



CITY OF  
**FORESTPARK**

**CITY OF FOREST PARK  
URBAN REDEVELOPMENT AGENCY REGULAR MEETING**

Thursday, June 11, 2026 at 5:30 PM

City Hall - Council Chambers, Virtual Meeting Via Zoom and YouTube Livestream

[City Website](#)

Phone (404) 363.2454

**ECONOMIC DEVELOPMENT**

745 Forest Parkway  
Forest Park, GA 30297

**AGENDA**

**Avery Wilson, Chair**  
**Kimberly James, Vice Chair**  
**Melanie Carter, Board Member**  
**Taylor King, Board Member**  
**Eliot Lawrence, Board Member**  
**Debra Patrick, Board Member**  
**Sherita Sutton, Board Member**  
**Danielle Matricardi, Esq., URA Attorney**  
**Rochelle B. Dennis, Economic Development Director**

Meetings will be live-streamed and available on Forest Park's [YouTube Channel](#).

- I CALL TO ORDER/WELCOME**
- II ROLL CALL**
- III APPROVAL OF AGENDA WITH ANY ADDITIONS/ DELTIONS**
- IV APPROVAL OF MINUTES**
  - 1. Approval of the Meeting Minutes for May 14, 2026**
- V PUBLIC COMMENTS**
- VI LEGAL UPDATE**
  - 2. URA Boundary Expansion Update - Economic Development**
- VII FINANCE UPDATE**
  - 3. May 2026 Finance Report – Finance Department**
- VIII OLD BUSINESS**

4. **Georgia Power Right of Entry Fort Gillem Project #2025080046 Updated Signature Page (file)** - Economic Development
5. **The Park at Fort Gillem Update** - Economic Development
6. **Grapevine Update- Economic Development  
Execution of the Retainage Documents  
Amendment to Construction Contract Re: Change Order #1**
7. **NASA Muralist Introduction** - Economic Development

## **IX NEW BUSINESS**

8. **Laydown Yard Atlanta Gas Light Proposal Presentation** - Economic Development
9. **Forest Park Plaza Revitalization Playbook Presentation** - Economic Development
10. **Pedestrian Bridge Presentation** - Economic Development
11. **United Consulting EPA - Assessment Grant Application Proposal** - Economic Development
12. **Aerotropolis Honors Sponsorship Request** - Economic Development

## **X ECONOMIC DEVELOPMENT UPDATE**

13. **Economic Development Update** - Economic Development

## **XI EXECUTIVE SESSION - Personnel, Litigation, Real Estate or Cyber Security OCGA § 50-14-1**

## **XII ADJOURNMENT**

In compliance with the Americans with Disabilities Act, those requiring accommodation for meetings should notify the City Clerk's Office at least 24 hours prior to the meeting at 404-366-1555.



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Thursday, May 14, 2026, at 5:30 PM  
City Hall - Council Chambers

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Phone (404) 363.2454

**FOREST PARK CITY HALL**  
745 Forest Parkway  
Forest Park, GA 30297

**Avery Wilson, Chair**  
**Kimberly James, Vice Chair**  
**Melanie Carter, Board Member**  
**Taylor King, Board Member**  
**Eliot Lawrence, Board Member**  
**Debra Patrick, Board Member**  
**Sherita Sutton, Board Member**

**Danielle Matricardi, URA Attorney**

**Rochelle B. Dennis, Economic Development  
Director**

Meeting will be live-streamed and available on Forest Park's [YouTube Channel](#).

**MINUTES**

I. **CALL TO ORDER/WELCOME:** Chairman Avery Wilson called the Urban Redevelopment Agency Regular meeting to order on May 14, 2026, at 5:32 p.m.

II. **ROLL CALL**

**PRESENT:**

Avery Wilson  
Melanie Carter  
Taylor King  
Eliot Lawrence  
Debra Patrick (arrived at 5:34 p.m.)  
Sherita Sutton

**ALSO PRESENT:**

Danielle Matricardi, Esq, URA Attorney  
Rochelle B. Dennis, Economic Development Director  
Captain Sam Batten, Fire Marshal  
Captain Derrell Whitehead, Forest Park Police Department  
Tony Lamar, Senior Accountant  
Charise Clay, Main Street Manager  
Dieuvalda Lamartiniere, Economic Development Staff Assistant

## **APPROVAL OF AGENDA ITEMS WITH ANY ADDITIONS / DELETIONS**

Avery Wilson made a motion to remove items number 6 and 7 from the agenda. Taylor King seconded the motion. The motion unanimously passed.

### **III. APPROVAL OF MINUTES**

#### **1. Approval of the Meeting Minutes for April 9, 2026**

Melanie Carter made a motion to approve the April 9, 2026, Regular Meeting minutes as submitted. Taylor King seconded the motion. The motion passed unanimously.

### **IV. PUBLIC COMMENTS - (All Speakers will have 3 Minutes)**

There were no public comments.

### **V. LEGAL UPDATE**

#### **2. Resolution to Repeal, Replace, and Adopt Revised URA Bylaws**

Avery Wilson made a motion to approve and adopt the revised URA Bylaws presented by Attorney Matricardi. Melanie Carter seconded the motion. The motion passed unanimously.

### **VI. FINANCE UPDATE**

#### **3. April 2026 Finance Report**

Senior Accountant Tony Lamar delivered the April 2026 Finance Report: Through April 2026 (approximately 83.333% of the fiscal year), the URA Fund recorded YTD revenues and other financing sources of \$3,915,669.39 against a total adopted revenue and financing budget of \$8,690,500.00. YTD expenditures total \$2,427,050.27 against a total expenditure budget of \$8,579,050.00. Revenues and financing sources exceed expenditures by approximately \$1,488,619.12.

Compared to March 2026, the fund continues maintaining a positive overall financial position while redevelopment expenditures increased moderately. Lease income and redevelopment-related revenues continue underperforming budget expectations.

Key YTD Performance Indicators:

- Total operating revenues collected through April 2026 equal \$1,820,949.30, representing 77.8% of the adopted operating revenue budget.
- Total revenues and financing sources equal \$3,915,669.39, driven primarily by interfund transfers and strong interest income performance.
- YTD expenditures total \$2,427,050.27, or 28.3% of the total expenditure budget.
- Combined expenditures and encumbrances total \$4,009,209.04, or 46.7% of the annual expenditure budget.

- Interest income totals \$1,382,995.96, representing approximately 92.2% of the annual interest income budget.
- Transfer revenues exceeded adopted budget expectations by approximately \$1.19 million.
- Lease income remains the largest unresolve revenue concern with no YTD collections recorded against the \$840,000 annual budget.
- The fund maintains a positive YTD financial position of approximately \$1,488,619.12.

### **FY26-27 Draft Budget Review**

Economic Development Director Rochelle B. Dennis presented the draft FY 26-27 URA Budget for review and approval. Eliot Lawrence made a motion to approve the FY26-27 URA Budget of \$8,347,850. Debra Patrick seconded the motion. The motion unanimously passed.

## **VII. OLD BUSINESS**

4. **The Park at Fort Gillem**
  - Critical Repairs Updates**
  - Park at Fort Gillem Financial Update**
  - Park at Fort Gillem Safety**
  - Part at Fort Gillem Signage**
  - Housekeeping Standards**
  - Leasing Standards - Exception Request**

TI Asset Management provided an overview of ongoing operations and management activities at The Park at Fort Gillem. Discussions included updates on critical repairs and maintenance projects, a review of the property's financial performance and budget status, and measures being implemented to enhance safety and security throughout the development. Staff also reported on proposed signage improvements, housekeeping and property appearance standards, and leasing policies. The Board discussed an exception request related to leasing standards and received information regarding the rationale and potential impact of the request.

Eliot Lawrence made a motion to approve the reallocation of critical repair funds as recommended by TI Asset Management, including the purchase of signage and Flock Cameras. Eliot Lawrence seconded the motion. The motion unanimously passed.

Melanie Carter made a motion to approve revised rental rates for improved move-in ready units at the Park at Fort Gillem. Sherita Sutton seconded the motion. The motion unanimously passed.

5. **Grapevine Update**

**NASA Lifeline Mural Update:** Main Street Manager Charise Clay provided an update on the NASA Lifeline Mural project. Staff reported that a mural artist has been selected and is currently developing concept designs for the mural. An introduction of the selected artist and presentation of the proposed concepts is anticipated at the June Urban

Redevelopment Agency meeting.

#### **Discussion on Pay App #4**

##### **April Pay Application #4**

- PPI presented the April pay application for Board consideration.
- Staff reported that the application had been reviewed and discussed with Technique.
- Following review, PPI submitted a recommended payment request to Charise in the amount of \$31,022.48.
- The payment is funded through the previously approved project budget and will be processed under the existing blanket purchase order.
- The Board approved payment of the April pay application in the amount of \$31,022.48.

#### **Request for Change Order (PCO#01) Number One**

##### **Storefront Window and Frame Change Order**

- Staff provided an update regarding storefront improvements at the Grapevine property.
- The main entrance door and glass replacement are currently underway.
- A proposal was received from Technique to replace the existing storefront windows on both the front and side elevations with clear anodized silver storefront framing.
- The total proposed cost for the storefront window and frame replacement is \$42,846.02.
- PPI recommended proceeding with the replacement, noting that the existing storefront materials are more than 20 years old and that replacing the remaining windows would create a more cohesive and updated appearance for the building.
- The Board discussed frame color options, and five Board members expressed support for the brown finish option.
- A motion was made to approve the storefront window and frame change order in the amount of \$42,846.02, utilizing brown-colored frames.
- Motion carried unanimously.
- Drive-Thru System Discussion
- Staff introduced a potential future change order for the installation of a drive-thru system to support future tenants occupying the coffee shop space.
- Technique provided a preliminary estimate of \$26,604 for the drive-thru system.
- PPI advised that additional details and analysis are needed before making a formal recommendation and plans to provide further information at a future meeting.
- The item was presented for preliminary discussion and Board awareness.
- Drive-Thru Infrastructure Authorization
- Serita Sutton made a motion to proceed with the installation of the conduit and grounding infrastructure necessary to support a future drive-thru system.
- The motion authorized expenditures not to exceed \$10,000.
- The motion was seconded by Elliot and approved by the Board.
- PPI will prepare a formal change order document with finalized pricing and

recommendations for future Board consideration regarding full drive-thru implementation.

**CDBG Update:** Economic Development Director Rochelle Dennis has completed the final reimbursement and has begun the closeout process for the CDBG grant. Documentation is being submitted to request the remaining \$396,450.43 in grant funds. The reimbursement request was held until all eligible expenditures had cleared the City's accounts.

6. ~~Stephen's Lake Dam Remediation~~

7. ~~Environmental Policy Review & Approval~~

VIII. **NEW BUSINESS**

8. **Park at Fort Gillem Surveying Services**

Avery Wilson made a motion to approve the staff recommended Surveying Services Proposal from Valentino & Associates in the amount of \$18,250. Debra Patrick seconded the motion. The motion unanimously passed.

IX. **ECONOMIC DEVELOPMENT UPDATE**

9. **Economic Development Update**

Economic Development Director Rochelle B. Dennis delivered the update:

- The Housing Committee had a successful GICH Spring Retreat in Tifton
- Welcome AtWork to our Forest Park local business community
- Thank you to the URA for sponsoring the Development Authority of Clayton County State of the Development Authority
- We are happy to share with you some of the amazing renovations at the Park at Fort Gillem (Photos of unit renovations were shared)
- The 2<sup>nd</sup> Annual Best of Forest Park Awards will be held on December 11<sup>th</sup>
- The Clayton County Housing Assessment Open House will be held on June 2<sup>nd</sup> at 696 Main Street. Forest Park is a host site.
- The Public Art Review Board will hold its kickoff on May 28<sup>th</sup>
- The People's Janitorial Mural is nearing completion. This public art installation is in partnership with See Clayton and Arts Clayton.
- The Office of Economic Development is working with CCPS on a potential Youth Apprenticeship initiative. More details to come.
- The Magnolia Lounge grand re-opening / ribbon cutting will be held on May 21<sup>st</sup> @ 2pm at 3920 Jonesboro Road in partnership with the Chamber of Commerce
- Digital Realty Tax Abatements are still pending as we wait on a decision from Clayton County. The Community Benefits Agreement is also pending further negotiations.
- 794 Main Street – Georgia Utility Training Center - under contract as of May 2025;

They are going to the Urban Design Review Board on May 22, 2026, followed by the Planning Commission on June 18, 2026

- 760-770 Main Street – Prestwick Development – under contract as of May 2025; 60-unit LMI mixed use development; resubmitted to DCA for tax credits; Will know status in October 2026
- 850 Main Street – Pending Redevelopment as café and micro suites
- 842 Main Street – Pending Redevelopment as potential container arts / entertainment court
- College Street / Main Street Residential Redevelopment – vetting several proposals

**X. EXECUTIVE SESSION - Personnel, Litigation, Real Estate or Cyber Security OCGA § 50-14-1**

Avery Wilson made a motion to enter Executive Session at 7:04 p.m. Eliot Lawrence seconded the motion. The motion unanimously passed.

Avery Wilson made a motion to adjourn the Executive Session and reconvene the Regular Meeting at 7:19 p.m. Eliot Lawrence seconded the motion. The motion unanimously passed.

Avery Wilson made a motion to approve the agreement with TSW for \$15,000. Eliot Lawrence seconded the motion. The motion unanimously passed.

**XI. ADJOURNMENT**

Chairman Avery Wilson adjourned the meeting at 7:20 p.m.

In compliance with the Americans with Disabilities Act, those requiring accommodation for Council meetings should notify the City Clerk's Office at least 24 hours prior to the meeting at 404-366-4720.

## URBAN REDEVELOPMENT AUTHORITY FUND

### Operating Cash:

	Beginning Budget	Deposits	WDs & Debits	Ending Balance
URA Checking 4594	2,789,720	5,651	268,200	2,527,171
URA Capital Project 3047	696,880	1,202	390	697,693
URA Kroger Sinking 5472	5,577	10	-	5,587
URA Rental Operations 7572	148,409	278,488	330,177	96,721
URA AAF Financial Asset 2218	8,900	1	1,008	7,893
<b>Total Operating Cash:</b>	<b>3,649,487</b>	<b>285,353</b>	<b>599,774</b>	<b>3,335,065</b>

### Operating Revenue:

	Budget	YTD Actual	Encumbrance	Budget Balance
Investment Income	1,500,000	1,700,204	-	(200,204)
Lease Income	840,000	-	-	840,000
Restitution Revenue	-	4,393	-	(4,393)
Miscellaneous Revenue	500	-	-	500
Property Tax - TAD Increment	-	249,856	-	(249,856)
Rental Operation	-	17,060	-	(17,060)
Transfer from Other Funds	450,000	-	-	450,000
Transfer from Other Funds	900,000	2,094,620	-	(1,194,620)
Sale of Property - Proceeds	5,000,000	100	-	4,999,900
<b>Total Revenue Sources:</b>	<b>8,690,500</b>	<b>4,066,232</b>	<b>-</b>	<b>4,624,268</b>

### Operating Expense:

	Budget	YTD Actual	Encumbrance	Budget Balance	% Used
Development Fees	350,000	0	0	350,000	0%
Salaries	105,000	11,523	0	93,478	11%
Bank Services Fees	2,500	4,464	0	(1,964)	179%
Computer Equip & Maint	7,200	1,407	0	5,793	20%
Postage Shipping & Courier	350	0	0	350	0%
Travel for Employees	1,500	0	0	1,500	0%
Training & Conferences	16,000	10,649	0	5,351	67%
Meetings & Events	5,000	2,445	0	2,555	49%
Public Relations	71,500	10,140	0	61,360	14%
Consulting Services	131,000	142,314	(87,455)	76,142	42%
Architects Fees	80,000	0	0	80,000	0%
Financial Consulting	20,000	0	0	20,000	0%
Professional Services	345,000	167,966	80,702	96,332	72%
Insurance - Liability	21,500	20,974	0	526	98%
Advertising	5,000	0	0	5,000	0%
Printing	1,000	402	0	598	40%
Repair & Maintenance	5,000	7,393	0	(2,393)	148%
Office Supplies	1,000	91	0	909	9%
URA Bond Payment	0	(435,400)	0	435,400	0%
Water - Sewerage	35,000	18,976	0	16,024	54%
Utilities - Gas	14,500	3,860	0	10,640	27%
Utilities - Electricity	6,000	7,861	0	(1,861)	131%
Capital Outlay	4,500,000	2,105,971	1,526,131	867,898	81%
Infrastructure - RD Widening	2,000,000	(100)	0	2,000,100	0%
Depreciation Expense	0	255,660	0	(255,660)	0%
Cost of Sales (Land)	25,000	0	0	25,000	0%
Reserve	20,000	0	0	20,000	0%
Interest	360,000	304,468	0	55,532	85%
Transfer to General Fund	450,000	0	0	450,000	0%
<b>Total Expense:</b>	<b>8,579,050</b>	<b>2,641,063</b>	<b>1,519,379</b>	<b>4,418,608</b>	<b>48%</b>

<b>Total Net Position as of April 2026:</b>	<b>1,425,169</b>	<b>(1,519,379)</b>	<b>205,660</b>
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IN WITNESS WHEREOF, the parties have hereunto set their hands.

**GRANTOR:**

**DIGITAL FORT GILLEM, LLC,**  
a Delaware limited liability company

By: Digital Realty Trust, L.P.,  
a Maryland limited partnership,  
its Member

By: Digital Realty Trust, Inc.,  
a Maryland corporation,  
its General Partner

\_\_\_\_\_  
Witness

Signed by:  
By: \_\_\_\_\_  
Name: Jim Zografos  
BDF043C3EBDA46F...  
Title: May 19, 2026

DIGITAL FORT GILLEM  
CONDOMINIUM ASSOCIATION, INC.

\_\_\_\_\_  
Witness

Signed by:  
By: \_\_\_\_\_  
Name: Jim Zografos  
BDF043C3EBDA46F...  
Title: May 19, 2026

URBAN REDEVELOPMENT AGENCY  
OF THE CITY OF FOREST PARK

\_\_\_\_\_  
Witness

By:  
Name:  
Title:

**GPC:**

GEORGIA POWER COMPANY

  
\_\_\_\_\_  
Witness

By: Francis E Price  
Name: Francis E Price  
Title: SR Right of Way Agent

**RIGHT OF ENTRY**  
**(Soil Boring and Related Environmental Studies)**

THIS RIGHT OF ENTRY (this "Agreement") is made and entered into this 9 day of April, 2026 by and among **DIGITAL FORT GILLEM, LLC & URBAN REDEVELOPMENT AGENCY OF THE CITY OF FOREST PARK** (collectively and each, "Grantor") and **GEORGIA POWER COMPANY** (hereinafter "GPC").

WITNESSETH:

That for and in consideration of the sum of Ten and No/100 Dollars (\$10.00) and other valuable considerations, the receipt and sufficiency of which is hereby acknowledged, Grantor hereby grants to GPC the right to enter upon Grantor's certain piece of land which GPC is seeking to acquire and is situated at Fort Gillem, Forest Park, GA 30297. Project: 2 0 2 5 0 8 0 0 4 6, Parcels 0 0 1 , 0 0 2 , 0 0 3 , Tax IDs 1 2 2 1 0 2 1 0 0 1 & 1 2 2 1 0 2 1 0 0 0 4 (as more particularly depicted and described on Exhibit "A", the "Property"), for the purpose of conducting soil boring (the "Studies").

This grant of right of entry is made expressly subject to the following terms and conditions:

1. Grantor hereby grants a right of entry to GPC for the purpose of permitting GPC to perform soil boring. Grantor acknowledges that GPC may remove soil boring samples from the Property for the purpose of study and analysis as part of the Studies.
2. This Agreement shall expire and become void upon the earliest of (a) GPC's acquisition of an easement on the Property, or (b) GPC's written termination of this Agreement (the "Expiration Date"). Nothing stated in this Agreement shall be construed to create an easement or other property interest in GPC.
3. GPC shall indemnify, defend and hold Grantor harmless from and against any and all claims, loss, cost, damages or expenses and property damage arising out of the exercise of GPC's right to conduct the Studies (but excluding any of the foregoing arising out of the existing environmental condition of the Property, a release of existing or in-place hazardous or toxic substances on or under the Property or the negligence or misconduct of Grantor), and GPC will be fully responsible for any repair costs or damage resulting from the Studies, in the event GPC does not acquire the Property on or before the Expiration Date. GPC shall backfill and compact all holes created by GPC pursuant to this Agreement.
4. Notwithstanding any term to the contrary herein, Grantor and GPC agree that neither the limitations contained in this Agreement nor the expiration or termination of this Agreement will have any effect on any of GPC's rights under any existing easements affecting the Property.
5. If any term, covenant, or condition of this Agreement or the application thereof to any person or circumstance shall, to any extent, be invalid or unenforceable, the remainder of this Agreement, or the application of such term, covenant, or condition to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected and each term, covenant, or condition of this Agreement shall be valid and be enforced to the fullest extent permitted by law.
6. This Agreement constitutes the full and complete agreement between the parties hereto with respect to all matters contained herein; and evidence of any prior or contemporaneous oral agreement or understanding shall be inadmissible to alter the terms of this Agreement. This Agreement may not be modified, rescinded, terminated, or amended, in whole or in part, except by the written consent

of the parties hereto.

7. This Agreement is made and delivered in the State of Georgia, and the parties hereto expressly agree that this Agreement is to be performed in the State of Georgia and that this Agreement shall be construed and enforced according to the laws of the State of Georgia.

[Signatures on Following Page]

IN WITNESS WHEREOF, the parties have hereunto set their hands.

  
\_\_\_\_\_  
Witness

**GRANTOR:**

By:   
Name: Avery Wilson  
Title: Chair

\_\_\_\_\_  
Witness

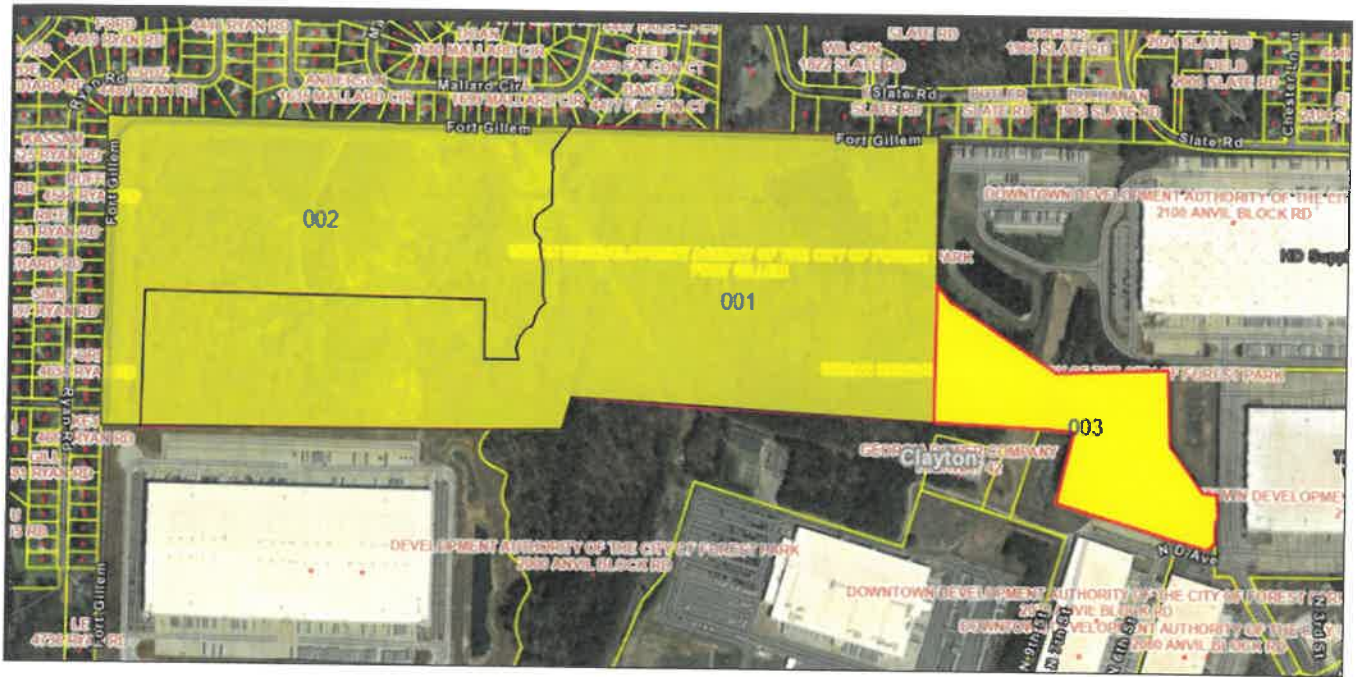
By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

**GPC:**

GEORGIA POWER COMPANY

\_\_\_\_\_  
Witness

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_



## Site Map: Fort Gillem

DIGITAL FORT GILLEM, LLC & URBAN REDEVELOPMENT AGENCY OF THE CITY OF FOREST PARK

# **DIVERSIFIED**

UTILITY SERVICES



## **EXECUTION PLAN**

Riverdale LNG to Decatur Transmission Pipeline  
Forest Parkway HDD (I-75 Crossing)

## Project Definition

*Construction services for the Riverdale LNG to Decatur Transmission Pipeline Forest Parkway HDD*

### 1.1 Project Scope

The Riverdale LNG to Decatur Transmission Pipeline Forest Parkway HDD (I-75 Crossing) (the "Project") consists of the installation of a new 30" natural gas transmission pipeline by the horizontal directional drilling (HDD) method to replace the existing 24" natural gas piping arrangement that was installed in 1959. In order to tie-in to the existing piping system, the open cut method will be utilized on both the east and west sides of I-75. The eastern open cut will require traffic control to cut through the eastbound lanes of Forest Parkway from the median to make the tie-in. The western open cut will be on the southside of Forest Parkway near the proposed drill rig location and is not expected to require traffic control. The plan includes stringing and welding of the new piping materials in the median of Forest Parkway, and traffic control may be needed for some portions of the fabrication process prior to pullback operations.

## Construction

### 2.1 Milestones

Milestones	Date
CNTP	9-1-2026
Section 1 Road Closure	11-2-2026 from 5-8-2027
Section 2 Road Closure	3-22-2027 from 5-8-2027
Section 3 Road Closure	5-8-2027 from 7-10-2027
HDD Pilot Completed	11-13-2026
HDD Reaming Completed	5-1-2027
HDD Pullback Completed	5-4-2027
Gas Off Existing Pipeline	5-14-2027 from 6-22-2027
Substantial Completion	6-16-2027
Gas On Pipeline	6-22-2027
Grout Retired Pipeline Completed	7-8-2027
Final Completion	7-23-2027

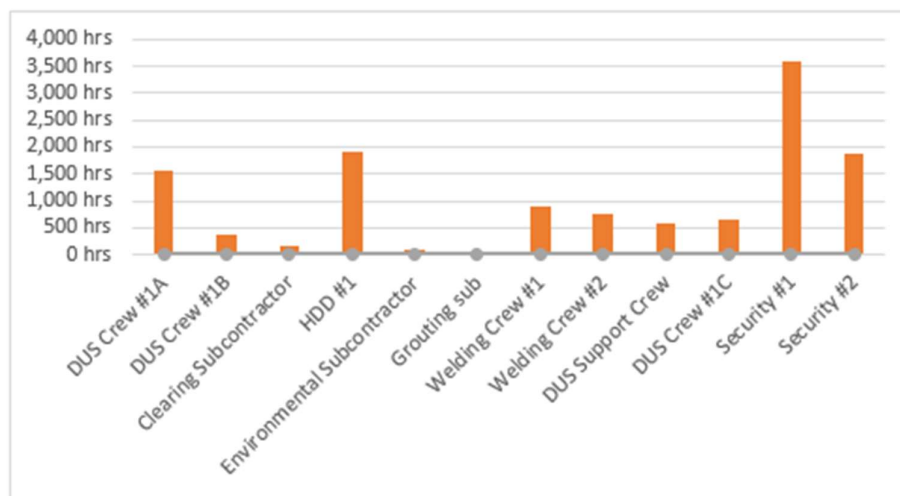
## 2.2 Schedule

Task Name	Duration	Start	Finish
<b>Forest Parkway HDD (I-75 Crossing) Schedule</b>	<b>260 days</b>	<b>Tue 9/1/26</b>	<b>Fri 7/23/27</b>
<b>Milestones</b>	<b>260 days</b>	<b>Tue 9/1/26</b>	<b>Fri 7/23/27</b>
<b>Construction</b>	<b>260 days</b>	<b>Tue 9/1/26</b>	<b>Fri 7/23/27</b>
Mobilization (1 LS)	192 days	Tue 9/1/26	Sat 5/1/27
Laydown Yard (1 LS)	3 days	Wed 9/2/26	Tue 9/8/26
Clearing and Grading (1 LS)	12 days	Fri 9/4/26	Mon 9/21/26
Environmental Installations	8 days	Fri 9/11/26	Mon 9/21/26
Matting - Bore (1 LS)	244 days	Fri 9/11/26	Tue 7/13/27
Installation by Open Cut 0+00 to 2+23 (West End)	15 days	Fri 5/14/27	Thu 6/3/27
Installation by Open Cut 29+88 to 30+88 (East End)	15 days	Fri 5/14/27	Thu 6/3/27
HDD-Pilot 1+96 to 30+09 (2832')	57 days	Tue 9/8/26	Fri 11/13/26
HDD-Ream 1+96 to 30+09 (2832')	141 days	Mon 11/2/26	Sat 5/1/27
HDD-Pullback 1+96 to 30+09 (2832')	37 days	Sat 3/27/27	Mon 5/10/27
Hydrostatic Testing (Pipeline) (1 LS)	10 days	Thu 6/3/27	Tue 6/15/27
Final Pipeline Guage Plate and Caliper Tool (1 EA)	1 day	Tue 6/15/27	Wed 6/16/27
Tie-ins (2 EA)	41 days	Sat 5/8/27	Mon 6/28/27
Commissioning support (1 LS)	40 days	Tue 5/4/27	Tue 6/22/27
Grout existing main Est 3,154 LF (1 LS)	13 days	Tue 6/22/27	Thu 7/8/27
Final Stabilization (FS) (17 AC)	11 days	Sat 7/3/27	Sat 7/17/27
Demobilization (1 LS)	245 days	Mon 9/21/26	Fri 7/23/27
Security	247 days	Thu 9/17/26	Thu 7/22/27

## 2.3 Resource Overview

### RESOURCE STATS

Work status for all work resources.



## 2.4 Peak Direct Labor and Total Work Hours

DUS Headcount	Total Work Hours
35	40,890

## 2.5 Peak Subcontractor Headcount and Total Work Hours

Subcontractor	Headcount	Totals Hours
AM/ PM Concrete Cutting	1	10
B & R Consulting	3	4,500
Cherokee DDI	10	19,000
H3O	2	100
Jenson Pressure Grouting	1	20
Paxon Energy and Infrastructure	1	10
SES Construction Services	8	960
Terracon Consultants	1	20
Vibra-Tech	1	20
Phoenix Crane	4	80
Rinehart Security	2	5,856
Badger Daylighting	1	60
		<b>Total 30,636</b>

## 2.6 Management Team

Title	Name	Email Address	Phone
<b>Project Manager</b>	Myles Brown	Myles-Brown@dusllc.com	404-693-5842
<b>Superintendent</b>	Richard Mills	Ricahrd.Mills@dusllc.com	678-231-1234
<b>Safety Specialist</b>	Luke Clark	Luke.clark@dusllc.com	404-863-7034

## 2.7 Subcontractors

Company Name	Contact	Phone #	Email
<b>AM/ PM Concrete Cutting</b>	Treveno Pitts	678-782-1167	treveno@ampmconcretecutting.com
<b>B &amp; R Consulting</b>	Lisa Paski	706-296-6142	brconsulting2017@yahoo.com
<b>Cherokee DDI</b>	Chase Blalock	903-241-8271	cblalock@cherokeeddi.com
<b>H3O</b>	Matt Blake	404-824-3307	mblake@h3otechnologies.com
<b>Jenson Pressure Grouting</b>	Michael Emunsun	770-689-9108	michael@pressuregrouting.us
<b>Paxon Energy and Infrastructure</b>	Mark Stanfield	404-397-6525	mstanfield@paxonei.com
<b>SES Construction Services</b>	Matt McGee	404-556-0313	Matt@SESllc.net
<b>Terracon Consultants</b>	Jeff Brady	404-391-4642	Jeff.Brady@terracon.com
<b>Vibra-Tech</b>	Matthew Engle	770-972-8775	matte@vibrattechinc.com
<b>Phoenix Crane</b>	James Johnson	770-713-7470	jjohnson@phoenixcrane.com
<b>Rinehart Security</b>	Travis Rinehart	770-364-4311	travis@rinehartsecurity.com
<b>Badger Daylighting</b>	Jordan Clay	610-635-6050	pclay@badgerinc.com

## 2.8 Subcontractor Tasks

Company Name	Tasks
<b>AM/ PM Concrete Cutting</b>	Concrete Cutting
<b>B &amp; R Consulting</b>	Traffic Control
<b>Cherokee DDI</b>	HDD
<b>H3O</b>	Sewer Camera
<b>Jenson Pressure Grouting</b>	Grouting Existing Retired Casing
<b>Paxon Energy and Infrastructure</b>	Caliper Tool
<b>SES Construction Services</b>	Clearing
<b>Terracon Consultants</b>	Compaction Testing
<b>Vibra-Tech</b>	Pre and Post Structural Inspection
<b>Phoenix Crane</b>	Crane Services
<b>Rinhart Security</b>	Security
<b>Badger Daylighting</b>	Hydro Vac Services

## Crew Structures

### 4.1 DUS Crews

<b>DUS Crew 1A</b>	<b>Total 155 Days (6)</b>
(1) Foreman	
(1) Operator	
(2) Skilled Laborer	
(2) Laborer	
(2) Crew Truck	
(1) Excavator CAT 315 or similar	
(1) Track Loader CAT 289 or similar	
(1) Air Compressor 185 CFM	

<b>DUS Crew 1B</b>	<b>Total 37 Days (16)</b>
(1) Foreman	
(3) Operator	
(6) Skilled Laborer	
(6) Laborer	
(2) Crew Truck	
(1) Excavator CAT 315 or similar	
(3) Excavator CAT 336 or similar	
(1) Track Loader CAT 289 or similar	
(1) Air Compressor 185 CFM	
(1) Sandblaster	

<b>DUS Crew 1C</b>	<b>Total 66 Days (10)</b>
(1) Foreman	
(2) Operator	
(3) Skilled Laborer	
(4) Laborer	
(2) Crew Truck	
(1) Excavator CAT 315 or similar	
(2) Excavator CAT 320 or similar	
(1) Track Loader CAT 289 or similar	
(1) Air Compressor 185 CFM	
(1) Sandblaster	

<b>DUS Crew Support Crew 1A</b>	<b>Total 57 Days (9)</b>
(1) Foreman	
(2) Operator	
(3) Skilled Laborer	
(3) Laborer	
(2) Crew Truck	
(2) Excavator CAT 320 or similar	
(1) Track Loader CAT 289 or similar	
(1) Air Compressor 185 CFM	
(1) Sandblaster	

<b>Trucking Crew</b>	<b>Total 130 Days (1)</b>
(1) Truck Driver	
(1) Heavy Haul Truck	
(1) Dump Truck	
(1) Lowboy Trailer	
(1) Flatbed Trailer	
(1) Equipment Trailer	

<b>Welding Crew 1</b>	<b>Total 89 Days (4)</b>
(2) Welder	
(2) Welder Helper	

<b>Welding Crew 2</b>	<b>Total 77 Days (4)</b>
(2) Welder	
(2) Welder Helper	

<b>Supervision Support</b>	<b>Total 260 Days (4)</b>
(1) Project Manager (Not Full Time) 130 Days	
(1) Project Superintendent	
(1) Safety Specialist (Not Full Time) 130 Days	
(1) Project Assistant (CAD) (Not Full Time) 80 Days	
(2) Light Towers	
(1) Wheeler Loader	
(1) Sweeper	
(1) Offices ( Offices will be at our Office in Morrow.) No Onsite Offices.	

## 4.2 Subcontractors

<b>HDD Sub Crew</b>	<b>Total 190 Days (10)</b>
(1) Superintendent	
(1) Driller	
(1) Mud Tech	
(1) Truck Driver	
(1) Steering Tech	
(2) Operator	
(3) Laborer	
(2) Crew Truck	
(2) Mud Reclaimer (See Cherokee Execution Plan Exhibit E for Equipment Specs)	
(2) Rigs (See Cherokee Execution Plan Exhibit E for Equipment Specs)	
(1) Vac Truck	
(1) Heavy Haul Truck and Trailer	
(2) Excavator CAT 320 or similar	

<b>Clearing and Environmental Sub Crew</b>	<b>Total 12 Days (8)</b>
(1) Superintendent	
(1) Foreman	
(3) Operator	
(3) Laborers	
(3) Crew Truck	
(2) Track Loader CAT 279 or similar	
(1) Excavator Cat 320 or similar	
Other clearing equipment	

<b>Grout Sub Crew</b>	<b>Total 2 Days (1)</b>
(1) Foreman	
(1) Concrete Pump	
(1) Crew Truck	

<b>Traffic Control Sub Crew</b>	<b>Total 150 Days (3)</b>
(1) Foreman	
(2) Laborer	
(1) Crew Truck	
(2) Arrow Board	

<b>Security Crew for DUS Equipment</b>	<b>Total 188 Days (1)</b>
(1) Police Office	
(1) Police Car	

<b>Security Crew for Cherokee HDD Equipment</b>	<b>Total 360 Days (1)</b>
(1) Police Office	
(1) Police Car	

<b>Hydro Vac Crew</b>	<b>Total 6 Days (1)</b>
(1) Driver/ Operator	
(1) Vac Truck	

<b>Caliper Tool Crew</b>	<b>Total 1 Day (1)</b>
(1) Foreman	
(1) Truck	
(1) 30" Caliber Pig	

<b>Sewer Camera Crew</b>	<b>Total 5 Days (2)</b>
(1) Foreman	
(1) Laborer	
(1) Camera Truck	
(1) Vac Truck	

<b>Crane Subcontractor for HDD Pull Back</b>	<b>Total 2 Days (4)</b>
(4) Driver/ Operator	
(4) Cranes	

<b>Concrete Cutting Crew</b>	<b>Total 1 Days (1)</b>
(1) Driver/ Operator	
(1) Truck	
(1) Concrete Saw	

## Crew Approach

### 5.1 Installation

#### **Step 1: Mobilization and Yard Setup**

Mobilizing crew, equipment, and materials to the project site involves a coordinated effort to ensure everything and everyone needed for the job is efficiently transported and set up. This process typically includes scheduling and arranging transportation for personnel, securing the necessary tools and machinery, and organizing the delivery of materials. Once on-site, the crew establishes a base of operations, sets up equipment, and ensures that all materials are safely stored and accessible, ready to begin work according to the project plan. Crews will set up Staging Yard and Offices at this time. We plan to use our office in Morrow Georgia for this project.

#### **Step 2: Clearing Drill Pad and Line of Sight**

The crew will begin by installing all required Environmental Best Management Practices (BMPs) to protect the site from potential environmental impacts. Clearing and grubbing will then be performed at the drilling pad area, followed by clearing and grubbing along the HDD line-of-sight corridor. After these activities are completed, the crew will install silt fencing and perform any remaining environmental control installations.

#### **Step 3: Matting Drill Pad and Spotting Utilities in Drill Path**

The crew will place timber mats at the drill pad to prepare the area for the drilling contractor. At the same time, they will locate and mark any utilities along the planned drill path.

#### **Step 4: HDD Mobilization and Setup**

Cherokee will mobilize to site and Setup their Equipment. The majority of the equipment will be positioned at the entry point. The drill rig, drill pipe, and all fluid processing equipment will be on the entry site

#### **Step 5: Rig Up**

The first piece of equipment positioned on site is usually the excavator, to help with the unloading of trailers and positioning of equipment. The next loads to arrive will be the drilling rig, the hydraulic power unit, the drillers cabin, and the hose and Deadman loads used to place the rig in position. Once the HDD rig arrives, it will be positioned relative to the entry point such that when elevated at the rear, its entry angle matches that shown on the HDD design drawing. The dead-man load will be unloaded, and the dead man will be set into place. The HDD rig will then be secured to the dean-man in correct alignment with the IFC drawings. Next, the drilling fluid recycling system and mud pump are staged in a manner that allows them to be plumbed to the rig and water supply. Ancillary equipment such as generators, light towers, water pumps, and trash pumps is set up where needed. Finally, a drilling fluid return pit is excavated at the entry point

## Step 6: DOWN-HOLE SURVEY TOOL TEST

While the drill rig is being set up, the downhole steering probe may be “roll tested” or calibrated along the proposed centreline to select a more accurate azimuth for steering guidance.

Directional readings obtained from this roll test will be used during pilot hole operations to help calculate the downhole position relative to the designed alignment.

Before drilling, the steering probe is inserted into the drill collar housing. The Bottom Hole Assembly (BHA) is “spudded in” at the predetermined entry point and a starting point survey is taken. This point is used to calculate the x, y, and z coordinates of the survey tool with respect to the design profile and alignment.

## Step 7: PILOT HOLE DRILLING

For pilot-hole operations a 10 5/8-inch-diameter TCI dual sealed journal bearing drill bit is planned but may be changed to a different diameter bit if drilling conditions dictate. This decision will be at the discretion of the CDDI superintendent, project manager, and/or operations manager. Based on the subsurface information provided, the BHA will be made up from bit to surface:

Bottom Hole Assembly (BHA) (bottom to top):

10 5/8 TCI Drill Bit >> 8-in Adjustable bent housing hydraulic” mud” motor (Mmotor) >> 8-in steel drill collar  
MWD housing (MWD) >> cross-over sub-tubular >> Drill-pipe

Drilling fluid flow rates are planned at approximately 250-400 gallons per minute (GPM) depending upon hole geometry, rig capacity, reactions downhole and the necessary flow characteristics required to maintain the required downhole flow rates for the mud motor and effective hole cleaning. A mud motor is currently planned based upon the expected geology. The pilot hole is drilled in intervals of approximately 31.5ft, or one (1) joint of Range 2 Drill Pipe.

During this Step, DUS Crew will be monitoring the area and watching for any IRs that might happen during this step. Before the Pilot is completed, crew will block Section 1 off with water barricades and install timber mats throughout this entire section. This will be a permanent closure until the Bore is pulled. During Reaming Operations, we will need one eastbound Closure from 9am to 4pm, Monday thru Saturday.

### Section 1 Closure



## Step 8: REAMING OPERATIONS

Upon pilot-hole completion, the BHA will be advanced above the ground surface elevation at exit and removed from the drill string. Preparation for reaming includes installing the initial reamer into the downhole drill string at entry or exit for the proposed reaming pass. Several factors are considered in determining whether reaming should begin at the entry or exit location, including hydrostatic pressure, surface elevations, depth under existing facilities, fluid flow characteristics observed while drilling the pilot hole, and fluid logistics.

Hole enlargement steps planned for this crossing are as follows:

- 1st pass: 24-inch hole opener
- 2nd pass: 32-inch hole opener
- 3rd pass: 42-inch hole opener

During this Step, DUS Crew will be monitoring the area and watching for any IRs that might happen during this step. Before the Reaming is completed, DUS Crew will block Section 2 off with water barricades and install timber mats throughout this entire section. This will be a permanent closure until the Bore is pulled. We will need one eastbound lane Closure from 9am to 4pm, Monday thru Saturday. There is a possibility that we might need a westbound lane closure as well during the same time. Crew will string the pipe in this section. They will weld and coat the pipe into 3 Pull Sections. **We Plan to Scar Guard the Entire Pipe.** We don't feel that just wrapping the welds is enough protection to pull pipe through a rock bore.

### Section 2 Closure



## Step 9: SWAB PASS

A swab pass will be run once the reamer passes have been completed. This is described as pulling a hybrid or barrel reamer of nominal size at high speed to size the hole and determine if there are any tight spots. The swab will be sized according to downhole requirements to accommodate the product string.

The swab also has the following secondary objectives:

- Assist in verifying stability of the hole
- Allow for removal of excess cuttings remaining in the hole
- Reinforce the drilling fluid wall cake
- Condition the hole with fresh drilling fluid immediately prior to pullback
- Help confirm that the hole is in a condition to receive the product pipe

If torque or pull-force levels increase outside expected parameters during the swab pass, a second swab pass will be completed prior to pullback. This process will continue until an acceptable swab pass has been completed. The pullback process typically begins after completing one or more acceptable swab passes.

During this Step, Cherokee will be moving their second rig from Exit Side. DUS Crews will move the drag section closer to the exit pit and make the mid welds. They will continue to get the pipe ready to pull.

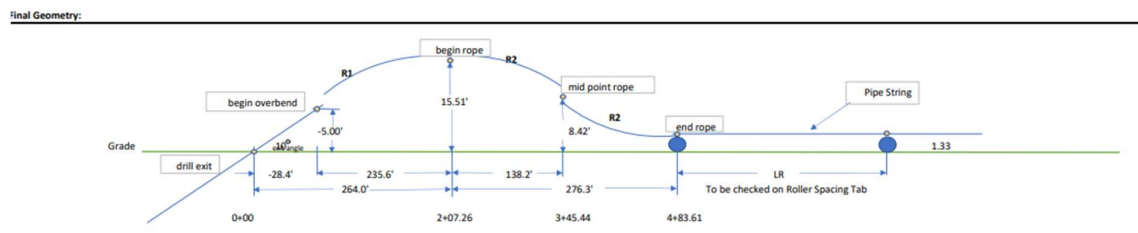
## Step 10: Pull Back

### Preparation

The Pullback Lift Plan and required labor and equipment to support the pullback operation will be provided by CDDI in coordination with CONTRACTOR.

We hired Campos engineering supply us a lift plan for this HDD. During the process, it was determined that there were power lines that were crossing the road and preventing us to use the original lift plan they supplied us. Campos engineering relooked at it and gave us with two options.

- **First scenario is bending the radii down to 1,350 feet, which is about as low as we would feel comfortable. We then analyzed the overbend starting at the bottom of a 5-foot pit. This would put your max overbend height at 15.5 feet and by the time you hit the overhead lines, you will be at about 8.5 feet. Crane and roller spacings would stay at 100 feet. This would equate to roughly 5-6 cranes for the overbend.**
- **Scenario two drops the exit angle down to 8 degrees and the radius was dropped to 1,500 feet. Assuming no pit and the overbend starting at ground surface, the max height would be 14.6 feet and by the time you hit the overhead lines, you will be about 5-6 feet. This would be less if you decided to dig a pit and start the overbend early. Crane and roller spacings would stay at 100 feet. This would equate to roughly 5 cranes for the overbend.**



## Calculated Pick Plan Geometry

User Input Cells =

RAC (R1)	1350	ft	
RAC (R2)	1350.0	ft	
Exit Angle	10.0	deg	
Height of begin Overbend	-5.0	ft	
Height of Roller	1.33	ft	Rollers on the ground

### Final Geometry Output:

point	Station	Elevation	Height relative to exit
Exit Point	0+00	0.00'	0.00
Begin Over Bend		-5.00'	-5.0
Mid Point/end overbend/Begin Rope	2+07.26	15.51'	15.5
mid point of rope	3+45.44	8.42'	8.4
end point of rope (touchdown on roller)	4+83.61	1.33'	1.33

In preparation for pullback, the pull head and pulling swivel will be installed to the drill string on exit side. The pull head attached to the leading end of the product will be connected to the pullback swivel using a shackle with a castle nut and pin. The pullback swivel is then attached to the swab on the end of the drill string.

The pullback will be a continuous operation until completion. Short pauses will occur to remove drill pipe joints, to monitor ballast if required, and for management/containment of displaced drilling fluid. We plan to have 2 mid welds, but hopefully we can make the mid welds before we start pulling and pull the entire section without any mid welds.

## Pullback

The process begins when the drill rig physically connects to the pull section. Crew members on pipe side verify that pipe support equipment is in place and give the driller all clear command via radio or phone. As the drill rig gradually applies pull forces, crewmembers on pipe side confirm that the pull section is moving. At that time, the driller may increase the speed of the rig pullback, provided that pull forces remain at an acceptable level.

As each joint of drill pipe is removed from the hole, an equal length of product pipe enters the hole. During the pullback process drilling fluid is continuously pumped through orifices in the pullback assembly to lubricate the pipe string and keep the hole open. Pullback is complete when the product pipe is pulled to the surface on rig side. Upon successful completion, the pullback assembly and rig are disconnected from the pull section in preparation for rig down.

DUS crew and Cherokee will work together during this section. We follow the lifting plan that Campos has supplied us. We will pull the pipe until the pipe is completely pulled. This will be a very long process especially if we must make 2 mid welds. Once Completed, AGL and DUS will inspect the coating and make sure it is acceptable.

## Step 11: Plate Tool Run and HDD Subcontractor Breakdown

After the Completion of the bore, DUS will run the Plate Pig through the pipe to ensure the pipe is accepted. Was accepted, Cherokee will breakdown their Equipment and Demobe from Site. We will leave the drilling pad in place until we have completed the entire project.

## Step 12: Removing Matting from Section 1 and 2

DUS Crews will work on removing and restoring the areas in Section 1 and 2. We plan to leave Section 3 Closed until we have completed the project. This will allow the room that we need to install the new piping. We will need an eastbound lane Closure from 9am to 5pm during this section.

### Section 3



## Step 13: Decommissioning Existing Pipeline

During Step 12, another DUS crew will excavate the existing 24-inch stopple fitting on the east side and prepare the area for the gas shutdown. The crew will also excavate the pipeline sections to be retired on both the east and west sides.

Once these sections are exposed, DUS will coordinate with TDW and AGL to retire the line. A 24-inch valve will be installed on the west side, and a 24-inch stopple will be installed on the east side. After the line is retired, the crew will cut out and remove a 20- to 25-foot section of pipe. Temporary 24-inch caps will be installed until the new pipeline is ready to be tied in.

## Step 14: Installation of new Piping

Both DUS crews will be being to install the new piping on both East and Westside of the project. There is a possibility that we will need to work night shift during this process to get the pipe across the road on the east side. Once pipe has been installed, crews will work on installing launcher and receiver.

## **Step 15: Caliper Tool Run**

Both DUS crews will assist Paxon with running the Caliper Tool through the new installed Pipeline. Once completed they will remove the Launcher and Receiver and install the 30" test headers.

## **Step 16: Hydro Testing**

With both test heads installed, the crew will begin filling the new 30-inch pipeline with clean water, ensuring all air is safely removed from the line. Once the line is full, pressure will be slowly increased in accordance with the approved hydrostatic test plan until the required test pressure is reached.

The pipeline will be held at test pressure for a continuous 24-hour period. During this time, crews will monitor pressure readings, test equipment, and the pipeline alignment for any signs of leaks, pressure loss, or abnormal conditions. All readings will be documented throughout the test period.

After successfully completing the hydrotest and receiving approval, the line will be depressurized in a controlled manner and dewatered. Water will be removed using pigs and air, directing the discharge to approved locations in accordance with environmental requirements.

Once dewatering is complete, the pipeline will be dried using compressed air and drying pigs until acceptable dryness levels are achieved. The line will remain under dry conditions until it is ready for commissioning.

## **Step 5: Commissioning of Pipeline**

The crew will coordinate closely with AGL to perform a controlled blowdown of the existing pipeline to allow for final tie-in activities. One main line valve will be closed, and the temporary stopple will be reset back into the fitting. Cross-compression operations will then be used to safely reduce pressure in the line until gas is fully removed from the work area.

Once the existing pipeline is confirmed to be fully depressurized and gas-free, DUS crews will proceed with the final tie-in of the new 30-inch pipeline. Tie-in welds will be completed in accordance with approved welding procedures and inspected as required.

After all tie-ins are complete, DUS and AGL will jointly reintroduce gas into the new pipeline in a controlled manner. All tie-in welds will be soap tested to verify there are no leaks.

Crews will sandblast and coat the tie in welds. Once coatings are fully cured and inspected, all tie-in excavations will be backfilled and restored in accordance with project specifications and environmental requirements.

## Step 6: Grouting Retired Pipeline

The crew will first install multiple grout stacks at the designated locations. We will need to add two grout stacks closer to I75. Once these are in place, the grouting subcontractor will mobilize and begin grouting all retired piping. The process will ensure that the decommissioned pipes are properly sealed to prevent any potential voids or environmental risks. Throughout the operation, the team will monitor for any issues and ensure that the grouting is completed according to the required specifications. Upon completion, a final inspection will be conducted to confirm the integrity of the grouted areas.

## Step 7: Restoration

Once the backfilling is done, the crew will restore the area by seeding or sodding in the areas we affected. We will install all new bushes and shrubs that we removed for construction. We will repave areas that need to be repaired. Mill and Pave areas that are required by the State.

## Step 8: Demobilization

The crew and subcontractors will focus on the final cleanup of the site, ensuring that all debris is removed and the area is thoroughly cleaned. Following the cleanup, they will demobilize from the site, which includes dismantling and removing any remaining equipment and materials, completing their work, and leaving the site in a clean and orderly condition.

# Project/ Site Specific Identified Risks

## 6.1 Site Specific Risks

As most of this project is on the side of the roadway, DUS has identified project specific health, safety, and environmental areas of risk. Our intent of identifying and listing these risks, is to place special emphasis on them and remediate the risks they pose. These items will be reviewed at the kickoff meeting, on a daily basis during tool box talks, during JSA creation/review and site inspections. The Project Safety Inspector, Superintendent and Managers will consistently inspect the site for these risks, provide feedback and discuss risks/remediation with all crew members.

- Excavation near other pipeline facilities.
  - Records to be made readily available
  - Frequent spotting
  - Locating – Flag / Paint Pipeline & Stake Offsets
  - Identify and mark all fittings, changes of direction
- Lifting (Construction Mats, Steel Pipe, Steel Fittings, Shoring, etc.)
  - Use of spotters
  - Use of taglines
  - Inspect equipment ratings

- Routine inspections for wear or damage to equipment
- Use of Large Directional Drill for pipeline install
- Special emphasis on IR Contingency Plan
- Protection of drill and employees from vehicle traffic
- Environmental
  - BMP installation at drill sites (containment)
  - Identification of fueling locations away from wetlands and waterways
  - Quickly stabilizing ROW through revegetation
  - Daily inspections and quick remediation of deficiencies
  - Proper installation and maintenance of construction entrances/exits
- Traffic Control
  - All work is in or near roadway and proper GDOT is of utmost importance
  - We will have a safety professional on site reviewing setup and maintenance
  - Proper planning and execution
- Overhead Utilities
  - Install goal posts
  - Use spotter when near
  - Push non power lines high if needed
- Snakes and Insects
  - Watch for snakes
  - Use bug repellent
  - Stay inside Job Site, do not wander.

# Diversity

## 7.1 Diversify

Not only is Diversified Utility Services, LLC. a certified MBE, we are committed to providing diverse vendors, suppliers, and subcontractors an equal opportunity to be included in our strategic sourcing and procurement process. Companies that seek to do business with DUS must demonstrate the ability to add value, and provide high-quality goods and services that are competitively priced, reliable, and aligned with our superior level of service. Since we self-perform a large majority of our work, we are targeting diverse subcontractors, vendors, and suppliers in specific areas. For this project, we are actively seeking out aggregate suppliers, with hauling capabilities, a subcontractor who can handle our BMP installation/maintenance and a restoration contractor. We feel that these are “large ticket items” and will provide an excellent opportunity for a diverse company to get their foot into the door of this industry.



# Quality Management

## 8.1 Policy

Diversified Utility Services, LLC is committed to quality. Our objective is to safely deliver 100 percent complete construction projects that meet all contract and customer expectations the first time, every time. Our commitment to quality means:

Every Diversified Utility Services, LLC employee is responsible for fully implementing and complying with all provisions of this quality system.

Our quality standards meet or exceed all applicable regulations, codes, industry standards, and manufacturer specifications as well as with our customers' contract and individual requirements.

We stand behind our work. We inspect every work task to assure conformance to the project requirements. Should problems be found, we correct them.

We are always improving. All employees receive regular training to make systematic improvements to remove quality risks and enhance quality performance.

### Policy Statement

**Diversified Utility Services, LLC**, is committed to carrying out work activities to the highest quality standards possible, by:

Using only materials, which meet or exceed specifications required by industry standards, our customers, and applicable local, state, or federal regulatory agencies.

Following sound work practices, which adhere to the policies and procedures of our customers, manufacturer's procedures and recommendations, and other industry accepted methods.

Subcontractors and sub-suppliers shall be governed by this Quality Assurance Plan and follow the same sound work practices which adhere to the policies and procedures of our customers, manufacturer's procedures and recommendations, and other industry accepted methods

Monitoring the quality of all work performed through inspections and audits of the materials and methods used for project completion.

Ensuring no harm comes to the environment as a result of the work being performed.

Maintaining good document control of the materials used, inspections performed, audits conducted, and the work performed, to ensure the integrity of this program.

Conducting annual reviews to improve or modify the program in accordance with customer needs, procedural and/or material changes, and current work practices.

The Quality Assurance Program is fully supported by the President of Diversified Utility Services.

**Diversified Utility Services** Quality Assurance Program applies to all work activities performed by the Company, Subcontractors and Sub-suppliers.

## 8.2 Key Elements of our Pipeline Construction Quality Plan

Key elements of the Diversified Utility Services, LLC Quality Assurance/Quality Control Plan include:

**Quality Management and Responsibilities** Diversified Utility Services, LLC fully integrates its quality management system into the organizational structure and performance management systems for each project. We:

- Maintain a documented quality system as required by Diversified Utility Services quality manual with policies and procedures.
- Tightly control exceptions to the quality system so company standards are applied uniformly to every project
- Systematically maintains quality system documents and records.

**Quality Control Personnel** Diversified Utility Services, LLC will fully integrate its quality management system into the organizational structure and performance management systems for the project. We:

- Appoint a Quality Manager, Superintendent, and Project Manager to the project with well-defined quality responsibilities and the authority to carry them out.
- Have well-defined quality responsibilities for every employee with specific quality responsibilities for key job positions.
- Maintain Project records and documentation.
- Tightly control exceptions to the quality system so AGL company standards are applied uniformly to the project.
- Enforce policies that monitor work conditions before and during work so that quality results are assured.

**Project Quality Coordination and Communication** Diversified Utility Services, LLC tightly controls the construction process to ensure quality results. We:

- Plan quality communications through meetings, reporting requirements, and points of contact.
- Have a project startup meeting to communicate project goals and expectations.
- Conduct preparatory meetings in advance of each scheduled work task to communicate requirement details and coordinate work activities.

**Quality Assurance Surveillance** Diversified Utility Services, LLC will audit the quality system to assure it is operating effectively. We:

- Audit the operation of the quality system on the project for conformance to the Project Quality Assurance/Quality Control Plan and the AGL Quality System requirements.
- Conduct periodically audits to evaluate effectiveness of the Diversified Utility Services, LLC Quality System and improve its operation.

**Employee Qualifications** Diversified Utility Services, LLC ensures that only knowledgeable, capable employees carry out the planning, execution, and control of the project as stated in the master SOW We:

- Identify employee AGL operator qualification requirements, including licensing requirements, training qualifications, responsibilities, and authority for each job position.
- Train field employees on quality standards and procedures for their job position.

Conduct “*Community Relations*” training for each employee.  
Validate employee capabilities before they are assigned to carry out quality job responsibilities.  
Review ongoing employee operator qualifications and evaluate quality practices and performance as part of the employee performance management process.

**Qualification of Subcontractors and Suppliers** Diversified Utility Services, LLC purchases only from subcontractors and suppliers that consistently meet Atlanta Gas Light (AGL) standards for quality. We:

Clearly define outside organization qualification requirements including licensing requirements, compliance with specific quality standards, quality responsibilities, qualification of personnel and quality improvement processes.  
Validate capabilities to meet project quality requirements at planned production levels.  
Verify ongoing quality performance.

**Project-Specific Quality Standard** Diversified Utility Services, LLC clearly follows standards and specifications that apply to the project as stated in the master SOW, OPM, and AGL Best Practices. We:

Identify all relevant regulations, codes and industry standards.  
Identify specifications for materials that meet contract as well as regulatory requirements as per the Master Scope of Work (SOW), OPM, and AGL Best Practices.  
Specify quality and certification requirements for materials and equipment that affect quality.  
Identify special requirements for calibration of quality measuring devices.  
Supplement the contract and published standards with AGL quality standards as required to reduce quality risks and assure quality results.

**Inspections and Test Plan** Diversified Utility Services, LLC quality inspection processes ensure that all work activities comply with the documented project standards and specifications. We:

Follow inspections and tests required by the contract specifications and industry standards.  
Record the result of each quality inspection and test.  
Use independent laboratories certified by nationally recognized accreditation agencies

**Work Task Quality Inspection** Diversified Utility Services, LLC quality inspection processes ensure that all work activities comply with the documented project standards and specifications. We:

Identify required quality inspections and tests at key milestones during the project as stated in the master SOW project.  
Identify each work task that is subject to a series of quality inspections and quality control activities  
Conduct a series of quality inspections for each construction task: before work begins, at first article completion, while work is in process, and at completion.  
Inspect all materials before use.  
Record the result of each work task inspection.

**Quality Control of Corrections and Nonconformances** Diversified Utility Services, LLC nonconformance control processes ensure that we prevent all nonconformances from cover-up, inadvertent use, and corrected. We:

Mark the item to clearly identify it for correction.  
Make corrections in a timely manner and validate their effectiveness.  
Require customer approval before accepting any nonconforming items.  
Identify nonconformance items for future prevention.  
Address nonconformance causes systematically by updating standards and specifications; improving process and employee capabilities; setting new requirements for outside organizations; and enhancing the effectiveness of field and third party quality inspections.

Validate actions taken to prevent nonconformances and their effectiveness.

**Project Completion Inspections** Diversified Utility Services, LLC will conduct a series of inspection near the completion of major milestones and end of the project as stated in the master SOW to assure that the contracted work is completed to specifications. We:

- Perform a rigorous inspection by senior managers independent of production.
- Correct any deviations and reinspect prior to submittal to the customer for final review.
- Participate in the customer's final inspection quickly address any issues found.

## Safety Management

### 9.1 Policy Statement

Diversified Utility Services, LLC (from this point forward referred to as the "Company" or "Diversified Utility Services") has a moral and business obligation to provide a safe work environment for its employees, subcontractors and the public. It is, therefore, the Company's policy to abide by the Occupational Safety and Health Standards and to initiate and maintain appropriate practices that promote safety in the work environment.

All management and supervisory personnel are charged with the responsibility for planning safety into each work

task and for preventing the occurrence of incidents and/or controlling conditions/actions that could lead to occupational injuries or illness. The ultimate success of a safety program depends upon the full cooperation of each individual employee. Management at the Company assumes the responsibility and is prepared to take the necessary actions to see that safety rules and practices are enforced.

Our goal is to eliminate accidents from our operations.

### 9.2. Stop Work Authority

ALL employees are empowered and have the authority to STOP WORK due to an unsafe condition or hazard or observing and unsafe act.

Employees will receive Stop Work Authority training before initial assignment. The training must be documented

including the employee name, the dates of training and subject.

No work will resume until all stop work issues and concerns have been adequately addressed.

NO form of retribution or intimidation SHALL BE directed at any individual or company for exercising their right to

issue a stop work authority will not be tolerated.

Employees are responsible to initiate a Stop Work Intervention when warranted and management is responsible to

create a culture where Stop Work Authority is exercised freely.

As soon as and when an unsafe condition is identified the Stop Work Intervention will be initiated, coordinated through the supervisor, initiate in a positive manner, notify all affected personnel and supervision of the stop work

issue, correct the issue, and resume work when safe to do so.

Stop Work reports shall be reviewed by the Compliance Department, and supervisor or manager in order to measure participation, determine quality of interventions and follow-up, trend common issues, identify where improvement is needed, and facilitate sharing of lessons learned. It is important to follow-up after a Stop Work intervention has been initiated and closed.

### 9.3. Goal and Purpose

The goal of Diversified Utility Services is to ensure that safety and health efforts are so successful that accidents and injuries are eliminated.

The purpose of this Safety and Health Manual is to provide a set of policies and requirements that management

and employees can use as guidelines in their efforts to ensure a safe working environment and reach the company's goal of zero accidents and injuries.

Diversified Utility Services, LLC January 2021 10

### 9.4. Objectives

To reflect management's commitment to provide a safe and healthy working environment for all employees, subcontractors and vendors, to establish a set of policies and requirements that management and employees can

use as guidelines in their efforts to ensure a safe and healthy working environment, to be in compliance with federal, state, and local safety and health regulations, to be in compliance with our clients' safety and health rules

and regulations.

Achieve our goals of ...zero injuries

...zero lost time accidents

...zero OSHA violations

### 9.5. Responsibilities

Management, Project Managers, Foremen, subcontractors, vendors, visitors and all employees are responsible for the compliance with this Safety and Health Manual.

## Environmental Management

### 10.1 Environmental Program Statement

It is the responsibility of the Contractor to assure installation and maintenance of all erosion control and storm water methods that meet the federal, state, and local EPA laws. All hazardous materials such as asbestos, lead base

paint, silica, paint, fertilizers, pesticides, and insecticides shall be stored and disposed of in such a manner so that

no run off will occur to any state waters by what means are necessary.

There will be no on-site dump pits nor will there be any open air burning without permits obtained from the local Fire Marshall, prior to the activity.

**DIVERSIFIED UTILITY SERVICES LLC**  
**TEMPORARY YARD RENTAL AGREEMENT**

Date \_\_\_\_\_

**1. Land Owner Information (“Owner”)**

- a. Name: \_\_\_\_\_
- b. Address: \_\_\_\_\_
- c. Phone: \_\_\_\_\_
- d. Contact: \_\_\_\_\_
- e. TIN: \_\_\_\_\_

**2. Yard Rental Information (“Yard”)**

- a. Yard Address: \_\_\_\_\_
- b. Yard Description: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- c. Rental Payment: \$ \_\_\_\_\_ per day / wk / mo (circle one)
- d. Rental Period:       Fixed Period Starting \_\_\_\_\_ and Ending \_\_\_\_\_  
                                  Open-ended Starting \_\_\_\_\_
- e. Special Provisions: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**3. Renter Information (“Renter”)**

- a. Name:               Diversified Utility Services LLC
- b. Address:           5371 Cook Road, Monrow, GA 30260
- c. Phone:             \_\_\_\_\_
- d. Contact            \_\_\_\_\_

**4. Terms and Conditions**

- a. **Access.** Owner hereby agrees to rent to Renter and grant access to and from the Yard at the Rental Rate and for the Rental Period provided herein.
- b. **Use.** Renter will use the yard to store materials and equipment and for no other use without Owner’s consent.
- c. **Maintenance.** Renter will keep the yard free of trash and rubbish and in good condition, ordinary wear and tear excepted. Owner will be responsible for mowing, if needed.
- d. **Improvements and Alterations.** Renter will not make any alterations, additions, or improvements to the Yard without the prior consent of Owner, such consent not to be unreasonably withheld.
- e. **Insurance.** Owner will be responsible for insuring the Yard. Renter will be responsible for insuring any of their equipment and materials stored at the Yard.
- f. **Taxes.** Owner will be responsible for all real estate taxes and special assessments on the Yard.
- g. **Final Payment and Release.** Owner’s acceptance of the final Rental Payment due under this Agreement shall constitute a waiver and release by him/her and his/her successors or assigns of all claims against Renter, its customer(s), or their respective affiliated companies, employees, shareholders, directors, representatives or assigns, that are in any way related to or arising out of this Agreement, including but not limited to, any claims for damage to the Yard.
- h. **Complete Agreement.** This Temporary Yard Rental Agreement (the “Agreement”) is the complete agreement between the Owner and Renter. All prior agreements between the parties with respect to the Yard are hereby terminated and shall be of no force and effect.
- i. **Governing Law.** This Agreement shall be governed, construed and interpreted by, through and under the laws of the State where the Yard is located.

**RENTER**

**OWNER**

**DIVERSIFIED UTILITY SERVICES, LLC.**

\_\_\_\_\_

By: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

# Plaza Rehabilitation Playbook

Framework: PHASE I

**SaVaughn Irons-Kumassah**  
**MAY 2026**



CITY OF  
**FORESTPARK**

# **City of Forest Park**

## **Commercial Plaza Rehabilitation Playbook**

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# 1. INTRODUCTION

## 1. INTRODUCTION

The City of Forest Park contains numerous commercial shopping plazas that were developed decades ago and serve as important retail and service hubs for residents and visitors. Over time, many of these centers have experienced aging infrastructure, inconsistent site design, deteriorating parking areas, and outdated building facades.

The purpose of the City Plaza Rehabilitation Playbook is to establish a coordinated framework that guides reinvestment, modernization, and long-term improvement of commercial plazas throughout the city.

[Sidebars are great for calling out important points from your text or adding additional info for quick reference, such as a schedule.

They are typically placed on the left, right, top or bottom of the page. But you can easily drag them to any position you prefer.

When you're ready to add your content, just click here and start typing.]

### The Playbook provides:

- Unified Design Guidance
- Redevelopment Concepts
- Site Improvement Standards
- Implementation Strategies

To enhance the appearance, safety, functionality, and economic vitality of Forest Park's commercial corridors.



# 2. PURPOSE OF THE PLAZA REHAB PLAYBOOK

The Plaza Rehabilitation Playbook establishes the citywide standards and expectations for the revitalization of commercial shopping centers.

Adopting this framework first allows the City to create a consistent foundation that guides both City departments and private property owners.

The Playbook serves as a tool to:

- modernize aging commercial plazas
- improve safety and accessibility
- enhance corridor aesthetics
- encourage private reinvestment
- strengthen the City's economic base

The Playbook also provides property owners with guidance on improvements related to:

- building facades
- parking lot rehabilitation
- landscaping upgrades
- lighting improvements
- pedestrian access and connectivity

# 3. KEY CORRIDORS OF FOCUS

## 3. KEY AREAS

### Jonesboro Road Corridor

General Commercial District (GC)



This corridor contains several aging shopping plazas and serves as one of the city's primary commercial corridors.

### Downtown Main Street Corridor

Downtown Main Street District (DM)



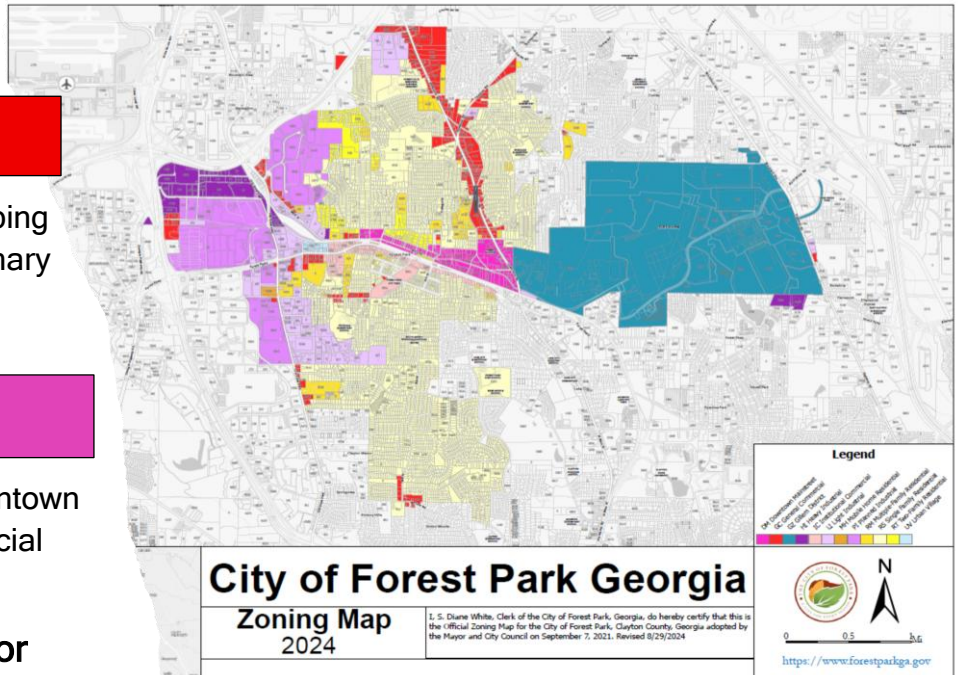
This area serves as the city's historic downtown and includes pedestrian-oriented commercial development.

### Forest Parkway / City Center Corridor

Institutional Commercial District (IC)



This corridor contains important civic,



Forest Park's commercial plazas are largely concentrated along several of the city's primary transportation corridors, including Forest Parkway, Jonesboro Road, Main Street, and other key commercial routes that serve as major entry points into the community. These corridors carry a high volume of daily traffic and function as important gateways that shape the first impression residents, visitors, and potential investors experience when entering the city. Because of their visibility and accessibility, these corridors play a critical role in supporting local businesses, attracting new investment, and strengthening Forest Park's overall economic vitality. Many of the city's aging commercial plazas are located along these routes, making them ideal candidates for targeted reinvestment and modernization efforts.

Focusing revitalization strategies along these corridors allows the city to create a more cohesive and attractive commercial environment while maximizing the impact of improvement efforts. Enhancing the visual quality, functionality, and consistency of plazas along these key routes will not only improve the customer experience but also reinforce Forest Park's identity as a vibrant and welcoming community for businesses and residents alike.

## 4. COMMUNITY ENGAGEMENT & VISIONING



Successful revitalization requires collaboration between the City, property owners, businesses, and the community.

Engagement strategies include:

- corridor owner meetings
- business surveys
- stakeholder discussions
- economic development coordination

These engagement efforts allow the city to gather feedback and align improvement strategies with community needs.

We Are **#OneForestPark** 

Through targeted outreach, corridor meetings, and ongoing communication with property owners and stakeholders, the City seeks to encourage dialogue around reinvestment opportunities, site improvements, and long-term redevelopment potential. This engagement process helps establish a unified vision for enhancing the appearance, safety, and functionality of Forest Park's shopping plazas while supporting economic growth and community pride.

## 5. SITE INVENTORY & ASSESSMENT

## 5. SITE INVENTORY & ASSESSMENT

List of Shopping Plaza/Centers within the City Limits	
Name	Address
Forest Square Shopping Center	4839 Jonesboro Rd
Jasber Plaza	1105 Main Street
International Discount Mall	4140 Jonesboro Rd
Clayton Plaza	4681 Jonesboro Rd
no plaza name listed	791 Morrow Rd
Ash-Morrow Plaza	810 Morrow Rd
Global Plaza	4035 Jonesboro Rd
Parkway Village	541 Forest Parkway
2k Center	4726 Jonesboro Rd
International supermarket	4894 Jonesboro Rd
Park Avenue Pavilion	4645 Jonesboro Rd
Park Avenue Pavilion	1022 Astor Ave
Plaza Latina	4613 Jonesboro Rd
no plaza name listed (signage displays Kool Smiles)	4422-4465 Jonesboro Rd
Golden Gate Village	4325 Jonesboro Rd
La Unica	4234 Jonesboro Rd
no plaza name listed	4195 Jonesboro Rd
Jonesboro Plaza	4150 Jonesboro Rd
no plaza name listed	4061 Jonesboro Rd
Carters cleaners plaza and vacant commercial plaza	954 Main Street
vacant commercial lot	964 Main Street
no plaza name listed	1125 Forest Parkway
Parkway Walk	1085 Forest Parkway
Parkway Walk	1067 Forest Parkway
Plaza Pavilion	819 Forest Parkway
no plaza name listed	661 Forest parkway
Northpark village	528 Forest parkway
Northpark village II	526 Forest parkway
Northpark village	532 Forest Parkway
PacDevelopment LLC	425 Forest Parkway
Royal Plaza	5604/5588 Old dixie Hwy
no plaza name listed	5114/5116 Springdale Rd
no plaza name listed	252 Main St
Liberty Junction	4542 Old dixie Rd
no plaza name listed	5953 Ash St

As part of this initiative, the city has developed an inventory of shopping plazas throughout Forest Park.

Each plaza will be evaluated based on existing site conditions including:

### Infrastructure

- parking lot conditions
- drainage systems
- sidewalk connectivity
- ADA accessibility

### Appearance

- building facades
- signage
- landscaping
- lighting

### Operational Conditions

- tenant occupancy
- vacant storefronts
- parking utilization
- access and circulation

## 6. UNIFIED PLAZA DESIGN VISION

The City of Forest Park seeks to establish a cohesive and attractive design identity across its commercial corridors.

Plaza improvements should aim to:

- create welcoming commercial environments
- improve pedestrian safety and accessibility
- enhance building facades and storefronts
- incorporate landscaping and streetscape elements
- improve lighting and visibility

These improvements will contribute to a stronger visual identity for the city.

### Design Concepts

The following design concepts illustrate potential improvements that can enhance the appearance, functionality, and overall character of commercial plazas throughout the City of Forest Park. These examples demonstrate how façade upgrades, landscaping enhancements, improved lighting, and parking lot improvements can work together to create more attractive and welcoming commercial environments.



Existing Conditions: Clayton Plaza

Clayton Plaza represents one of several legacy commercial shopping centers in Forest Park. While the plaza continues to support a variety of local businesses, the site exhibits aging infrastructure, minimal landscaping, and outdated façade elements, highlighting opportunities for reinvestment and modernization.



Conceptual Redevelopment Vision - Clayton Plaza

Illustrative design concept demonstrating how façade enhancements, improved landscaping, pedestrian connectivity, and upgraded parking areas could transform Clayton Plaza into a more attractive and vibrant commercial destination.



## 7. BUILDING FACADE IMPROVEMENTS

Upgrading building facades is an important component of plaza revitalization.

Recommended materials include:

- brick or brick veneer
- natural or manufactured stone
- stucco
- fiber cement siding

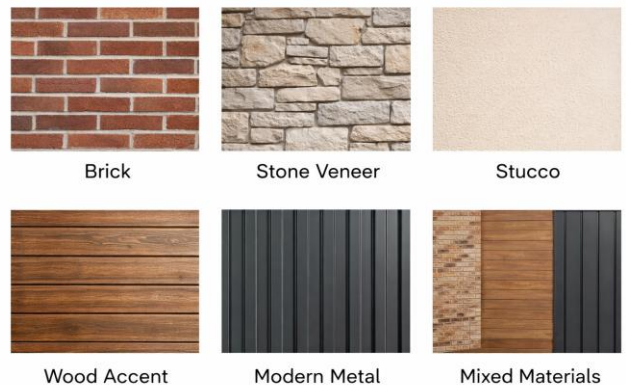
Architectural enhancements may include:

- decorative lighting
- awnings or covered walkways
- window trim and shutters
- architectural columns or accents

Materials such as **metal siding**, **vinyl siding**, and **smooth concrete masonry units** should be avoided when possible.



### Facade Material Examples



# 8. PARKING LOT & STRIPING IMPROVEMENTS

## PARKING LOTS

Parking areas play a major role in the appearance and functionality of shopping plazas.

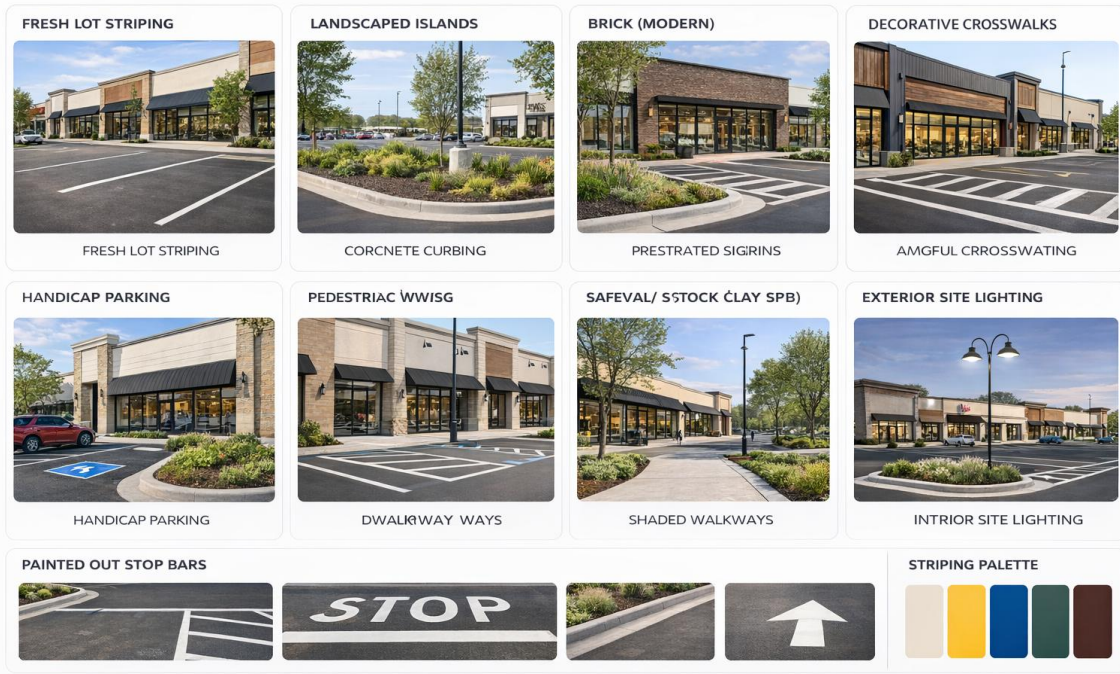
Improvements should include:

- clearly painted parking spaces
- ADA-compliant parking spaces
- directional arrows for traffic circulation
- pedestrian crosswalk striping

Parking areas must be paved with asphalt or concrete and designed to allow proper

### PARKING LOT & STRIPING IMPROVEMENTS

Example Lot Styles, Landscaping, and Striping Enhancements



## PARKING STANDARDS

All parking areas shall be designed, maintained, and striped in accordance with the City of Forest Park's development regulations and the following standards to promote safety, functionality, and an attractive commercial environment.

- 

**CLEARLY MARKED PARKING SPACES**  
All parking spaces shall be clearly striped and maintained. Faded or missing striping shall be repaired in a timely manner.
- 

**ADA ACCESSIBILITY**  
Provide ADA-compliant parking spaces, access aisles, curb ramps, and accessible routes in accordance with federal and state requirements.
- 

**TRAFFIC CIRCULATION & SAFETY**  
Ensure safe and efficient traffic flow with clearly defined drive aisles, directional signage, and unobstructed visibility at intersections.
- 

**DRAINAGE & SURFACE CONDITION**  
Parking lots shall be properly graded and maintained to prevent standing water. Pavement shall be kept in good condition, free of major cracks, potholes, and surface deterioration.
- 

**LIGHTING**  
Provide adequate lighting levels for safety and visibility in accordance with City standards. All lighting shall be maintained and fully operational.
- 

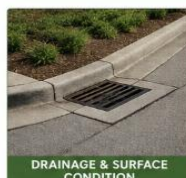
**LANDSCAPING & SCREENING**  
Parking areas shall include landscaped islands, perimeter landscaping, and screening where required to enhance appearance, provide shade, and reduce heat.
- 

**SIGNAGE & WAYFINDING**  
Install clear signage for traffic direction, parking rules, ADA spaces, and pedestrian crossings to improve safety and the customer experience.



#### THESE STANDARDS HELP:

- Improve safety for pedestrians and drivers
- Support accessibility for all users
- Extend the life of parking lot surfaces
- Enhance the visual appeal of commercial centers
- Support code compliance and property values



Property owners are responsible for maintaining parking areas in compliance with City standards. Well-maintained parking lots contribute to safer commercial corridors and stronger business environments.

# 9. SIDEWALK & PEDESTRIAN CONNECTIVITY

## PEDESTRIAN CONNECTIVITY

Improving pedestrian connectivity enhances safety and accessibility within shopping plazas.

Sidewalk improvements should include:

- minimum six-foot sidewalks in commercial areas
- internal pedestrian pathways connecting storefronts to parking areas
- connections between adjacent developments

These improvements support walkability and improve the customer experience.

### SIDEWALK & PEDESTRIAN CONNECTIVITY

Example Elements & Design Enhancements for Improved Walkability

ATTRACTIVE WALKWAYS



ATTRACTIVE WALKWAYS

PEDESTRIAN CROSSWALKS



PEDESTRIAN CROSSWALKS

DECORATIVE PAVERS



DECORATIVE PAVERS

BENCHES & SEATING



BENCHES & SEATING

LANDSCAPING & PLANTERS



LANDSCAPING & PLANTERS

STREET LAMPS



STREET LAMPS

SAFETY BOLLARDS



COLOR PALETTE



# 10. LANDSCAPING & STREETScape ENHANCEMENTS

Landscaping contributes significantly to the visual quality of commercial corridors.

Recommended improvements include:

- street trees planted along road frontage
- landscape islands within parking lots
- decorative planting beds and planters
- enhanced landscaping at plaza entrances

Property owners are responsible for maintaining landscaping in a healthy and orderly condition.

## LANDSCAPING & STREETScape ENHANCEMENTS

Example Enhancements Supporting Attractive Reinvestment Plans

LANDSCAPE ISLANDS & BORDERS



LANDSCAPING ISLANDS & BORDERS

DECORATIVE NEW PLANTINGS



DECORATIVE NEW PLANTINGS

TREES & SHADE PLANTINGS



DECORATIVE PLANTER AREAS



ORNAMENTAL GRASSES



NEW FLOWER BED PLANTINGS



ADDITIONAL DECORATIVE PLANTER AREAS



DECORATIVE MULCH & ROCK



CONTEMPORARY STREET LIGHTS



SEATING & AMENITIES



# 11. LIGHTING & SAFETY IMPROVEMENTS

Lighting upgrades help improve safety and visibility.

Recommended improvements include:

- parking lot lighting upgrades
- pedestrian pathway lighting
- storefront lighting enhancements

Proper lighting improves visibility, enhances public safety, and supports nighttime economic activity.

## LIGHTING & SAFETY IMPROVEMENTS

Example Enhancements for Improved Safety, Security, and Visibility

UPGRADED PARKING LOT LIGHTING



UPGRADED PARKING LOT LIGHTING

ATTRACTIVE PEDESTRIAN LIGHTING



ATTRACTIVE PEDESTRIAN LIGHTING

WELL-LIT ENTRYWAYS



FAÇADE DESIGN LIGHTING

PEDESTRIAN SAFETY FEATURES



PEDESTRIAN SAFETY FEATURES

UPDATED ACCESSIBILITY



UPDATED ACCESSIBILITY

SECURITY AFTER DUSK



SECURITY SZATS AT SORADES

SECURITY AFTER DUSK



SAFETY BOLLARDS



## 12. SITE PLAN TRIGGERS & DEVELOPMENT REVIEW

The city will clarify when redevelopment activities require site plan review.

Site plans may be required when projects involve:

- Reconfiguration of parking lots
- Modifications to access points or curb cuts
- Installation of sidewalks or pedestrian pathways
- Exterior building renovations affecting site layout

These triggers allow the city to ensure improvements meet development standards and safety requirements

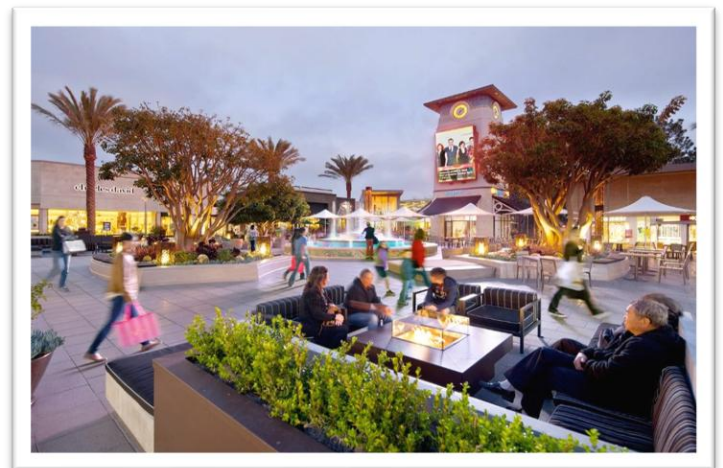


### Plaza Activation Opportunities

Commercial plazas can be enhanced through programming and activation activities such as:

- Outdoor markets
- Food truck events
- Community festivals
- Public art installations
- Outdoor seating areas

These activities increase foot traffic and strengthen the local business environment



## 13. IMPLEMENTATION STRATEGY

The City of Forest Park will implement the Plaza Revitalization Initiative through a phased approach designed to establish clear expectations, engage property owners, and strategically guide reinvestment across the City's commercial corridors. This approach allows the City to first establish a consistent framework, followed by targeted outreach, visible improvements, and long-term compliance efforts.

### Phase 1: Framework & Communication

The first phase focuses on establishing the foundation for the City's plaza revitalization efforts. This includes adopting a formal *Plaza Rehab Playbook* that outlines citywide design standards, site improvements, and redevelopment expectations for aging commercial plazas. Establishing these guidelines provides clarity for property owners and ensures all departments operate under a unified framework.

As part of this phase, the City will distribute a Site Plan Trigger Memo to Property Owners that clarifies when improvements will require site plan review and outlines the types of upgrades that may be required. These may include improvements related to paving, parking lot striping, ADA accessibility, landscaping, screening, circulation, and access management.

### Phase 2: Outreach & Engagement

Once the framework is established, the City will begin a structured outreach effort to engage commercial property owners along key corridors including Jonesboro Road, Main Street, and Forest Parkway. Corridor-based meetings will introduce the Plaza Rehab Playbook, outline redevelopment expectations, and clarify the permitting process prior to any enforcement initiatives.

A Jonesboro Road Owner Roundtable will also be conducted to bring together major corridor property owners to discuss revitalization opportunities, share best practices, and align on reinvestment strategies within one of the City's most significant commercial corridors.

### Phase 3: On-the-Ground Implementation

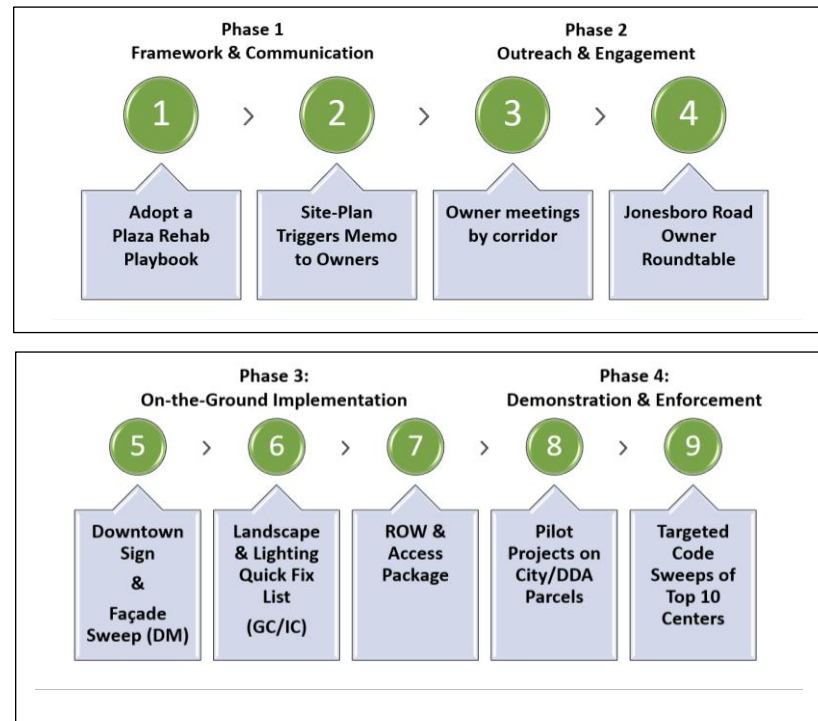
Following outreach and alignment with stakeholders, the city will begin implementing visible improvements to demonstrate the impact of revitalization efforts. Initial efforts will include a Downtown Sign and Façade Improvement Sweep, which will focus on improving signage, façade appearance, and storefront conditions in the downtown area where design guidelines already exist and visible improvements can quickly set a positive example.

Additionally, the city will coordinate with Public Works and Code Compliance to implement a Landscape and Lighting Quick-Fix Program, addressing immediate safety and aesthetic improvements across commercial districts. Improvements may include landscaping maintenance, lighting upgrades, and general site improvements that enhance the overall appearance and safety of commercial plazas.

The city will also pursue a Right-of-Way (ROW) and Access Improvement Package, prioritizing pedestrian connectivity, cross-access between parcels, and improved corridor aesthetics in coordination with Public Works and regional transportation partners such as GDOT.

### Phase 4: Demonstration & Enforcement

The final phase focuses on reinforcing the City's revitalization standards through demonstration projects and targeted compliance initiatives. The City will explore pilot projects on City-owned or Downtown Development Authority (DDA) parcels, showcasing model examples of the desired plaza standards. These projects serve as visible demonstrations of the design concepts and improvements encouraged through the Plaza Rehab Playbook—following the principle of “show, don't tell.”



Once the framework, communication efforts, and demonstration projects are in place, the city will conduct targeted code compliance reviews of priority commercial centers, focusing on the top ten aging plazas requiring reinvestment. These efforts will be supported by clear standards, prior communication with property owners, and potential incentive opportunities to encourage voluntary reinvestment.

## 14. FUNDING OPPORTUNITIES

*The Plaza Rehabilitation Playbook is intended to encourage long-term private reinvestment through coordinated planning, strategic partnerships, and corridor revitalization initiatives.*

### Funding & Resource Allocation

Successful commercial plaza revitalization initiatives are often supported through a combination of public investment, private reinvestment, and strategic partnerships. Many communities utilize tools such as façade improvement grants, redevelopment incentive programs, tax allocation districts (TADs), Community Development Block Grants (CDBG), and public-private partnerships to encourage property owners to upgrade aging commercial centers.

Local governments also frequently coordinate with economic development agencies, development authorities, and regional partners to identify additional funding sources that can assist with site improvements, landscaping, lighting upgrades, pedestrian infrastructure, and façade modernization. By leveraging a mix of funding opportunities and incentives, municipalities can reduce financial barriers for property owners while promoting long-term reinvestment in key commercial corridors.

In the City of Forest Park, future revitalization efforts may be supported through coordination with the Urban Redevelopment Agency (URA), Economic Development initiatives, and potential façade or corridor improvement programs designed to encourage reinvestment in aging commercial centers. The City may also explore grant opportunities, redevelopment incentives where feasible, and strategic partnerships that can assist property owners with site improvements such as façade upgrades, landscaping, lighting, pedestrian infrastructure, and parking lot enhancements. These efforts are intended to support and encourage private property reinvestment with the City's broader vision for strengthening commercial corridors and enhancing the overall appearance, safety, and economic vitality of Forest Park's plazas.

By combining strategic reinvestment opportunities with clear redevelopment expectations, the City of Forest Park can encourage long-term reinvestment that enhances the quality, safety, and economic performance of its commercial plazas



### Potential funding tools may include:

- Facade improvement incentives
- Public-private partnerships
- State or regional grant programs
- Economic development initiatives



### Private Reinvestment Expectations

The City of Forest Park does not intend to assume responsibility for funding improvements to privately owned commercial properties. Property owners remain responsible for maintaining and improving their sites in compliance with applicable development standards, property maintenance requirements, and safety regulations.

The Plaza Rehabilitation Playbook is intended to establish clear redevelopment expectations while encouraging private reinvestment through coordinated planning, redevelopment guidance, potential grant opportunities, strategic partnerships, and future incentive-based programs where feasible.

### City Role:

- Establish redevelopment standards
- Coordinate corridor improvements
- Improve public infrastructure
- Support long-term reinvestment efforts

## **15. PILOT PROJECTS**

As part of the implementation strategy, the City may identify opportunities to initiate pilot projects on City-owned or Downtown Development Authority (DDA) parcels. These projects can serve as model examples that demonstrate the desired plaza revitalization standards and design concepts outlined in this playbook. By showcasing tangible improvements such as upgraded façades, improved landscaping, enhanced lighting, and modernized pedestrian connections the city can illustrate the potential transformation of aging commercial plazas. This “show, don’t tell” approach allows property owners and stakeholders to clearly visualize the benefits of reinvestment and helps establish a benchmark for future improvements throughout Forest Park’s commercial corridors.

- PILOT PROJECTS TBD

Pilot projects help establish the visual benchmark for plaza reinvestment across the City



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ADDITIONAL OPPORTUNITIES	Title Sponsor \$10,000	PRESENTING \$7,500	VIP \$5,000	CHAMPION \$2,500
Preferred Seating	15 Seats	10 Seats	7 Seats	5 Seats
Participation in the annual year-end review video	Your Logo Here			
Special remarks during the program & marketing table	Your Logo Here			
Special remarks during VIP reception	Your Logo Here			
Recognition during the event including digital signage	Your Logo Here			
Sponsor recognition on social media & website	Your Logo Here			

**WEDNESDAY, DECEMBER 11TH, 2026**  
**GICC | 2000 CONVENTION CENTER CONCOURSE, COLLEGE PARK, GA 30337**  
**9 A.M. TO 10:30 A.M.**

For more information or to sponsor, contact Brian Dorelus at [b.dorelus@aeroatl.org](mailto:b.dorelus@aeroatl.org). Your contribution shall be used for the benefit of the Aeropolis Atlanta Alliance and is therefore not tax-deductible as a charitable contribution for Federal Income Tax Purposes.

SAVE THE DATE

# HONORS

*AeroTropolis*  
6 Annual

**ED BASTIAN**

CHIEF EXECUTIVE OFFICER  
DELTA AIR LINES



**24TH**  
SEPT, 2026  
BLACK TIE AFFAIR

## SPONSORSHIP OPPORTUNITIES

<b>ADDITIONAL OPPORTUNITIES</b>	<b>PRESENTING</b> \$15,000	<b>VIP</b> \$7,500	<b>CHAMPION</b> \$5,000	<b>SIGNATURE</b> \$2,500
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Program tickets	2 TABLES	2 TABLES	1 TABLE	1 TABLE
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Special remarks during event	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)
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Special honor gift	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)
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Special remarks during VIP reception	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)
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Recognition on digital signage during event	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)
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Sponsor recognition on social media	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)
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AeroTropolis Website	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)
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Mention in Aero Insider	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)	(YOUR LOGO HERE)
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For more information or to sponsor, contact Brian Dorelus at [b.dorelus@aerogatl.org](mailto:b.dorelus@aerogatl.org). Your contribution shall be used for the benefit of the AeroTropolis Atlanta Alliance and is therefore not tax-deductible as a charitable contribution for Federal Income Tax Purposes.



# Economic Development Update

## June 11, 2026

**Rochelle B. Dennis**

Economic Development Director

(470) 542-6286 | [rdennis@forestparkga.gov](mailto:rdennis@forestparkga.gov)

# ECONOMIC DEVELOPMENT 2026 EVENTS



**JAN  
29**  
**FOREST PARK BUSINESS  
ASSOCIATION BREAKFAST**  
9:00 a.m. - 10:30 a.m.  
696 Main Street  
Forest Park, GA

**FEB  
27**  
**ECONOMIC DEVELOPMENT  
ROUNDTABLE**  
11:00 a.m. - 1:00 p.m.  
745 Forest Parkway  
Forest Park, GA

**APR  
03**  
**TASTE OF FOREST PARK**  
5:00 p.m. - 8:00 p.m.  
Bill Lee Park, 721 Main Street  
Forest Park, GA

**APR  
22**  
**FOREST PARK BUSINESS  
ASSOCIATION BREAKFAST**  
9:00 a.m. - 10:30 a.m.  
696 Main Street  
Forest Park, GA

**JUN  
27**  
**WORLD CUP WATCH PARTY**  
2:00 p.m. - 7:00 p.m.  
Starr Park  
Forest Park, GA

**JUL  
30**  
**ECONOMIC DEVELOPMENT  
MIXER**  
5:30 p.m. - 7:00 p.m.  
Location TBD

**AUG  
13**  
**2ND ANNUAL JOB & TRADE  
FAIR**  
9:30 a.m. - 12:00 p.m.  
803 Forest Parkway  
Forest Park, GA

**OCT  
09**  
**3RD ANNUAL BLUES ON  
MAIN**  
6:00 p.m. - 9:00 p.m.  
Fountain on Main  
Forest Park, GA

**NOV  
28**  
**SMALL BUSINESS  
SATURDAY**

**DEC  
11**  
**2ND ANNUAL BEST OF  
FOREST PARK AWARDS**  
9:00 a.m. - 10:30 a.m.  
803 Forest Parkway  
Forest Park, GA

**Office of Economic Development**  
**EconDev@ForestParkGa.Gov**  
**404-366-4720**

SCAN TO  
LEARN MORE



**INTERNATIONAL SOCCER WATCH PARTY**  
**CARIBBEAN FEST**

**PANAMA VS ENGLAND**

**LIVE WATCH PARTY EXPERIENCE**

**MATCH BEGINS AT 5 P.M.**

**SATURDAY  
JUNE 27**

**2 P.M.  
TO  
7 P.M.**

**STARR PARK  
803 FOREST PARKWAY  
FOREST PARK, GA 30297**

Join the excitement as Panama takes on England!  
Enjoy live music, great food, and unbeatable vibes!  
**Live performance by the Panamanian Marching Band of Atlanta Georgia!**



**BRING YOUR  
TENTS, CHAIRS  
& COOLERS!**



**FOOD VENDORS  
OF ALL TYPES!**



**GREAT MUSIC,  
GOOD VIBES!**

For more information, contact [RecreationLeisure@forestparkga.gov](mailto:RecreationLeisure@forestparkga.gov).





# Economic Development Update

- **FOREST PARK BUSINESS ASSOCIATION**

- Forest Park Business Association Breakfast - TBD
- Best of Forest Park Awards – December 11

- **FILM FOREST PARK**

- Hulu Series

- **HOUSING**

- **GICH**
  - Monthly Meetings; Start-Up Kit / Work Plan
- Clayton County Housing Collective
- Housing Assessment & Strategy

- **PUBLIC ART**

- Public Art Review Board
- People's Janitorial Mural

- **WORKFORCE DEVELOPMENT**

- Atlanta Technical College Strategic Partnership – June 30<sup>th</sup>
- Clayton County Workforce Collective
- CareerReady ATL
- AeroATL Workforce Collective
- GA Power Partnership
- Youth Apprenticeship (CCPS)

- **BEAUTIFICATION**

- Authority Landscaping
- City Plaza Blight

- **OTHER**

- Vacant Commercial Registry
- Public & Private Pending Projects (Landing Page)
- Available Properties Integrated Digital Map



# Economic Development Update

- **INCENTIVES**

- Impact Fees Assessment
- Public-Private Partnerships
- Tax Allocation Districts (TADs) – Possible Expansion
- Community Improvement District (CID) – Expansion Approved
- Opportunity Zone – Re-evaluation
- 2026 Job Tax Credit Program Designation (Tier 1)

- **GRANT OPPORTUNITIES**

- CHIP (Community HOME Investment Program)
- Brownsfield Grant
- CDBG Grant Monitoring Review – June 25th

- **MARKETING**

- Global Atlanta Partnership (Pending)

- **PROPOSED / PENDING DEVELOPMENT**

- Forest Square
- MARTA O&M
- EV Park

- **BRE / RIBBON CUTTINGS**

- Magnolia Lounge – Grand Re-Opening – May 21<sup>st</sup> @ 2pm (3920 Jonesboro Road)

- **UPCOMING ENGAGEMENTS**

- Army BRAC Visit – June 15<sup>th</sup>
- 4<sup>th</sup> Annual CCC Economic Development Brunch - June 18<sup>th</sup>

- **ADMIN**

- Economic Development Business Engagement Coordinator (Pending Approval)



# PENDING PROJECTS

Project Lifecycle: Planning - Budget - Design - Permitting - Construction - Completion

Project	Address	Status
<a href="#">City Park, Phase 1</a>	3900 NE 3 Avenue	Completed
<a href="#">Fire Station 87, Phase 1</a>	2100 NW 39 Street	Completed
<a href="#">Fire Station 87, Phase 2</a>	2100 NW 39 Street	Planning
<a href="#">Fire Station 9</a>	3881 NE 6 Ave.	Completed
<a href="#">Fire Station 20</a>	880 West Prospect Road	Planning
<a href="#">North Andrews Gardens</a>	250 NE 56 Court	Completed
<a href="#">City Park, Phase 2</a>	3900 NE 3 Avenue	Design

## Non-Bond Facilities Projects

Project	Address	Status
Richard E. Giusti Heart Par Cours	600 NE 38 Street	Completed
<a href="#">Public Works Facility</a>	3801 NE 5 Avenue	Completed

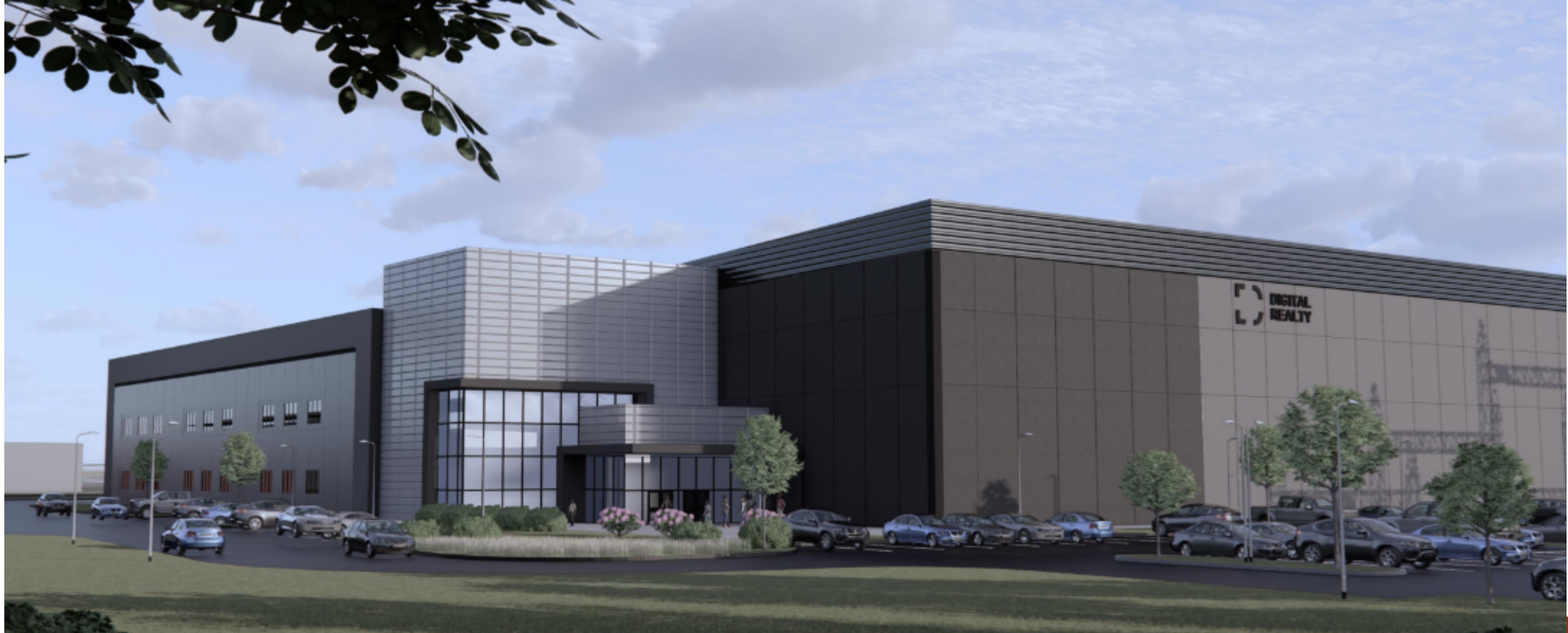
## Recent Updates:

February 19, 2025 - [Moving the City on the Move Presentation](#)

Through interdepartmental coordination between **Economic Development, Planning & Community Development, Public Works, and Public Information**, we are working on a comprehensive plan to create a public-facing landing page similar to this example: [Oakland Park – City Facilities](#).

As you’ll notice in the example, most of the details are high-level—project name, address/location, and status—but visitors can click on a project to access additional information, such as a concept briefing or rendering, depending on availability.

Our goal is to share **capital projects, Board-authority projects, and private development projects** in a clear, transparent format. The attached spreadsheet represents our internal back-end document, which we review monthly. Additionally, we hold a joint interdepartmental biweekly meeting with **Falcon Engineering** to discuss capital projects.



# Digital Realty Development

- 1.9M SF proposed data center campus of 97-acre slice of Fort Gillem; \$3B investment
- Zoned industrial
- Purchased 1,728 legacy stream mitigation credits to fund the restoration and preservation of other stream systems
- Methane remediation and soil/bedrock replacement to ensure site is stable; reduced carbon emissions, and improved air quality
- Own-dedicated GA Power substation; energy-efficient design (LEED)
- 3,000 FTE Construction Jobs / 100 FTE Permanent Jobs
- DRI State Filing
  - <https://apps.dca.ga.gov/DRI/InitialForm.aspx?driid=4482>

# Downtown Development Authority

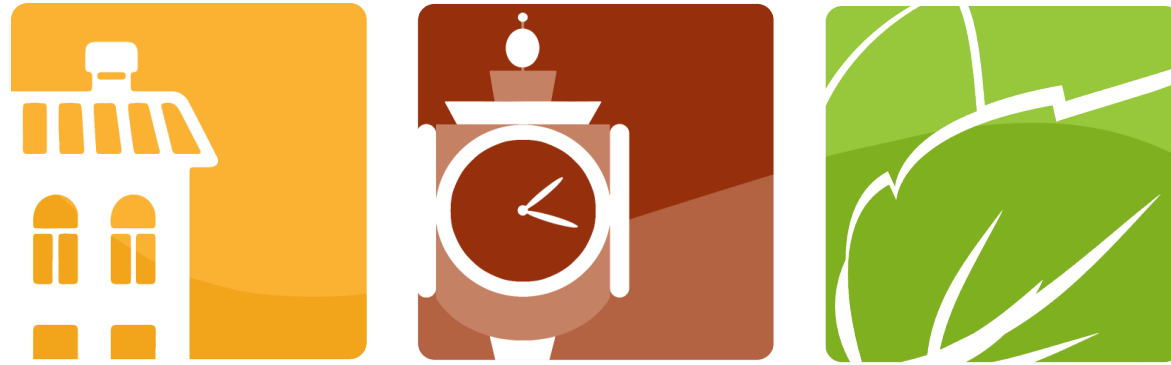
- **College Street Development**
  - Residential / mixed-used Development (proposed)
- **Main Street Development**
  - Mixed-Use Development (proposed)
- **Carter's Cleaners**
  - Artist wants to remove and preserve the Art Deco neon sign
- **891 Forest Parkway – 4987 East Street**
  - Parcel Split & Rezoning – Survey Submitted
- **Gillem 600 Tax Abatement**
  - Pending (DDA)
- **Scannell Spec Building – Gillem**
  - Tax Abatement (DDA) pending
- **Digital Realty**
  - Tax Abatement (DDA) pending; Presented to BOC (November 11<sup>th</sup>) for consideration of County Tax Abatement
  - CBA proposal for approval
  - Cleaning & remediation of site; Phased development; 2028 completion;
- **Property Management**
  - New Broker / Property Manager needed
  - Vacant property at 819 Forest Parkway
- **Public Relations / Marketing**
  - Media Placement with Site Selection Magazine (under review)
  - Digital Media placement with Multiview (under review)
- **4879 West Street (Auto Brokerage)**
  - Development plans (pending)
- **4882 Hale Road**
  - Property sold for single family home build (July 2025)
  - Development plans (pending)
- **NOUVEAU ON MAIN (751-771 Main Street)**
  - Property sold for mixed-use development (March 2025)
  - Plans not submitted; still waiting on update from owner
- **Admin / Board**
  - Re-bid of landscape services
  - 2 board positions up for renewal
  - Need New IGA with PW

# Urban Redevelopment Agency

- **Metcalf Road Extension**
  - Road Construction
  - Lighting Plan w/ GA Power
- **Expansion of URA Boundaries**
- **Park at Fort Gillem**
  - Stabilization & Redevelopment
- **330 Forest Parkway**
  - Mixed-Use Development (proposed)
- **Stephen's Lake**
- **Gillem 600 Tax Abatement**
  - Pending (DDA)
- **Scannell Spec Building – Gillem**
  - Groundbreaking held October 23<sup>rd</sup>
  - Tax Abatement (DDA) pending
- **GIS System – Replat of Gillem properties**
- **Gun Range Renovation / Reorientation**
- **Grapevine Development - 833 Forest Parkway**
- **HD Supply**
  - Parking lot modifications for new generators
- **Digital Realty**
  - Tax Abatement (DDA) pending
  - CBA (DDA) pending
  - FAQs (pending – final legal review)
  - Presented to BOC (November 11<sup>th</sup>) for consideration of County Tax Abatement
  - Cleaning & remediation of site
  - Blasting Permits – issued by Fire Marshal
  - Phased development; 2028 completion

# Development Authority

- **STRATEGIC BOARD RETREAT– June 24<sup>th</sup>**
- **794 MAIN STREET - GUCA TRAINING CENTER (CONTRACT)**
  - Under contract as of May 2025; Expansion of Georgia Utility Contractors Association HQ & Training Facility
  - Planning Commission June 18, 2026
- **760-770 MAIN STREET – FLORENCE ON MAIN (CONTRACT)**
  - Mixed-use 60-unit LMI apartment complex; Under contract to Prestwick Development as of May 2025
  - DA approved extension to PSA; DA approved private enterprise agreement; Developer resubmitted to DCA for 2026 tax credits; FP awarded GICH letter
- **670 MAIN STREET (PENDING LEASE)**
  - Lease negotiations pending
- **803 MAIN - CARTER ON MAIN**
  - Property sold to private developer nearly four (4) years ago; DA has no legal standing at this time to compel development
  - Developer has been non-responsive as of the past several months; no movement on project
- **850 MAIN STREET REDEVELOPMENT**
  - Completion of renovations pending funding
  - Finalizing event rental agreement for ballroom
  - Finalizing lease terms for 5 micro-suites
  - Finalizing lease terms for “café” space
- **842 MAIN STREET (RESTAURANT/RETAIL PARK – PROPOSED)**
  - Research phase; reached out to engineers for engineer site plan and infrastructure; coordination with PCD on zoning requirements; initial meeting with PW on critical needs
- **5035 JONESBORO ROAD – PROPOSED EV PARK**
  - Early concept phase; pre-development discussions with potential developer.



CITY OF  
**FORESTPARK**  
ECONOMIC DEVELOPMENT

