A Blueprint for Project Delivery: Integrating a Grant Strategy as Part of Your Project Prioritization Framework

GPA Fall Conference
September 5, 2018
Agenda

Project Prioritization

Funding & Grant Strategies

Return on Investment

Kirsten Mote, AICP
Aerotropolis Atlanta CIDs

Keli P. Kemp, AICP, PTP
Modern Mobility Partners

Jennifer Zhan, AICP, PTP
Modern Mobility Partners
Background

AACIDs Master Plan

Vision
Developed vision for the CIDs

Stakeholder Input
Identified stakeholder priorities

Needs
Identified transportation and beautification needs and issues

Project List
Identified $149M in transportation and beautification projects
Challenges and Solutions

1. PRIORITIZE PROJECTS
   - Develop project prioritization framework.

2. FUND PROJECTS
   - Develop matrix of funding sources.

3. GRANT COMPETITIVENESS
   - Develop grant strategy.

4. PHASE PROJECTS
   - Develop project phasing timeline.

5. FINANCIAL SUPPORT
   - Calculate return on investment (ROI) and message to partners.
CIP Project Prioritization Framework
Development
CIP Project Prioritization Framework

**Stakeholder Input**
Master Plan stakeholder priorities.

**Return on Investment & Economic Benefits**
Jobs created, aesthetics, proximity to DRI and/or Opportunity Zones.

**Safety**
Anticipated crash and/or crime reduction, safe connections for schools and/or EMS.

**Project Readiness**
Status of TIP funding, design, right-of-way.

**Mobility Options**
Congestion, proximity to transit, improves bike and/or pedestrian facilities.

**Environment & Public Health**
Anticipated emissions reduction, manages stormwater runoff, active transportation.
CIP Project Prioritization Weighting

- Stakeholder Input: 25%
- Project Readiness: 25%
- Mobility Options: 25%
- Environment & Public Health: 10%
- Return on Investment & Economic Impacts: 10%
- Safety: 5%
Project Prioritization
Evaluation Criteria Categories

- Stakeholder Input
- Project Readiness
- ROI & Economic Impacts
- Mobility Options
- Safety
- Environment & Public Health
Project Prioritization
Measures Within Each Evaluation Criteria Category

- Priority for stakeholders during Master Plan (Low, Mid, High): 100%
Project Prioritization

Measures Within Each Evaluation Criteria Category

- **Project Readiness:** 100%
  - Capital project programmed in current Transportation Improvement Program (TIP) (No, Yes)
  - Design complete (None, Some, All)
  - Right-of-Way (ROW) not required (No, Yes)
Project Prioritization
Measures Within Each Evaluation Criteria Category

- Return on Investment (ROI), including job creation (Low, Mid, High): 50%
- Increases brand and economic investment opportunities: 50%
  - Improves aesthetics (No, Yes)
  - Within ½ mile of Opportunity Zone (No, Yes)
  - Within ½ mile of DRI (No, Yes)
Project Prioritization
Measures Within Each Evaluation Criteria Category

- **Concentration: 35%**
  - High traffic location/PM congestion levels (Low, Mid, High)
  - Expected to reduce travel time delay (No, Yes)

- **Mobility Options: 65%**
  - Within ½ mile of bus stop (No, Yes)
  - Improves bicycle conditions and/or connections (No, Yes)
  - Improves pedestrian conditions and/or connections (No, Yes)
Project Prioritization
Measures **Within** Each Evaluation Criteria Category

- Crash reduction expected (Low, Mid, High): 40%
- Crime reduction by providing additional lighting and aesthetics (No, Yes): 40%
- Safe connections: 20%
  - Within 2 miles of a K-8 school (No, Yes)
  - Within ½ mile of EMS facility (No, Yes)
Project Prioritization
Measures Within Each Evaluation Criteria Category

- Environment: 30%
  - Expected to reduce emissions (Low, Mid, High)
  - Manages stormwater runoff (Low, High)

- Public Health: 70%
  - Includes active transportation elements (No, Yes)
  - Within the food desert area (No, Yes)
## Project Prioritization

### Weighting of Each Evaluation Criteria Category

<table>
<thead>
<tr>
<th>No.</th>
<th>Themes</th>
<th>Measures</th>
<th>Weighting Scenario</th>
<th>Metric Weighting</th>
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<td>Subset %</td>
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<tr>
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<td>Stakeholder Input</td>
<td>Priority for stakeholders during Master Plan</td>
<td>25%</td>
<td>100%</td>
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<td>Project Readiness</td>
<td>Project Readiness</td>
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<td>3</td>
<td>Return on Investment &amp; Economic Impacts</td>
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<td>Mobility Options</td>
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<td>Safety</td>
<td>Crash reduction expected</td>
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<td>Crime reduction expected</td>
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<td>Safe connections</td>
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<td>Environment &amp; Public Health</td>
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<td>30%</td>
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<td></td>
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<td></td>
<td><strong>Total</strong></td>
<td></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
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</tbody>
</table>
CIP Project Prioritization & Return on Investment Results
Revenue Forecasting & Prioritization of Projects by Tier
<table>
<thead>
<tr>
<th>Project Description</th>
<th>Score</th>
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<tbody>
<tr>
<td>Camp Creek DDI @ I-285 Enhancements</td>
<td>92</td>
</tr>
<tr>
<td>Camp Creek Corridor Enhancements (Marketplace)</td>
<td>87</td>
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<tr>
<td>Camp Creek Corridor Enhancements (Marketplace to GICC)</td>
<td>86</td>
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<tr>
<td>Virginia Avenue Corridor Enhancements &amp; Beautification @ I-85</td>
<td>81</td>
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<tr>
<td>Camp Creek Corridor Enhancements (PDC to Marketplace)</td>
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<tr>
<td>Buffalo Road Widenning &amp; Gateway Project @ South Fulton Pkwy</td>
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<td>Wayfinding and Signage</td>
<td>70</td>
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<tr>
<td>Welcome All Rd @ Camp Creek Parkway Intersection</td>
<td>70</td>
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<tr>
<td>Camp Creek @ Washington Road Improvements</td>
<td>63</td>
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<tr>
<td>South Fulton Pkwy @ I-285 Interchange</td>
<td>56</td>
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<tr>
<td>Southbound Truck Connections</td>
<td>56</td>
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<tr>
<td>I-85 @ I-285 East Beautification</td>
<td>55</td>
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<tr>
<td>I-85 @ Camp Creek Parkway (SR 6) Beautification</td>
<td>42</td>
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<td>Riverdale Rd @ I-85 Interchange Beautification</td>
<td>37</td>
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<td>I-285 @ Old National Highway Beautification</td>
<td>36</td>
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<td>I-85 @ I-285 West Beautification</td>
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<td>I-285 @ Washington Rd Interchange Beautification</td>
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<td>I-85 @ Sylvan/Central Avenue Beautification</td>
<td>28</td>
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<tr>
<td>I-75 @ Porsche Avenue Beautification</td>
<td>13</td>
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</tbody>
</table>
# Project Prioritization

## Airport West CID (AWCID)

<table>
<thead>
<tr>
<th>Project ID</th>
<th>Projects</th>
<th>Total Cost</th>
<th>Committed Funds</th>
<th>Remaining Cost</th>
<th>Total Score</th>
<th>Rank ALL</th>
<th>AACID</th>
<th>AWCID Rank</th>
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</thead>
<tbody>
<tr>
<td>10</td>
<td>Camp Creek DDI @ I-285 Enhancements (Landscaping, Fencing, Lighting, Pedestrian)</td>
<td>$ 9,300,000</td>
<td>$ 9,300,000</td>
<td>$ -</td>
<td>91.8</td>
<td>1</td>
<td>West</td>
<td>1</td>
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<tr>
<td>4</td>
<td>Camp Creek Corridor Enhancements (Marketplace)</td>
<td>$ 6,400,000</td>
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<td>$ 6,400,000</td>
<td>87.1</td>
<td>2</td>
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<td>6</td>
<td>Camp Creek Corridor Enhancements (Marketplace to GICC)</td>
<td>$ 6,400,000</td>
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<td>$ 6,400,000</td>
<td>85.9</td>
<td>3</td>
<td>West</td>
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<td>2</td>
<td>Virginia Avenue Corridor Enhancements &amp; Virginia Avenue @ I-85 Beautification</td>
<td>$ 9,770,000</td>
<td>$ 120,000</td>
<td>$ 9,650,000</td>
<td>81.4</td>
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<td>7</td>
<td>Camp Creek Corridor Enhancements (Piedmont Driving Club to Marketplace)</td>
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<td>$ 6,400,000</td>
<td>80.3</td>
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<td>West</td>
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<tr>
<td>11</td>
<td>Buffington Road Widening &amp; South Fulton Pkwy @ Buffington Road Gateway Project</td>
<td>$ 41,905,000</td>
<td>$ 40,283,500</td>
<td>$ 1,621,500</td>
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<td>Wayfinding and Signage</td>
<td>$ 3,270,000</td>
<td>$ 270,000</td>
<td>$ 3,000,000</td>
<td>69.6</td>
<td>7</td>
<td>All</td>
<td>7</td>
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<td>9</td>
<td>Welcome All Rd @ Camp Creek Parkway Intersection</td>
<td>$ 5,600,000</td>
<td>$ 500,000</td>
<td>$ 5,100,000</td>
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<td>$ 3,910,000</td>
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<td>Southbound Truck Connections</td>
<td>$ 12,650,000</td>
<td>$ -</td>
<td>$ 12,650,000</td>
<td>56.2</td>
<td>12</td>
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<td>10</td>
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<tr>
<td>13</td>
<td>South Fulton Pkwy @ I-285 Interchange</td>
<td>$ 2,200,000</td>
<td>$ -</td>
<td>$ 2,200,000</td>
<td>56.2</td>
<td>12</td>
<td>West</td>
<td>10</td>
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<tr>
<td>17</td>
<td>I-85 @ I-285 East Beautification</td>
<td>$ 6,600,000</td>
<td>$ -</td>
<td>$ 6,600,000</td>
<td>55.0</td>
<td>14</td>
<td>West</td>
<td>12</td>
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<tr>
<td>19</td>
<td>I-85 @ Camp Creek Parkway (SR 6) Beautification</td>
<td>$ 5,500,000</td>
<td>$ -</td>
<td>$ 5,500,000</td>
<td>42.1</td>
<td>16</td>
<td>West</td>
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<tr>
<td>14</td>
<td>Riverdale Rd @ I-85 Interchange Beautification</td>
<td>$ 2,200,000</td>
<td>$ -</td>
<td>$ 2,200,000</td>
<td>36.9</td>
<td>17</td>
<td>West</td>
<td>14</td>
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<tr>
<td>18</td>
<td>I-285 @ Old National Highway Beautification</td>
<td>$ 1,025,000</td>
<td>$ 42,000</td>
<td>$ 983,000</td>
<td>36.2</td>
<td>18</td>
<td>West</td>
<td>15</td>
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<tr>
<td>16</td>
<td>I-85 @I-285 West Beautification</td>
<td>$ 6,600,000</td>
<td>$ -</td>
<td>$ 6,600,000</td>
<td>34.9</td>
<td>19</td>
<td>West</td>
<td>16</td>
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<tr>
<td>15</td>
<td>I-285 @ Washington Rd Interchange Beautification</td>
<td>$ 2,200,000</td>
<td>$ -</td>
<td>$ 2,200,000</td>
<td>28.6</td>
<td>22</td>
<td>West</td>
<td>17</td>
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<tr>
<td>20</td>
<td>I-85 @ Sylvan/Central Avenue Beautification</td>
<td>$ 1,200,000</td>
<td>$ -</td>
<td>$ 1,200,000</td>
<td>28.3</td>
<td>23</td>
<td>West</td>
<td>18</td>
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<tr>
<td>24</td>
<td>I-75 @ Porsche Avenue Beautification</td>
<td>$ 2,100,000</td>
<td>$ -</td>
<td>$ 2,100,000</td>
<td>12.5</td>
<td>24</td>
<td>West</td>
<td>19</td>
</tr>
</tbody>
</table>

**AWCID**

| $ 135,230,000 | 50,515,500 | $ 84,714,500 |
Comparison of Project Performance - ASCID

ASCID Project Scores

- WAYFINDING AND SIGNAGE: 70
- PHOENIX BOULEVARD CORRIDOR ENHANCEMENTS: 63
- RIVERDALE ROAD @ I-285 INTERCHANGE BEAUTIFICATION: 57
- I-285 @ I-75 BEAUTIFICATION: 43
- I-75 @ FOREST PARKWAY BEAUTIFICATION: 34
- I-285 @ CLARK HOWELL HIGHWAY BEAUTIFICATION: 31
## Project Prioritization

### Airport South CID (ASCID)

<table>
<thead>
<tr>
<th>Project ID</th>
<th>Projects</th>
<th>Total Cost</th>
<th>Committed Funds</th>
<th>Remaining Cost</th>
<th>Total Score</th>
<th>Rank_ ALL</th>
<th>AACID</th>
<th>ASCID-Rank</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Wayfinding and Signage</td>
<td>$2,000,000</td>
<td>$-</td>
<td>$2,000,000</td>
<td>62.8</td>
<td>9</td>
<td>South</td>
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<tr>
<td>12</td>
<td>Riverdale Road @ I-285 Interchange Beautification</td>
<td>$1,100,000</td>
<td>$-</td>
<td>$1,100,000</td>
<td>56.8</td>
<td>11</td>
<td>South</td>
<td>3</td>
</tr>
<tr>
<td>22</td>
<td>I-285 @ I-75 Beautification</td>
<td>$6,600,000</td>
<td>$-</td>
<td>$6,600,000</td>
<td>43.1</td>
<td>15</td>
<td>South</td>
<td>4</td>
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<tr>
<td>23</td>
<td>I-75 @ Forest Parkway Beautification</td>
<td>$2,200,000</td>
<td>$-</td>
<td>$2,200,000</td>
<td>33.7</td>
<td>20</td>
<td>South</td>
<td>5</td>
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<tr>
<td>21</td>
<td>I-285 @ Clark Howell Highway Beautification</td>
<td>$1,750,000</td>
<td>$-</td>
<td>$1,750,000</td>
<td>31.1</td>
<td>21</td>
<td>South</td>
<td>6</td>
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<td></td>
<td><strong>ASCID</strong></td>
<td><strong>$13,650,000</strong></td>
<td><strong>$-</strong></td>
<td><strong>$13,650,000</strong></td>
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Project Tier Considerations

01. Project Prioritization Results
02. Forecasted Revenue
03. Project Duration and Readiness
04. Equity/Project Location
Step 1: What are the revenue forecasts?
AWCID net revenue after expenses = $580k/year (avg.)
(Contributes to 20-25% of project cost)
Other funding from partners and grants = $2.3-2.9M/year (avg.)
(Contributes 75-80% of project cost)
$2.9 - $3.5M/Year = average of $3.2M/Year

Step 2: How much uncommitted funds needed for CIP?
$149M Total Project Costs
- $51M Committed Funds
= $98M Uncommitted Funds

Step 3: How many years and tiers needed?
$98M ÷ $3.2M = 30 Years
10 Years/Tier
$29-$35M/Tier = average of $32M/Tier
TIER 1

- Years 2018-2027
- $35M Total Project Cost
- 9 Projects
  (6 in AWCID + 2 in ASCID + 1 Wayfinding)

1,070 Jobs
Tier 1 Projects

<table>
<thead>
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<th>ID</th>
<th>Tier 1 Projects</th>
<th>CID Ranking</th>
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<tr>
<td>10</td>
<td>Camp Creek DDI @ I-285 Enhancements</td>
<td>AW-1</td>
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<tr>
<td>4</td>
<td>Camp Creek Corridor Enhancements (Marketplace)</td>
<td>AW-2</td>
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<tr>
<td>6</td>
<td>Camp Creek Corridor Enhancements (Marketplace to GICC)</td>
<td>AW-3</td>
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<tr>
<td>2</td>
<td>Virginia Avenue Corridor Enhancements &amp; Virginia Avenue @ I-85 Beautification</td>
<td>AW-4</td>
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<td>11</td>
<td>Buffington Road Widening &amp; South Fulton Pkwy @ Buffington Road Gateway</td>
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<tr>
<td>1</td>
<td>Wayfinding and Signage</td>
<td>AW-7 AS-1</td>
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<td>9</td>
<td>Welcome All Rd @ Camp Creek Parkway Intersection</td>
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<td>Phoenix Boulevard Corridor Enhancements</td>
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<tr>
<td>12</td>
<td>Riverdale Road @ I-285 Interchange Beautification</td>
<td>AS-3</td>
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</table>
TIER 2

- Years **2028-2037**
- **$35M** Total Project Cost
- **7 Projects**
  (5 in AWCID + 2 in ASCID)

**440 Jobs**
TIER 3

- Years 2038 and beyond
- $28M Total Project Cost
- 8 Projects
  (7 in AWCID + 1 in ASCID)

370 Jobs
Tier 3 Projects

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<th>CID Ranking</th>
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<td>17</td>
<td>I-85 @ I-285 East Beautification</td>
<td>AW-12</td>
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<tr>
<td>19</td>
<td>I-85 @ Camp Creek Parkway (SR 6) Beautification</td>
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<td>14</td>
<td>Riverdale Rd @ I-85 Interchange Beautification</td>
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<td>16</td>
<td>I-85 @ I-285 West Beautification</td>
<td>AW-16</td>
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<td>15</td>
<td>I-285 @ Washington Rd Interchange Beautification</td>
<td>AW-17</td>
</tr>
<tr>
<td>20</td>
<td>I-85 @ Sylvan/Central Avenue Beautification</td>
<td>AW-18</td>
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<td>24</td>
<td>I-75 @ Porsche Avenue Beautification</td>
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<tr>
<td>21</td>
<td>I-285 @ Clark Howell Highway Beautification</td>
<td>AS-6</td>
</tr>
</tbody>
</table>
All Projects by Tier

**Tier 1**
9 Projects (2018-2027)
$35M Total Cost

**Tier 2**
7 Projects (2028-2037)
$35M Total Cost

**Tier 3**
9 Projects (2038-2047)
$27M Total Cost
Funding & Grant Strategies

Keli P. Kemp, AICP, PTP,
Modern Mobility Partners
Are There Opportunities To...

- Increase revenue?
- Leverage funding sources not considered before?
- Include grant selection criteria into project prioritization to make sure projects that are more fundable are prioritized?
- Refine project scopes to make them eligible for additional funding sources?
- Develop a proactive strategy to identifying projects more competitive for grants?
Considerations for Increasing Revenue

- Capture ASCID Revenue
- Expand Tax Base Through Expansion or Tax Rate
- Increase Partner Contributions
- Public Private Partnerships
- Grant Awards
Leveraging Potential Funding Sources

- National Highway Performance Program (NHPP)
- Surface Transportation Block Grant Program (STBG)
- Highway Safety Improvement Program (HSIP)
- Railway-Highway Grade Crossings Program
- Congestion Mitigation & Air Quality Improvement Program (CMAQ)
- National Highway Freight Program (NHFP)

- Fast Act - Federal Aid
- Federal Competitive Grants
- GDOT Grants and Funds
- GRTA/SRTA
- ARC
- Local SPLOST and Others

- Local Maintenance and Improvement Grant (LMIG)
- Off-System Safety (OSS) Improvement Grants
- Roadside Enhancement and Beautification Council (REBC) Grant
- Safe Routes to School (SRTS)
- Quick Response Funds (Projects <$200k)

- Infrastructure and Rebuilding America (INFRA) Grant
- BUILD Transportation Grant
- Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD) Grant

- Georgia Transportation Infrastructure Bank (GTIB) Grant and Loan

- TSPLOST
- Cities
- PATH Foundation
- Private Partnerships

- Livable Communities Initiative (LCI) Planning Grant
- Congestion Mitigation Air Quality (CMAQ)
- Freight Cluster Plans
### Opportunities to Leverage Federal Funds

<table>
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<th>Program</th>
<th>Non-Federal Match</th>
<th>RECOMMENDATIONS</th>
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<tr>
<td><strong>Highway Safety Improvement Program (HSIP)</strong></td>
<td>10%</td>
<td>Stand alone or safety portions of projects</td>
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<td></td>
<td></td>
<td>Quantitative Analysis: Crash</td>
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<tr>
<td><strong>Advanced Transportation Congestion Management Technologies Deployment Grant (ATCMTD)</strong></td>
<td>50%+</td>
<td>Deployment of advanced transportation and congestion management technologies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Quantitative Analysis: Congestion, crash, costs, access, emissions</td>
</tr>
<tr>
<td><strong>Better Utilizing Investments to Leverage Development Grant (BUILD)</strong></td>
<td>20%+</td>
<td>Capital &amp; Transportation Planning Projects &gt;$6.25M</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Quantitative Analysis: Congestion, crash, costs, BCA</td>
</tr>
</tbody>
</table>

#### Planning:
- Safety Plan/Assessment
- Scoping Considerations:
  - Consider HSIP Elements/Proven Safety Countermeasures

#### Potential Projects:
- CCP, VA Ave., & Phoenix Blvd. Corridors; Welcome All Rd. @ CCP Intersection

#### RECOMMENDATIONS
- Include cost of grant application in 2019 budget
- Apply for BUILD grant for most competitive freight project >$6.25M from Freight Cluster Plan
Incorporating Grant Selection Criteria into Project Prioritization Framework

Prioritizing Projects that Are More Fundable

<table>
<thead>
<tr>
<th>Grant Selection Criteria</th>
<th>2018 Better Utilizing Investments to Leverage Development (BUILD)</th>
<th>2017-2018 Nationally Significant Freight and Highway Projects (INFRA)</th>
<th>2016 Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Criteria:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety</td>
<td>●</td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>State of Good Repair</td>
<td></td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Economic Competitiveness/Vitality</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Environmental Protection/Sustainability/Air Quality</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Quality of Life/Mobility</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Innovation</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Partnership/Leveraging Federal Funding</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Non-Federal Revenue for Transportation Infrastructure Investment</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Opportunity</td>
<td></td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Scalability/Portability</td>
<td></td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Performance and Accountability</td>
<td></td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Secondary Criteria:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Readiness</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Project Costs and Benefits</td>
<td></td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Staffing</td>
<td></td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Geographic Diversity Among Recipients</td>
<td></td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>
Project Scoping Considerations
## HSIP Eligible Projects

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intersection safety improvement</td>
<td></td>
</tr>
<tr>
<td>Pavement and shoulder widening</td>
<td></td>
</tr>
<tr>
<td>Rumble strips or another warning device</td>
<td></td>
</tr>
<tr>
<td>Skid-resistant surface</td>
<td></td>
</tr>
<tr>
<td>Railway-highway grade crossing safety feature</td>
<td></td>
</tr>
<tr>
<td>Traffic enforcement at railway-highway crossing</td>
<td></td>
</tr>
<tr>
<td>Traffic calming feature</td>
<td></td>
</tr>
<tr>
<td>Elimination of a roadside hazard</td>
<td></td>
</tr>
<tr>
<td>Signal priority for emergency vehicles</td>
<td></td>
</tr>
<tr>
<td>Warning device at high crash location</td>
<td></td>
</tr>
<tr>
<td>Transportation safety planning</td>
<td></td>
</tr>
<tr>
<td>Collection, analysis, and improvement of safety data</td>
<td></td>
</tr>
<tr>
<td>Guardrails, barriers, and crash attenuators</td>
<td></td>
</tr>
<tr>
<td>Retrofitting structures to reduce crashes involving vehicles and wildlife</td>
<td></td>
</tr>
<tr>
<td>Yellow-green signs and signals at bike/ped crossings and in school zones</td>
<td></td>
</tr>
<tr>
<td>Operational improvements on high risk rural roads</td>
<td></td>
</tr>
<tr>
<td>Road safety audit</td>
<td></td>
</tr>
<tr>
<td>Imp. consistent w/ “Highway Design Handbook for Older Drivers and Pedestrians”</td>
<td></td>
</tr>
<tr>
<td>Truck parking facilities</td>
<td></td>
</tr>
<tr>
<td>Systemic safety improvements</td>
<td></td>
</tr>
<tr>
<td>Vehicle-to-infrastructure communication equipment</td>
<td></td>
</tr>
<tr>
<td>Pedestrian hybrid beacons</td>
<td></td>
</tr>
<tr>
<td>Separation between peds and motor vehicles</td>
<td></td>
</tr>
</tbody>
</table>

*Yellow text indicates project elements consideration during project scoping.*
Proven Safety Counter Measures

1https://safety.fhwa.dot.gov/provencountermeasures/
Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD) Grant

- Deployment of advanced transportation and congestion management technologies:
  - Advanced traveler information systems
  - Advanced transportation management technologies
  - Infrastructure maintenance, monitoring, and condition assessment
  - Advanced public transportation systems
  - Transportation system performance data collection, analysis, and dissemination systems
  - Advanced safety systems, including vehicle-to-vehicle and vehicle-to-infrastructure communications
  - Technologies associated with autonomous vehicles, and other collision avoidance technologies, including systems using cellular technology
  - Integration of intelligent transportation systems with the Smart Grid and other energy distribution and charging systems
  - Electronic pricing and payment systems
  - Advanced mobility and access technologies, such as dynamic ridesharing and information systems to support human services for elderly and disabled individuals

Eligible Activities

ATCMTD Grant (Cont’d)

Activities Especially Interested In

- Transportation elements associated with Smart Cities
- Systematic applied pedestrian crossing technology
- Multimodal Integrated Corridor Management (ICM)
- Traffic signal data acquisition, analysis, and management
- Unified fare collection and payment system across modes and jurisdictions
- Incorporation of connected vehicle technology in public sector and first responder fleets
- Weigh-in-Motion (WIM) facilities for advanced data collection
- Dynamic ridesharing
Developing a Grant Strategy
USDOT BUILD Grant
AACIDs CIP Project Candidate Screening Considerations

ELIGIBLE PROJECT?
6

MEETS MERIT CRITERIA?
1

COMPETITIVE BENEFIT-COST?
1

PROJECT READINESS?
0

IDs 2, 4, 5, 6, 7, 11
Virginia Ave. & CCP Corridor Enhancements, Buffington Rd. Widening, Truck Connections

ID 5
Southbound Truck Connections

ID 5
Southbound Truck Connections

None at this time
Typical Grant Cycle Timeline

*TECHNICAL ANALYSIS
- Detailed project cost estimate
- Traffic modeling for projects with additional capacity
- Safety analysis
- Funding commitments
- Benefit/cost analysis

GRANT APPLICATION
- Grants.gov issues Notice of Funding Opportunity (NOFO)
- Robust Benefit/Cost Analysis*
- Grant Application
- Letters of Support

GRANT AWARD
- Agency reviews applications and determines awards

10-16 Months Total

* Typically required for INFRA and BUILD grant applications
Project Prioritization Rankings
- AWCID Only: No. 4
- Both CIDs: No. 4
- Score (out of 100): 81

Preliminary Project Cost
- $9.77M Total Cost
- $9.65M Uncommitted

Return on Investment
- 215 Jobs Created

Potential Funding Sources
- Federal: STBG, *HSIP, CMAQ, *ATCMTD Grant
- State: GDOT LMIG, OSS grants, *SRTS; SRTA GTIB Loan
- Region: ARC LCI Planning Grant
- Local: Fulton Co. TSPLOST, Aerotropolis Alliance, COA/H-JAIA, Hapeville, College Park, East Point
- Private

Economic benefits and ROI
Environmental benefits
Operational benefits
Safety Benefits

Quantify Benefits

Refine Project Costs
- Detailed project cost estimate

Technology Elements (*ATCMTD Grant)
- Pedestrian crossing technology
- Multimodal ICM
- Traffic signal data acquisition, analysis, and management

Safety Elements
- Safety projects and/or proven safety countermeasures (*HSIP)
- Bike/Ped Safety (*SRTS)

Timeline
Virginia Ave. Corridor Enhancements & Virginia Ave. @ I-85 Beautification
2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027
<table>
<thead>
<tr>
<th>Project Description</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
</tr>
</thead>
<tbody>
<tr>
<td>Camp Creek DDI @ I-285 Enhancements</td>
<td>✔️</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Camp Creek Corridor Enhancements (Marketplace)</td>
<td></td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Camp Creek Corridor Enhancements (Marketplace to GICC)</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Virginia Ave. Corridor Enhancements &amp; Virginia Ave. @ I-85 Beautification</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buffington Rd. Widening &amp; South Fulton Pkwy. @ Buffington Rd. Gateway</td>
<td>✔️</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Wayfinding and Signage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Welcome All Rd @ Camp Creek Parkway Intersection</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Phoenix Boulevard Corridor Enhancements</td>
<td></td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Riverdale Road @ I-285 Interchange Beautification</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>
Calculating Return on Investment

Jennifer Zhan, AICP, PTP,
Modern Mobility Partners
Methodology to Calculate Project Benefits

Quantitative Benefits by Project Type (ROI Methodology)
Project Benefits
Types of Projects (from AACIDs Master Plan)

<table>
<thead>
<tr>
<th>Gateway/Beautification</th>
<th>Capital Improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ Landscaping</td>
<td>▶ Wayfinding and signage</td>
</tr>
<tr>
<td>▶ Fencing</td>
<td>▶ Corridor Enhancements</td>
</tr>
<tr>
<td>▶ Lighting</td>
<td>▶ Pedestrian facilities/enhancements</td>
</tr>
<tr>
<td></td>
<td>▶ Multi-use trails</td>
</tr>
<tr>
<td></td>
<td>▶ Increased Capacity</td>
</tr>
<tr>
<td></td>
<td>▶ New roadways (truck connections)</td>
</tr>
<tr>
<td></td>
<td>▶ Intersection improvements</td>
</tr>
<tr>
<td></td>
<td>▶ Interchange reconstruction*</td>
</tr>
</tbody>
</table>

* Interchange reconstruction is the Camp Creek Parkway Diverging Diamond Interchange that is currently included in the “Camp Creek DDI @ I-285 Enhancements (Landscaping, Fencing, Lighting, Pedestrian).” Gateway project in the CIP spreadsheet provided by AACIDs staff. Discuss during meeting.
Return on Investment Methodology
Simplified by Project Category

- Refined methodology based on data availability
- Based on literature review and research findings
  - Economic Impacts of Highway Beautification in Florida³
  - Pedestrian and Bicycle Infrastructure: A National Study of Employment Impacts⁴
  - Active Transportation and Parks and Recreation⁵
- Focuses on job creation and economic impacts

³ Economic Impacts of Highway Beautification in Florida, University of Florida, IFAS Extension, 2014: http://edis.ifas.ufl.edu/fe963#FOOTNOTE_1
⁴ Pedestrian and Bicycle Infrastructure: A National Study of Employment Impacts, Political Economy Research Institute, University of Massachusetts: http://bikeleague.org/sites/default/files/PERI_Natl_Study_June2011.pdf
Quantitative Benefits
Gateway/Beautification Projects

- Impact per dollar of investment:
  - $1.53 in output
  - $0.92 in value added
  - $0.62 in labor income
  - $0.03 in state and local taxes

- Employment Impacts
  - Direct jobs (design, installation, maintenance, nurseries, suppliers)
  - Indirect jobs
  - 13.2 jobs per $1M of investment

---

6 Economic Impacts of Highway Beautification in Florida, University of Florida, IFAS Extension, 2014: [http://edis.ifas.ufl.edu/fe963#FOOTNOTE_1](http://edis.ifas.ufl.edu/fe963#FOOTNOTE_1)
Quantitative Benefits
Capital Improvements

- Study conducted by the Political Economy Research Institute at the University of Massachusetts\(^7\)
- Investigated the employment impacts for various project types in 11 cities in the U.S.

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Direct Jobs per $1M</th>
<th>Indirect Jobs per $1M</th>
<th>Induced Jobs per $1M</th>
<th>Total Jobs per $1M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Off-street multi-use trails</td>
<td>5.09</td>
<td>2.21</td>
<td>2.27</td>
<td>9.57</td>
</tr>
<tr>
<td>On-street bicycle and pedestrian facilities (without road construction)</td>
<td>4.20</td>
<td>2.20</td>
<td>2.02</td>
<td>8.42</td>
</tr>
<tr>
<td>Road infrastructure with bicycle and pedestrian facilities</td>
<td>4.32</td>
<td>2.21</td>
<td>2.00</td>
<td>8.53</td>
</tr>
<tr>
<td>Road infrastructure with pedestrian</td>
<td>4.58</td>
<td>1.82</td>
<td>2.01</td>
<td>8.42</td>
</tr>
<tr>
<td>Road infrastructure only (no bike or pedestrian components)</td>
<td>4.06</td>
<td>1.86</td>
<td>1.83</td>
<td>7.75</td>
</tr>
</tbody>
</table>

\(^7\)Pedestrian and Bicycle Infrastructure: A National Study of Employment Impacts, Political Economy Research Institute, University of Massachusetts: [http://bikeleague.org/sites/default/files/PERI_Natl_Study_June2011.pdf](http://bikeleague.org/sites/default/files/PERI_Natl_Study_June2011.pdf)
Quantitative Benefits
Capital Improvements

- Corridor enhancement projects
  - No additional capacity improvements
  - Landscaping and a multi-use trail or sidewalk construction/widening

- Intersection and roadway improvement projects\(^\text{12}\)
  - Capacity and operational improvements

Multi-use trails (on-street and off-street) Projects Generate\(^\text{8, 9}\):
8.42 - 9.57 jobs per $1 million

Road infrastructure (without and with bike or pedestrian components) Generate\(^\text{9}\):
7.75 - 8.42 jobs per $1 million

\(^8, 9\) Pedestrian and Bicycle Infrastructure: A National Study of Employment Impacts, Political Economy Research Institute, University of Massachusetts:
Jobs Created
For every $1M Spent on CIP

7.75-13.2 Jobs

$1M

- Construction
- Manufacturing
- Greenhouse, nursery and floricultural production
- Wholesale trade business
- Transport by truck

- Architectural, engineering, and related services
- Accounting, tax, bookkeeping, payroll

- Services (employment, food, management, etc.)
- Real estate establishments
CIP Projects

Return on Investment

$149M Program

1,880 Total Jobs

Tier 1
(2018-2027)

1,070 Jobs

Tier 2
(2028-2037)

440 Jobs

Tier 3
(2038-2047)

370 Jobs

= 50 Jobs
Robust Benefit Cost Analysis (BCA)

Additional benefits and costs to be estimated in future technical analyses to position for BUILD and INFRA grants
BCA - BUILD and INFRA Grants

- A robust BCA is required as part of the grant application
  - Spreadsheet files showing the calculations
  - Technical memos describing the analysis and assumptions
  - Present annual benefit & cost streams by type
- USDOT economists will review the applicant’s BCA
- USDOT will consider a project’s Net Present Value and B/C in the evaluation
BCA - Project-Specific Benefits

- Travel Time Savings (Build vs. No Build)
- Average Operating Speed and Daily Traffic
- Vehicle-Hours Traveled for Autos and Trucks
- Vehicle Occupancy
- Travel Time Reliability

### USDOT Recommended Monetized Value(s) (2017 U.S. $ per person-hour)

<table>
<thead>
<tr>
<th>In-Vehicle Travel</th>
<th>Hourly Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal</td>
<td>$14.20</td>
</tr>
<tr>
<td>Business</td>
<td>$26.50</td>
</tr>
<tr>
<td>All Purposes</td>
<td>$14.80</td>
</tr>
</tbody>
</table>

### USDOT Recommended Monetized Value(s) (2017 U.S. $ per person-hour)

<table>
<thead>
<tr>
<th>Commercial Vehicle Operators</th>
<th>Hourly Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Truck Drivers</td>
<td>$28.60</td>
</tr>
<tr>
<td>Bus Drivers</td>
<td>$30.00</td>
</tr>
<tr>
<td>Transit Rail Operators</td>
<td>$48.90</td>
</tr>
<tr>
<td>Locomotive Engineers</td>
<td>$44.90</td>
</tr>
</tbody>
</table>

---

Vehicle Operating Cost Savings (Build vs. No Build)

- Vehicle-Miles Traveled (VMT)
- Localized, specific data preferred
- National per-mile operating cost value available

### USDOT Recommended Monetized Value(s)
For Vehicle Operating Costs

<table>
<thead>
<tr>
<th>Vehicle Type</th>
<th>Value per Mile ($2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Duty Vehicles</td>
<td>$0.39</td>
</tr>
<tr>
<td>Commercial Trucks</td>
<td>$0.90</td>
</tr>
</tbody>
</table>

12 2018 Benefit-Cost Analysis Guidance for Discretionary Grant Programs:
Accident Cost Savings for Fatality, Injury and Property Damage Only (PDO)

Document and explain projected improvements in safety outcomes

- Historical and facility-specific crash data and crash rates
- Anticipated crash reductions factors (CRF)
- Reduced Vehicle-Miles Traveled (VMT)

### USDOT Recommended Value of PDO, Injuries and Fatalities

<table>
<thead>
<tr>
<th>Crash Type</th>
<th>Unit value ($2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PDO</td>
<td>$4,327 per vehicle</td>
</tr>
<tr>
<td>Injuries (Minor to Critical)</td>
<td>$28,800 - $5,692,800</td>
</tr>
<tr>
<td>Fatality</td>
<td>$9,600,000</td>
</tr>
</tbody>
</table>

Emission benefits are typically related to reduced fuel consumption
- Reduced Vehicle-Miles Traveled (VMT)
- Reduced Vehicle-Hours Traveled (VHT)
- USDOT Recommended unit values for SO2, VOCs, NOx, and PM ($/short ton)
Capital costs
- ALL costs of implementing the project (PE, ROW, CST)
- Include previously incurred costs

Maintenance costs over the life of the project

Apply inflation adjustments and discounting factor to estimate annual cost

Residual value
Circle of Life

Project Prioritization

Evaluation Criteria & Metrics

Return on Investment

Project Evaluation Metric and Grant Applications

Funding & Grant Strategy

Grant Merit Criteria and Funding Eligibility
Questions

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