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DOUGLAS COUNTY BOARD OF COMMISSIONERS

PLANNING & ZONING DEPARTMENT

8700 Hospital Drive • Douglasville, GA 30134
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September 17, 2009

Atlanta Regional Commission
c/o Dan Reuter
40 Courtland Street, NE
Atlanta, GA 30303

Dear Dan:

Please find enclosed the Partial Update to the Douglas County 2025 Comprehensive Plan and its' resolution of transmittal from the Douglas County Board of Commissioners. The required public hearing for public input was held on Tuesday, September 1, 2009 at the joint Board of Commissioners/Planning and Zoning Board meeting. If you find that you need additional information or documentation, please feel free to contact me at 678.715.5370 or Tracy Rye at 678.838.2060.

Sincerely,

Amy Brumelow, Director
Planning and Zoning Department

RESOLUTION OF SUBMITTAL

WHEREAS, the Georgia Planning Act of 1989 authorizes local governments throughout the State to prepare Comprehensive Plans to be used in guiding their future growth and development;

WHEREAS, Douglas County, Georgia, completed a draft 10th Year Update to the Comprehensive Plan of 1994 that covers the years 2004 through 2025, said plan being more fully entitled *The 2025 Comprehensive Plan of Douglas County, Georgia*, and was prepared in accordance with the Minimum Standards and Procedures for Local Comprehensive Planning, and

WHEREAS, Douglas County, Georgia has completed a draft 5th Year Partial Update to the Comprehensive Plan of 2004 that covers the years 2004 through 2025, said plan being entitled the *Partial Update to the 2025 Comprehensive Plan of Douglas County, Georgia*, and

WHEREAS, the Minimum Standards and Procedures for Local Comprehensive Planning require that certain minimum public participation and other procedural requirements be met as part of updating local Comprehensive Plans, and

WHEREAS, preparation of this Plan requires public participation, including 1 required public hearing, and public comment period, and

WHEREAS, Douglas County desires that its draft partial update of the Comprehensive Plan be reviewed in accordance with the procedures outlined in the Minimum Standards and Procedures for Local Comprehensive Planning, and

NOW THEREFORE BE IT RESOLVED, certifies that the Minimum Standards and Procedures for Local Comprehensive Planning have been met or exceeded in preparing this draft partial update to the Comprehensive Plan, and

BE IT FURTHER RESOLVED, that the Board of Commissioners of Douglas County does hereby submit the 5th Year Partial Update to the Comprehensive Plan to the Atlanta Regional Commission for Regional Review, and the Georgia Department of Community Affairs for review contingent upon the soon to be completed public review period, required public hearing, and addressing of public comment as per the requirements of the Georgia Planning Act of 1989.

Resolved this 1st day of September, 2009


TOM WORTHAN, CHAIRMAN


DAVID LATHAM


FREDDIE ASHMON, JR.


KELLY ROBINSON


MICHAEL MULCARE

Attest: 

LISA WATSON, COUNTY CLERK

Adopted this 1st day of September, 2009

Partial Update to the Douglas County 2025 Comprehensive Plan

Submitted September 2009

**Douglas County Board of Commissioners
And
Douglas County Planning and Zoning Department
8700 Hospital Drive
Douglasville, GA 30134**

Amy Brumelow, Director

I. Instructions and Procedures

The following procedures for this process are taken from the Georgia DCA website:

**Georgia Department of Community Affairs
Office of Planning and Quality Growth
*Requirements for a Partial Update
To the
Douglas County Comprehensive Plan
October 2009***

Purpose

The purpose of the Partial Update to the Comprehensive Plan is to provide a document for use as a policy guide for local governments in the interim period between Comprehensive Plan Updates. Partial Updates should:

- Generate local pride and enthusiasm about the future of the community;
- Engage the interest of citizens in implementing the plan; and
- Provide a guide to everyday decision-making for use by local government officials and other community leaders.

When implemented, the resulting plan will help the community address critical issues and opportunities during the interim, transitional period between Comprehensive Plan Updates resulting from a shift in the statewide Comprehensive Plan Recertification Schedule.

Required Components

For local governments updating comprehensive plans prepared under the 2004 and prior Minimum Planning Standards, a partial update will require:

1. A Quality Community Objectives (QCO) assessment

- a. Evaluate the community's current policies, activities, and development patterns for consistency with the Quality Community Objectives (see section 110-12-1-.06(3) of the Local Planning Requirements). An assessment tool useful for this purpose is provided on the Department's website. Use analysis to identify issues and opportunities for adapting local activities, development patterns and implementation practices to the Quality Community Objectives applicable to your community.

2. An analysis of Areas Requiring Special Attention

- a. Evaluate the existing land use patterns and trends within the jurisdiction of the local government (including areas that are likely to be annexed within the planning period) to identify any areas requiring special attention, including:
 - i. Areas of significant natural or cultural resources, particularly where these are likely to be intruded upon or otherwise impacted by development
 - ii. Areas where rapid development or change of land uses is likely to occur

- iii. Areas where the pace of development has and/or may outpace the availability of community facilities and services, including transportation
 - iv. Areas in need of redevelopment and/or significant improvements to aesthetics or attractiveness (including strip commercial corridors)
 - v. Large abandoned structures or sites, including those that may be environmentally contaminated
 - vi. Areas with significant infill development opportunities (scattered vacant sites)
 - vii. Areas of significant disinvestment, levels of poverty, and/or unemployment substantially higher than average levels for the community as a whole.
- b. Indicate the identified Areas Requiring Special Attention on a map of the community.
3. **Identification of Issues and Opportunities** resulting from the QCO assessment and analysis of Areas Requiring Special Attention. Each of these issues or opportunities must be followed up with corresponding implementation measures in the Implementation Program.
4. **An Updated Implementation Program** with revisions as necessary to address the additional Issues and Opportunities identified above. The updated Implementation Program should include:
- a. **A Short Term Work Program (required)** that identifies specific implementation actions the local government, or other entities, intends to take during the interim planning period. This program should include any ordinances, administrative systems (such as site plan review, design review, etc.), community or initiatives to be put into place to implement the plan. The Short Term Work Program must include the following information for each listed activity:
 - i. Brief description of the activity
 - ii. Timeframe for undertaking the activity
 - iii. Responsible party for implementing the activity
 - iv. Estimated cost (if any) of implementing the activity
 - v. Funding source(s), if applicable
 - b. **Long-term and On-going Activities (optional):** Identify specific long term or ongoing implementation activities to be undertaken beyond the interim planning period.
 - c. **Policies (required):** Include any policies the local government will adopt to provide ongoing guidance and direction to local government officials for making decisions consistent with addressing the identified Issues and Opportunities. Refer to recommended policies listed in the State Planning Recommendations for suggestions.
 - d. **A Report of Accomplishments (required)** that must identify the current status of each activity in the previous STWP. At a minimum, local governments must indicate activities that:
 - Have been completed;

- Are currently underway (including a projected completion date);
- Have been postponed (explaining why); or
- Have not been accomplished and are no longer activities the local government intends to undertake (explaining why).

Procedural Requirements

1. **Transmittal and Review of the Partial Update.** Upon completion, the local government must submit its Partial Update to the regional development center for review. The update must be completed well in advance of the local government's recertification date, in order to allow adequate time for review prior to adoption.
 - a. **Required Public Hearing.** The required public hearing must be held once the draft Partial Update has been made available for public review, but prior to its transmittal to the regional development center. The purpose of this hearing is to brief the community on the identified issues and opportunities (base on the QCO analysis and the identified Areas Requiring Special Attention) that will be addressed through the updated Implementation Program, allow the community an opportunity to comment, and notify the community of when these plan components will be transmitted to the regional development center. Once public comments have been addressed, the Partial Update must be transmitted to the regional development center by resolution of the governing body.
 - b. **Completeness Check.** The regional development center shall determine whether the Partial Update is complete, within seven days of receipt. A Partial Update that does not meet the standard for completeness (as determined by the Department) shall be deemed incomplete and shall not be accepted for further review by the regional development center or be forwarded to the Department for review. The regional development center shall notify the local government of its findings regarding the completeness of the submittal and identify items that must be submitted, if any, prior to further processing. The regional development center shall forward a complete submittal to the Department upon making the completeness finding.
 - c. **Notification of Interested Parties.** Once the regional development center has determined that the Partial Update is complete, it shall immediately notify any interested parties of the availability of the submittal for review and comment providing the name of the local government, the general nature of the submittal and a deadline by which comments must be received. At a minimum, interested parties shall include:
 - i. Local governments inside or outside the regional development center's region that are contiguous to the submitting local government, and other local governments that are likely to be affected by the Partial Update

- ii. Any local authorities, special districts, or other entities identified in evaluating intergovernmental coordination mechanisms and processes (if applicable)
 - iii. Regional development centers that area contiguous to the local government or that are likely to be affected by the Partial Update
 - iv. Affected state agencies (including the Department of Transportation, the Georgia Environmental Facilities Authority, etc.) and the Department.
- d. **Regional Hearing:** Within 25 days after certification of the completeness of the Partial Update the regional development center may (at its sole discretion) conduct a hearing at which any local government, regional development center or other local, regional, or state agency may present its views on the Community Agenda. The rules for conducting such hearings must be adopted by the board of directors of the regional development center and approved by the Department.
- e. **Regional Development Center Review:** The regional development center shall review the Partial Update for potential conflicts with plans of neighboring jurisdictions, opportunities for inter-jurisdictional/regional solutions to common issues, and consistency with the adopted Regional Agenda for the regional development center's region.
- f. **Department Review:** The Department shall review the Partial Update for compliance with the planning requirements. This review may result in identification of deficiencies that must be satisfactorily resolved by the community in order for the Community Agenda to be found "in compliance" with the planning requirements. The Department may also offer advisory comments for improving the Partial Update for consideration by the local government. The Department's findings and recommendations resulting from its review, including advisory comments, shall be transmitted to the regional development center for inclusion in the final report within 35 days after certification of the completeness of the Partial Update.
- g. **Final Report of Findings and Recommendations:** Within 40 days after certification of the completeness of the Partial Update, the regional development center must transmit a final report of its findings and recommendations to the local government and to the Department. The report must include:
 - i. Comments submitted by interested parties that reviewed the Partial Update and (if applicable) a summary of the regional review hearing, detailing any significant issues raised at the hearing.
 - ii. The regional development center's findings from its intergovernmental and Consistency review of the Partial Update and its recommendations for addressing such findings.
 - iii. A copy of the Department's findings and recommendations resulting from its review of the Partial Update.
- h. **Petition for Reconsideration:** Within ten days after the regional development center's findings and recommendations are made public, a

submitting local government that disagrees with the recommendations may petition the regional development center for a “reconsideration hearing.” This hearing shall be scheduled and held by the regional development center within 15 days after the receipt of such a request. Within ten days after the reconsideration hearing, the Department and the regional development center shall either continue or modify the original findings and recommendations and provide written notice of the decision to the submitting local government.

- i. **Conflict Mediation:** Informal or formal mediation of conflicts relating the Partial Update may be initiated in accordance with the Rules for Mediation of Interjurisdictional Conflicts adopted by the Board of Community Affairs.
- j. **Adoption of the Partial Update.** Once the Partial Update has been found by the Department to be in compliance with the planning requirements, the governing body may adopt the Partial Update with or without any recommendations for improvement included in the Final Report of Findings and Recommendations. However, in no event shall a local government take any official action to adopt the Partial Update prepared in accordance with the planning requirements until 60 days after the Partial Update has been certified by the regional development center as complete. If the local government has petitioned for reconsideration, this mandatory review period shall be 90 days. In order to maintain Qualified Local Government certification, the local government must adopt the approved Partial Update prior to its recertification date, but in no case later than one year after completion of the mandatory review period of the Partial Update.
- k. **Notification of Local Adoption:** Within seven days of local adoption of a Partial Update that has been found by the Department to comply with planning requirements, the local government shall notify the regional development center in writing. Within seven days of receipt of this written notice, the regional development center shall notify the Department that the Partial Update found compliance with planning requirements has been adopted by the local government.
- l. **Qualified Local Government Certification:** Once the Department has been notified by the regional development center that a local government has adopted a Partial Update that complies with the planning requirements, the Department may issue a letter certifying this local government as a Qualified Local Government. Qualified Local Government certification shall automatically expire approximately five years from the previous recertification date, unless otherwise specified. To retain Qualified Local Government Certification, a local government must remain in compliance with the requirements outlined in these planning requirements and O.C.G.A. 50-8-2(a)(18).
- m. **Publicizing the Partial Update.** One adopted by the local government, the availability of the Partial Update must be publicized by the local government for public information. This requirement may be met by

- n. Providing notice in a local newspaper of general circulation identifying where a complete copy of the Partial Update may be reviewed.

II. Consistency with Quality Community Objectives

Evaluate the community's current policies, activities, and development patterns for consistency with the Quality Community Objectives (see section 110-12-1-.06(3) of the Local Planning Requirements). An assessment tool useful for this purpose is provided on the Department's website. Use this analysis to identify issues and opportunities for adapting local activities, development patterns and implementation practices to the Quality Community Objectives applicable to your community.

Development Patterns

Traditional Neighborhoods

Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

	Yes	No	Comments
1. If we have a zoning code, it does not separate commercial, residential and retail uses in every district.		X	We do, however, have a mixed use master planned development that allows for mixed residential and commercial uses.
2. Our community has ordinances in place that allow neo-traditional development "by right" so that developers do not have to go through a long variance process.	X		We have just adopted a mixed use master planned development that allows this type of development.
3. We have a street tree ordinance that requires new development to plant shade-bearing trees appropriate to our climate.	X		
4. Our community has an organized tree-planting campaign in public areas that will make walking more comfortable in the summer.		X	
5. We have a program to keep our public areas (commercial, retail districts, parks) clean and safe.	X		As part of the Keep Douglas Beautiful program
6. Our community maintains its sidewalks and vegetation well so that walking is an option some would choose.		X	
7. In some areas several errands can be made on foot, if so desired.		X	
8. Some of our children can and do walk to school safely.		X	Our DOT is pursuing Safe Routes to School programs and funding.
9. Some of our children can and do bike to school safely.		X	
10. Schools are located in or near neighborhoods in our community	X		

Infill Development

Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

	Yes	No	Comments
1. Our community has an inventory of vacant sites and buildings that are available for redevelopment and/or infill development	X		Development Authority of Douglas County maintains a database of sites.
2. Our community is actively working to promote brownfield redevelopment.	X		Through the Development Authority
3. Our community is actively working to promote greyfield redevelopment.	X		Through the Development Authority
4. We have areas of our community that are planned for nodal development (compacted near intersections rather than spread along a major road).	X		Character areas are already identified in our Comprehensive Plan.
5. Our community allows small lot development (5,000 SF or less) for some uses.	X		In commercial districts (C-N, Neighborhood Commercial).

Sense of Place

Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

	Yes	No	Comments
1. If someone dropped from the sky into our community, he or she would know immediately where he or she was, based on our distinct characteristics.		X	
2. We have delineated the areas of our community that are important to our history and heritage, and have taken steps to protect those areas.	X		Areas such as the Dog River, South Bear Creek, Anneewakee Creek and the Lithia Springs areas.
3. We have ordinances to regulate the aesthetics of development in our highly visible areas.	X		Highway 92, Highway 5 and Highway 78 have strict corridor development standards in addition to general commercial development standards on square footage and building materials regulations.
4. We have ordinances to regulate the size and type of signage in our community.	X		In addition to the sign ordinance corridor overlays on Hwy 5, 78, and 92 restrict major development corridors further.
5. We offer a development guidebook that illustrates the type of new development we want in our community.		X	
6. If applicable, our community has a plan to protect designated farmland.		X	

Transportation Alternatives

Alternatives to transportation by automobile, including mass transit, bicycle routes and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.

	Yes	No	Comments
1. We have public transportation in our community.		X	GRTA Express Buses and Van Pools
2. We require that new development connects with existing development through a street network, not a single entry/exit.	X		Highway 92 overlay/LCI area is currently the only area with this connection requirement.
3. We have a good network of sidewalks to allow people to walk to a variety of destinations.		X	
4. We have a sidewalk ordinance in our community that requires all new development to provide user-friendly sidewalks.	X		
5. We require that newly built sidewalks connect to existing sidewalks wherever possible.	X		
6. We have a plan for bicycle routes through our community.		X	Bicycle/Pedestrian task force is currently working on this.
7. We allow commercial and retail development to share parking areas whenever possible	X		This is encouraged in our UDC

Regional Identity

Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

	Yes	No	Comments
1. Our community is characteristic of the region in terms of architectural styles and heritage.	X		
2. Our community is connected to the surrounding region for economic livelihood through businesses that process local agricultural products.		X	
3. Our community encourages businesses that create products that draw on our regional heritage (mountain, agricultural, metropolitan, coastal, etc.).		X	
4. Our community participates in the Georgia Department of Economic Development's regional tourism partnership.		X	The Douglasville Convention and Visitors Bureau handles this.
5. Our community promotes tourism opportunities based on the unique characteristics of our region.		X	
6. Our community contributes to the region, and draws from the region, as a source of local culture, commerce, entertainment and education	X		Indian Pow-Wow and Sweetwater Creek Days

Resource Conservation

Heritage Preservation

The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.

	Yes	No	Comments
1. We have designated historic districts in our community.		X	
2. We have an active historic preservation commission.	X		
3. We want new development to complement our historic development, and we have ordinances in place to ensure this.		X	

Open Space Preservation

New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation

	Yes	No	Comments
1. Our community has a greenspace plan.	X		
2. Our community is actively preserving greenspace, either through direct purchase or by encouraging set-asides in new development.	X		Handled through requirements of the UDC.
3. We have a conservation subdivision ordinance for residential development that is widely used and protects open space in perpetuity.		X	
4. We have a conservation subdivision ordinance for residential development that is widely used and protects open space in perpetuity.		X	

Environmental Protection

Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

	Yes	No	Comments
1. Our community has a comprehensive natural resources inventory.	X		Completed as part of the 2004 Comprehensive Plan
2. We use this resource inventory to steer development away from environmentally sensitive areas.	X		Ordinance restrictions in watershed districts.
3. We have identified our defining natural resources and taken steps to protect them.	X		Protection for Dog River and Bear Creek as well as Sweetwater Creek State Park
4. Our community has passed the necessary "Part V" environmental ordinances, and we enforce them.	X		For the most part we exceed the Part V ordinances
5. Our community has a tree preservation ordinance which is actively enforced.	X		
6. Our community has a tree-replanting ordinance for new development.	X		Arborist on staff.
7. We are using stormwater best management practices for all new development.	X		
8. We have land use measures that will protect the natural resources in our community (steep slope regulations, floodplain or marsh protection, etc.).	X		

Social and Economic Development

Growth Preparedness

Each community should identify and put into place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

	Yes	No	Comments
1. We have population projections for the next 20 years that we refer to when making infrastructure decisions.	X		Population projections for the metro area are currently being recalculated.
2. Our local governments, the local school board, and other decision-making entities use the same population projections.	X		
3. Our elected officials understand the land-development process in our community.	X		
4. We have reviewed our development regulations and/or zoning code	X		

recently, and believe that our ordinances will help us achieve our QCO goals.				
5. We have a Capital Improvements Program that supports current and future growth.	X			The CIP is reviewed every year at budget time.
6. We have designated areas of our community where we would like to see growth, and these areas are based on a natural resources inventory of our community.		X		
7. We have clearly understandable guidelines for new development.	X			
8. We have a citizen-education campaign to allow all interested parties to learn about development processes in our community.		X		
9. We have procedures in place that make it easy for the public to stay informed about land use issues, zoning decisions, and proposed new development.	X			Web and public notification, and DCTV 23.
10. We have a public-awareness element in our comprehensive planning process.	X			

Appropriate Businesses

The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.

	Yes	No	Comments
1. Our economic development organization has considered our community's strengths, assets and weaknesses, and has created a business development strategy based on them.	X		SWOT analysis done by Development Authority
2. Our economic development organization has considered the types of businesses already in our community, and has a plan to recruit businesses and/or industries that will be compatible.	X		
3. We recruit firms that provide or create sustainable products.	X		
4. We have a diverse jobs base, so that one employer leaving would not cripple our economy.	X		Numerous and diverse sectors represented

Employment Options

A range of job types should be provided in each community to meet the diverse needs of the local workforce.

	Yes	No	Comments
1. Our economic development program has an entrepreneur support program.	X		Provided through our Chamber of Commerce
2. Our community has jobs for skilled labor.	X		
3. Our community has jobs for unskilled labor.	X		
4. Our community has professional and managerial jobs.	X		

Housing Choices

A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.

	Yes	No	Comments
1. Our community allows accessory units like garage apartments or mother-in-law units.	X		Through the special use permit process.
2. People who work in our community can also afford to live in our community.	X		
3. Our community has enough housing for each income level (low, moderate and above-average).		X	
4. We encourage new residential development to follow the pattern of our original town, continuing the existing street design and maintaining small setbacks.		X	
5. We have options available for loft living, downtown living, or "neo-traditional" development.	X		In our new mixed use master planned ordinance.
6. We have vacant and developable land available for multi-family housing.	X		
7. We allow multi-family housing to be developed in our community.	X		Within mixed use master planned development
8. We support community development corporations that build housing for lower-income households.	X		Habitat for Humanity and subsidized housing for senior citizens (Fowler Homes)
9. We have housing programs that focus on households with special needs.		X	
10. We allow small houses built on small lots (less than 5,000 SF) in appropriate areas.	X		In our new mixed use master planned ordinance.

Educational Opportunities

Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.

	Yes	No	Comments
1. Our community provides workforce training options for its citizens	X		Through Mercer University, West Central Technical College and Strayer University
2. Our workforce training programs provide citizens with skills for jobs that are available in our community.	X		
3. Our community has higher education opportunities, or is close to a community that does.	X		
4. Our community has job opportunities for college graduates, so that our children may live and work here if they choose.	X		

Governmental Relations

Regional Solutions

Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.

	Yes	No	Comments
1. We participate in regional economic development organizations	X		
2. We participate in regional environmental organizations and initiatives, especially regarding water quality and quantity issues.	X		
3. We work with other local governments to provide or share appropriate services such as public transit, libraries, special education, tourism, parks and recreation, emergency response, E-911, homeland security, etc.	X		City of Douglasville
4. Our community thinks regionally, especially in terms of issues like land use, transportation and housing, understanding that these go beyond local government borders.	X		

Regional Cooperation

Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.

	Yes	No	Comments
1. We plan jointly with our cities and county for comprehensive planning purposes.		X	
2. We are satisfied with our Service Delivery Strategy.	X		
3. We initiate contact with other local governments and institutions in our region in order to find solutions to common problems, or to craft region wide strategies.	X		
4. We meet regularly with neighboring jurisdictions to maintain contact, build connections, and discuss issues of regional concern.	X		

Development Patterns

(Note: In order to create the Policies required in the Implementation Program, this evaluation tool must relate to each section of the County's existing Comprehensive Plan Elements. Therefore, a note is provided before each assessment section to relate it to the proper Element.)

- A. Traditional Neighborhoods:** *Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.*

(Land Use Element)

Assessment:

- The County adopted a new Unified Development Code in October 2004 which incorporated a master planned development category which replaced a rarely used PUD district that allowed a limited percentage of non-residential uses as part of the overall development.
- In 2007, the County adopted development overlays for Highway 92 and Highway 5.
- In 2008, the County completed a Livable Centers Initiative study of the Highway 92 corridor and adopted the recommendations of that study which encourages mixed use nodes of development linked with multi-purpose trails and a more comprehensive street network.
- In 2009, the County adopted a new mixed use master planned development category which promotes walkability, open space and green space in addition to the mixing of residential and commercial uses and a variety of housing types and also adopted a development overlay for Highway 78 east of the City of Douglasville.
- The Douglas County DOT just received Safe Routes to School (SRS) funding for the Chapel Hill Middle and Chapel Hill Elementary school areas.
- The transitional and mixed-use corridor character areas on the Future Land Use Map allow a mix of residential and non-residential development, and the workplace and commerce centers allow mixed commercial, employment and limited residential uses.

Recommendations:

The County's new Unified Development Code and subsequent amendments adequately address traditional neighborhood development and pedestrian activity. Continue to monitor new developments under the new UDC and amend as necessary when conditions warrant.

B. Infill Development: *Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.*

(Economic Development Element)

Assessment:

- The County's UDC allows for smaller lot sizes in the C-N Neighborhood Commercial zoning district.
- The current Comprehensive Plan has already identified character areas that promote development at planned nodes.
- The Comprehensive Plan also promotes more intense development at the edge of the urban periphery as an appropriate transition to more rural areas of the county.
- The Douglas County Development Authority actively promotes brownfield and greyfield redevelopment.
- The Douglas County Development Authority maintains a comprehensive database of vacant sites and buildings that are available for redevelopment and/or infill development.

Recommendations:

- The County, through the Development Authority, should continue to develop its' database of vacant and available sites for redevelopment or infill development.
- The County should continue to encourage, by following its current Comprehensive Plan at identified locations, infill development as a transition to more rural uses.

C. Sense of Place: *Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.*

(Land Use Element)

Assessment:

- The County completed and adopted the recommendations of a Livable Centers Initiative study for the Highway 92 Corridor in 2008. In addition, the County adopted a design overlay for the corridor which has established a unique design vision for the corridor which is reflected in the most recent developments in the area.
- Areas of the community in Douglas County, such as the Dog River, South Bear Creek, Anneewakee Creek and the Lithia Springs areas have been delineated for their important historic, cultural and natural resources.

- The Mixed-Use Master Planned development regulations were adopted in 2009 to provide for areas that create a sense of place through mixed use development.

Recommendations:

- The County should continue to promote the Highway 92 area in terms of the adopted LCI recommendations as it is an emerging corridor within the county.
- Continue to monitor development in the Dog River, South Bear Creek and Anneewakee basins to protect our natural and cultural resources in those areas.
- Develop an overlay which will guide and promote the redevelopment of the historic Lithia Springs area of the county.
- Continue to research and implement a wayfinding/gateway entry signage program for the County.

D. Transportation Alternatives: *Alternatives to transportation by automobile, including mass transit, bicycle routes and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.*

(Transportation Element)

Assessment:

- The County completed and adopted the recommendations of a Livable Centers Initiative study for the Highway 92 Corridor in 2008. This document promotes pedestrian connections within the proposed corridor and includes elements that require the installation of multipurpose trails and connections throughout the corridor
- The UDC requires sidewalks in new developments and newly constructed sidewalks are required to connect to existing sidewalks where possible.
- Douglas County has a highly utilized Ride Share program and participates in the GRTA Express bus service to other areas within Metro Atlanta.
- Commercial and retail developments are highly encouraged to share parking wherever possible.
- The County's Bicycle/Pedestrian Task Force is currently working on a plan for bicycle routes throughout the County.
- The recently completed Hwy 92 widening includes bicycle lanes with connections to the Hwy 92 Livable Centers Initiative corridor which also will provide bicycle/pedestrian facilities.

Recommendations:

- The County should continue to follow through on improvements outlined in the Highway 92 LCI study and its supplemental transportation feasibility study.

- Efforts should continue to ensure or enhance the walkability of sidewalks outside of the Highway 92 corridor.
- The Bicycle/Pedestrian Task Force should complete a plan for adoption by the BOC.
- The Bicycle/Pedestrian Task Force should pursue grants and other funding mechanisms for implementation of the County plan.

E. Regional Identity: *Each region should promote and preserve a regional “identity”, or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.*

(Economic Development Element)

Assessment:

- The County safeguards its’ regional identity through the preservation of areas along Dog River, Bear Creek, and Anneewakee Creek
- The County also draws on its regional importance by promoting development of businesses and homes with close proximity to the Atlanta airport.
- Douglas County has a very active Development Authority which was established to attract desirable businesses to Douglas County. The Development Authority supplies prospective businesses with the information necessary to make informed decisions on locating their businesses to the area through its website and direct contact.

Recommendations:

- Promote community significance through the Development Authority to provide additional business and jobs while preserving natural resources that will continue to preserve our rural character.
- Continue to promote Douglas County via the Chamber of Commerce and Development Authority.

Resource Conservation

- A. Heritage Preservation:** *The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.*

(Cultural and Historic Resources Element)

Assessment:

- The County has an established Historic Preservation Commission, responsible for the protection of historic properties.
- There are a number of properties listed on the National Register of Historic Places within the County.
- The county has identified cultural and historic resources along the approved South Douglas Scenic Byway.
- The County also draws on its heritage with the Indian Pow-Wow and Sweetwater Creek Days.
- The County safeguards its' regional identity through the preservation of areas along Dog River, Bear Creek, and Anneewakee Creek

Recommendations:

- The County should better promote historical features to generate more interest in local history and historic preservation.
- The County should complete a Corridor Management Plan for the South Douglas Scenic Byway in the next planning period.

- B. Open Space Preservation:** *New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or other forms of conservation.*

(Natural Resources Element)

Assessment:

- The County has an established, comprehensive Greenspace Plan.
- Through its comprehensive Greenspace Plan, the County has purchased over 1,300 acres of land to be held in permanent conservation for both active and passive recreation.
- The County is actively participating with the Chattahoochee Hill Country Alliance to develop a regional non-motorized 98 mile trail connecting four counties. The first test trail segment will be constructed in Douglas County in the next planning period.
- Master planned subdivisions require open/green space in perpetuity.

Recommendations:

- The County should consider investigating and adopting a conservation subdivision ordinance.
- The County should continue to work with the Chattahoochee Hill Country Alliance to complete the regional multi-purpose trail.
- Consider minimum greenspace in other types of subdivisions and developments.

C. Environmental Protection: *Environmentally sensitive areas should be protected from negative impacts of development, especially when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of the area should be preserved.*

(Natural Resources Element)

Assessment:

- The County has two permitted small water-supply watersheds, Dog River and Bear Creek and derives its drinking water from the Dog River Reservoir.
- The County consistently exceeds state requirements for buffers along tributaries in the Dog River basin and the Bear Creek basin as well as meeting and/or exceeding buffering requirements along other state waters in the other basins within Douglas County
- The County has a newly adopted tree protection ordinance for new development

Recommendations:

- The County's new Unified Development Code and its subsequent amendments more than adequately meet the requirements for environmental protection. The County should continue to monitor development and respond accordingly to changes that may need to be made.

Social and Economic Development

A. Growth Preparedness: *Each community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These may include housing and infrastructure (roads, water, sewer and telecommunications) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.*

(Land Use Element)

Assessment:

- Elected officials often attend ACCG training and County employees attend training yearly.

- The County provides training for board members on planning and zoning matters in addition to holding quarterly meetings between board members and elected officials where land use policy and procedures are discussed.
- The County has a Capital Improvements Program that is reviewed annually at budget time and supports current and future growth.
- The Comprehensive Transportation Plan was completed in 2009 to address infrastructure needs for the 20 year horizon.

Recommendations:

- The County continually monitors its UDC and Comprehensive Plan to ensure that they continue to meet the needs of the County as it grows and that growth is occurring as desired.
- Staff and elected officials should continue to attend continuing education classes and continue to stay abreast of current economic development issues.
- Utilize transportation improvements to assist in direction of development.

B. Appropriate Businesses: *The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.*

(Economic Development Element)

Assessment:

- The Douglas County Development Authority supplies prospective businesses with the information necessary to make informed decisions on locating their business to the area.
- Douglas County has offered levels of tax incentives for businesses that are considering locating in the area.
- The Douglas County Chamber of Commerce offers a variety of services to entrepreneurs including the Small Business Development Center, the Entrepreneur's Tool Kit on networking and advertising opportunities.

Recommendations:

- The County needs to continue to diversify its economic base to provide the necessary services to its population.
- The County needs to continue to support both the Chamber of Commerce and the Development Authority in the services they provide local businesses.

C. Employment Options: *A range of job types should be provided in each community to meet the diverse needs of the local workforce.*

(Economic Development Element)

Assessment:

- A range of businesses exist within the County – retail, office, industrial, institutional, etc which provide a range of job types.
- The Douglas County Chamber of Commerce offers a list of jobs available through the Douglas Jobs website.

2007 County Business Patterns (Source: US Census Bureau)		
Douglas	GA	
Major Industry		
Industry code	Industry code description	Paid employees
-----	Total	37416
11----	Forestry, Fishing, Hunting, and Agriculture Support	A*
21----	Mining	C**
22----	Utilities	E***
23----	Construction	2743
31----	Manufacturing	3812
42----	Wholesale Trade	2310
44----	Retail Trade	8400
48----	Transportation and Warehousing	1033
51----	Information	294
52----	Finance and Insurance	827
53----	Real Estate and Rental and Leasing	509
54----	Professional, Scientific, and Technical Services	1114
55----	Management of Companies and Enterprises	E***
56----	Administrative and Support and Waste Management and Remediation Services	3535
61----	Educational Services	261
62----	Health Care and Social Assistance	4655
71----	Arts, Entertainment, and Recreation	356
72----	Accommodation and Food Services	5115
81----	Other Services (except Public Administration)	1786
99----	Unclassified	A*
	* 0-19 Employees ** 100-249 Employees ***250-499 Employees	

Recommendations:

- The County needs to continue to diversify its economic base to provide for a more diverse mix of job opportunities for county residents such that residents would not have to commute outside of the county to work.

D. Housing Choices: *A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choices to meet market needs.*

(Housing Element)

Assessment:

- The County's UDC has a mixed use master planned development section that allows for a mixture of types of residential and neo-traditional living.
- The County's mixed use master planned development ordinance that provides for a mixture of lot sizes within a traditional neighborhood design.

Recommendations:

- The County needs to define an overall housing strategy that has emphasis on move-up and executive level housing.

E. Educational Opportunities: *Educational opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.*

(Economic Development Element)

Assessment:

- Mercer University, West Central Technical College and Strayer University provide opportunities for higher education locally.

Recommendations:

- Recruitment of businesses that hire local graduates should continue.

Government Relations

A. Regional Solutions and Cooperation: *Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer. Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.*

(Intergovernmental Coordination Element)

Assessment:

- The County is generally satisfied with the Service Delivery Strategy (SDS), which incorporates shared services within the County.
- The County provides Fire and E-911 service to all residents of Douglas County and has mutual aid agreements with surrounding jurisdictions.
- There is a regionally administered ride-sharing program for residents of Douglas County, which also serves residents of the cities in Douglas County.
- Douglas County continues to actively participate in the DRI process for any regional development project that qualifies as a DRI.

Recommendations:

- The County should continue to participate in the DRI process for any development projects in the region which qualify.
- The County should continue to monitor its SDS with the cities located within the County to identify and address any overlap in services.

III. Analysis of Areas Requiring Special Attention

Evaluate the existing land use patterns and trends within the jurisdiction of the local government (including areas that are likely to be annexed within the planning period) to identify any areas requiring special attention.

A. Areas of significant natural or cultural resources:

(Identified as Natural and Cultural Resources on the map)

Douglas County is fortunate to have many conservation, recreation and natural areas. Clinton Farm is a large tract of land originally belonging to Revolutionary War soldier John Clinton. It was given to Douglas County for recreational purposes and also is the site of the Carnes Cabin, the second oldest existing home in the county.

Sweetwater Creek State Conservation Park is a 2,000 acre park that was developed for the restoration and preservation of the New Manchester Mill and New Manchester town. Several annual festivals are sponsored here drawing on the areas' rich heritage.

The Chattahoochee Hill Country Regional Greenway Trail Master Plan was developed with Coweta, Carroll, Fulton and Douglas Counties along with the Path Foundation with the goal of the Chattahoochee River being the spine of a proposed trail system which would connect desired destinations in existing protected greenspace throughout 60,000 acres in portions of all four counties. A test trail segment is scheduled to be constructed in Douglas County within the next planning period.

Douglas County is characterized by a series of broad to narrow, gently sloping ridge tops and moderately steep hillsides adjacent to numerous, small drainage ways. Availability of water and water quality are major concerns for Douglas County as the Dog River is the County's primary source of water and Bear Creek is a secondary source of water. The County has developed significant environmental standards for the protection of both Dog River and Bear Creek in addition to strict environmental standards for Sweetwater Creek. In most instances, Douglas County exceeds DNRs Part V Minimum Environmental Standards in all of the drainage basins located throughout the county.

B. Areas where rapid development or change of land uses is likely to occur:

(Identified as Growth Areas on the map)

Possible Annexation Areas:

Areas at the urban periphery of the city limits of Douglasville are still potentially subject to annexation in three separate areas: Thornton Road, Fairburn Road/Hwy 92 south of interstate 20 and Chapel Hill Road south of Stewart Mill Road. These areas are likely to continue with commercial development and growth.

Possible Growth Areas:

Chapel Hill Road south of the City of Douglasville is still likely to continue to feel development pressures due to the proximity of Arbor Place Mall. In addition, the County just recently completed a Highway 92 Livable Centers Initiative (LCI) Study and a supplemental LCI Transportation Study to prioritize a phasing plan of the recommended transportation projects as outlined in the original LCI. Highway 92 is one of the most significant north-south corridors within Douglas County and is ripe for redevelopment. In addition, this plan calls for a new east-west connector labels Lee Road extension, providing for development opportunities in the area.

In the southern portion of Douglas County, along Capps Ferry Road, a mixed-use, master planned resort development on approximately 1,200 acres was recently approved in zoning. The development includes hotels, conference center, spas, sorting activities, 18-hole golf course, housing and a retail village. It is anticipated that the first phase of development will be reviewed prior to the end of 2009 with construction beginning in 2010. Once this development occurs, it is likely that development will continue in the area at a greater pace.

C. Areas where the pace of development has and/or may outpace the availability of community facilities and services, including transportation:

(Identified as Growth Areas on the map)

There are several areas throughout the county where internal and external (outside the county) development has outpaced the availability and capacity of the transportation infrastructure. The Douglas County Comprehensive Transportation Plan (CTP) identified and evaluated these growth areas and prioritized long range projects to address the transportation infrastructure needs for the future. The primary growth areas are identified below.

Chapel Hill Community

Most notable is the Chapel Hill community located approximately three miles south of Interstate 20. The combined development of retail including the Arbor Place Mall and increased residential development with the lack of east-west connectivity continues to burden the transportation system in this area. The Chapel Hill Road corridor particularly, with five schools located in the corridor area and its direct access to shopping, neighborhoods, and the interstate suffers from increased congestion and delays. The corridor is a 2-lane north-south facility in need of additional left turning and through capacity and ultimately east-west connectivity to redirect commuters to other interstate access points.

North Douglas County / Transportation Network North of Interstate 20

Increased residential growth in south Paulding County and southwest Cobb County has created the need for more transportation capacity within Douglas County. Paulding and Cobb County are directly north and northeast of Douglas County. Both Paulding and Cobb southern communities utilize Douglas County roadways for access to closer shopping and for their daily commute trips.

The Dorris Road/South Flatrock Road corridor area provides north-south connectivity for Paulding County commuters to regional retail such as the Arbor Place Mall and direct access to I-20 at the Hwy 5 interchange which is already overburdened. The direct route is through several misaligned roadways, intersections, and an at grade railroad crossing. The need exists for road realignment, increased throughput capacity, additional turn lanes, and a grade separated rail road crossing.

The northern State Route 92 (SR 92) corridor which also runs into Paulding County suffers from excessive congestion delays. SR 92 is a regionally significant corridor consisting of a 2-lane roadway in this northern area of the County with misaligned roadways, an at-grade railroad crossing and direct access to I-20. A multi-lane facility with a grade separated crossing is needed to provide improved travel mobility and operations.

State Route 6 (SR 6) also known as Thornton Road in Douglas County serves as Paulding County's and southwest Cobb County's freeway equivalent connection having direct access to I-20 and Hartsfield Jackson International Airport. The corridor has substantial industrial development including the Norfolk Southern intermodal facility with anticipated additional growth and expansion. Heavy truck traffic volumes on this corridor impact the levels of travel mobility. Previous studies have identified the need for a parallel corridor to relieve congestion and to separate passenger vehicle commuters from freight mobility operations during peak travel periods. The identified parallel corridor is Sweetwater Road which runs north-south into Cobb County, currently a two lane roadway with an at-grade railroad crossing and direct access to I-20. Additional capacity, roadway realignment, and improved intersections are needed to provide acceptable levels of mobility.

Mirror Lake Community

Mirror Lake is located within the incorporated limits of the City of Villa Rica in the northwest area of Douglas County. Increased residential and commercial growth over the past few years has created the need for increased transportation facilities. The Mann Road/Post Road corridor particularly serves as direct access to I-20 for the eastern portions of the Mirror Lake Community. The corridor lacks capacity, proper roadway alignment, and traffic control devices to support the demand of increased commuter travel from this emerging growth area.

State Route 5 Commercial District and I-20 Interchange

The commercial development areas surrounding SR 5 within the City limits of Douglasville outpaced the transportation infrastructure long ago. Continued development, both commercial and residential, and the associated vehicle trips contribute to excessive delays, congestion, and long queues at the arterial's interchange at I-20 and the signalized intersections. Transportation improvements along the arterial are limited due to the lack of right of way and the close proximity of commercial development adjacent to the existing roadway. Adding additional capacity would be extremely expensive and negatively impact the developed character of this area. Therefore, a "do-

over” type project would likely be more feasible to improve travel mobility in this area incorporating interchange and State Route re-designation and relocating single occupant vehicle full service operations to an adjacent interchange point along I-20. The incorporation of high occupancy vehicle interstate access and potentially parallel collector distributor systems could greatly improve this highly congested area.

D. Areas in need of redevelopment and/or significant improvements to aesthetics or attractiveness (including strip commercial corridors)

(Identified as Areas with Redevelopment Potential on the map)

There are three distinct areas within the County that have potential for redevelopment. The first is the Lithia Springs area located in the eastern portion of the County. The second is the Highway 78 corridor which runs through Douglas County from Cobb County to Carroll County and the other is the Highway 92 corridor south of Interstate 20. These areas are characterized by small and large lot subdivisions with scattered vacant lots as well as strip retail centers and strip commercial developments which over time have become obsolete. Left untouched, these areas could potentially represent a loss of potential tax revenue but will also begin to signal disinvestment in the community.

E. Large abandoned structures or sites, including those that may be environmentally contaminated.

Not applicable.

F. Areas with significant infill development opportunities (scattered vacant sites)

(Identified as Areas of Significant Infill Development Opportunities on the map)

The Highway 92 corridor has a wide range of development conditions including undeveloped, large parcels, small parcels and residential lots and aging (and vacant) commercial centers which are ripe for development and redevelopment.

The Hwy 78 and S. Sweetwater Road corridors within Lithia Springs have many redevelopment opportunities. These areas have an abundance of vacant and dilapidated structures that are ripe for development.

G. Areas of significant disinvestment, levels of poverty, and/or unemployment substantially higher than average levels for the community as a whole.

Not applicable.

Map of Areas Requiring Special Attention

See map inserted on next page.

AREAS REQUIRING SPECIAL ATTENTION IN DOUGLAS COUNTY

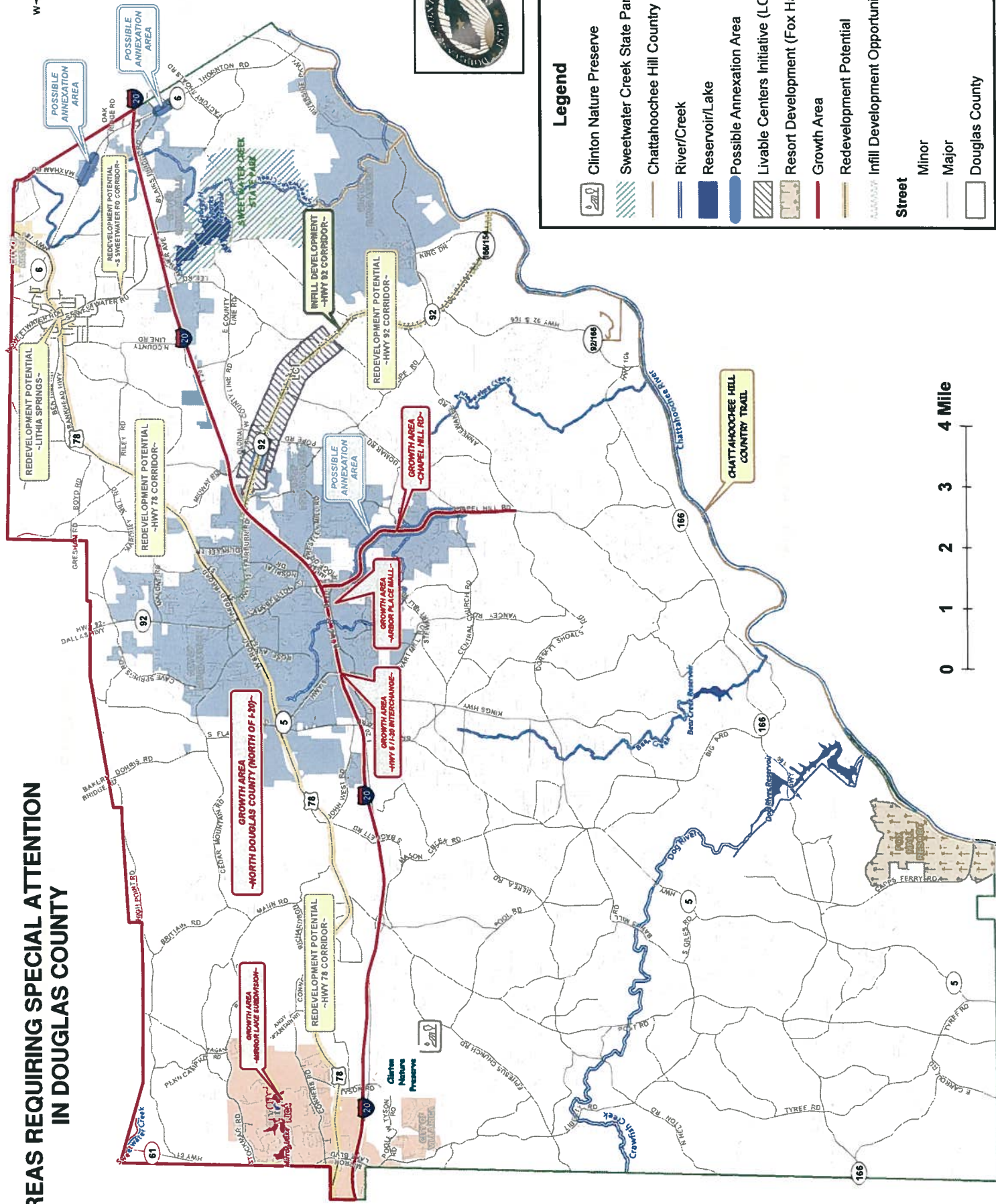


Legend

- Clinton Nature Preserve
- Sweetwater Creek State Park
- Chattahoochee Hill Country Trail
- River/Creek
- Reservoir/Lake
- Possible Annexation Area
- Livable Centers Initiative (LCI)
- Resort Development (Fox Hall)
- Growth Area
- Redevelopment Potential
- Infill Development Opportunities

Street

- Minor
- Major
- Douglas County



IV. Identification of Issue and Opportunities

Identify issues and opportunities resulting from the QCO assessment and analysis of Areas Requiring Special Attention. Each of these issues or opportunities must be followed up with corresponding implementation measures in the Implementation Program.

Economic Development

Issues

- There are vacant properties suitable for commercial, industrial and residential development and redevelopment.
- There are hotels within the County to serve festivals and events which are not highly promoted to capture tourism.
- Douglas County still lags behind the State and Nation in the percentage of executive, professional and technical support jobs.

Opportunities

- Continue to inventory vacant infill sites within the County to be added to the Development Authority's files.
- Add special emphasis on commercial areas needing redevelopment.
- Increase promotion of local festivals and events.
- Expand on incentives offered to attract new businesses to the County.
- Recruitment of businesses that emphasize hiring locally should be expanded.
- Explore the possibility of placing special emphasis on the recruitment of companies that offer executive, professional and technical support jobs.
- Look into expanding the promotion of Community Improvement Districts (CID) within the County.
- Promote and encourage increased educational levels for all age groups and degree levels.

Natural Resources

Issues

As previously outlined, Douglas County has an abundance of natural resources that have received special attention because of their sensitive nature and valuable contributions to the community. Due to the special attention the County has given these resources over the years, there are no identifiable issues, per se, with natural resources beyond continued monitoring of these resources such that they are protected to the highest extent possible.

Opportunities

- The natural beauty of the Dog River and the recreational opportunities available should continue to be pursued and promoted.

- The County should continue to monitor stream buffer and water quality protection throughout the County through the enforcement on existing environmental regulations.
- Explore the potential opportunity to re-introduce a conservation subdivision ordinance into the UDC.

Community Facilities and Services

Issues

- Pedestrian and bicycle facility improvements could greatly enhance access, connectivity, and safety for residents to use alternative transportation modes to get to local shopping, school and parks
- Sidewalk and bicycle connectivity, in general, can be improved upon.
- Parks and passive recreation areas should be a focus.

Opportunities

- Continue to follow through on pedestrian and bicycle facility improvements as outlined in the Comprehensive Transportation Plan.
- Continue to pursue “Safe Routes to School” programs.
- Seek opportunities to better distribute parks and greenspace throughout the County.
- Complete a Bicycle/Pedestrian Plan for adoption by the BOC.

Housing

Issues

- The County needs to develop an overall housing strategy that has emphasis on move-up and executive level housing.
- The County needs to promote traditional neighborhood developments with blocks of varying housing types.

Opportunities

- Continue to market nodes that provide a variety of housing types to accommodate an increasingly diverse population.
- Market the Mixed-Use Master Plan ordinance that provides for traditional neighborhood development.

Transportation

Issues

- Increasing traffic volumes on most county roads that were never designed for current traffic volumes or any accepted standards.
- Increases in residential growth, commercial development, schools, and demands for emergency services.

- Farm to market infrastructure in a suburban setting that is conveniently close to the City of Atlanta.
- A bedroom community whose workforce (65%) travels daily to work sectors throughout the Atlanta region.
- Lack of transit and other modal alternatives available to commuters.
- To develop a seamless transportation system that interfaces with all countywide jurisdictional entities and external jurisdictions.
- Barriers and connectivity issues that impact transportation system performance.
- Maintaining funding levels to assure infrastructure concurrency

Opportunities

- Utilize Douglas County's first ever Comprehensive Transportation Plan (CTP) document to support transportation decision making and transportation policy.
- Douglas County will use the CTP to provide guidance and framework for development of the County's subsequent updates of the Regional Transportation Plan (RTP) and Transportation Improvement Program (TIP).
- Begin aggressively pursuing transportation projects to address immediate needs and priorities.
- Plan and coordinate early opportunities to advance key high priority projects that will address transportation capacity and mobility.
- Continue to make safety the highest priority and perform low cost transportation improvements to reduce crashes on the transportation system.
- Work closely with local municipalities, State, and Federal agencies to address transportation mobility and safety as a collaborative team.
- Continue to develop and uncover innovative and comprehensive revenue sources to offer the County the opportunity to implement transportation improvement options in the current environment of dramatically increasing costs and declining traditional revenue and continuously advise policy makers on optional funding opportunities.

V. Updated Implementation Program

A. Short Term Work Program: *This program identifies specific implementation actions the local government, or other entities, intend to take during the interim planning period. This program should include any ordinances, administrative systems (such as site plan review, design review, etc.), community improvements or investments, financing arrangements, or other programs or initiatives to be put in place to implement the plan. The Short Term Work Program must include the following information for each listed activity:*

- i. *Brief description of the activity*
- ii. *Timeframe for undertaking the activity*
- iii. *Responsible party for implementing the activity*
- iv. *Estimated cost (if any) of implementing the activity*
- v. *Funding source(s), if applicable*

2009-2013 Short Term Work Program Update – Natural and Historic Resources

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Continue to monitor programs to protect flood plains, ground water, wetlands, historic resources and flora and fauna of the County	2009, 2010, 2011, 2012, 2013	Engineering	N/A	Local
Continue to maintain development practices that reduce the impact of development on the County's water resources.	2009, 2010, 2011, 2012, 2013	Engineering	N/A	Local
Expand recycling programs and drop off locations to continue to reduce the solid waste stream	2009, 2010, 2011, 2012, 2013	SWD	N/A	Local
Continue back yard composting demonstrations at the landfill	2009, 2010, 2011, 2012, 2013	SWD	N/A	Local

Continue solid waste/recycling education programs in public schools	2009, 2010, 2011, 2012, 2013	SWD	N/A	Local
Work with the Chattahoochee Hill Country Alliance to development a multi-county greenway system	2009, 2010, 2011, 2012, 2013	P&Z, Parks & Rec.	200,000	Local, Private, SPLOST
Continue to monitor impervious surface within the Dog River And Bear Creek Basins	2009, 2010, 2011, 2012, 2013	P&Z, WSA	N/A	Local

2009-2013 Short Term Work Program Update – Economic Development

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Investigate the development of a tree-planting program within the County along designated corridors.	2009, 2010, 2011, 2012, 2013	Engineering	20,000 yearly	Local
Develop Community Gateway Signs	2009, 2010, 2011, 2012, 2013	P&Z	20,000	Local
Study streetscape plans for various corridors within the County	2009, 2010, 2011, 2012, 2013	P&Z	50,000 yearly	Local
Establish a merchants association for the Thornton Road and Bank head Highway Corridors	2011	P&Z	N/A	Local
Apply for an LCI corridor grant for South Sweetwater Road	2010	P&Z	100,000	Local, LCI
Investigate setting up a CID for the Thornton Road and Bank Head Highway Corridors	2011	P&Z	50,000	Local
Develop an economic development plan to target and market appropriate business.	2010	Development Authority	75,000	Local

2009-2013 Short Term Work Program Update – Housing

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Assessment of available senior housing options	2009	P&Z	N/A	Local/ARC
Development of a senior housing ordinance	2009, 2010	P&Z	N/A	Local/ARC
Implement appropriate housing programs.	2009, 2010, 2011, 2012, 2013	P&Z	N/A	Local
Implement NSP Program through DCA	2009, 2010, 2011	P&Z	3,900,000	Federal

2009-2013 Short Term Work Program Update – Community Facilities – General Gvt

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Continue to institute employee and department training programs	2009, 2010, 2011, 2012, 2013	HR	N/A	Local

2009-2013 Short Term Work Program Update – Community Facilities – Recreation and Open Space

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Purchase identified “neighborhood,” “community” and “regional parkland as identified in the Park & Recreation Master Plan	2009, 2010, 2011, 2012, 2013	Parks and Rec	TBD	Local, SPLOST
Inspect and replace where necessary wooden poles more than 20” countywide.	2009, 2010, 2011,	Parks and Rec	100,000	Local

2009-2013 Short Term Work Program Update – Community Facilities – Library

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Continue to fund material collections within the libraries to meet current LOS standards and to meet replacement needs	2009, 2010, 2011, 2012, 2013	Library	N/A	Local
Create a task force to investigate the feasibility of withdrawing from the West Georgia Regional Library System to form a Douglas County Public Library System	2012	Library	N/A	Local
Construct a new 15,000 SF library to serve the residents of south Douglas County	2011	Library	4,000,000	Local/State

2009-2013 Short Term Work Program Update – Community Facilities – Solid Waste

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Update the Comprehensive Solid Waste Plan	2009	SWD	25,000	Local
Continue programs that reduce the solid waste stream, such as the vegetative waste chipping operations, donation sites and recycling programs.	2009, 2010, 2011, 2012, 2013	SWD	100,000	Local
Continue solid waste/recycling education programs	2009, 2010, 2011, 2012, 2013	SWD	N/A	Local
Participate in the Rolling Hills RC&D	2009, 2010, 2011, 2012, 2013	SWD	N/A	Local

2009-2013 Short Term Work Program Update – Community Facilities – Public Safety

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Construct a new fire station	2012	Fire Department	800,000	SPLOST
Complete construction on a new Fire Training Center	2011	Fire Department	100,000	SPLOST
Fire Station Renovation	2009, 2010, 2011, 2012, 2013	Fire Department	50,000	SPLOST
Renovate Administration Building	2011	Fire Department	50,000	SPLOST
Heavy Vehicle Replacement	2010, 2011, 2012	Fire Department	500,000	SPLOST

2009-2013 Short Term Work Program Update – Community Facilities – Transportation

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Begin the Bomar Rd Connector/Lee Rd Extension Project Alignment and Environmental Analysis (Inner Southern Arc)	2009, 2010, 2011, 2012, 2013	DOT		Local, Federal
Traffic Control Center/Advanced Traffic Management System	2009, 2010, 2011, 2012, 2013	DOT	100,000	Local, Federal
Advanced Traffic Management System	2009, 2010, 2011, 2012, 2013	DOT	250,000	Local, Federal
Adaptive Traffic Signal Pilot Program	2012, 2013	DOT, City of Douglasville	500,000	Local, Federal
Continue to coordinate and participate on metro area traffic and air quality on a regional level	2009, 2010, 2011, 2012, 2013	DOT, DCR	\$10,000 Annually	Local
Continue to participate in the Atlanta Regional Commission's Transit Operations Subcommittee	2009, 2010, 2011, 2012, 2013	DOT, DCR	N/A	Local
Chattahoochee Hill Country Trail System – Pilot Project	2009, 2010, 2011, 2012, 2013	DOT,	625,000	Local, Federal
Retrofit sidewalks as provided in the CTP. Plan is in progress.	2009, 2010, 2011, 2012, 2013	DOT	1,500,000	Local, Federal
Expand ridesharing opportunities and marketing, including continued participation in Commute Connections	2004, 2005, 2006, 2007, 2008	DOT, DCR	500,000	Local
Continue pavement maintenance program	2009, 2010, 2011, 2012, 2013	DOT	Approx \$1.5M annually	Local, State
SR 166/Fairburn Rd/Campbellton Rd Widening Project	2013	DOT	43,000,000	State, Federal, Local
SR 5 at I-20, Bright Star Rd at I-20, Interchange Modification Re-designation Study	2011, 2012	DOT, City of Douglasville	200,000	Local

SR 92 Relocation, All Phases	2009, 2010, 2011, 2012, 2013	DOT, City of Douglasville	80,000,000	Federal, Local, State
Durelee Lane Construction	2009	DOT	2,300,000	Federal, Local, State
Lee Road Widening Project Construction	2011, 2012,	DOT	16,000,000	Federal/ Local/ State
Lee Road Bridge at I-20 West Construction	2010, 2011	DOT	48,000,000	Federal/ Local/ State
Post Road Bridge at Dog River	2011, 2012, 2013	DOT	3,500,000	Federal/ State
Mason Creek Rd Bridge Construction	2011	DOT	2,500,000	Local, State
West Tyson Road Bridge	2013	DOT	1,500,000	Local, State
US 78/SR5/SR8 Bankhead Hwy from Sweetwater Road to Thornton Road	2010, 2011, 2012, 2013	DOT	14,000,000	Federal/ Local/State
SR 5 at Douglas Blvd Interim Intersection Improvement Project	2012, 2013	DOT, City of Douglasville	5,000,000	Federal/ Local/State
US Hwy 78 at Mann Rd Intersection Improvement Project	2009, 2010, 2011, 2012, 2013	DOT	3,500,000	Federal/ Local/ State
SR 5 at Banks Mill Rd/Pool Rd/Dorsett Shoals Rd Intersection Improvement Project	2010, 2011, 2012, 2013	DOT	3,000,000	Federal/ Local/ State
Pope Rd at Bomar Rd Intersection Concept Analysis Project	2010, 2011, 2012, 2013	DOT	25,000	Local
Post Rd at Mason Creek Rd Intersection Improvement Project	2009, 2010	DOT	500,000	Local
Central Church Rd at Yancey Rd Intersection Improvement Project	2012, 2013	DOT	1,500,000	Local
Maxham Rd from SR 6 to Tree Terrace Access Management and Operational Improvements Project	2012, 2013	DOT	3,500,000	Local, State
Roadway Shoulder Improvements	2009, 2010, 2011, 2012, 2013	DOT	2,000,000	Local, State
Post Rd at Ephesus Church Rd Intersection Improvement Project	2009	DOT	150,000	Local, State

Sweetwater Rd at Jr High Drive/Skyview Dr Intersection Improvement Project	2009	DOT	200,000	Local, State
I-20 Westbound Ramps at Liberty Rd Intersection Improvement Project	2010	DOT, City of Villa Rica	750,000	Local, State
Riverside Pkwy at Old Lower River Rd Intersection Improvement Project	2011	DOT	100,000	Local
Bright Star Rd at Douglas Blvd Intersection Improvement Project	2011	DOT	150,000	Local
Anneewakee Rd at James St/White St Intersection Improvement Project	2010	DOT	200,000	Local
Douglas Blvd at Stewart Pkwy Traffic Signal	2009	DOT	115,000	Local, Federal
Stewart Mill Rd at Reynolds Rd Intersection Improvement Project	2009	DOT	1,000,000	Local, State
Stewart Mill Rd at Yancey Rd Intersection Improvement Project	2009	DOT	1,200,000	Local, State
Central Church Rd at Kings Hwy Intersection Improvement Project	2009	DOT	1,200,000	Local, State, Federal
SR 166 at SR 92/SR 70 Intersection Improvement Project	2012	DOT	3,000,000	Local, State, Federal
Dorris Rd/Bakers Bridge Rd at Sweetwater Church Rd Intersection Improvement Project	2012, 2013	DOT, Paulding County DOT	1,500,000	Local, State
Dorris Rd at Cedar Mtn Rd Intersection Improvement Project	2010, 2011	DOT, Private	500,000	Local, Private
Bright Star Rd at Cowan Mill Rd Intersection Improvement Project	2011, 2012	DOT	1,500,000	Local, State
SR 166 at Post Rd Intersection Improvement Project	2011, 2012	DOT	3,000,000	Local, State, Federal
Vulcan Dr at Groovers Lake Rd Intersection Improvement Project	2012, 2013	DOT	800,000	Local
Six Flags Dr at Factory Shoals Rd Intersection Improvement Project	2011, 2012	DOT	800,000	Local

East County Line Rd at North County Line Rd Intersection Improvement Project	2012, 2013	DOT	1,000,000	Local
Kings Hwy at Yeager Rd Intersection Improvement Project	2013	DOT	1,000,000	Local

2009-2013 Short Term Work Program Update – Planning and Zoning

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Revisit and Review the STWP and land use plan map for major changes	2012	P&Z	N/A	Local
Develop the Lithia Springs Community Village Center Study	2011, 2012	P&Z	80,000	Local, ARC
Develop the Thornton Road Overlay. Investigate potential tools to encourage redevelopment	2010	P&Z	N/A	Local
Monitor development to determine if the goals and objectives of the Comprehensive Plan are being achieved.	2009, 2010, 2011, 2012, 2013	P&Z	N/A	Local
Revise the Capital Improvements Plan annually as part of the budget process	2009, 2010, 2011, 2012, 2013	Capital Project Dep., Finance	N/A	Local
Continue to coordinate infrastructure provisions, and to incorporate this document into the yearly budget process.	2009, 2010, 2011, 2012, 2013	P&Z	N/A	Local
Compile a yearly report of Future Land Use Plan Map changes for Planning Commission and BOC review. Amend plan as necessary.	2009, 2010, 2011, 2012, 2013	P&Z	N/A	Local
Review the STWP yearly at budget time for any adjustments or updates.	2009, 2010, 2011, 2012, 2013	P&Z	N/A	Local
Review Comprehensive Compliance and Character Area Progress				

to monitor effectiveness	2011	P&Z	N/A	Local
Initiate the 10 th Year Comprehensive Plan Update	2011, 2012	P&Z	N/A	Local
Develop Hwy 92 LCI Implementation Plan	2010	P&Z	100,000	Local/ARC
Conduct Hwy 92 Transportation Feasibility Analysis	2009	P&Z	63,000	Local/ARC
Participate in ULI Urban Marketplace for Hwy 92 LCI	2009, 2010	P&Z	5,000	Local
Pursue installation of Hwy 92 Multi-Purpose Trail	2010	P&Z/DOT		Local/State/Federal
Develop Corridor Management Plan for the South Douglas Scenic Byway	2010, 2011	P&Z	75,000	Local

B. Long-Term and On-Going Activities (optional): *Identify specific long term or ongoing implementation activities to be undertaken beyond the interim planning period.*

The County's 2008 Highway 92 Corridor Livable Centers Initiative study implementation plan and supplemental transportation feasibility analysis provides long range planning efforts for this corridor over the ten year planning horizon.

C. Policies: *Include any policies the local government will adopt to provide ongoing guidance and direction to local government officials for making decisions consistent with addressing the identified Issues and Opportunities.*

Economic Development Element

Goal:

To strengthen and sustain the economic base of Douglas County.

Policy Objectives:

Develop an international development strategy.

Continue to actively participate in regional economic development efforts.

Continue to coordinate with, provide vital economic information to, and support the Douglas County Chamber of Commerce and Development Authority, its' existing

Industries Committee and local businesses and industries towards the retention of existing businesses and the attraction of new businesses.

Continue to promote the redevelopment of Highway 92 and Highway 78.

Focus on recruitment of businesses that could hire local graduates.

Natural Resources Element

Goal:

To preserve, protect and nurture the qualities of the natural and historic environment of the County.

Policy Objectives:

To promote the protection of river and creek corridors, wetlands, significant groundwater recharge areas and floodplains.

Promote best management practices that limit soil erosion from agricultural operations, commercial and residential development sites, and the promotion of tree protection.

Promote water quality including those sources used for drinking water, recreational activities, and other bodies of water such as non-watershed rivers; streams and creeks by meeting or exceeding minimum state standards for water supply watersheds and groundwater recharge areas.

Protect and preserve viable agricultural lands, wetlands, steep slopes and ridgelines, and other environmentally sensitive areas from incompatible activities and development, and mature trees during the development process and other land disturbance activities.

Ensure the integrity of those historic and archaeological resources found in Douglas County to ensure that they are not removed from the County without permission.

Provide for the protection of historic and archaeological sites and structures considered important in the County.

Establish guidelines for the excavation of historically and archaeologically important sites within the County.

Encourage and promote educational efforts designed to enlighten the public concerning the value and importance of local historic and archaeological resources.

Community Facilities - Services

Goal:

To provide for efficient, effective and high quality public facilities and services for the citizens and businesses of Douglas County.

Policy Objectives:

Promote a linked system of parks and open space.

Ensure that all residents have access to cultural opportunities, facilities, and programs.

Ensure a variety of passive and active park, open space, and recreational facilities and opportunities are available and accessible to all residents of the County.

Provide for quality library and educational services.

Actively work to improve and maintain the County's major street and sidewalk network.

Provide sidewalks at all County school facilities and continue to implement "Safe Routes to Schools" programs.

Continue with the improvements proposed in the 2008 Highway 92 LCI and 2009 Highway 92 supplemental study.

Consider demolition of abandoned/dilapidated structures on public property that have no historical value and use the land to develop parks and/or open space.

Community Facilities - Transportation

Goal:

Enhance safety and mobility for all travelers

Policy Objectives:

Incorporate multimodal facilities into transportation planning

Provide safe, accessible, and efficient transportation facilities

Prioritize and balance transportation projects with political and public support

Goal:

Preserve and protect neighborhood integrity

Policy Objectives:

Preserve existing neighborhood characteristics and aesthetics

Maintain consistency with comprehensive land use plans

Implement density appropriate facilities

Goal:

Preserve the environment

Policy Objective:

Incorporate connectivity to greenways

Identify priority environmental resources

Sustain water quality

Support alternative modes that reduce negative air quality impacts

Goal:

Promote economic development

Policy Objective:

Focus new developments in economically depressed areas

Locate transportation facilities near economic development activities

Goal:

Encourage public involvement

Policy Objective:

Provide updated information through various media in accessible locations

Offer multiple opportunities for participation

Housing

Goal:

To achieve an appropriate mix of housing opportunities for current and future residents

Policy Objectives:

Maintain, protect and enhance the viability, character and identity of established neighborhoods, communities and rural settlements.

Carefully consider appropriate types of redevelopment and infill land uses to ensure compatibility.

Maintain code enforcement efforts in areas of low and moderate-income housing. Establish target areas for implementation of maintenance and rehabilitation strategies.

Develop an overall housing strategy that has emphasis on move-up and executive level housing as well as a mixture of housing types within a traditional neighborhood development design.

Land Use

Goal:

Coordinate land use patterns and infrastructure planning in order to provide an efficient, equitable, and compatible distribution of land uses in Douglas County.

Policy Objectives:

To discourage development that would disturb environmentally sensitive resources.

Continue to ensure that future land use and development decisions are consistent with long range planning goals and policies and that such decisions promote social and economic well-being.

Growth will be generally directed toward existing or planned service areas and away from rural areas with planned lower levels of services.

D. A Report of Accomplishments: *that must identify the current status of each activity in the previous STWP. At a minimum, local governments must indicated activities that:*

- Have been completed;
- Are currently underway (including a projected completion date);
- Have been postponed (explaining why); or
- Have not been accomplished and are no longer activities the local government intends to undertake (explaining why).

2004-2008 Short Term Work Program Update – Natural and Historic Resources

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Continue to monitor programs to protect flood plains, ground water, wetlands, historic resources and flora and fauna of the County	2004, 2005, 2006, 2007, 2008	Engineering	N/A	Local
Continue to maintain development practices that reduce the impact of development on the County's water resources.	2004, 2005, 2006, 2007, 2008	Engineering	N/A	Local
As part of the land development process, conduct technical and hydrological studies to identify flood plain areas around big Creek that are not currently identified on FEMA maps.	2004, 2005, 2006, 2007, 2008	WSA	N/A	Local
Expand recycling programs and drop off locations to continue to reduce the solid waste stream	2004, 2005, 2006, 2007, 2008	SWD	N/A	Local
Continue back yard composting demonstrations at	2004, 2005, 2006, 2007, 2008	SWD	N/A	Local

the landfill				
Continue solid waste/recycling education programs in public schools	2004, 2005, 2006, 2007, 2008	SWD	N/A	Local
Hire an Arborist/Greenspace Coordinator	2006	Engineering	45,000	Local
Work with the Chattahoochee Hill Country Alliance to develop a multi-county greenway system	2004, 2005, 2006, 2007	P&Z, Parks & Rec.	200,000	Local, Private, SPLOST
Purchase 405 acres along the Chattahoochee River for permanently protected Greenspace	2005	P&Z,	585,000	Local, Private, SPLOST
Continue to monitor impervious surface within the Dog River And Bear Creek Basins	2004, 2005, 2006, 2007, 2008	P&Z, WSA	N/A	Local

Natural and Historic Resources – 2008 REPORT OF ACCOMPLISHMENTS

Activity	Status	Explanation
Continue to monitor programs to protect flood plains, ground water, wetlands, historic resources and flora and fauna of the County	On-Going	All requirements set forth in the UDC are complied with and program continues to be on-going.
Continue to maintain development practices that reduce the impact of development on the County's water resources.	On-Going	All requirements set forth in the UDC are complied with and program continues to be on-going.
As part of the land development process, conduct technical and hydrological studies to identify flood plain areas around big Creek that are not currently identified on FEMA maps.	Complete	In addition to this sub-basin, WSA plans to have all of Douglas County studied by 2015. As of 2008, approximately 40% of the county has been studied with FEMA map revisions underway.
Expand recycling programs	Ongoing	Expanded mixed paper collection

and drop off locations to continue to reduce the solid waste stream		program at various sites throughout the county in 2008
Continue back yard composting demonstrations at the landfill	Ongoing	Purchased additional home compost bins to distribute by sale and/or donation to county residents and community groups in 2008
Continue solid waste/recycling education programs in public schools	Ongoing	Provided six (6) education sessions, presentations, and community outreach programs to various school and civic groups year to date 2008.
Hire an Arborist/Greenspace Coordinator	Completed	Certified Arborist hired in 2005.
Work with the Chattahoochee Hill Country Alliance to develop a multi-county greenway system	Ongoing	Test segment currently under development in Boundary Waters Park.
Purchase 405 acres along the Chattahoochee River for permanently protected Greenspace	Completed	Completed 2004.
Continue to monitor impervious surface within the Dog River And Bear Creek Basins	Underway/Ongoing	All requirements set forth in the UDC are complied with and program continues to be on-going. WSA continues to review all developments as part of the approval process as well to ensure impervious surface limitations comply with adopted regulations.

2004-2008 Short Term Work Program Update – Economic Development

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Investigate the development of a tree-planting program within the County along designated corridors.	2005, 2006, 2007, 2008	Parks & Rec.	20,000 yearly	Local
Develop Community Gateway Signs	2008	P&Z	20,000	Local
Develop an initial streetscape plan for new transportation improvements within the County.	2005, 2006	DOT	See CTP	CTP
Study streetscape plans for various corridors within the County	2005, 2006, 2007, 2008	P&Z	50,000 yearly	Local
Establish a merchants association for the Thornton Road and Bank head Highway Corridors	2005	P&Z	N/A	Local
Apply for an LCI corridor grant for Bankhead Highway	2005	P&Z	100,000	Local, LCI
Investigate setting up a CID for the Thornton Road and Bank Head Highway Corridors	2006	P&Z	50,000	Local
Develop an economic development plan to target and market appropriate business.	2005	Development Authority	75,000	Local

Economic Development – 2008 REPORT OF ACCOMPLISHMENTS

Activity	Status	Explanation
Investigate the development of a tree-planting program within the County along designated corridors.	On-going	Currently a situation by situation program with Parks and Recreation. Anticipated more detailed tree-planting program to be developed by the Arborist in the next STWP
Develop Community Gateway Signs	Project postponed	To be accomplished in next STWP
Develop an initial streetscape plan for new transportation improvements within the County.	Project postponed	To be accomplished in next STWP
Study streetscape plans for various corridors within the County	Ongoing	Overlays developed for Hwy 5, Hwy 78 E, and Hwy 92;
Establish a merchants association for the Thornton Road and Bank head Highway Corridors	Project postponed	Anticipated to be accomplished during next STWP; local referendum November 2009.
Apply for an LCI corridor grant for Bankhead Highway	Project denied by ARC in 2006	Project has been re-focused to South Sweetwater Road Corridor
Investigate setting up a CID for the Thornton Road and Bank Head Highway Corridors	Project postponed	Anticipated to be accomplished during next STWP; local TAD referendum November 2009
Develop an economic development plan to target and market appropriate business.	Project postponed	Anticipated to be accomplished during next STWP

2004-2008 Short Term Work Program Update – Housing

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Research various state grant and loan programs for maintenance assistance, house buying education programs, and rehabilitation loan assistance.	2005	P&Z	N/A	Local, DCA, ARC
Complete a housing survey of substandard housing within the County.	2005	P&Z	20,000	Local
Implement appropriate housing programs.	2006, 2007, 2008	P&Z	N/A	Local

Housing – 2008 REPORT OF ACCOMPLISHMENTS

Activity	Status	Explanation
Research various state grant and loan programs for maintenance assistance, house buying education programs, and rehabilitation loan assistance.	Project terminated	Defer to various Federal and State Government programs administered through HUD and DCA
Complete a housing survey of substandard housing within the County.	Project terminated	It was determined that most housing stock met current standards.
Implement appropriate housing programs.	On Going	Senior housing ordinance under consideration; anticipated to be adopted by the end of 2009.

2004-2008 Short Term Work Program Update – Community Facilities – General Gvt

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Create a new performance appraisal system countywide	2005	HR	6,000	Local
Continue to institute employee and department training programs	2004, 2005, 2006, 2007, 2008	HR	N/A	Local

Community Facilities – General Gvt – 2008 REPORT OF ACCOMPLISHMENTS

Activity	Status	Explanation
Create a new performance appraisal system countywide	Completed	A new, re-designed employee appraisal evaluation form for employees reporting to the County Administrator was created in 2008. This form was then modified to accommodate a broader population of employees. Both forms are now available on-line.
Continue to institute employee and department training programs	On-going	Training programs continue both within and outside the county for all employees.

2004-2008 Short Term Work Program Update – Community Facilities – Library

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Continue to fund material collections within the libraries to meet current LOS standards and to meet replacement needs	2004, 2005, 2006, 2007, 2008	Library	N/A	Local
Renovate the Lithia Springs Library	2005	Library	1.2 M	Local/State
Create a task force to investigate the feasibility of withdrawing from the West Georgia Regional Library System to form a Douglas County Public Library System	2005	Library	N/A	Local

Community Facilities – Library – 2008 REPORT OF ACCOMPLISHMENTS

Activity	Status	Explanation
Continue to fund material collections within the libraries to meet current LOS standards and to meet replacement needs	Ongoing	County continues to fund purchase of materials at an acceptable standard.
Renovate the Lithia Springs Library	Complete	Renovated existing 7,000 SF and added 8,000 SF
Create a task force to investigate the feasibility of withdrawing from the West Georgia Regional Library System to form a Douglas County Public Library System	Postponed	May be reconsidered at a future date.

2004-2008 Short Term Work Program Update – Community Facilities – Solid Waste

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Update the Comprehensive Solid Waste Plan	2004	SWD	25,000	Local
Continue programs that reduce the solid waste stream, such as the vegetative waste chipping operations, donation sites and recycling programs.	2004, 2005, 2006, 2007, 2008	SWD	100,000	Local
Continue solid waste/recycling education programs	2004, 2005, 2006, 2007, 2008	SWD	N/A	Local
Participate in the Rolling Hills RC&D	2004, 2005, 2006, 2007, 2008	SWD	N/A	Local
Close Construction/demolition portion of Phase I, Section II	2004	SWD	225,000	Local

Community Facilities - Solid Waste – 2008 REPORT OF ACCOMPLISHMENTS

Activity	Status	Explanation
Update the Comprehensive Solid Waste Plan	Complete and On-going	Next update due 2009
Continue programs that reduce the solid waste stream, such as the vegetative waste chipping operations, donation sites and recycling programs.	Complete and Ongoing	Expanded mixed paper recycling program in 2008. Grant application pending for implementing plastic recycling program in 2009
Continue solid waste/recycling education programs	Complete and Ongoing	6 programs completed in 2008 YTD. 6 programs anticipated for 2009.
Participate in the Rolling Hills RC&D	Complete and Ongoing	Expansion of home composting program completed in 2008.
Close Construction/demolition portion of Phase I, Section II	Complete	Project complete and accepted by Ga. EPD.

2004-2008 Short Term Work Program Update – Community Facilities – Transportation

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Develop a Comprehensive Transportation Plan	2005, 2006	DOT	450,000	Local, ARC, SPLOST
Work with GRTA to implement an Express Bus Service System, with expanded coverage by the fifth year.	2004, 2005, 2006, 2007, 2008	DOT	\$2M	Local, Federal
Develop a plan for the daily operation of a multimodal center, which will serve as the hub for public transportation and ridesharing services	2004, 2005, 2006	DOT	50,000	Local
Continue to increase the use of alternative-fuel vehicles as an air quality measure.	2004, 2005, 2006	DCR	75,000	Local, ARC
Continue to coordinate and participate on metro area traffic and air quality on a regional level	2004, 2005, 2006, 2007, 2008	DOT, DCR	\$10,000 Annually	Local
Continue to participate in the Atlanta Regional Commission's Transit Operations Subcommittee	2004, 2005, 2006, 2007, 2008	DOT, DCR	N/A	Local
Develop a bicycle path/trail plan	2005, 2006	DOT	CTP	Local, ARC
Complete a sidewalk plan in conjunction with the Comprehensive Transportation Plan	2005, 2006	DOT	CTP	Local, ARC
Retrofit sidewalks as provided in the CTP	2006, 2007, 2008	DOT	100,000 Annually	Local
Expand ridesharing opportunities and marketing, including continued participation in Commute Connections	2004, 2005, 2006, 2007, 2008	DCR	500,000	Local
Open compressed natural gas station	2005	DCR	90,000	Local
Conduct study for operational and capacity needs in Chapel Hill and Stewart Mill corridors; implement operational improvements.-	2004, 2005, 2006, 2007, 2008	DOT	\$2 - 4.25M (prel. Est. 9 priority measures)	Local (study) Local, ARC (implement)
Continue pavement	2004, 2005,	DOT	Approx \$10M	Local

maintenance through current SPLOST program and integrate new SPLOST proposal with CTP recommendations to include new sidewalks and recreational trails.	2006, 2007, 2008		annually consistent with approved SPLOST refer.	
Anneewakee Road at Anneewakee Creek (Split Funded)	2008	DOT	757,000	Federal/ Local
Durelee Lane extension from end of Durelee Ln to Dorris Road	2008	DOT	2,100,000	Federal/ Local
Lee Road/South Sweetwater Rd, Phase 1	2008	DOT	6,659,000	Federal/ Local/ State
Lee Road Phase 2	2005, 2006, 2007, 2008	DOT	10,335,000	Federal/ Local/ State
Lee Road Bridge at I-20 West	2005, 2006, 2007, 2008	DOT	2,010,000	Federal/ Local/ State
Post Road Bridge at Dog River	2008	DOT	1,340,000	Federal/ State
SR 166 Bridge at Dog River	2004	DOT	Under Contract	Federal/ State
SR 92/Fairburn Road from Lake Monroe Road to SR 166 East	2006	DOT	9,3000,000	Federal/ State/Local
US 78/SR5/SR8 Bankhead Hwy from Sweetwater Road to Thornton Road	2005, 2006, 2007, 2008	DOT	8,899,000	Federal/ Local/State
Fairburn RD/SR 92 at I-20 West	2005, 2006, 2007	DOT	6,835,000	Federal/ Local/State
I-20 West HOV, Phase 3	2005, 2006, 2007, 2008	DOT	107,600,000	Federal/ State
Park/Ride and Multimodal Construction	2004, 2005	DOT	1,406,141	Federal/ State
Pedestrian Facility--SR 92/Fairburn Road from 78/Bankhead Hwy to Hospital Drive	2004, 2005, 2006	DOT	80,000	Federal/ State/Local
Pedestrian Facility—Malone Street from Stickland Street to Brown Street	2006	DOT	69,000	Federal/ Local
Pedestrian Facility--Rose Avenue from Selman Drive to Concourse Pkwy	2007	DOT	272,000	Federal/ Local
Pedestrian Facility--Douglas Blvd. From	2006	DOT	108,000	Federal/ Local

SR5/Bill Arp Rd. to Brighstar Road.				
Pedestrian Facility—Chapel Hill Road from I-20 West Reservoir Drive	2006	DOT	37,000	Federal/ Local/State
Realign Thompson Street to Forrest Avenue at SR 92	2006, 2007	DOT	315,000	Federal/ Local/State
Central Church Road at Kings Way	2006, 2007	DOT	1,700,000	Federal/ Local/State
Chapel Hill Road at West Chapel Hill Road	2006, 2007	DOT	590,000	Federal/ Local/State
Chapel Hill Road from I-20 West to SR 166	2007, 2008	DOT	3,400,000	Federal/ Local/State

Community Facilities – Transportation – 2008 REPORT OF ACCOMPLISHMENTS

Activity	Status	Explanation
Develop a Comprehensive Transportation Plan	Completed	Final adoption of CTP to be approved by the DC BOC third quarter 2009.
Work with GRTA to implement an Express Bus Service System, with expanded coverage by the fifth year.	Implemented and On-Going	Ridership of two initial routes has increased. A third expansion route was discontinued due to poor ridership.
Develop a plan for the daily operation of a multimodal center, which will serve as the hub for public transportation and ridesharing services	Complete	Multimodal Center has been built and is fully functional. Marketing and transportation demand management consolidation program to be implemented in 2010.
Continue to increase the use of alternative-fuel vehicles as an air quality measure.	Project was discontinued.	Alternative fuel vehicles not available and compressed natural gas fueling infrastructure not supported in the Atlanta region.
Continue to coordinate and participate on metro area traffic and air quality on a regional level	Active in Clean Air Campaign projects	Routine coordination and collaboration activities with regional TMAs and other TDM measures.
Continue to participate in the Atlanta Regional Commission's Transit Operations Subcommittee	Active and on-going	Voting member on TOS.
Develop a bicycle path/trail plan	Completed as part of the CTP.	Guidance and initial elements defined by the DC CTP.
Complete a sidewalk plan in conjunction with the Comprehensive Transportation Plan	Completed.	Framework and guidance completed as part of the CTP.
Retrofit sidewalks as provided in the CTP	Ongoing. Two initial projects underway.	One submitted under the SRTS program. Awaiting funding award. Second project is in design funded through the SPLOST program.
Expand ridesharing opportunities and marketing, including continued participation in Commute Connections	Active and on-going	Size of Rideshare van fleet has doubled. Marketing concept and TDM umbrella structure defined by the CTP.
Open compressed natural gas station	Project discontinued	CNG vans not available.
Conduct study for operational and capacity needs in Chapel Hill and Stewart Mill	Study completed. All interim corridor projects under construction or about to be let	7 projects developed from this project effort. 2 under construction. 5 scheduled for

corridors; implement operational improvements.-	to construction.	construction in 2009.
Continue pavement maintenance through current SPLOST program and integrate new SPLOST proposal with CTP recommendations to include new sidewalks and recreational trails.	Active and On-going	
Anneewakee Road at Anneewakee Creek (Split Funded)	On-going	Design complete. Final acquisitions underway. Scheduled to be let in September 2009.
Duralee Lane extension from end of Duralee Ln to Dorris Road	On-going	Project design complete; let June 2009.
Lee Road/South Sweetwater Rd, Phase 1	On-going	Project design underway. Funding shortfall for right of way and construction phases.
Lee Road Phase 2	On-going	Preliminary engineering completed. Right of way plans approved. Awaiting NEPA approval prior to starting land acquisition activities. Scheduled to be let December 2010.
Lee Road Bridge at I-20 West	On-going	Preliminary engineering completed. Right of way plans approved. Awaiting NEPA approval prior to starting land acquisition activities. Scheduled to be let December 2010
Post Road Bridge at Dog River	Project delayed.	On hold due to GDOT funding shortfalls.
SR 166 Bridge at Dog River	Completed	
SR 92/Fairburn Road from Lake Monroe Road to SR 166 East	Completed	
US 78/SR5/SR8 Bankhead Hwy from Sweetwater Road to Thornton Road	Project on hold.	Concept validation review by GDOT in 2008. Project on hold due to GDOT funding shortfall.
Fairburn RD/SR 92 at I-20 West	On-going	Under construction. Scheduled completion December 2009.
I-20 West HOV, Phase 3	On hold	On hold due to GDOT funding shortfalls and project

		prioritization.
Park/Ride and Multimodal Construction	Multimodal Center and Park/Ride facility completed.	650 additional parking spaces are being utilized.
Central Church Road at Kings Way	On-going	Project design complete. Scheduled to be let September 2009.
Chapel Hill Road at West Chapel Hill Road	Complete.	
Chapel Hill Road from I-20 West to SR 166	On-going long range project.	Traffic and preliminary concept plan complete. Long range project.

2004-2008 Short Term Work Program Update – Community Facilities – Public Safety

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Develop a hazardous materials response team and purchase related equipment	2005	Fire Department	100,000	Local
Construct 2 New Fire Stations	2005, 2006	Fire Department	1.6M	SPLOST
Construct Training Center	2006	Fire Department	100,000	SPLOST
Renovate Stations 5, 6, 11	2005, 2006	Fire Department	100,000	SPLOST
Renovate Administration Building	2006	Fire Department	50,000	SPLOST
Heavy Vehicle Replacements	2005, 2006, 2007	Fire Department	500,000	SPLOST

Community Facilities – Public Safety – 2008 REPORT OF ACCOMPLISHMENTS

Activity	Status	Explanation
Develop a hazardous materials response team and purchase related equipment	Complete	Currently operational as a Type II team. Funding has been provided through general budget as well as ODP/OHS grant
Construct 2 New Fire Stations	On-going	One of the two stations is complete (Mirror Lake). The 2 nd station is in the planning stage and a suitable site is being determined. We are exploring the possibility of a land donation from a community business for this project.
Construct Training Center	In process	Under construction.
Renovate Stations 5, 6, 11	Completed and in process	Renovation is complete on Station 6. Renovations have

		started on Station 11. Some, but not all, renovations to Station 5 have been completed. However, until a decision is made on the Administrative Offices we are at a standstill on completing that portion of the renovation.
Renovate Administration Building	On Hold	Currently waiting on a decision from the BOC to determine if the Administrative Offices will remain at the current location. Have participated in the "Space Needs Study". Have completed some minor renovations to the area
Heavy Vehicle Replacements	On-going	Currently writing specifications for an Air & Light truck and a replacement Heavy Rescue truck. Anticipate completion of specs, bid award and construction of apparatus in 2009.

2004-2008 Short Term Work Program Update – Community Facilities – Recreation and Open Space

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Develop a quarterly newsletter for the general public	2006	Parks & Rec.	6,3000	Local
Develop a Park & Recreation Master Plan that identifies both acreage and facilities to meet the needs of current and future county population, including high growth corridors.	2005	Parks & Rec	110,000	Local
Purchase identified “neighborhood,” “community” and “regional parkland as identified in the Park & Recreation Master Plan	2006	Parks & Rec.	TBA-Parks Master Plan	Local, SPLOST
Develop & Implement standard construction criteria for all park facilities	2004	Parks & Rec	N/A	Local
Renovate or replace playground units countywide to ensure ADA compliance	2004, 2005, 2006, 2007, 2008	Parks & Rec.	320,000	Local, SPLOST
Inspect and replace where necessary wooden poles more than 20” countywide.	2004, 2005, 2006	Parks & Rec.	200,000	Local

**Community Facilities – Recreation and Open Space – 2008 REPORT OF
ACCOMPLISHMENTS**

Activity	Status	Explanation
Develop a quarterly newsletter for the general public	Complete and Ongoing	Quarterly Program Guide has been and is being published and distributed to the public. It is also available online.
Develop a Park & Recreation Master Plan that identifies both acreage and facilities to meet the needs of current and future county population, including high growth corridors.	Ongoing	A Preliminary Master Plan report has been prepared and is currently under review by the Steering Committee and County officials. The final report should be presented to the BOC by the end of September 2009.
Purchase identified “neighborhood,” “community” and “regional parkland as identified in the Park & Recreation Master Plan	Ongoing	Pending approval of the Master Plan by the BOC. The Preliminary Master Plan identifies areas of the County for new property acquisition and new parks development. Once the ten year Comprehensive Master Plan has been approved, a search will begin for specific sites.
Develop & Implement standard construction criteria for all park facilities	Complete	System-wide standards have been implemented for signage; building colors (repainting); fencing; lock systems; and park amenities (benches, trash cans, etc).
Renovate or replace playground units countywide to ensure ADA compliance	Complete	Old playground equipment has been removed and new ADA compliant playgrounds have been installed at three locations. Other locations have been repaired and upgraded to meet ADA standards.
Inspect and replace where necessary wooden poles more than 20” countywide.	Ongoing	Older wooden poles have been replaced at numerous locations including Bill Arp Park, Beulah Park and Deer Lick Park.

2004-2008 Short Term Work Program Update – Planning and Zoning

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Develop a “Citizens’ Guide to Character Area Development.”	2004	P&Z	15,000	Local
Develop preliminary design standards within the UDC.	2004	P&Z	15,000	Local
Revisit and Review the STWP and land use plan map for major changes	2005	P&Z	10,000	Local
Develop the Bankhead Highway Corridor Study.	2005, 2006	P&Z	150,000	Local, LCI
Develop the Lithia Springs Community Village Center Study	2004	P&Z	40,000	Local, ARC
Develop the Post Road Community Village Center Study.	2006	P&Z	75,000	Local
Develop the Thornton Road Corridor Study. Investigate potential tools to encourage redevelopment	2007	P&Z	100,000	Local
Monitor development to determine if the goals and objectives of the Comprehensive Plan are being achieved.	2004, 2005, 2006, 2007, 2008	P&Z	N/A	Local
Revise the Capital Improvements Plan annually as part of the budget process	2004, 2005, 2006, 2007, 2008	Capital Project Dep., Finance	N/A	Local
Acquire zoning application software linked to all Development Services Departments including GIS	2006	P&Z	50,000	Local
Develop an infrastructure and land use study to better coordinate infrastructure provisions, and to incorporate this documents into the yearly budget process.	2006	P&Z	20,000	Local
Compile a yearly report of Future Land Use Plan Map changes for Planning	2004, 2005, 2006, 2007, 2008	P&Z	N/A	Local

Development Services Departments including GIS		
Develop an infrastructure and land use study to better coordinate infrastructure provisions, and to incorporate these documents into the yearly budget process.	Ongoing	Expected to be completed in 2009; CTP underway and coordinated with Comprehensive Plan.
Compile a yearly report of Future Land Use Plan Map changes for Planning Commission and BOC review. Amend plan as necessary.	Complete and ongoing	Report generated annually
Review the STWP yearly at budget time for any adjustments or updates.	Ongoing	
Review Comprehensive Compliance and Character Area Progress to monitor effectiveness	Complete	Discussions held with BOC regarding number of FLUM changes and policies.
Initiate the 15 th Year Comprehensive Plan Update	Currently underway	Anticipated completion date September 2009.
Prepare an impact fee feasibility study.	Complete	

2004-2008 Short Term Work Program Update – GIS

Activity	Years	Responsible Party	Cost Estimate	Funding Source
Obtain a new Soil Survey by USDA and digitize the soil maps	2004	GIS	N/A	Local, State
Add fields to road network layer including, speed limits, ROW and pavement type.	2006	GIS	See CTP	Local

GIS – 2008 REPORT OF ACCOMPLISHMENTS

Activity	Status	Explanation
Obtain a new Soil Survey by USDA and digitize the soil maps	Complete	
Add fields to road network layer including, speed limits, ROW and pavement type.	Complete	