approaches and movements wherever feasible.

Comprehensive intersection analysis was conducted for each of the 14 study intersections, along with capacity analysis comparing proposed improvements against baseline conditions. Field observations on intersection safety and existing freight movement were integrated with Synchro analysis to provide recommendations at each study intersection.

Recommendations for improvements were outlined for each intersection, focusing on mitigating deficiencies to achieve an acceptable LOS. These recommendations included additional turning lanes, signalization, and lane widening, with consideration given to ongoing or planned projects by GDOT.

Incorporation into SFCP Work Program:

The findings from the SFCP traffic study form the cornerstone of SFCP Work Program, leading to the identification and integration of improvement projects into short- and long-term roadway and active transportation initiatives within the SFCP Work Program. These enhancements, which are derived from a detailed assessment of 14 key intersections, aim to improve capacity, operational efficiency, and safety. The recommended projects include additional turning lanes, updated signalization, and lane widening, all coordinated with ongoing or planned GDOT projects. This strategic incorporation ensures a proactive approach to addressing traffic demands, promoting a safer and more efficient transportation network for the community.

4 Project Identification and Prioritization

This chapter outlines the rationale and prioritization of projects that are central to realizing the goals of the Freight Cluster Plan. Each project is carefully chosen to address specific needs within the SFCP study area. It sets the stage for the strategic approach to optimizing the transportation infrastructure.

4.1 Project Rationale

The development of projects outlined in the SFCP Work Program draws upon various sources, ensuring a comprehensive and informed approach.

- Initially, projects were identified based on findings from previous studies, providing a foundation rooted in existing research and analysis.
- The Inventory and Assessment Report (Appendix A) facilitated a needs assessment, pinpointing critical areas for improvement within the study area.
- The Traffic Study Report (Appendix C) contributed vital insights through thorough traffic analysis, informing project considerations related to transportation efficiency.

To ensure a well-informed and inclusive approach, the identified projects underwent stakeholder engagement and outreach activities. These efforts aimed to gather diverse perspectives, garner feedback on project scope and location, and foster a collaborative decision-making process.

4.2 Project Categories

Given the diverse nature of the projects identified, it must be acknowledged that they cannot be uniformly assessed using the same criteria, measures, and weights. Consequently, to effectively prioritize these projects, they have been segmented into the distinct categories below:

4.2.1 Intersection & Interchange Improvements

This category encompasses projects aimed at enhancing intersection safety and operational efficiency. Intersection improvement initiatives comprise a range of objectives, such as the addition of turn lanes, upgrading traffic signals, adjusting turning radii, realigning skewed intersections, and implementing grade-separated crossings for railroads.

4.2.2 Roadway Capacity & Operational Improvements

This category focuses on alleviating congestion and improving connectivity within the transportation network. It includes projects aimed at increasing roadway capacity through measures like road widening, enhancing operational corridors, and establishing new roadway connections that will augment lane capacity or expand roadway segments and intersections where required.

4.2.3 Roadway Maintenance

This category is geared towards enhancing roadway safety and operational functionality. It encompasses activities such as signage upgrades, median enhancements, restriping efforts, adjustments to turning radii, and standardization of roadway elements.

4.2.4 Public Transit & Active Transportation

This category addresses enhancements related to workforce accessibility, safety, and connectivity via public transportation, and bicycle and pedestrian infrastructure. Projects here focus on improving pedestrian crossings,

enhancing workforce access through the development of bike and pedestrian-friendly streets, upgrading bus stops and shelters, implementing intersection crossing enhancements, and installing Pedestrian Hybrid Beacons (PHBs) and Rectangular Rapid Flashing Beacons (RRFBs).

4.3 Evaluation Criteria and Measures

The vision, goals, and objectives outlined in Section 1.4 serve as a foundational framework guiding the prioritization of projects within the SFCP's Work Program. The goals identified for the SFCP are:

- **Goal 1:** Enhance Freight Mobility in Stonecrest and Surrounding Areas
- **Goal 2:** Align with Local, Regional, and Statewide Policy Initiatives
- **Goal 3:** Foster Innovative Land Use and Development Strategies
- **Goal 4:** Advocate Cost-Effective Solutions and Innovative Funding Strategies
- **Goal 5:** Improve Workforce Access

To systematically assess and compare projects, the established goals and objectives were translated into a set of criteria, each aligned with specific aspects of the plan's overarching vision. These criteria encompass the project goals as shown in Table 4-1.

Table 4-1: Evaluation Criteria and their relation to the Goals of SFCP

Criteria	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
1. Mobility	X				
2. Safety	X				X
3. Economic Benefit			X		X
4. Environment & Public Health			X		
5. Project Readiness		X		X	
6. System Reliability	X				

For each criterion, a comprehensive set of qualitative and quantitative evaluation measures was defined, establishing a robust evaluation system against which all projects were scrutinized. The criteria were assigned equal weights, while the measures within them were assigned varying weights based on the project types. The culmination of these weights was set at 100% for each criterion. Table 4-2 illustrates the weighting attributed to the criteria and their measures across four distinct project types in the Work Program.

Table 4-2: Criteria and Measure weights by Project Types

Criteria		Criteria Weight	Measures	Intersection & Interchange Improvements	Roadway Capacity & Operational Improvements	Roadway Maintenance	Public Transit & Active Transportation
1	Mobility	17%	Total AADT	20%	20%	20%	40%
			Truck percent	25%	25%	25%	25%
			Serve congested corridor (existing LOS)	25%	25%	25%	10%
			Freight-designated corridor	30%	30%	30%	25%
2	Safety	17%	Fatal crashes per thousand AADT (within 0.25 mi)	25%	25%	25%	35%
			Injury crashes per thousand AADT (within 0.25 mi)	30%	30%	30%	40%

Criteria		Criteria Weight	Measures	Intersection & Interchange Improvements	Roadway Capacity & Operational Improvements	Roadway Maintenance	Public Transit & Active Transportation
			Other crashes per thousand AADT (within 0.25 mi)	20%	20%	20%	15%
			Percent truck crashes	25%	25%	25%	10%
3	Economic Benefit	17%	Supporting regionally significant Locations	25%	25%	25%	15%
			Maximize use of ROW	25%	30%	25%	10%
			Improves first/last-mile freight connectivity	25%	30%	25%	20%
			Multimodal connectivity (transit, bicycle, pedestrian facilities)	25%	15%	25%	55%
4	Environment & Public Health	16%	Sensitivity to environmental resources	40%	40%	40%	40%
			Addresses needs in disadvantaged community	60%	60%	60%	60%
5	Project Readiness	17%	Consistency and coordination	30%	30%	30%	30%
			Potential opportunity for cost sharing	30%	30%	30%	30%
			Level of effort to implement project (project complexity)	40%	40%	40%	40%
6	System Reliability	16%	Provide resiliency to regional and SFC network	100%	100%	100%	100%

The evaluation criteria and their respective measures are discussed in the sections below.

4.3.1 Mobility

The Mobility Criterion was employed to evaluate potential enhancements aimed at addressing operational deficiencies.

- **Total AADT** – The total AADT was sourced from GDOT's traffic data for the year 2022. The calculation method for AADT varied depending on the project type. For capacity projects, the maximum AADT was selected from the segments constituting the project corridor. For intersection improvements, the maximum AADT from intersecting segments was utilized. Projects located in areas with higher vehicle AADT received higher scores compared to those in regions with lower vehicle AADT.
- **Truck Percent** – Truck percentages were derived from GDOT's 2022 traffic data. The truck percentage for each project was determined based on the links where AADT was estimated. Projects situated in areas with higher truck percentages received higher scores than those in regions with lower truck percentages.
- **Serving Congested Corridor** – This criterion relied on the PM level of service derived from ARC's Activity Based Travel Demand Model for the base year 2020. Projects were categorized into six levels of LOS – A, B, C, D, E, and F. Projects serving regions with poorer LOS received more points than others.
- **Freight-designated Corridor** – The measure for freight-designated corridors utilized qualitative values, categorizing projects into Yes or No depending on whether they were located on a freight corridor or not. Projects situated on freight corridors received higher scores than those that were not.

4.3.2 Safety

The Safety Criterion was employed to identify potential improvements aimed at enhancing highway safety. Projects were deemed to enhance safety if they were situated in areas with high occurrences of all types of crashes.

- **Fatal Crashes per thousand AADT** – The total number of fatal crashes (K) between 2018 and 2022 within a 0.25-mile buffer from the project, normalized with 2022 AADT data in the link with the highest AADT within the buffer. Projects located in areas with higher fatal crashes per thousand AADT receive higher scores.
- **Injury Crashes per thousand AADT** – The total number of serious (A) and minor injury (B) crashes between 2018 and 2022 within a 0.25-mile buffer from the project, normalized with 2022 AADT data in the link with the highest AADT within the buffer. Projects situated in areas with higher injury crashes per thousand AADT receive higher scores.
- **Other Crashes per thousand AADT** – The total number of non-fatal or non-injury crashes (C, O, and U) between 2018 and 2022 within a 0.25-mile buffer from the project, normalized with 2022 AADT data in the link with the highest AADT within the buffer. Projects in locations with higher PDO (Property Damages Only) crashes per thousand AADT receive higher scores.
- **Percent Truck Crashes** – The percentage of crashes involving commercial vehicles to the total number of crashes between 2018 and 2022 within a 0.25-mile buffer from the project. Projects located in areas with higher truck crashes receive higher scores.

4.3.3 Economic Benefits

The Economic Benefit Criterion was employed to identify potential improvements generally aimed at supporting connectivity and economic growth. Four qualitative measures were utilized to assess projects under this criterion:

- **Supporting Regionally Significant Locations** – This measure evaluates projects based on whether they connect to (or are within) a regional employment center, a freight cluster area, or if they enhance the movement of freight on the regional, state, or national freight network.
- **Maximizing Use of ROW** – This measure assesses whether the project requires ROW acquisition, including construction easements, from a potential historic property or National Register-listed property.
- **Improvement of First/Last-Mile Freight Connectivity** – This measure evaluates projects qualitatively based on their impact on enhancing first and last-mile connectivity for trucks within the study area. Projects anticipating improvements in first and last-mile connectivity receive higher scores.
- **Multimodal connectivity** – This qualitative measure evaluates whether the project provides connectivity to multiple modes such as transit, bicycles, and pedestrians, enhancing workforce access within the freight cluster and other employment centers within the study area. Projects introducing greater improvements in workforce access through multimodal connectivity are scored higher.

4.3.4 Environmental and Public Health

The Environmental and Public Health Criterion was employed to advance projects that are expected to have minimal environmental impacts and address the needs of disadvantaged communities.

- **Sensitivity to Environmental Resources** – This measure assesses projects based on the potential impact their implementation would have on environmental or historical resources surrounding the project location.
- **Addressing Needs in Disadvantaged Communities** – This measure evaluates whether recommended projects tackle historic inequity issues and contribute to uplifting disadvantaged communities. Projects receive high score (5) if they are located within Areas of Persistent Poverty[2] (AOPP), and low score (0) if not.

4.3.5 Project Readiness

The Project Readiness criterion was utilized to assess the level of effort required for project implementation, reflecting project complexity. The following qualitative measures were employed for evaluation.

- **Consistency and Coordination** – This measure evaluates each project to determine if it necessitates coordination with cities or counties and aligns with their Comprehensive Transportation Plans (CTPs) or Transportation Master Plans.
- **Potential Opportunity for Cost Sharing** – This measure examines whether the project falls on State or County-owned roads, enabling the city to share implementation costs with the respective agencies. Projects situated on State or County-owned roads receive higher scores, whereas those not meeting this criterion receive lower scores.
- **Project Complexity** – This qualitative measure assesses the implementation effort level based on ROW and environmental requirements. Projects are assigned scores based on complexity categories ranging from 'Very Complex' to 'Easy'.

4.3.6 System Reliability

The System Reliability criterion was employed to ascertain which projects contributed to enhancing network resilience within the transportation system.

- **Provision of Resilience to Regional and SFC Network** – This qualitative measure assigned values of Yes or No to projects based on whether they were anticipated to provide resilience to both the regional and city transportation networks.

To further refine the prioritization, a scoring mechanism on a scale of 0 to 5 was applied to both qualitative and quantitative measures based on the measures discussed in Section 4.3. The resultant composite scores, reflecting the aggregated impact of each project, facilitated the final prioritization, ranging from 0 denoting the least priority to 5 representing the highest priority project. This systematic evaluation ensures a data-driven and transparent approach to prioritize projects in alignment with the overarching goals of the SFCP.

[2] Climate and Economic Justice Screening Tool (Version 1.0), Council on Environmental Quality (*Updated on: November 22, 2022*) https://screeningtool.geoplatform.gov/

5 Financing and Resource Allocation Strategies

This Chapter 5 highlights the methodology behind project cost estimates, ensuring transparency and accuracy. It scrutinizes potential funding sources and programs, both local and federal, that underpin the vision for project implementation.

5.1 Costing Methodology

The traffic study conducted in the study area incorporated various datasets and tools to ensure comprehensive planning cost estimations for proposed roadway improvement projects. The following steps were implemented when conducting the planning level cost estimation process:

Data Utilization: GDOT SigOps current pricing data from the itemized pricing index was utilized for roadway maintenance projects. This data provided a reliable benchmark for estimating costs associated with maintenance activities, ensuring that maintenance projects were adequately budgeted for.

Cost Estimation for Intersection Improvements: The ARC Planning Level Cost Tool was employed for intersection improvement projects. This tool facilitated detailed cost estimations tailored to intersection enhancements, enabling budgeting and planning for these crucial improvements.

Incorporation of ROW Estimates: The study included input improvements with estimates for ROW acquisition costs. By considering potential land acquisition expenses, the cost estimation process was enhanced to reflect the full scope of project costs.

Contingency and Inflation Adjustment: A 15% contingency factor was applied to the overall project estimate to account for unforeseen expenses and uncertainties. Additionally, recent inflation rates were factored in to adjust project costs, so the estimates accurately reflected current economic conditions.

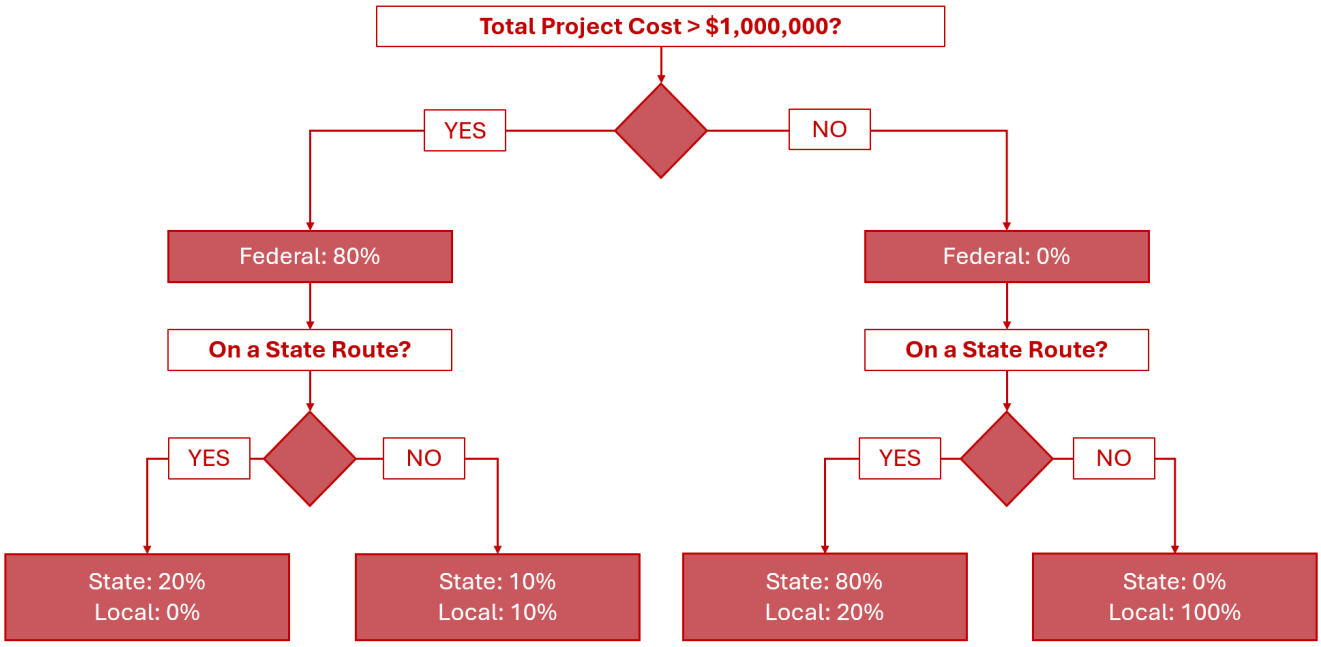
Long-Term Construction Horizon: Project construction costs were estimated over a 10-year horizon, projecting costs up to the year 2034. This extended timeframe allowed for the consideration of potential changes in construction costs and market conditions, resulting in a more robust and realistic overall cost estimate for the proposed roadway improvement projects.

By integrating these various cost estimate tools and considerations, the traffic study in the study area aimed to provide logical cost estimations for roadway improvement projects, thereby supporting effective decision-making and planning processes for the city's transportation infrastructure improvements.

5.2 Potential Funding Sources and Programs

The Plan lays out a comprehensive strategy for funding its transportation initiatives, drawing from various sources highlighted in the "Transportation Funding and Funding Opportunities" chapter of the Inventory and Assessment Report. These sources encompass local, state, and federal funding options. To streamline the allocation process, the Work Program employs specific criteria to distribute the estimated project costs among these identified sources. A decision tree framework (Figure 5-1) was developed to provide a structured approach to anticipated funding allocation, ensuring a systematic and balanced distribution across the different funding channels. This methodology was reviewed and approved by the City of Stonecrest to meet their local objectives.

Figure 5-1: Decision Tree Framework for the Allocation of Federal, State, and Local Sources



5.2.1 Federal Programs

The SFCP identifies numerous federal funding programs pertinent to its transportation initiatives, as outlined in the Inventory and Assessment report. These include both non-discretionary grant programs and discretionary grant programs, offering a diverse array of financial support options.

Non-Discretionary (Formula) Grant Programs

- National Highway Freight Program
- National Highway System (NHS) Funds
- Surface Transportation Block Grant (STBG) Funds – Urban
- STBG – Transportation Alternatives Program
- Congestion Mitigation and Air Quality (CMAQ) Improvement Funds
- Metropolitan Planning Program (MPP)
- Promoting, Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT)
- National Electric Vehicle Infrastructure Formula Program (NEVI Formula)

Discretionary Grant Programs

- Local and Regional Project Assistance Grants (Formerly RAISE)
- Nationally Significant Freight and Highway Projects (Formerly INFRA)
- National Infrastructure Project Assistance or "Megaprojects"
- Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT - Discretionary)
- National Electric Vehicle Formula Program (NEVI Formula) – Discretionary

- Charging and Fueling Infrastructure Program
- Consolidated Rail Infrastructure and Safety Improvement (CRISI) Grants
- Railroad Crossing Elimination Grant

5.2.2 State Programs

Georgia offers multiple state-level transportation funding programs that can be tailored to align with the objectives and priorities of the SFCP, as detailed in the Inventory and Assessment Report. These programs encompass both Primary Funding Programs and Competitive Funding Programs.

Primary Funding Programs

- Transportation Funding Act (HB 170) Funds
- Quick Response Projects
- Local Maintenance & Improvement Grant (LMIG)

Competitive Funding Programs

- Georgia Transportation Infrastructure Bank (GTIB)
- GDOT Freight Operations Program

The allocation of state funding varies depending on project characteristics.

5.2.3 Local Funding Sources

The backbone of city funding in Stonecrest is the Special Purpose Local Option Sales Tax (SPLOST), which is projected to inject roughly $70.9 million into the city's funds over the upcoming six-year span from 2024 to 2030. A significant portion, around $41.3 million, is earmarked for transportation enhancements such as street paving and resurfacing. These funds will be channeled into projects outlined in the Work Program. It's worth noting, however, that the SPLOST allocation covers expenses across the entirety of Stonecrest, extending beyond the boundaries of the Stonecrest Freight Cluster study area. The SPLOST funds can be used for investments outlined in the Stonecrest Transportation Master Plan and Stonecrest Bicycle, Pedestrian, and Trail Plan that fall outside the study area's scope. Consequently, only a portion of the $41.3 million will be utilized for transportation projects within the Stonecrest Freight Cluster study area. Additionally, the neighboring City of Lithonia is anticipated to receive a separate allocation of $3.1 million from SPLOST during the same period. These funds are designated for projects within Lithonia's jurisdiction, contributing to local infrastructure improvements and development efforts within its city limits.

Beyond the SPLOST funding, the SFCP recommends establishing the study area as a Special Freight Tax District to collect additional property taxes from non-residential properties. These extra funds are intended to finance freight-related projects specifically within the Stonecrest Freight Cluster study area. This is further discussed in section 7.9.1.

6 Project Recommendations

The recommendations outlined in the SFCP were developed by reviewing various planning efforts, including GDOT project lists, ARC's Regional Transportation Plan, DeKalb County Comprehensive Transportation Plan, Stonecrest Transportation Master Plan, and Stonecrest Bicycle, Pedestrian, and Trail Plan. Projects relevant to freight movement or workforce access identified from these sources were included in the Work Program. Projects from these other planning efforts complement the projects and improvements identified through this effort's inventory and assessment, best practices review, and traffic study.

The projects within the SFCP's Work Program have been prioritized based on their alignment with the plan's goals, objectives, and potential funding sources. Based on these factors, projects are categorized into two implementation phases:

- **Fiscally Constrained Short-Term Action Plan (Short Term: 1 – 5 Years):** This includes a financially constrained list of transportation projects, policies, and action steps. These reflect currently available funding sources and feasible policy actions, with the aim of implementation within the next five years.
- **Fiscally Unconstrained Long-Term Vision Project List (Long Term: 5+ Years):** This comprises a prioritized list of transportation projects, policies, and action steps required to support the visions for infrastructure, economic development, and community strength established by the community. Although these projects are deemed long-term due to funding limitations, they could be expedited if additional funding becomes available.

The following is a brief discussion about the recommended projects identified as a part of short- and long-term Work Program. Detailed information about each project has been provided in **Appendices F and G**.

6.1 Significant Ongoing Projects in Stonecrest

Numerous transportation projects are currently underway in the study area, some of which will significantly affect freight operations and workforce accessibility within and around the Stonecrest Freight Cluster. The most impactful of these projects are discussed below. In addition to these projects, there are ongoing maintenance and operation projects, such as sidewalk replacements and bus shelter improvements, within and around the Stonecrest Freight Cluster.

Panola Rd @ I-20 from Fairington Road to Snapfinger Woods Drive (PI #: 0002868)

As discussed in the Inventory and Assessment Report, the Panola Road at I-20 Intersection has been a hotspot for traffic congestion and traffic crashes, given the high traffic volume along the corridor, some of which is freight traffic. The Panola Road interchange reconstruction is a significant project aimed at improving traffic flow and safety (see Figure 6-1). The project involves redesigning the interchange at Panola Road and I-20 into a Diverging Diamond Interchange (DDI). This design is expected to help with commercial traffic and enhance overall safety. Additionally, the Panola Road bridge will be replaced with a wider structure to accommodate future expansion of I-20.

The project is currently in the construction phase, with various components such as preliminary engineering, ROW acquisition, and utilities being planned or underway. The construction is expected to be completed in 2028, with an estimated construction cost of $49,591,131. The project is estimated to cost around $97,307,107.

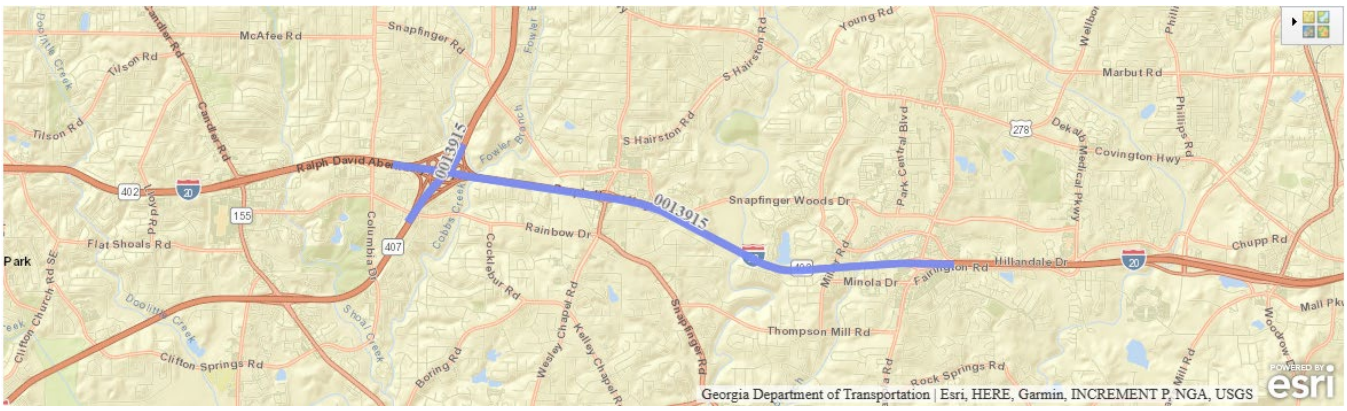
Figure 6-1: Panola Rd @ I-20 from Fairington Road to Snapfinger Woods Drive (Source: S)

I-285 @ I-20 - East Side Interchange Reconstruction (PI # 0013915)

The I-285 @ I-20 East Side Interchange Reconstruction project (Figure 6-2) is a comprehensive initiative aimed at enhancing traffic flow, safety, and infrastructure efficiency. By reconstructing the I-285/I-20 East Interchange ramps with more direct alignments and adding lanes as necessary, the project seeks to improve connectivity and alleviate congestion. Additionally, it involves the construction of new collector-distributor lanes along westbound I-20 and an additional lane in the eastbound I-20 connecting lane road. The project includes the addition of auxiliary lanes along I-20 and I-285, replacement of several bridges, including Miller Road and Fairington Road bridges over I-20, and widening the I-285 northbound bridge over Snapfinger Road. New noise barriers will be constructed where feasible to mitigate potential noise impacts.

Construction commenced in spring 2023, focusing initially on vegetation clearing and removal. Subsequently, significant progress has been made, with lane adjustments along the interstate to facilitate the construction of new overpass bridges within the interchange. Work is underway on the new auxiliary lanes along I-20 between Panola Road and Fairington Road, showcasing the project's advancement towards its objectives.

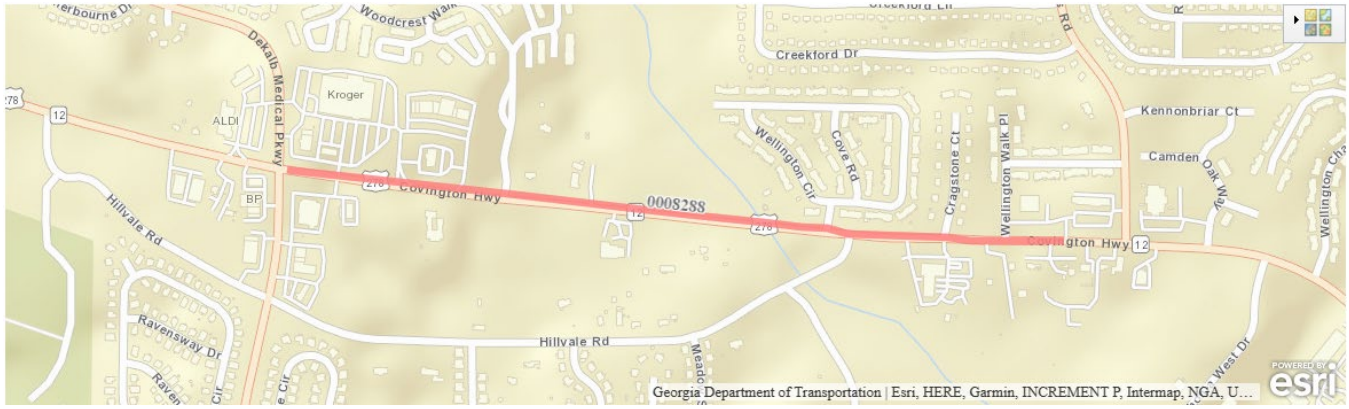
Figure 6-2: I-285 @ I-20 East Interchange Reconstruction (Source: GDOT GeoPI App)



SR 12/US 278 from DeKalb Medical Parkway to Cragstone Court – VRU (PI #: 0008288)

The project (Figure 6-3) involves the installation of raised medians and pedestrian hybrid beacons along SR 12/US 278, stretching from DeKalb Medical Parkway to Cragstone Court. Specifically, pedestrian hybrid beacons will be strategically positioned at the intersections of SR 12 with Hillvale Rd. and Wellington Walk Place. These enhancements aim to bolster pedestrian safety and improve traffic flow in the designated areas. Anticipated completion of the project is slated for August 31, 2024.

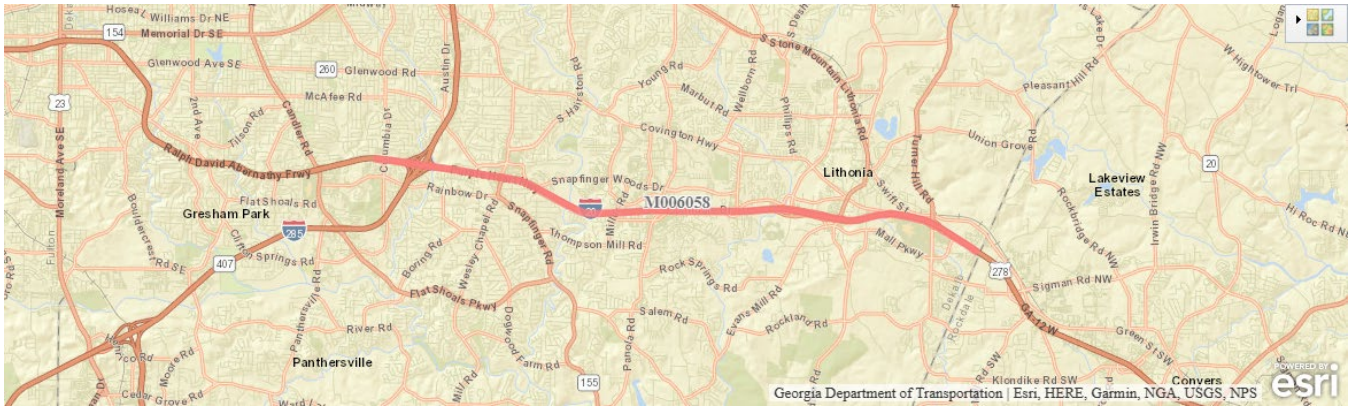
Figure 6-3: SR 12/US 278 from DeKalb Medical Parkway to Cragstone Court – VRU (Source: GDOT GeoPI App)



I-20 from 0.25 mi. West of Columbia Drive to Rockdale County Line (PI #: M006058)

The resurfacing project (Figure 6-4) along Interstate 20 (SR 402) spanning 0.25 miles west of Columbia Drive to the Rockdale County line was designated by the GDOT Maintenance Office to enhance the pavement quality and overall Pavement Condition Evaluation System (PACES) rating. The scope entails comprehensive resurfacing efforts aimed at improving road conditions and ensuring smoother travel along this critical stretch. With an estimated maintenance construction cost of $16 million, this project signifies a vital investment in infrastructure upkeep and road quality for the region.

Figure 6-4: I-20 from 0.25 mi. West of Columbia Drive to Rockdale County Line (Source: GDOT GeoPI App)



Off-System Safety Improvements @ 11 Locations in DeKalb County – VRU (PI #: 0018221)

The Off-System Safety Improvements project (Figure 6-5) at 11 locations in DeKalb County entails critical safety enhancements for vulnerable road users. Over a span of 3.73 miles, the project involves the installation of Rectangular Rapid Flashing Beacons (RRFBs) and High Friction Surface Treatments (HFST), alongside updating signage, striping, and pavement markings across multiple locations within the county. With an estimated construction cost of $1 million, the project is scheduled to be completed by July 31, 2024.

Figure 6-5: Off-System Safety Improvements @ 11 Locations in DeKalb County – VRU (Source: GDOT GeoPI App)

6.2 Roadway Improvements

Roadway improvement projects encompass three of the project categories discussed in section 4.2 - intersection and interchange improvements, roadway capacity and operational improvements, roadway maintenance. The recommended roadway projects include the projects identified from previous plans and programs by GDOT, ARC, DeKalb County, and the City of Stonecrest, along with additional projects identified by the SFCP analysis. A detailed description of the projects in the roadway improvement list is provided in **Appendix F**.

6.2.1 Short-Term Roadway Projects

There are a total of 18 short-term roadway improvement projects in the SFCP's Work Program, encompassing 15 focused on maintenance and 3 targeting capacity and operational enhancements. The projected cost for these efforts stands at $7.8 million, with an anticipated local contribution of roughly $0.4 million. Specifically, the maintenance initiatives are slated to require $1.3 million, with a local match of approximately $0.3 million. The capacity and improvement projects are expected to demand a collective investment of $6.5 million, with the local match estimated at around $1 million.

The following are descriptions of the roadway projects identified during the SFCP Traffic Study analysis **(Appendix C)**. There are additional projects included in the Work Program that were identified from the previous planning efforts within the study area. Table 6-1 and Figure 6-6 provide a complete list of the short-term roadway improvement projects with the relevant information sorted by project priority (highest to lowest). Details about the project prioritization process are included in **Chapter 4**.

FCP-RM-01: US 278 at DeKalb Medical Pkwy Striping Improvements:

Description: Refresh roadway striping on the southbound DeKalb Medical Pkwy approach at the US 278 and DeKalb Medical Pkwy intersection.

Project Type: Roadway Maintenance

FCP-RM-02: Panola Rd at Snapfinger Woods Dr Roadway Signage Improvements:

Description: Improve roadway signage at the Panola Rd at Snapfinger Woods Rd intersection. Add / Reposition "Do Not Enter" signage on the westbound (median divided) Snapfinger Woods Dr approach.

Project Type: Roadway Maintenance

FCP-RM-03: US 278 at Panola Rd Signage Improvements:

Description: Move the existing I-20 signage at the westbound US 278 approach further away from the intersection to allow drivers more time to react. Enhance intersection operational and safety signage where applicable.

Project Type: Roadway Maintenance

FCP-RM-04: Panola Rd at Snapfinger Woods Dr Roadway Striping Renewal:

Description: Refresh roadway striping at Panola Rd at Snapfinger Woods Rd intersection. This project is planned to begin after the I-20 and Panola Road intersection upgrade is completed.

Project Type: Roadway Maintenance

FCP-RM-05: US 278 at Evans Mill Rd Striping and Signage Improvements

Description: Renew striping on the southbound Evans Mill Rd approach and add missing road name signs on the northern and eastern side of the intersection on the overhead signal wiring across the intersection.

Project Type: Roadway Maintenance

FCP-RM-06: US 278 at Lithonia Industrial Blvd Striping and Turn Radius Enhancements

Description: Renew roadway striping on the southbound Lithonia Industrial Blvd approach and the westbound US 278 approach. Improve the tight turn radius for westbound right-turning vehicles from US 278 on to Lithonia Industrial Blvd (northbound).

Project Type: Roadway Maintenance

FCP-RM-07: Lithonia Industrial Blvd at Marbut Rd Striping, Signage, and Roadway Enhancements

Description: Renew roadway striping on all approaches of the Lithonia Industrial Blvd and Marbut Rd intersection. Add wayfinding directional signage to I-20 for freight vehicles as the intersection is in a predominantly industrial area. Fix broken curb and cracked pavement on the southeast corner of the intersection and improve tight-turn radius for freight vehicles on the northwest corner of the intersection.

Project Type: Roadway Maintenance

FCP-RM-08: US 278 at SR 124 Roadway Striping, Pavement, and Signage Improvements

Description: Renew roadway striping at the intersection and improve worn pavement on the western (US 278) leg of the intersection. Move the existing I-20 signage further away from the intersection to allow drivers more time to react.

Project Type: Roadway Maintenance

FCP-RM-09: US 278 at Park Central Blvd Striping Renewal

Description: Renew roadway striping on the northbound Park Central Blvd approach to the intersection.

Project Type: Roadway Maintenance

FCP-RM-10: SR 124 at Lithonia Industrial Blvd Signage, Lighting, and Roadway Enhancements

Description: This project aims to fix the worn median on the northbound leg of the intersection in addition to adding directional wayfinding signage to I-20 and adding potential overhead lighting along Lithonia Industrial Blvd and SR 124 in proximity to the intersection.

Project Type: Roadway Maintenance

FCP-RM-11: SR 124 at Rock Chapel Rd Signage Improvements

Description: Add missing overhead street name signage at the intersection.

Project Type: Roadway Maintenance

FCP-RM-12: Panola Rd at Dividend Dr Lighting, Striping, and Sight Distance Improvements

Description: Add roadway lighting, pavement striping, and a stop bar along Dividend Dr in proximity with the Panola Rd intersection. Add roadway lighting along Panola Rd and install intersection ahead warning signage. Trim and clear vegetation on the northwest corner of the intersection to improve sight distance for vehicles on Dividend Dr turning on to Panola Rd.

Project Type: Roadway Maintenance

FCP-RM-13: Lithonia Industrial Blvd at Stone Mountain Lithonia Rd Striping and Signage Improvements

Description: Renew intersection roadway striping and add directional wayfinding signage to Interstate 20 for freight and private vehicles.

Project Type: Roadway Maintenance

FCP-RM-14: SR 124 at Maddox Rd Roadway Lighting and Maintenance Improvements

Description: Add roadway lighting along Maddox Rd in close proximity to the intersection. Fix eroded curb and roadway on either side of Maddox Rd at the intersection with SR 124. Fill in and pipe the open drain channel on the northwest side of the intersection along SR 124.

Project Type: Roadway Maintenance

FCP-RM-15: Max Cleland Blvd at Main St Striping Renewal

Description: Renew roadway striping along Main St and Max Cleland Blvd where needed near the intersection.

Project Type: Roadway Maintenance

Figure 6-6: Short-Term Roadway Improvement Projects

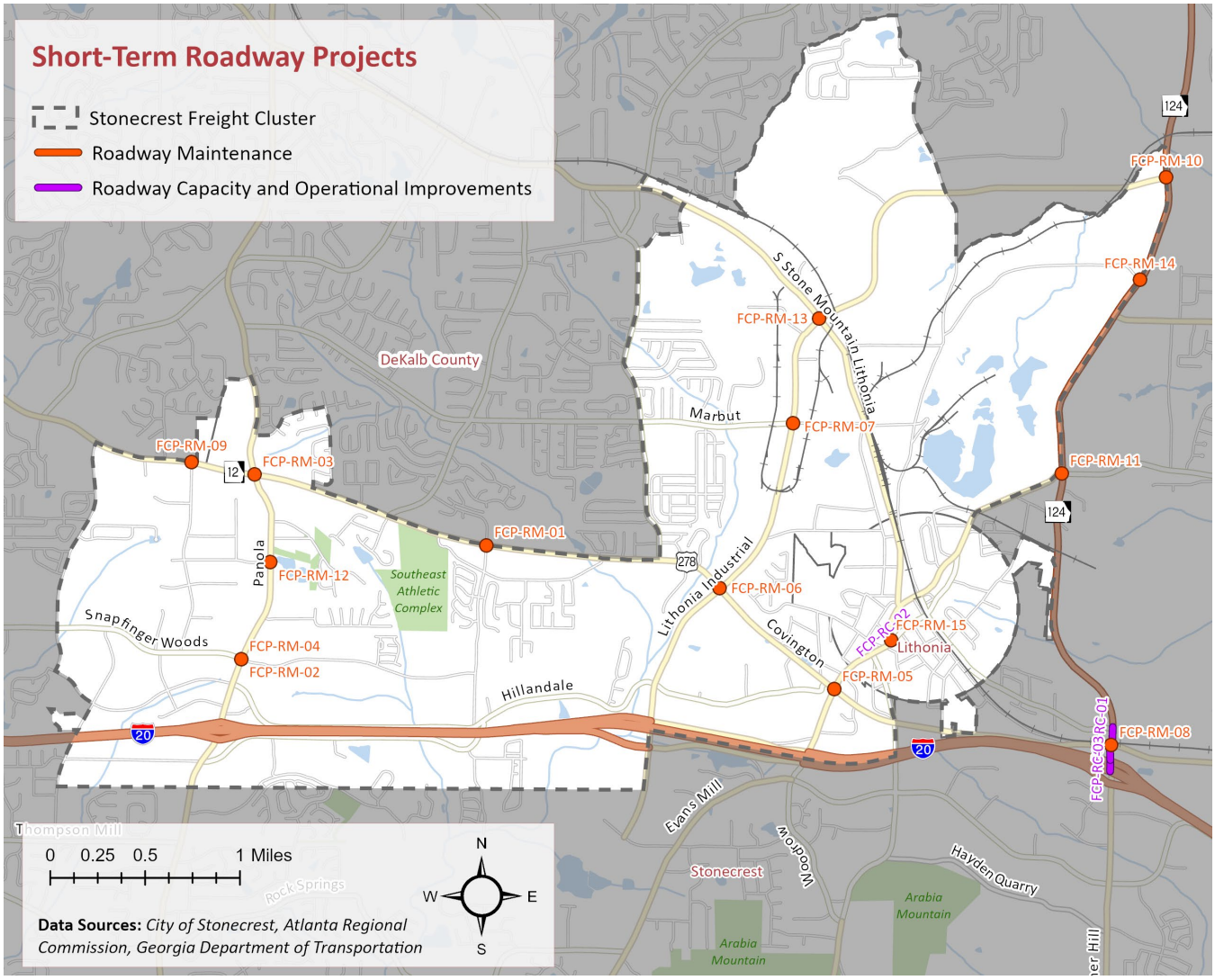


Table 6-1: Short-Term Work Program - List of Roadway Improvements

Project ID	Name of Project	Project Type	Estimated Total Project Cost	Estimated Local Match	Project Source	Jurisdiction
FCP-RM-01	US 278 at DeKalb Medical Pkwy Striping Improvements	Roadway Maintenance	$77,165.00	$15,433.00	SFCP Traffic Study Report	Stonecrest
FCP-RM-02	Panola Rd at Snapfinger Woods Dr Roadway Signage Improvements	Roadway Maintenance	$1,940.00	$0.00	SFCP Traffic Study Report	Stonecrest
FCP-RM-03	US 278 at Panola Rd Signage Improvements	Roadway Maintenance	$4,190.00	$0.00	SFCP Traffic Study Report	Stonecrest
FCP-RM-04	Panola Rd at Snapfinger Woods Dr Roadway Striping Renewal	Roadway Maintenance	$211,300.00	$42,260.00	SFCP Traffic Study Report	Stonecrest
FCP-RM-05	US 278 at Evans Mill Rd Striping and Signage Improvements	Roadway Maintenance	$52,900.00	$10,580	SFCP Traffic Study Report	Stonecrest
FCP-RM-06	US 278 at Lithonia Industrial Blvd Striping and Turn Radius Enhancements	Roadway Maintenance	$102,250.00	$20,450.00	SFCP Traffic Study Report	Stonecrest
FCP-RC-01	SR 12/SR 124 @ CSX #279861D	Roadway Capacity and Operational Improvements	$379,261.00	$75,852.20	GDOT (PI#: 0019694)	Stonecrest
FCP-RC-02	Main Street at Max Cleland Boulevard Rail Crossing Improvement	Roadway Capacity and Operational Improvements	$50,000.00	$10,000.00	DeKalb County Comprehensive Transportation Plan (Project ID: R_916)	Lithonia
FCP-RM-07	Lithonia Industrial Blvd at Marbut Rd Striping, Signage, and Roadway Enhancements	Roadway Maintenance	$194,400.00	$38,880.00	SFCP Traffic Study Report	Stonecrest
FCP-RM-08	US 278 at SR 124 Roadway Striping, Pavement, and Signage Improvements	Roadway Maintenance	$52,825.00	$10,565.00	SFCP Traffic Study Report	Stonecrest

Project ID	Name of Project	Project Type	Estimated Total Project Cost	Estimated Local Match	Project Source	Jurisdiction
FCP-RM-09	US 278 at Park Central Blvd Striping Renewal	Roadway Maintenance	$51,500.00	$10,300.00	SFCP Traffic Study Report	Stonecrest
FCP-RM-10	SR 124 at Lithonia Industrial Blvd Signage, Lighting, and Roadway Enhancements	Roadway Maintenance	$100,000.00	$20,000.00	SFCP Traffic Study Report	Stonecrest
FCP-RM-11	SR 124 at Rock Chapel Rd Signage Improvements	Roadway Maintenance	$1,940.00	$0.00	SFCP Traffic Study Report	Stonecrest
FCP-RM-12	Panola Rd at Dividend Dr Lighting, Striping, and Sight Distance Improvements	Roadway Maintenance	$75,000.00	$15,000.00	SFCP Traffic Study Report	Stonecrest
FCP-RM-13	Lithonia Industrial Blvd at Stone Mountain Lithonia Rd Striping and Signage Improvements	Roadway Maintenance	$225,115.00	$45,023.00	SFCP Traffic Study Report	Stonecrest
FCP-RM-14	SR 124 at Maddox Rd Roadway Lighting and Maintenance Improvements	Roadway Maintenance	$100,000.00	$20,000.00	SFCP Traffic Study Report	Stonecrest
FCP-RM-15	Max Cleland Blvd at Main St Striping Renewal	Roadway Maintenance	$75,000.00	$15,000.00	SFCP Traffic Study Report	Lithonia
FCP-RC-03	SR 124 from I-20 to CR 4282/Old Covington Highway	Roadway Capacity and Operational Improvements	$5,997,141.67	$0.00	GDOT (PI#: 0015701)	Stonecrest

6.2.2 Long-Term Roadway Projects

The long-term roadway improvement projects comprise a total of 18 initiatives, divided into 10 intersection and interchange enhancements and 8 roadway capacity and operational improvements. Projections indicate that these projects will require an investment exceeding $245 million, not including estimates for projects listed in GDOT's planned project list. The bulk of this funding is anticipated to come from federal and state sources, with only a nominal $135,000 expected to be sourced locally. Among these projects, the long-term intersection and interchange improvements are slated to consume approximately $123 million, leaving the remainder to be allocated for roadway capacity and improvement projects. Detailed information (including funding) on projects derived from GDOT can be found in the GDOT GeoPI website.

The list below outlines long-term roadway improvement projects identified in the SFCP Traffic Study analysis. In addition to these, the long-term roadway improvement Work Program also includes additional projects stemming from other planning initiatives that have been identified during the inventory and assessment analysis. Table 6-2 and Figure 6-7 illustrate a complete list of long-term roadway improvement projects sorted from highest priority to lowest. Details about the prioritization process are included in **Chapter 4**.

FCP-IO-02: Panola Rd at Snapfinger Woods Dr Operational Improvements

Description: Add a right-turn lane on the Snapfinger Woods Dr eastbound approach and add an additional left-turn lane (double left) on the Snapfinger Woods Dr westbound approach to improve overall traffic flow at the intersection. Additionally, this project should improve the existing sight distance issues for the northbound free-flow right-turn movement on to Snapfinger Woods Dr.

Project Type: Intersection Operational Improvements

FCP-IO-03: US 278 at DeKalb Medical Pkwy Operational Improvements

Description: Add an additional left-turn lane (double left) on the westbound US 278 approach at the US 278 and DeKalb Medical Pkwy intersection.

Project Type: Intersection Operational Improvements

FCP-IO-04: US 278 at Evans Mill Rd Operational Improvements

Description: Add an additional left-turn lane (triple left) on the northbound Evans Mill Rd approach at the US 278 and Evans Mill Rd intersection.

Project Type: Intersection Operational Improvements

FCP-IO-05: US 278 at Panola Rd Operational Improvements

Description: Add an additional through lane on the eastbound and westbound US 278 approaches. Add an exclusive right-turn lane and an additional left-turn lane (double left) on the northbound Panola Rd approach.

Project Type: Intersection Operational Improvements

FCP-IO-06: US 278 at Lithonia Industrial Blvd Operational Improvements

Description: Add an exclusive right-turn lane on the southbound Lithonia Industrial Blvd approach and add an exclusive right-turn lane on the westbound US 278 approach. Add an additional left-turn lane (double left) on the northbound Lithonia Industrial Blvd approach.

Project Type: Intersection Operational Improvements

FCP-IO-09: Grade Separated Crossing for the railroad at SR 124 near I-20

Description: Add a grade separated crossing for the railroad at SR 124 near I-20. The project may be appropriate for the Railroad Crossing Elimination Grant.

Project Type: Intersection Operational Improvements.

FCP-IO-10: SR 124 at Rock Chapel Rd Operational Improvements

Description: Add an additional left-turn lane (double left) on the eastbound Rock Chapel Rd approach at the intersection with SR 124.

Project Type: Intersection Operational Improvements

Figure 6-7: Long-Term Roadway Improvement Projects

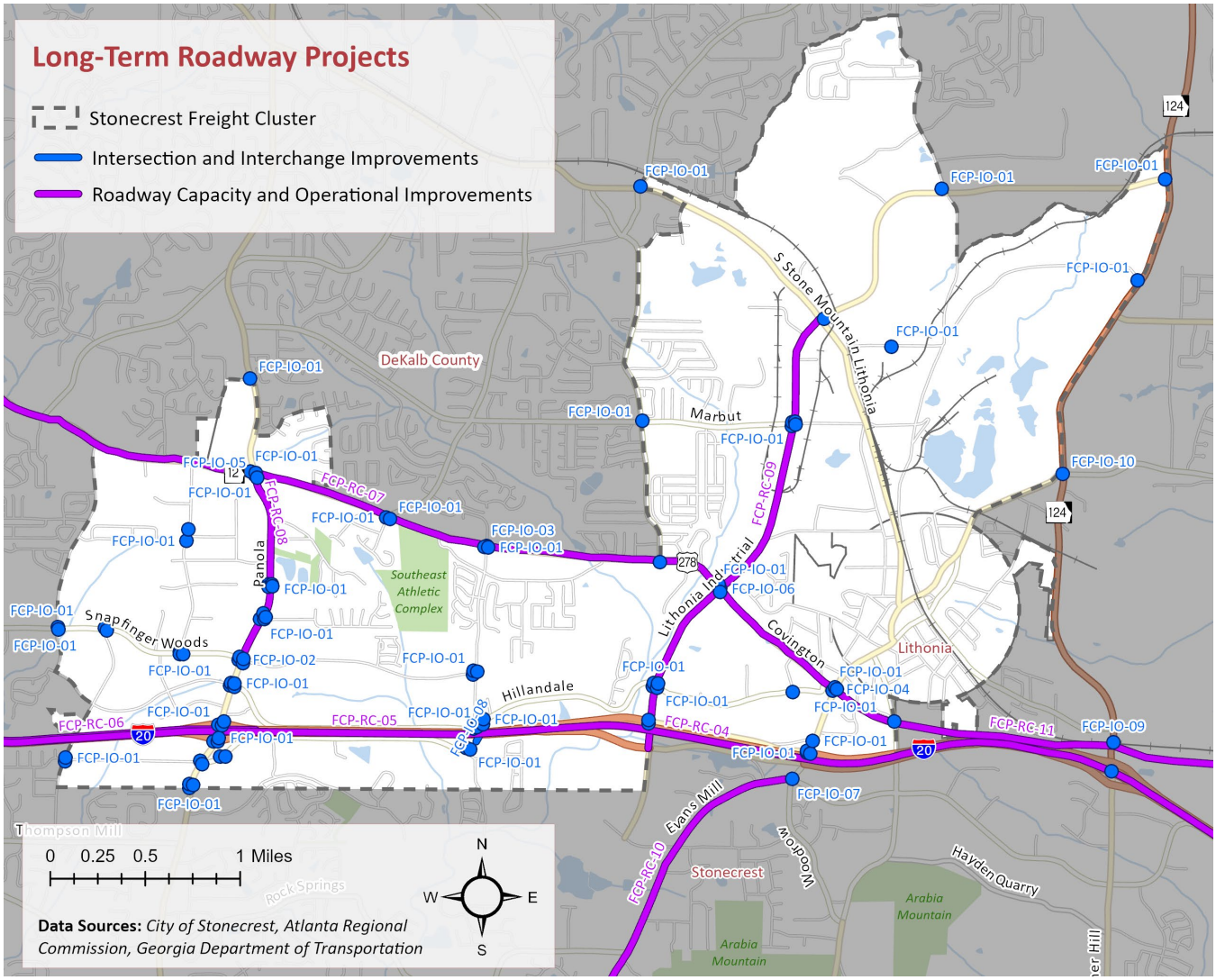


Table 6-2: Long-Term Work Program - List of Roadway Improvements

Project ID	Name of Project	Project Type	Estimated Total Project Cost	Estimated Local Match	Project Source	Jurisdiction
FCP-RC-04	I-20 ATMS Comm/Surveillance from I-285/Dek to SR138/SR20/Rock	Roadway Capacity and Operational Improvements	GDOT	$0.00	GDOT (PI#: 714085-)	Stonecrest
FCP-IO-01	Traffic Signal Maintenance/ Upgrades	Intersection and Interchange Improvements	$675,000.00	$135,000.00	Stonecrest Transportation Master Plan (Project ID: I-18)	Stonecrest
FCP-RC-05	I-20 from I-285 East to Evans Mill Road Add 2 HOV Lanes	Roadway Capacity and Operational Improvements	GDOT	$0.00	GDOT (PI#: 0000715)	Stonecrest
FCP-RC-06	I-20 East Collector/Distributor Lanes	Roadway Capacity and Operational Improvements	GDOT	$0.00	ARC Regional Transportation Plan (ARC ID: ASP-DK-379, ASP-DK-380)	Stonecrest
FCP-RC-07	US 278 (Covington Highway) RTOP Corridor	Roadway Capacity and Operational Improvements	$50,000/Year	$0.00	Stonecrest Transportation Master Plan (Project ID: O-2)	Stonecrest
FCP-IO-02	Panola Rd at Snapfinger Woods Dr Operational Improvements	Intersection and Interchange Improvements	$1,654,000.00	$0.00	SFCP Traffic Study Report	Stonecrest
FCP-RC-08	Panola Road Widening	Roadway Capacity and Operational Improvements	$21,000,000.00	$0.00	ARC Regional Transportation Plan (ARC ID: DK-065E)	Stonecrest
FCP-IO-03	US 278 at DeKalb Medical Pkwy Operational Improvements	Intersection and Interchange Improvements	$2,174,000.00	$0.00	SFCP Traffic Study Report	Stonecrest
FCP-IO-04	US 278 at Evans Mill Rd Operational Improvements	Intersection and Interchange Improvements	$3,473,000.00	$0.00	SFCP Traffic Study Report	Stonecrest
FCP-RC-09	Lithonia Industrial Boulevard: Segment 1 and 2	Roadway Capacity and Operational Improvements	$24,877,000.00	$0.00	DeKalb County Comprehensive Transportation Plan (Project ID: R_1121, R_1122)	Stonecrest
FCP-IO-05	US 278 at Panola Rd Operational Improvements	Intersection and Interchange Improvements	$16,015,000.00	$0.00	SFCP Traffic Study Report	Stonecrest
FCP-RC-10	Evans Mill Road Widening	Roadway Capacity and Operational Improvements	$64,000,000.00	$0.00	ARC Regional Transportation Plan (ARC ID: DK-150)	Stonecrest

Project ID	Name of Project	Project Type	Estimated Total Project Cost	Estimated Local Match	Project Source	Jurisdiction
FCP-IO-06	US 278 at Lithonia Industrial Blvd Operational Improvements	Intersection and Interchange Improvements	$2,528,000.00	$0.00	SFCP Traffic Study Report	Stonecrest
FCP-IO-07	Mall Parkway at Evans Mill Road	Intersection and Interchange Improvements	$2,600,000.00	$0.00	Stonecrest Transportation Master Plan (Project ID: I-15)	Stonecrest
FCP-IO-08	New I-20 East Express Lanes Access Point at Fairington Road	Intersection and Interchange Improvements	$16,765,000.00	$0.00	DeKalb County Comprehensive Transportation Plan (Project ID: R_1149)	Stonecrest
FCP-RC-11	Covington Highway Capacity Improvement	Roadway Capacity and Operational Improvements	$12,168,000.00	$0.00	DeKalb County Comprehensive Transportation Plan (Project ID: R_401)	Stonecrest
FCP-IO-09	Grade Separated Crossing for the railroad at SR 124 near I-20	Intersection and Interchange Improvements	$75,000,000.00	$0.00	Stakeholder Outreach	Stonecrest
FCP-IO-10	SR 124 at Rock Chapel Rd Operational Improvements	Intersection and Interchange Improvements	$2,174,000.00	$0.00	SFCP Traffic Study Report	Stonecrest

6.3 Public Transit and Active Transportation Improvements

The focus of Public Transit and Active Transportation projects revolves primarily around enhancing workforce accessibility and bolstering safety, especially in areas adjacent to freight-related land uses. In total, there are 42 projects in this category, with 18 classified as short-term projects of higher priority, while the remaining 24 fall into the long-term category. For the short-term projects, the estimated cost stands at approximately $2.7 million, with a local match projected to be around $0.8 million. Similarly, for the long-term initiatives, the total estimated expenditure amounts to $93.6 million, with an estimated local match of about $3.3 million. A detailed description of the projects in the roadway improvement list is provided in **Appendix G**.

6.3.1 Short-Term Public Transit and Active Transportation Projects

The Stonecrest Freight Cluster Plan (SFCP) analysis identified six (6) short-term public transit and active transportation projects, alongside an additional 12 projects sourced from existing planning efforts. Collectively, these initiatives are projected to require an investment totaling $2.7 million, with local funds expected to contribute approximately $0.86 million towards their realization.

Table 6-3 and Figure 6-8 illustrate a complete list of short-term public transit and active transportation projects included in the Work Program sorted from highest priority to the lowest. The following are the short-term public transit and active transportation projects identified by the freight cluster plan analysis.

FCP-AT-02: US 278 at DeKalb Medical Pkwy Sidewalk Connectivity

Description: Fill in sidewalk gaps on the northern side of the westbound approaches on US 278.

Project Type: Active Transportation

FCP-AT-03: US 278 at Evans Mill Rd Pedestrian Safety Enhancements

Description: Install missing automated pedestrian crossing station on the channelized right turn island on the southeast corner of the intersection.

Project Type: Active Transportation

FCP-AT-06: Panola Rd at Snapfinger Woods Dr Sidewalk Connectivity

Description: Fill in sidewalk gaps on the northeast and southwest corners of the Panola Rd at Snapfinger Woods Rd intersection to better connect pedestrians with the existing MARTA transit stops. Fix cracked sidewalk and curb face on the southwest corner of the intersection.

Project Type: Active Transportation

FCP-AT-09: US 278 at Park Central Blvd Sidewalk and Pedestrian Safety Improvements

Description: Install missing sidewalks on the westbound (northern) side of US 278 to connect to the existing MARTA transit stop. Add safe crosswalks across US 278 on the eastern and western side of Park Central Blvd to connect to the existing MARTA transit stop on US 278.

Project Type: Active Transportation

FCP-AT-11: SR 124 at Lithonia Industrial Blvd Pedestrian Safety Enhancements

Description: Install missing automated pedestrian crossing station on the channelized right turn island on the northwest corner of the intersection.

Project Type: Active Transportation

FCP-AT-12: Max Cleland Blvd at Main St Pedestrian Signage Improvements

Description: Install pedestrian safety/crossing signage near the Max Cleland Blvd at Main St intersection.

Project Type: Active Transportation

Figure 6-8: Short-Term Bicycle, Pedestrian and Public Transit Projects

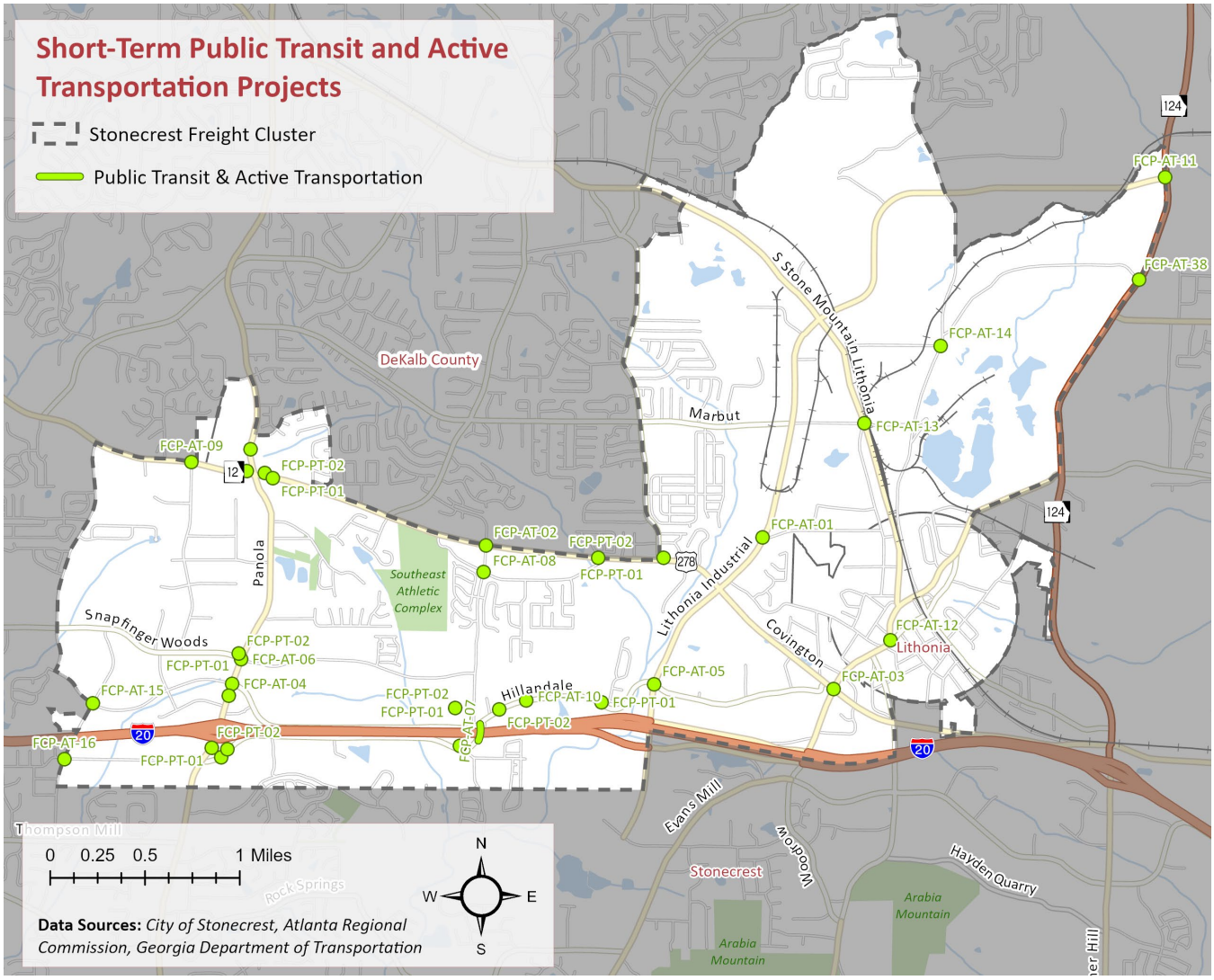


Table 6-3: Short Term Work Program - List of Public Transit and Active Transportation Improvements

Project ID	Name of Project	Project Type	Estimated Total Project Cost	Estimated Local Match	Project Source	Jurisdiction
FCP-PT-01	Bench Upgrades @ 10 Locations	Bus Stop Bench Upgrade	$125,000.00	$25,000.00	Stonecrest Transportation Master Plan (Project ID: T-7)	Stonecrest
FCP-PT-02	Shelter Upgrades @ 5 Locations	Bus Stop Shelter Upgrade	$125,000.00	$25,000.00	Stonecrest Transportation Master Plan (Project ID: T-7)	Stonecrest
FCP-AT-01	Lithonia Industrial Blvd @ Tribble St PHB Crossing	Pedestrian Hybrid Beacon (PHB)	$440,000.00	$88,000.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: PHB-14)	Stonecrest
FCP-AT-02	US 278 at DeKalb Medical Pkwy Sidewalk Connectivity	Active Transportation	$453,000.00	$90,600.00	SFCP Traffic Study Report	Stonecrest
FCP-AT-03	US 278 at Evans Mill Rd Pedestrian Safety Enhancements	Active Transportation	$2,950.00	$0.00	SFCP Traffic Study Report	Stonecrest
FCP-AT-04	Panola Rd @ Panola Industrial Blvd/Hillandale Dr	Intersection Crossing Enhancements	$71,500.00	$14,300.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: ICE-37)	Stonecrest
FCP-AT-05	Lithonia Industrial Blvd @ Hillandale Dr/Chupp Rd	Intersection Crossing Enhancements	$71,500.00	$14,300.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: ICE-36)	Stonecrest
FCP-AT-06	Panola Rd at Snapfinger Woods Dr Sidewalk Connectivity	Active Transportation	$76,000.00	$15,200.00	SFCP Traffic Study Report	Stonecrest
FCP-AT-07	Fairington Rd Path Crossing	Shared Use Path	$451,400.00	$90,280.00	Stonecrest Transportation Master Plan (Project ID: BP-43)	Stonecrest
FCP-AT-08	DeKalb Medical Pkwy @ Hillvale Rd	Intersection Crossing Enhancements	$71,500.00	$71,500.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: ICE-25)	Stonecrest

Project ID	Name of Project	Project Type	Estimated Total Project Cost	Estimated Local Match	Project Source	Jurisdiction
FCP-AT-09	US 278 at Park Central Blvd Sidewalk and Pedestrian Safety Improvements	Active Transportation	$450,000.00	$90,000.00	SFCP Traffic Study Report	Stonecrest
FCP-AT-10	Hillandale Dr @ Somerset Pkwy RRFB Crossing	Rectangular Rapid-Flashing Beacon (RRFB)	$44,000.00	$44,000.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: RRFB-1)	Stonecrest
FCP-AT-11	SR 124 at Lithonia Industrial Blvd Pedestrian Safety Enhancements	Active Transportation	$2,950.00	$0.00	SFCP Traffic Study Report	Stonecrest
FCP-AT-12	Max Cleland Blvd at Main St Pedestrian Signage Improvements	Active Transportation	$2,000.00	$0.00	SFCP Traffic Study Report	Lithonia
FCP-AT-13	S Stone Mtn Lithonia Rd @ Marbut Rd	Intersection Crossing Enhancements	$71,500.00	$71,500.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: ICE-26)	Stonecrest
FCP-AT-14	Rogers Lake Rd @ Chapman Rd	Intersection Crossing Enhancements	$71,500.00	$71,500.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: ICE-27)	Stonecrest
FCP-AT-15	Panola Industrial Blvd @ Miller Rd	Intersection Crossing Enhancements	$71,500.00	$71,500.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: ICE-16)	Stonecrest
FCP-AT-16	Miller Rd @ Minola Rd	Intersection Crossing Enhancements	$71,500.00	$71,500.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: ICE-19)	Stonecrest

6.3.2 Long-Term Public Transit and Active Transportation Projects

Apart from the short-term projects, the SFCP also highlights seven (7) long-term public transit and active transportation initiatives, alongside an extra 17 projects derived from existing planning endeavors. Together, these projects are estimated to necessitate an investment totaling $93.6 million, with local funds anticipated to contribute approximately $3.3 million towards their implementation.

Table 6-4 and Figure 6-9 provide a comprehensive overview of the long-term public transit and active transportation projects incorporated into the Work Program sorted from highest priority to the lowest. The following are the long-term public transit and active transportation projects identified through the analysis conducted under the freight cluster plan.

FCP-AT-26: US 278 at Panola Rd Sidewalk and Pedestrian Safety Enhancements

Description: Connect sidewalk gaps on all approaches of the US 278 at Panola Rd intersection and improve safe pedestrian refuge/crossing infrastructure.

Project Type: Active Transportation

FCP-AT-28: US 278 at Evans Mill Rd Sidewalk Connectivity

Description: Connect sidewalk gaps on the northeast, southeast, and southwest corners of US 278 at Evans Mill Rd intersection.

Project Type: Active Transportation

FCP-AT-29: US 278 at Lithonia Industrial Blvd Sidewalk Connectivity

Description: Connect sidewalk gaps on the northeast, southeast, and southwest corners of the US 278 at Lithonia Industrial Blvd intersection.

Project Type: Active Transportation

FCP-AT-34: Panola Rd at Dividend Dr Sidewalk Improvements

Description: Add sidewalks on all approaches of the intersection.

Project Type: Active Transportation

FCP-AT-35: US 278 at SR 124 Sidewalk Improvements

Description: Install sidewalks on the northwest, northeast, southwest, and southeast corners of the intersection where there are currently no existing sidewalks.

Project Type: Active Transportation

FCP-AT-36: SR 124 at Rock Chapel Rd Sidewalk and Pedestrian Safety Improvements

Description: Add missing sidewalks along Rock Chapel Rd in close proximity to the intersection. Add crosswalks across each leg of the SR 124 at Rock Chapel Rd intersection.

Project Type: Active Transportation

FCP-AT-38: SR 124 at Maddox Rd Sidewalk Improvements

Description: Add sidewalks on all approaches of the intersection.

Project Type: Active Transportation

Figure 6-9: Long-Term Bicycle, Pedestrian and Public Transit Projects

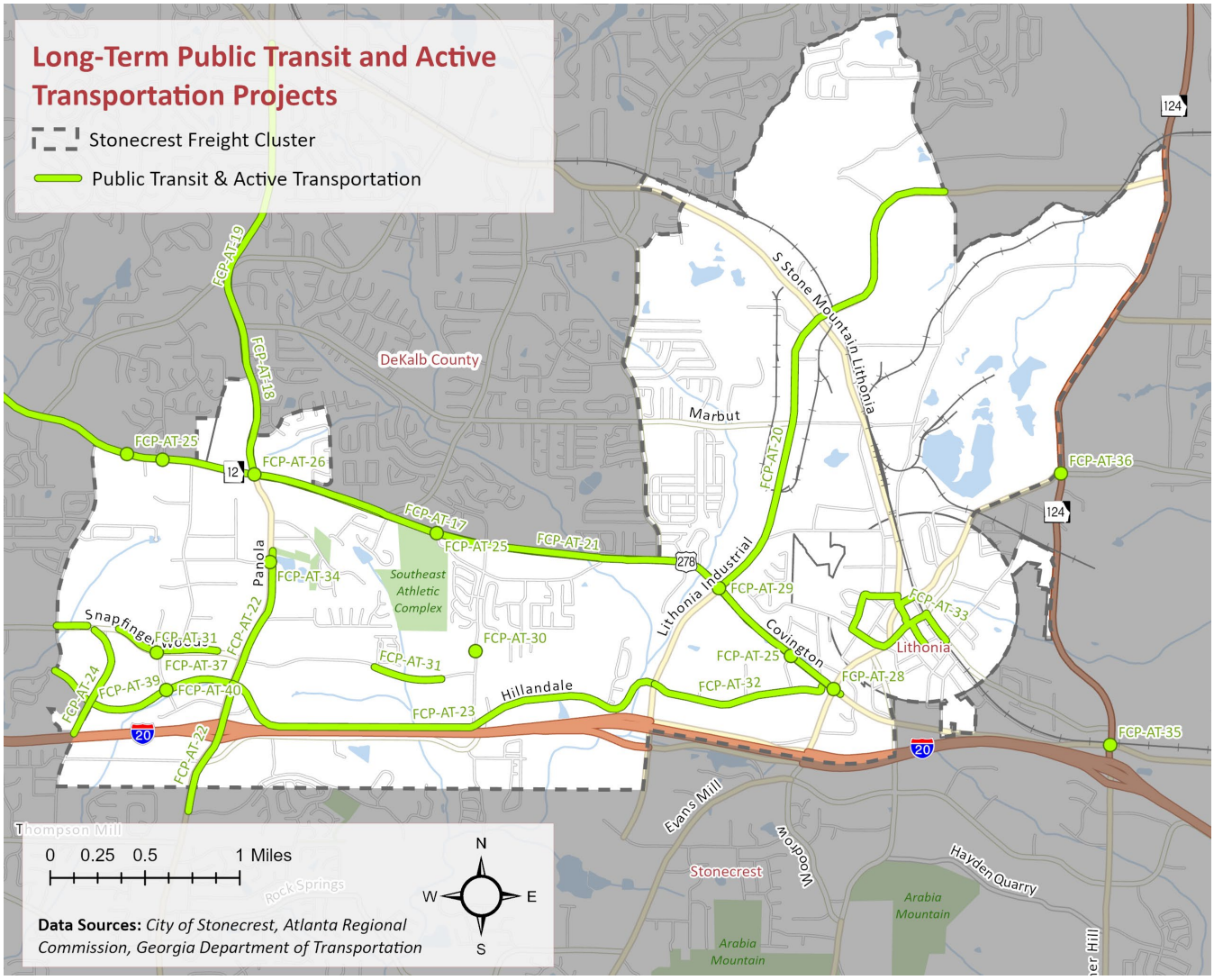


Table 6-4: Long Term Work Program - List of Public Transit and Active Transportation Improvements

Project ID	Name of Project	Project Type	Estimated Total Project Cost	Estimated Local Match	Project Source	Jurisdiction
FCP-AT-17	Covington Highway from Hairston Road to Klondike Road Multimodal Improvement	Multimodal	$46,067,000.00	$0.00	DeKalb County Comprehensive Transportation Plan (Project ID: M_028)	Stonecrest
FCP-AT-18	Panola Road Multiuse Path	Off-Road	$2,791,000.00	$0.00	DeKalb County Comprehensive Transportation Plan (Project ID: BP_108)	Stonecrest
FCP-AT-19	CR 7938/Panola Road from SR 12/Covington Highway to CR 5193/Redan Road	Bicycle/Pedestrian Facility	$1,649,000.00	$0.00	GDOT (PI# 0007095)	Stonecrest
FCP-AT-20	LIB Path, Segments 1, 2 and 3	On-Road	$6,286,000.00	$0.00	DeKalb County Comprehensive Transportation Plan (Project ID: BP_1150)	Stonecrest
FCP-AT-21	SR 12/US 278 from CR 7938/Panola Road to CR 6305/Evans Mill Road	Sidewalks	$3,644,000.00	$0.00	GDOT (PI#: 0007681)	Stonecrest
FCP-AT-22	Panola Rd Path Crossing	Bicycle/Pedestrian Facility	$2,240,700.00	$0.00	Stonecrest Transportation Master Plan (Project ID: BP-95, BP-97, BP-99)	Stonecrest
FCP-AT-23	Hillandale Drive Path-Segments 1, 2, and 3	On-Road	$6,085,000.00	$0.00	DeKalb County Comprehensive Transportation Plan (Project ID: BP_1151)	Stonecrest
FCP-AT-24	Miller Rd Path Crossing	Potential I-20 Crossing	$611,500.00	$122,300.00	Stonecrest Transportation Master Plan (Project ID: BP-65)	Stonecrest
FCP-AT-25	Covington Hwy (US 278/SR 12) @ 4 Locations	Pedestrian Hybrid Beacon (PHB)	$1,760,000.00	$0.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: PHB-5, PHB-4, PHB-7, PHB-8)	Stonecrest
FCP-AT-26	US 278 at Panola Rd Sidewalk and Pedestrian Safety Enhancements	Active Transportation	$1,098,000.00	$0.00	SFCP Traffic Study Report	Stonecrest
FCP-AT-27	Evans Mill Rd Path Crossing	Potential I-20 Crossing	$1,963,800.00	$0.00	Stonecrest Transportation Master Plan (Project ID: BP-36, BP-37)	Stonecrest

Project ID	Name of Project	Project Type	Estimated Total Project Cost	Estimated Local Match	Project Source	Jurisdiction
FCP-AT-28	US 278 at Evans Mill Rd Sidewalk Connectivity	Active Transportation	$552,000.00	$110,400.00	SFCP Traffic Study Report	Stonecrest
FCP-AT-29	US 278 at Lithonia Industrial Blvd Sidewalk Connectivity	Active Transportation	$552,000.00	$110,400.00	SFCP Traffic Study Report	Stonecrest
FCP-AT-30	Miller Grove High School RRFB Crossing	Rectangular Rapid-Flashing Beacon (RRFB)	$220,000.00	$220,000.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: RRFB-4)	Stonecrest
FCP-AT-31	Snapfinger Woods Dr Sidewalk	Bicycle/Pedestrian Facility	$892,800.00	$892,800.00	Stonecrest Transportation Master Plan (Project ID: BP-109, BP-110, BP-111)	Stonecrest
FCP-AT-32	Chupp Road Path, Segments 1 and 2	On-Road	$2,288,000.00	$0.00	DeKalb County Comprehensive Transportation Plan (Project ID: BP_1152)	Stonecrest
FCP-AT-33	Loop A, B, and C Trail	Off-Road	$3,830,000.00	$0.00	DeKalb County Comprehensive Transportation Plan (Project ID: BP_023, BP_024, BP_025)	Lithonia
FCP-AT-34	Panola Rd at Dividend Dr Sidewalk Improvements	Active Transportation	$800,000.00	$160,000.00	SFCP Traffic Study Report	Stonecrest
FCP-AT-35	US 278 at SR 124 Sidewalk Improvements	Active Transportation	$1,098,000.00	$0.00	SFCP Traffic Study Report	Stonecrest
FCP-AT-36	SR 124 at Rock Chapel Rd Sidewalk and Pedestrian Safety Improvements	Active Transportation	$800,000.00	$160,000.00	SFCP Traffic Study Report	Stonecrest
FCP-AT-37	Snapfinger Woods Dr @ Easterly Pl PHB Crossing	Pedestrian Hybrid Beac on (PHB)	$440,000.00	$440,000.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: PHB-12)	Stonecrest
FCP-AT-38	SR 124 at Maddox Rd Sidewalk Improvements	Active Transportation	$1,098,000.00	$0.00	SFCP Traffic Study Report	Stonecrest
FCP-AT-39	Panola Industrial Blvd Road Di et	Protected Bicycle Lanes	$6,400,000.00	$640,000.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: B-1)	Stonecrest
FCP-AT-40	Panola Industrial Blvd @ Easterly Pl PHB Crossing	Pedestrian Hybrid Beac on (PHB)	$440,000.00	$440,000.00	Stonecrest Bicycle, Pedestrian, and Trail Plan (Project ID: PHB-9)	Stonecrest

7 Policy Recommendations

Chapter 7 expands upon the recommended projects outlined in Chapter 6 by presenting a comprehensive set of policy recommendations spanning various areas pertinent to the freight cluster. These suggestions are intended for implementation by the City of Stonecrest in collaboration with its partner agencies. The chapter delves into essential policies aimed at fostering sustainable development within the Stonecrest area and improving its transportation network, addressing issues identified in the inventory and assessment report, stakeholder feedback, and industry best practices. These recommendations align with the objectives outlined in the Bipartisan Infrastructure Law (BIL), particularly regarding clean air vehicles and system resiliency, thereby positioning the Stonecrest Freight Cluster to potentially access federal funding from these newly established initiatives.

Appendix H provides a comprehensive list of all Stonecrest Freight Cluster Plan policy recommendations.

7.1 Roadway Improvements

In addition to the specific roadway improvement projects discussed in Chapter 6, the following policies are recommended to be considered by the City of Stonecrest to promote freight mobility:

- Collaborate with DeKalb County to conduct a thorough corridor study encompassing Panola Road from Snapfinger Woods Drive to Covington Highway and Lithonia Industrial Boulevard from I-20 interchange to Rock Chapel Road. This study should aim to comprehensively evaluate transportation requirements and obstacles along these vital routes. Targeted enhancements identified through this study have the potential to significantly improve travel efficiency and safety in the area.
- Establish a systematic monitoring and assessment protocol for pavement conditions in the study area, with a particular focus on freight routes. By working in conjunction with GDOT and DeKalb County, this approach ensures regular maintenance and safety improvements on all roadways within the study area. Prioritizing pavement upkeep and minimizing disruptions will enhance the resilience and functionality of the transportation infrastructure.
- Foster close cooperation with the Georgia Department of Transportation (GDOT) and DeKalb County to apply appropriate roadway design standards for future freight access points. This collaborative endeavor, guided by industry best practices, aims to guarantee that infrastructure developments align with evolving transportation needs. Adherence to established standards will optimize the performance and longevity of transportation assets in the City of Stonecrest and its surrounding areas.

7.2 System Resiliency

Recent years have seen numerous traffic disruptions stemming from operational issues, including traffic accidents and ongoing construction projects. These disruptions have reverberated beyond the study area, adversely affecting businesses across the region. The analysis of bridge conditions indicates that the majority within the study area are in acceptable condition, but to prevent disruptions from physical conditions, there are a few over the I-20 corridor that warrant consistent monitoring to preempt any potential future disruptions. Considering these observations, the following policy recommendations are proposed for the City of Stonecrest to enhance the resilience of its transportation system.

- In close collaboration with the Georgia Department of Transportation (GDOT), continue diligent evaluation and monitoring of bridge conditions to ensure they are maintained in a state of good repair.

- Collaborate with DeKalb County to devise a comprehensive system resiliency and emergency response plan tailored to the specific needs of Stonecrest. This proactive approach aims to enable the freight network and the wider community to remain as operational as possible should there be future disruptions.

7.3 Truck Route Management

Designated truck routes play a pivotal role in facilitating smooth freight traffic access to and from key areas such as light and heavy industrial zones, and commercial zones. These routes, outlined by the National Highway Freight Network (NHFN), ARC's Regional Freight Network, and City of Stonecrest's Ordinance (adopted and modified based on DeKalb County Code of Ordinance), are essential for efficient logistics operations. In addition, the City of Stonecrest's Ordinance permits trucks to utilize non-designated routes if there are no designated routes to reach the destination.

There are notable enforcement challenges regarding these routes within the study area. Analysis indicates instances of non-compliance with designated truck routes, resulting in safety concerns in residential areas and pavement deterioration on routes not designed for heavy truck traffic. Enforcement issues stem partly from a lack of information among truck drivers regarding permissible routes, exacerbated by small signage that may go unnoticed, especially by drivers unfamiliar with the area.

To address these challenges, the SFCP recommends several policy considerations for the City of Stonecrest, in collaboration with DeKalb County:

- Continue to monitor and review existing truck routes and connections to freight related land uses to promote freight mobility and safety along these corridors.
- Develop a campaign to promote and encourage freight operators to use truck designated routes and comply with truck restrictions.
- Encourage the industries within the study area to research innovative technologies that provide accurate information on designated truck routes, restrictions, truck parking locations and available spaces readily available.

7.4 Truck Parking and Freight Policies

The issue of truck parking stands out as a significant concern within the Stonecrest Freight Cluster study area. Commercial motor vehicles frequently utilize gravel lots along Maddox Road and Lithonia Industrial Boulevard in the northeast section of the study area. While these lots serve a functional purpose by providing a space for truck drivers in the community to park their vehicles overnight, they suffer from a lack of adherence to proper design standards and are not coordinated with the city to ensure compatibility with surrounding land use. This can lead to various problems, including conflicts with land use, safety hazards, and environmental issues such as oil discharge from gravel lots to streams.

Recently, the City of Stonecrest adopted an ordinance outlining requirements for the continued operation of these truck parking sites, emphasizing compliance with design guidelines, business registration, and environmental regulations. Considering these developments, the city should continue monitoring truck parking issues particularly in the gravel lots. Enforce and encourage compliance of the truck parking sites according to the city ordinances.

7.5 Land Use and Development

The study area has long been recognized as a hub of economic growth within the region. A thorough analysis of the market area's real estate inventory reveals a diverse range of subtypes, including warehouses for typical goods distribution, flex spaces combining office and light industrial usage, manufacturing facilities for goods production, and auto service centers catering to corporate fleet and private vehicle maintenance and storage. To fully harness its economic potential, the study area should prioritize expanding its inventory space and emphasize the redevelopment and reutilization of aging inventories. By focusing on revitalizing existing infrastructure and adapting it to meet modern demands, Stonecrest can ensure sustained economic growth and remain a vital hub within the region.

7.5.1 Freight-Related Industries

The Inventory and Assessment Report (**Appendix A**) provides insight into the intricate dynamics of freight-related industries in Stonecrest. By analyzing current occupational ratios and projecting growth over the next decade, the report offers a detailed view of employment trends. Certain industrial sectors, such as Flex, are experiencing higher vacancy rates compared to the Atlanta Metro region due to aging real estate inventory. If current occupational ratios for the freight-related industries remain steady and considering the anticipated ten-year growth of those occupations, Stonecrest will experience a loss of jobs in the Manufacturing and Wholesale industries, with an increase in jobs in the Transportation industry. Despite this, all industries will experience at least some wage growth over the next ten years, mostly thanks to job growth in the higher earning occupations within those industries.

In light of this, it is recommended that Stonecrest focus on retaining and recruiting primarily new Transportation industry jobs and focus on recruiting the kinds of firms in the Wholesale and Manufacturing industries that feature more Computer and Management occupational concentrations. Additionally, efforts should be directed towards attracting firms in the Manufacturing and Wholesale industries that exhibit higher concentrations of Computer and Management occupations. This strategic alignment will not only mitigate job losses but also capitalize on the growth potential of higher-earning occupations within each industry, ensuring sustained economic prosperity for Stonecrest over the next decade.

Some recommended strategies pertaining to targeting freight-related industries include:

- Develop a strategy to maintain viability of flex space inventory or redevelop it. As flex space inventory in Stonecrest ages, and as the office and administrative personnel typically employed in this type of facility become increasingly redundant over the next decade, there will need to be a strategy to recruit new tenants or incentivize redevelopment of particularly underutilized properties.
- Review zoning codes, ordinances, parking requirements and other development-related policies to ensure that developers can quickly and sustainably construct modern in-demand facilities that suit the needs of cutting-edge companies.
- Ensure that road infrastructure is sufficient to accommodate the types of vehicles that are frequently utilized by freight-related industries; much of this is addressed elsewhere in the recommended Work Program.
- Review financial incentives for development and job creation to ensure that they align with the broader economic and employment strategies from a freight-related perspective; this should include periodic (2-3 year) audits.

- Partner with DeKalb County to incentivize water and sewer infrastructure improvements for qualifying developments that can host advanced manufacturing and logistics providers. This could include adjustments to fees for building permits, land development permits, and business licenses.
- Facilitate entrepreneurship and business development particularly for small firms, including creating an incubator or an accelerator that would provide opportunities for new entrants into the freight-related industries; this strategy should also be cognizant of the threats and opportunities posed by remote-working.
- Organize robust visitation and outreach program with existing businesses including site visits to businesses, focus groups, surveys, and conferences, to understand the more granular needs of specific industries that are already present in Stonecrest.

Successful implementation of these policies would necessitate collaboration with partner agencies such as Decide DeKalb.

7.5.2 Potential Development Sites

The City of Stonecrest should conduct a review and modification of zoning ordinances to effectively manage potential land use conflicts arising from existing and future residential growth alongside industrial developments.

The City of Stonecrest should also evaluate opportunities for site redevelopment at key freight-centric locations to accommodate the needs of industries and facilitate freight movement within the study area. The following locations represent opportunities in this area:

- Site redevelopment potential at the northeast corner of US 278 at Lithonia Industrial Blvd intersection.
- Site redevelopment potential at the southeast corner of SR 124 at Maddox Rd intersection.

7.6 Workforce Access

The Stonecrest Freight Cluster comprises light and heavy industrial clusters situated predominantly on the western and northeastern sides of the study area, serving as significant employment hubs. However, these areas currently lack adequate public transit options and suffer from deficient bike and pedestrian infrastructure, including the absence or poor quality of sidewalks along key corridors such as Covington Highway, Panola Road, and Lithonia Industrial Boulevard. To improve access to these industrial clusters it is recommended that the City of Stonecrest undertake the following policy actions:

- Coordinate efforts with the Atlanta Regional Commission (ARC) to endorse and put into action both local and regional bike and pedestrian plans. This includes supporting the recently adopted Stonecrest Bicycle, Pedestrian, and Trail Plan along with ARC's 'Walk, Bike, Thrive!' initiative.
- Collaborate with the Metropolitan Atlanta Rapid Transit Authority (MARTA), the State Road and Tollway Authority (SRTA), and DeKalb County to develop safe access routes, shelters, benches, and amenities to ensure safe and efficient transportation options for workforce access.
- Advocate for the implementation of high-speed transit options such as Bus Rapid Transit (BRT) or Arterial Rapid Transit (ART) to provide efficient workforce access from across the region. Collaborative efforts with MARTA, SRTA, DeKalb County, and the Atlanta Regional Commission (ARC) are essential in this endeavor.

- Coordinate with DeKalb County, MARTA, and SRTA to establish the proposed Stonecrest Mobility Center and bus transfer facility at the Mall at Stonecrest as recommended in the Stonecrest Transportation Master Plan. Implementation of this initiative will significantly enhance workforce access and transportation options in the region.
- Promote awareness of Georgia Commute Options (GCO) among the freight cluster workforce residing in the Atlanta metro area. Encouraging alternative commute options can help reduce single-occupancy vehicle commutes and alleviate transportation challenges.
- Encourage the incorporation of Complete Streets and Shared Use paths in the design and redevelopment of roadways adjacent to industrial and commercial areas. Collaborative efforts with DeKalb County are essential to ensure the implementation of pedestrian and cyclist-friendly infrastructure improvements in the transportation projects.

7.7 Safety

Safety concerns are prominent among community stakeholders throughout this study area, particularly regarding intersections along I-20, Covington Highway, Panola Road, and Lithonia Industrial Boulevard. Analysis reveals high concentrations of commercial motor vehicle crashes and vulnerabilities for road users at major intersections. The list of projects discussed in Chapter 6 proposes a range of improvements at major intersections aimed at enhancing safety through improved visibility and better bicycle and pedestrian infrastructure. In addition to the projects, it is recommended to:

- Conduct awareness campaigns targeting commercial and non-commercial vehicle drivers to educate them about primary causes of traffic crashes, such as tailgating and unsafe lane changing, and how to prevent them.

7.8 Technology

7.8.1 Alternative Fuel

The Bipartisan Infrastructure Law (BIL) places significant emphasis on advancing the production and integration of alternative fuel vehicles, particularly electric vehicles (EVs), as part of its strategy to combat climate change. With a growing presence of trucking and logistics companies in the study area, coupled with expectations for further expansion, the City of Stonecrest should prepare for the electrification of roadway freight. While the timeline for substantial infrastructure upgrades remains somewhat uncertain, establishing a comprehensive policy framework is crucial to facilitate this transition within the Stonecrest Freight Cluster. To accomplish this, the City of Stonecrest should coordinate with DeKalb County the provision of necessary infrastructure to support clean energy fuels, including EV charging stations, as demand increases.

7.8.2 Smart Corridor

The implementation of a Smart corridor entails a comprehensive approach to transportation management, leveraging advanced technologies and data-driven strategies to optimize traffic flow, improve safety, and enhance overall mobility along the corridor. Through the integration of cutting-edge solutions such as real-time traffic monitoring, adaptive signal control, and predictive analytics, the corridor can dynamically respond to changing traffic conditions and prioritize efficient freight movement. By fostering public-private partnerships, engaging with local communities, and emphasizing multi-modal integration, the Smart corridor aims to deliver tangible benefits such as reduced congestion, enhanced accessibility, and minimized environmental impacts. Continuous monitoring and evaluation ensure that the corridor remains adaptable and responsive to evolving

transportation needs, fostering a sustainable and resilient transportation network for the benefit of all stakeholders.

The City of Stonecrest should collaborate with GDOT to implement advanced Intelligent Transportation Systems (ITS) technology along major corridors, including I-20. Through partnerships between the City of Stonecrest and GDOT, the deployment of ITS solutions could enhance traffic management and transportation efficiency, facilitate improved traffic flow, enhance safety measures, and reduce congestion. This adaptive approach will help to effectively accommodate the demands of a growing population and economy.

7.9 Other Policy Recommendations

There are several other freight-related policies that the City of Stonecrest should consider in order to maximize the economic vitality of the study area.

7.9.1 Special Freight Tax District

Special Freight Tax Districts are designated areas where the city imposes annual additional property taxes on all properties excluding residential ones. The revenue generated from these taxes is earmarked to finance freight-related projects including transportation infrastructure services that directly benefit industrial and commercial establishments within the study area. This includes vital services like roadway maintenance, particularly focusing on routes utilized by freight traffic. A comparable district was implemented by the City of Doraville under City Ordinance No. 2017-02.[3]

It is recommended that the City of Stonecrest explore the creation of a similar special freight tax district to allocate funds specifically for freight-related projects and initiatives within the Stonecrest Freight Cluster.

7.9.2 Agency Collaboration

Given that freight movement within the study area and its economic impacts extend beyond local facilities to serve a larger network encompassing the Atlanta metropolitan region, state, and beyond, it's crucial to acknowledge this broader context. Recognizing this interconnectedness, coordination with agencies responsible for planning freight movement within and beyond the study area boundary is essential to formulate cohesive freight policies. These policies aim to enhance the economic benefits not only for the City of Stonecrest but for the wider region and the state. To this end the City is encouraged to maintain ongoing collaboration with community organizations and regional agencies such as DeKalb County, the Atlanta Regional Commission (ARC), and GDOT to ensure cohesive freight policies are developed and implemented effectively.

[3] An Ordinance Creating A Special Tax District, Consisting of the Assembly Properties for the Purpose of Providing Transportation Infrastructure Services (Ordinance No. 2017-02), City of Doraville (Certified on: February 06, 2017) https://acrobat.adobe.com/id/urn:aaid:sc:US:b1070f88-e249-427e-817d-8d60506664cc

Appendices

Appendix A: Inventory and Assessment Report

Appendix B: Best Practices Review Report

Appendix C: Traffic Study Report

Appendix D: Statement of Vision, Goals, and Objectives

Appendix E: Stakeholder Engagement and Outreach Notes and Findings

Appendix F: Detailed Work Program: Roadway Improvements

Appendix G: Detailed Work Program: Bicycle, Pedestrian, and Public Transit Improvements

Appendix H: Policy Recommendations