

# 5. A Framework for Implementation

There are a number of strategies at the federal, state and local levels for implementing the project priorities for the Highway 92 LCI as recommended in this study. Each varies by eligibility, time frame and viability, be it from a competitiveness, administrative or political standpoint.

By far, the most significant barrier to implementing projects is the availability of funding. As a result, a majority of the proposed strategies focus on funding sources.

The implementation matrix on the following pages summarizes the findings from a review of all proposed strategies. It is intended to serve as a guide as the County moves forward with implementation.

Strategies that represent the greatest potential for the Highway 92 corridor include:

- **Transportation Investment Generating Economic Recovery (TIGER):** This is a \$1.5 billion portion of the economic stimulus package. Funding is awarded on a competitive basis, although there are factors in the Highway 92 LCI's favor: the proposed evaluation factors align very well with the evaluation criteria for this study, including economic prosperity, mobility and livability; it is doubtful that many other candidate projects are accompanied by an analysis that aligns as well. Additionally, local agencies (such as Douglas County) can submit grant applications directly, meaning the projects

will not be filtered through GDOT's or the ARC's prioritization process.

- **Transportation Enhancement (TE) Grant:** The Highway 92 LCI Plan includes many projects that meet the intent of this federal grant program: enhancement of bicycle and pedestrian facilities, landscaping, scenic and historic projects. Funding is limited and competition is high, but the LCI projects should compete favorably for funds provided they receive the necessary level of support.
- **Community Improvement District (CID):** CID's have a favorable perception in the region thanks to several successful implementations. A proposed CID and associated projects have a great chance of support by affected property owners, as most have a good sense of a value the proposed LCI project bring to the development potential of their properties.
- **Special Purpose Local Option Sales Tax (SPLOST):** A county-wide SPLOST is currently under consideration. Many LCI projects have a good chance at being included in the capital projects list, provided the necessary coordination is achieved ahead of time.
- **Impact Fees:** Impact fees are currently under consideration for implementation by the County within the next two years. Projects that demonstrate significant value to motor vehicle mobility (such as the Lee Road extension) typically are the best and most defensible projects for inclusion.
  - Land Development Regulations: Many of the essential components of the LCI vision – streetscape, connectivity, building orientation, etc. – will be implemented in large part through the Highway 92 Urban Design Overlay. It is

important that the County continue to be strong supporter of its implementation and monitor and revise as necessary and appropriate.

## Proposed Framework

Using the implementation matrix as a guide, it is suggested that the County follow the steps below:

1. Pursue strategies with the highest viability and shortest time frame first.
2. For a given strategy, pursue the top candidate project first.
3. If the top candidate is already funded or completed, move to the next highest candidate.

By using the approach, the County is assured that the top projects will receive comprehensive and exhaustive consideration for all viable strategies.

## Ad Hoc Committee

The County should form an ad hoc committee comprised of property owners and others with a vested interest in the Highway 92 LCI to help steer the implementation effort. This group can vet potential strategies, such as a Community Improvement District (CID), by serving as a sounding board. Additionally, this group can be an important source for building momentum and support for LCI projects and recommended implementation strategies.

Potential ad hoc committee members could include:

- County Commissioners
- County Staff
- Large property owners
- Residents
- Business operators
- The real estate community

Top Ten Suggested Implementation Actions	
1.	Complete a TIGER grant application for the Lee Road extension by the September 15th deadline.
2.	Coordinate with the Atlanta Regional Commission (ARC) about the potential for LCI, TE funding and other funding sources.
3.	Form an ad hoc committee of property owners and other interested parties to explore potential strategies and build momentum/support.
4.	Conduct an internal scan to determine if any strategies are pending – SPLOST, impact fee, etc. Ensure that Highway 92 LCI projects are included.
5.	Program funds for preliminary project phases (PE, ROW, etc.) for the most critical projects.
6.	Monitor the Highway 92 Urban Design Overlay to confirm it achieves the vision set forth in the LCI Study.
7.	Review proposed connectivity standards in the Unified Development Code to ensure they meet the spirit and intent of the LCI Study.
8.	Program an access management study for Highway 92.
9.	Program the conceptual design of the proposed Highway 92 parallel street for ROW acquisition purposes.
10.	Identify local revenue sources for projects that require a local match.



The highway 92 Urban Design Overlay is beginning to influence streetscape elements among new developments along the corridor.

Strategy	Lead Agency	Description	Eligibility	Match Required	Likely Time Frame	Potential	Top Candidates	Next Steps
<b>Federal/State Grant</b>								
Livable Centers Initiative (LCI)	ARC	STP discretionary funds set aside for capital projects that advance LCI areas. Awarded on a competitive basis by the ARC.	Any capital project identified in an LCI Study and five year work program. Must follow the STP process: concept plan, project development plan, etc.	20%	Unknown	Low	1. N-6 Lee Road Extension 2. N-7 New Street Between Lee Rd. and Old Lee Rd. 3. O-2 Deerlick Park Chestnut Log School Trail	Inquiry to ARC about funding.
Congestion Mitigation and Air Quality (CMAQ)	ARC	Projects that help reduce transportation-related air pollutants. Awarded on a discretionary basis by the ARC.	Any road, transit or bicycle/pedestrian project that addresses pollutant reduction.	No	2012-2020	Med/Low	1. T-1 Hwy 92 BRT 2. N-6 Lee Road Extension 3. O-2 Transportation Center Trail 4. N-1A/1B New Parallel Street	Submit funding request to ARC.
Transportation Enhancement (TE)	GDOT/ARC	Surface transportation projects related to bicycles and pedestrians, landscaping/scenic and/or historic projects. Competitive application.	Any project that addresses bicycles, pedestrians, landscaping or scene enhancements	20%	2012-2020	Med	1. S-17/18/15-B Highway 92 Streetscape 2. O-2/3/5 Off-road Trails 3. S-11/4/5 Sidewalks 4. T-1 Infrastructure related to Hwy 92 BRT	
Surface Transportation Program (STP)	GDOT/ARC	Federal funds apportioned to states on a formula basis.	Any road on the State highway system that is: - Pre-approved by GDOT - Included in GDOT's project prioritization process and - Included in the Long Range Transportation Plan.	20%	2020-2030	Low	1. N-6 Lee Road Extension 2. N-1A/1B New Parallel Street	Prepare for next call for projects in 2010. Apply for GDOT Project No. and explore potential for inclusion in the LRTP.
Transit Grants (Section 5309)	MARTA/ARC	Federal funds dedicate toward transit capital projects (guideways, buses). Gateway projects require the completion of an Alternative Analysis study. A local source for operating expenses must be identified.	Any capital transit project	20%-50% (100% operating)	2020-2030	Med/Low	1. T-1 Hwy 92 BRT 2. T-2 Downtown Douglasville - employment route.	Wait for ARC/MARTA to address BRT study. Ensure BRT can be accommodated in any plans for Hwy 92.
Transportation Investment Generating Economic Recovery (TIGER)	DP&Z/DCDOT	Funding (\$1.5 billion) from the economic stimulus package for transportation projects. Awarded on a	Any capital transportation projects that meets a set list of criteria (economic prosperity, mobility, livability, energy reduction, safety)	No (but encouraged)	Immediate	Med/High	1. N-6 Lee Road Extension 2. N-1A/1B New Parallel Street	Submit grant application by September 15, 2009.
<b>County</b>								
Special Purpose Local Option Sales Tax (SPLOST)	DCDOT	Dedicated tax on all sales in Douglas County. Voted on by referendum.	Any capital projects that would otherwise be funded through general revenues.	No	2011-2015	Med	1. N-6 Lee Road Extension 2. N-1A/1B New Parallel Street 3. S-17/18/15-B Highway 92 Streetscape 4. O-2/3/5 Off-road Trails 5. S-11/4/5 Sidewalks	Coordinate with other County departments on likelihood/time frame for referendum.
General Revenue	DCDOT	Funding from Douglas County general revenue (property taxes).	Any capital project at the County's discretion.	No	Immediate	Low	1. N-6 Lee Road Extension 2. N-1A/1B New Parallel Street	Explore possibility of using local funds as a match or to fund initial phases (PE, ROW, etc.) in advance of construction.
Tax Allocation District (TAD)	DCDOT/DP&Z	A defined geographic area. Projects are financed through bond revenue, which is paid off through tax revenue increases. Must be approved by 2/3 of property owners within the proposed district.	Any capital projects voted on and within the district.	No	2011-2015	Med/Low	1. N-6 Lee Road Extension 2. N-1A/1B New Parallel Street 3. N-7 New Street Between Lee Rd. and Old Lee Rd. 4. S-17/18/15-B Highway 92 Streetscape 5. O-2/3/5 Off-road Trails 6. S-11/4/5 Sidewalks	Form ad hoc committee of property owners/stakeholders to explore potential.
Community Improvement District (CID)	DP&Z	A special tax assessment within a defined geographic district. Must be approved by 2/3 of property owners within the proposed district.	Any capital projects voted on and within the district.	No	2011-2015	Med	1. N-6 Lee Road Extension 2. N-1A/1B New Parallel Street 3. N-7 New Street Between Lee Rd. and Old Lee Rd. 4. S-17/18/15-B Highway 92 Streetscape 5. O-2/3/5 Off-road Trails 6. S-11/4/5 Sidewalks	Form ad hoc committee of property owners/stakeholders to explore potential.

Strategy	Lead Agency	Description	Eligibility	Match Required	Likely Time Frame	Potential	Top Candidates	Next Steps
Impact fee	DCDOT	A set fee charged to each new development. Fee may be assessed county-wide or by special district.	Any capital project for which a rational nexus can be drawn to a the impact of a given development	No	2012-2020	Med	1. N-6 Lee Road Extension 2. N-1A/1B New Parallel Street 3. N-7 New Street Between Lee Rd. and Old Lee Rd.	Be prepared when impact fees are addressed by the County within the next two years.
<b>Regulatory</b>								
Land Development Regulations/ Design overlay	DP&Z/DCDOT	Supplement to land development regulations; can address items such as streetscape, building orientation, parking, connectivity, etc. An overlay for Hwy 92 was recently adopted. Connectivity standards are currently under development.	Projects that contribute to urban form; street network, streetscape, etc.	NA	Current	High	All streetscape, sidewalk and local street network projects.	Monitor the implementation of the Hwy 92 Urban Design Overlay and Unified Development Code to ensure intent of LCI is being met. Revise if necessary.
Traffic impact study	DCDOT/DP&Z	Developer-prepared study identifying impacts and proposed mitigation measures. This practice is currently used by DCDOT.	Projects that mitigate specific traffic impacts.	NA	Current	High	Driveways/connectivity projects, small street links, intersection improvements.	Continue to require impacts studies as appropriate.
Access management	DCDOT/DP&Z	Standards that guide how land uses access public streets.	Any property that desires access to a public street for which standard have been adopted.	NA	2011-2015	Med	NA	Prepare an access management study for the Hwy 92 corridor.
<b>Private Investment</b>								
Developer contribution	Private	Cash or right-of-way contributions from private sources (typically developers/property owners)	Any project.	NA	Any	Med	1. N-6 Lee Road Extension 2. N-1A/1B New Parallel Street (ROW) 3. N-7 New Street Between Lee Rd. and Old Lee Rd.	Continue to coordinate with interested developers/property owners (see ad hoc committee)

