

2014 Transportation Plan RECOMMENDATIONS REPORT



DEKALB COUNTY
2014 TRANSPORTATION PLAN
PLANNING & SUSTAINABILITY



JUNE 2014

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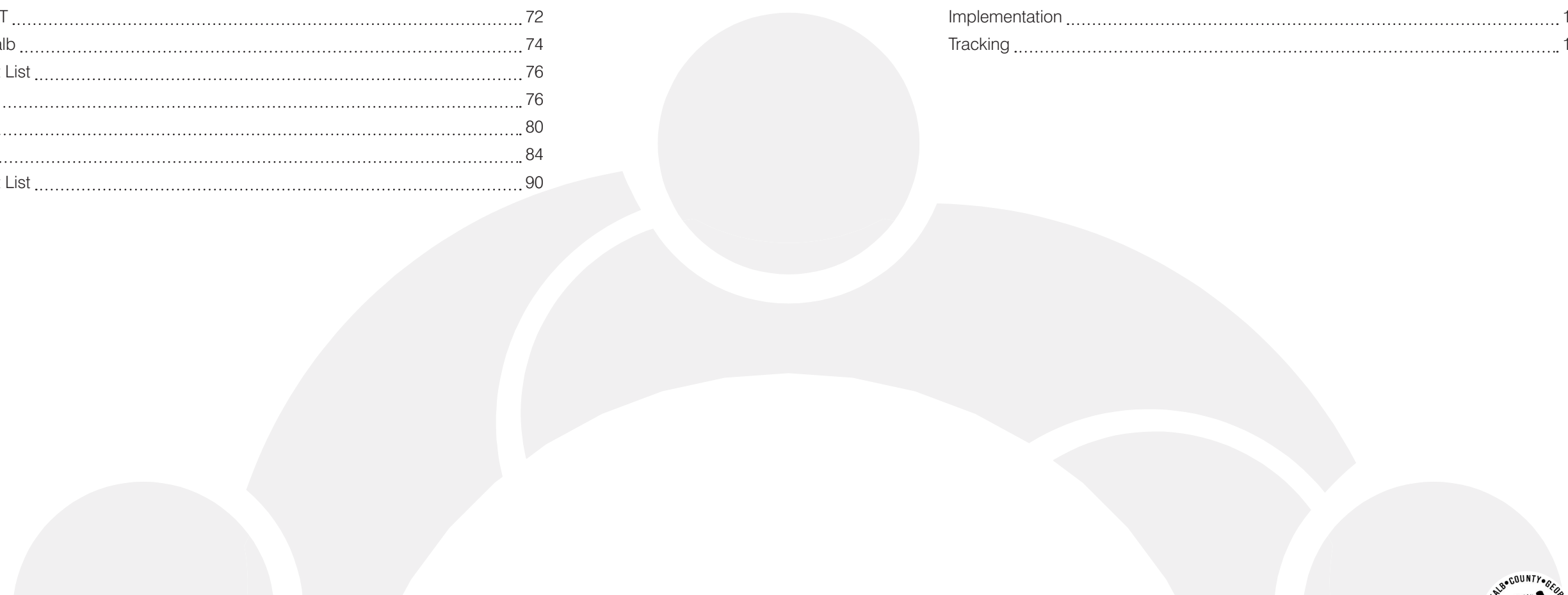
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In addition to the participants listed above, there have been many County and municipal staff, organizations, and involved citizens engaged throughout the development of the DeKalb County 2014 Transportation Plan. Although they are greater in number than can be listed here, their participation was vital to the success of this Plan.

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1. Introduction

The DeKalb County 2014 Transportation Plan is about improving the lives of local residents and creating an environment for businesses and institutions to thrive. Competition from across the United States and even from other countries requires the Atlanta region and its counties to provide facilities and opportunities to attract new talent and financial capital. Traffic congestion and a lack of transportation alternatives can no longer be offset by offering low housing costs, a pleasant climate, and a friendly business atmosphere. DeKalb County requires a transportation system that enables its many assets to continue to flourish. To this end, the DeKalb County 2014 Transportation Plan represents a coordinated strategy intended to improve how people, goods, and services move throughout and within the community. The strategies identified in the Plan will have the desired outcome of improving the quality of life for existing and future residents and offering enhanced economic vitality. The Plan was intentionally designed to emphasize implementation by seeking to align public policy, funding, and partnerships that promote positive influences on the transportation system.

Over the past several decades, money for new transportation infrastructure in DeKalb County (as well as nationally) has been declining. Meanwhile, a growing portion of transportation funding is needed for maintaining existing infrastructure and less for expanding the system. To continue to meet the diverse needs of the County, the transportation system must keep evolving; given the funding constraints, meeting this challenge will require a plan that identifies priorities that generate the greatest positive returns. Adopting a prioritized

list of projects and policies will enable the County to take action and maintain a transportation system that positions the County to compete economically and offer residents a high quality of life.

A primary component of the County's Transportation Plan is the list of regionally significant projects commonly supported by County representatives. This list of transportation projects can be used to provide input for the regional transportation planning process where additional funding is available. These identified projects should form the basis of future funding requests submitted to the Atlanta Regional Commission (ARC) and the Georgia Department of Transportation (GDOT) during the Transportation Improvement Program (TIP) and Regional Transportation Plan (RTP) update cycles.

This report is the summary document that concludes the development of the Transportation Plan. The document provides an overview of the planning process, the resulting recommendations, and the necessary actions for ensuring ongoing implementation. Preceding this report is an additional technical document called the *Existing Conditions and Needs Assessment Report* (published June 2013), which provides a thorough overview of the existing transportation network and provides an assessment of current and future transportation deficiencies. Readers also may go to www.dekalbtransportationplan2014.com to access additional information about this project.

Implications of Adopting this Plan

The DeKalb County 2014 Transportation Plan sets the direction for transportation decision making in DeKalb County until the next plan update, which will occur in approximately 5 years. This Plan identifies priorities for monetary investments in capital projects as well as in asset management. It also identifies policy guidance on a wide range of transportation-related topics. This Plan positions the County to obtain outside funding at the regional, state, and federal levels to implement projects. This Plan is the result of an extensive public involvement process and represents an understanding and agreement among policy makers and staff for the policies and information included herein.

Because the Plan was based on many assumptions—funding assumptions being the greatest—and because this planning process is intended to result in an overarching directional document for transportation in DeKalb County, only a few resulting components are being formally incorporated into the *DeKalb County Code of Ordinances* with the adoption of this Plan. Most policy discussions within this Plan are intended as guidance for future decision making. The implementation of priority projects included in this Plan will depend on many external factors, such as available funding from outside the County and revenue fluctuations within the County.

The following components are being included as formal modifications to the Code of Ordinances:

- Modifications to official truck routes
- Modifications to functional classifications

Additionally, because of the strong interest expressed by policy makers, stakeholders, and the public concerning safe and efficient travel for alternative modes, including for bicyclists, pedestrians, and transit users, a Complete Streets Policy has been developed as a standalone formal policy document included in the Appendix of this Plan. Although this is not a document that should be added to the Code of Ordinances (because it is only intended for guidance), the Complete Streets Policy has been separated distinctly from the Plan text to reflect the emphasis placed on multimodal accessibility.



2. Project Vision and Goals

Vision Statement

The DeKalb County 2014 Transportation Plan is intended to improve mobility for all people, enhance quality of life, facilitate economic vitality, and focus on implementation:

Goal 1: Improve mobility for all people

- Improve connectivity across multiple modes including vehicular, transit, bicycle, pedestrian, and air
- Promote equity of all people independent of age, race, ethnicity, economic status, and physical ability
- Explore using innovation and technology when appropriate
- Create and implement context-sensitive design standards

Goal 2: Enhance quality of life

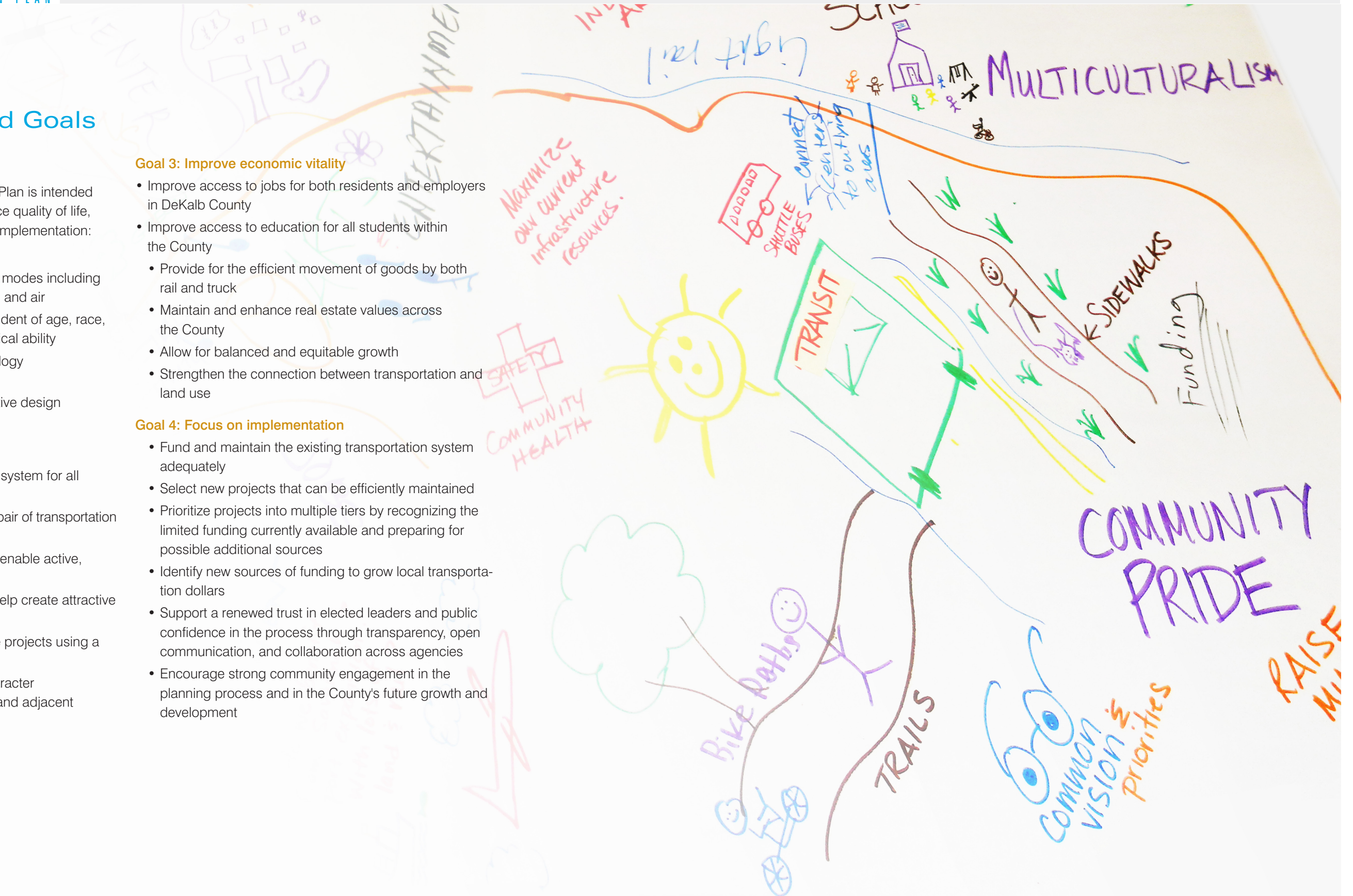
- Improve the safety of all users of the system for all modes of travel
- Maintain the cleanliness and good repair of transportation infrastructure
- Prioritize transportation projects that enable active, healthy communities
- Use transportation infrastructure to help create attractive communities
- Prioritize environmentally sustainable projects using a sensible, balanced approach
- New projects should respect the character and plans of cities, neighborhoods, and adjacent communities.

Goal 3: Improve economic vitality

- Improve access to jobs for both residents and employers in DeKalb County
- Improve access to education for all students within the County
- Provide for the efficient movement of goods by both rail and truck
- Maintain and enhance real estate values across the County
- Allow for balanced and equitable growth
- Strengthen the connection between transportation and land use

Goal 4: Focus on implementation

- Fund and maintain the existing transportation system adequately
- Select new projects that can be efficiently maintained
- Prioritize projects into multiple tiers by recognizing the limited funding currently available and preparing for possible additional sources
- Identify new sources of funding to grow local transportation dollars
- Support a renewed trust in elected leaders and public confidence in the process through transparency, open communication, and collaboration across agencies
- Encourage strong community engagement in the planning process and in the County's future growth and development



3. Overview of Tools and Resources Used

Many approaches were taken in the effort to thoroughly survey existing conditions, identify transportation needs, and create final recommendations for the DeKalb County transportation system.

Public Involvement

Obtaining information from the public was one of the primary methods used for developing a list of transportation needs. Residents and stakeholders in the area represent an important source of information for where the system can be improved. Many opportunities for public input were leveraged, including face-to-face meetings, online meetings, an interactive website, a statistically valid telephone survey, email correspondence and social media. A Technical Advisory Committee and Community Advisory Committee served as a sounding board for analyses, project evaluation, and documentation as well. This final report document also is being posted for a 30-day public review period in which anyone can download the document and submit comments. At the conclusion of the 30-day review period, there will also be a public hearing at a Board of Commissioners meeting where adoption will be discussed.

Existing Studies

DeKalb County and the Cities within the County completed an impressive number of plans for transportation, land use, transit access, economic development, and other focus areas before this process began. These plans were incorporated as part of the foundation of the overarching countywide Transportation Plan. Studies and plans reviewed include the previous DeKalb County Transportation Plan, comprehensive plans, municipal transportation plans, Livable Centers Initiative(LCI) studies, Tax Allocation District (TAD) applications, Master Active Living Plans (MALPs), city master plans, corridor studies, and other various studies.

Census Data

Data available from the US Census Bureau and the American Community Survey was obtained to understand population and employment trends. This information was used to identify area employment centers, densities, as well as areas with aging populations, lower incomes, lower auto ownership, or limited English proficiency which, may have different transportation needs. Some of these data have limitations based on the size of the census tracts and because the full census is only conducted every 10 years. The most recent full census was conducted in 2010. The American Community Survey data used here are collected on a rolling 5-year period.

The Atlanta Regional Commission's (ARC) Travel Demand Model

ARC's travel demand model is a computer generated simulation of travel patterns in the Atlanta region. The model accounts for the existing and planned roadway network, travel behaviors, land use patterns, and socioeconomic data from DeKalb County and the metro area as a whole. The model is used to approximate regional traffic patterns along the primary roadway network for both present and future conditions. The model was further used to test the vehicular capacity and new connection projects to assess associated impacts.

Coordination with ARC's Ongoing Planning Initiatives

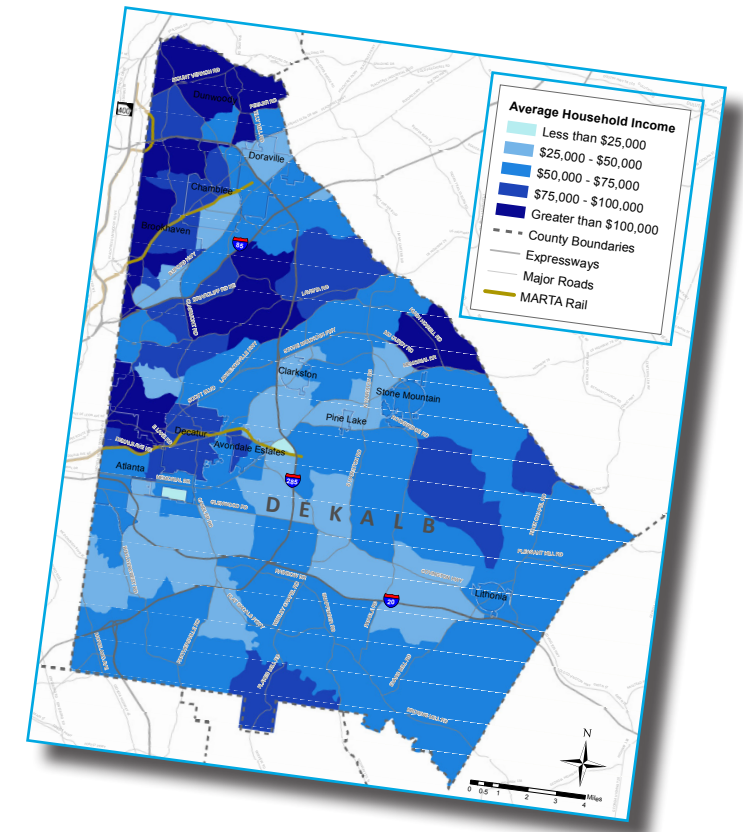
This coordination was necessary to develop the DeKalb County Transportation Plan in accordance with region-wide goals and strategies. ARC is the designated Metropolitan Planning Organization (MPO) for the Atlanta region, of which DeKalb County is a subarea. Coordinating with ARC's ongoing regional initiative implementations ensures that the DeKalb County 2014 Transportation Plan will be aligned with goals that extend beyond its borders. Some of the ARC initiatives that were considered in this plan include the PLAN 2040 Update, Unified Growth Policy Map, Livable Centers Initiative (LCI), Strategic Regional Thoroughfares Plan, and the Regional Resource Plan.

Crash Data

Crash data were used to analyze safety needs and trends within the transportation system. These data provide insight into the nature of vehicular, bicycle, pedestrian, and commercial vehicle crashes. Geospatial data also were obtained from the Georgia Department of Transportation (GDOT) to identify the locations of these crashes.

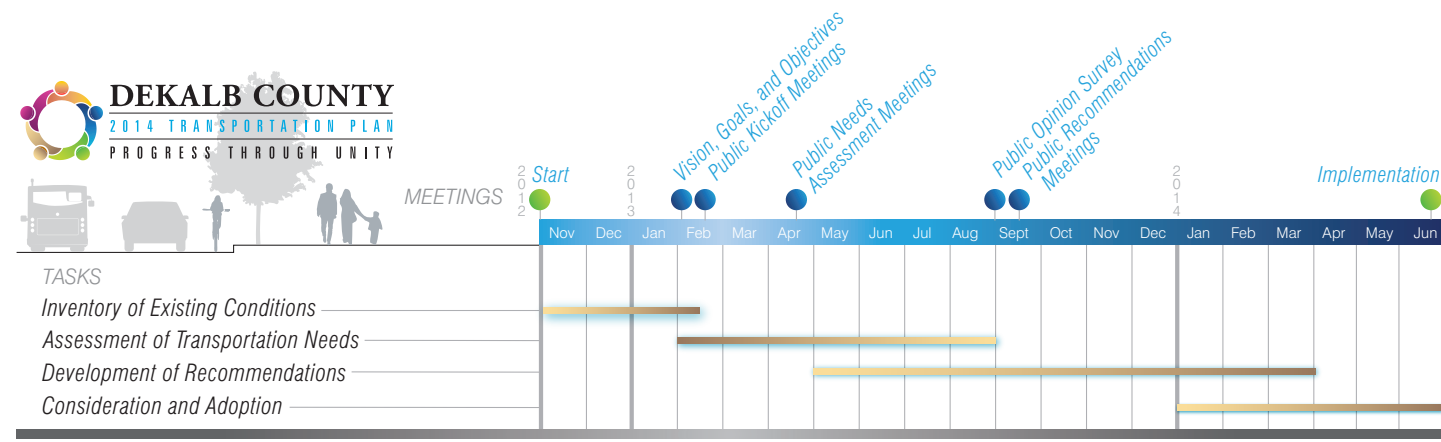
Coordination with County Commissioners

This Plan has been developed with regular involvement from the County Commissioners; presentations and updates to the Commissioners were given at key project milestones. The project team also met individually with each of the Commissioners at multiple points to refine the development of the Plan. Additionally, many Commissioners attended public meetings held in their jurisdictions to discuss ideas, opportunities, and projects in a public setting.



4. Project Management and Public Involvement

A transportation plan should be developed with consistent input from the community and with coordination between participating jurisdictions and agencies. As part of the DeKalb County 2014 Transportation Plan, numerous meetings were held with stakeholders, municipal staff, and other organizations to gain input to guide plan development.



At the beginning of the planning process, a Project Management Team (PMT) was established to directly guide the Plan's development. This team consisted of a core group of representatives from the DeKalb County Department of Planning and Sustainability, the DeKalb County Department of Public Works Transportation Division, and the ARC.

A Technical Advisory Committee (TAC) was established to provide feedback for the Plan at key milestones. Members for this committee were selected in coordination with the County and included key stakeholders such as ARC, GDOT, GRTA, MARTA, cities, and other outside agencies. The TAC also included representation from key County departments such as Planning and Sustainability, Economic Development, Transportation, Roads and Drainage, and Community Development. The Technical Advisory Committee met three times throughout the plan development process.

A Community Advisory Committee (CAC) was established to provide general feedback at key milestones. This group guided the development of the Plan from a less technical perspective than the TAC. Community Advisory Committee membership was varied to mirror the make-up of the County; members represented a mixture of interests, including representatives from the business, industrial, environmental, aging, pedestrian, cycling, neighborhood, low income, environmental justice, disabled, and transit dependent communities. As representatives of the greater DeKalb community, the CAC also served as a sounding board in preparation of public meetings. The Community Advisory Committee met three times throughout the plan development process.

Both advisory committees aided in developing the vision and goals of the project at the beginning of the process and then provided on-going input at critical points throughout plan development.

Over the course of the project, the consultant team attended several Board of Commissioners meetings to keep the Commissioners updated on the progress of the Plan. Additionally, the consultant team met individually with the Commissioners and their staff to discuss transportation needs for each district.

Technical meetings also were held with agencies and nearby jurisdictions to ensure regional coordination. These entities included adjacent counties and cities, GDOT, and MARTA.

Public comments were used to define transportation needs and to prioritize the final list of recommended projects. The most direct opportunity for engaging the public and obtaining specific input was through three rounds of public meetings. Each round was designed to correspond with a key project milestone:

- Project Kickoff: to refine Plan vision, goals, and objectives
- Needs Assessment: to gather input on transportation needs from the community's perspective
- Draft Recommendations: to present potential projects for public comment

Additional input was obtained through a variety of other methods including focus groups with specific populations, kiosks at malls and public events, an interactive website, social media, online meetings, and a statistically valid survey. These approaches are described in more detail in the Appendix of this Plan.



5. Project Selection and Prioritization Methodology

Project Consideration

Approximately 3,000 projects were considered as a part of the DeKalb County 2014 Transportation Plan. County leadership wanted to evaluate projects recommended in previous plans as well as newly developed projects. Nearly 60 different planning studies were reviewed as a part of this effort including the Atlanta Regional Commission's Regional Transportation Plan (PLAN 2040), the 2007 DeKalb County Transportation Plan, county and city comprehensive plans, city transportation plans, small area studies (such as LCIs or MALPs), and other relevant regional, county, or city plans.

In addition to these previous plans, input from the public, the Technical and Community Advisory Committees, and elected officials was heavily considered. Projects were created from feedback provided during public and stakeholder meetings, meetings with the Board of Commissioners and CEO, and comments received on the website map and through project emails. The final source for projects was the analysis conducted for the Existing Conditions and Needs Assessment document. Substantial information about the state of the County's transportation system was gathered through this project phase, which helped in identifying additional projects not previously recommended in other plans or in public input.

Project Categories

All projects were coded into Geographic Information Systems (GIS) allowing the project team to evaluate them based on both attributes and physical location. Each project was given a modal and a scale classification that was used in the evaluation process.

Modal Classifications

Modal classifications include roadway/bridge, bicycle, pedestrian, or a combination of multiple modes. Projects that either the County or cities would be responsible for partially funding were considered. Because MARTA, and in some cases GRTA, does the majority of transit planning for DeKalb County, no transit infrastructure and routing projects were evaluated as a part of this specific prioritization process. Transit infrastructure and routing recommendations are being made to MARTA and are discussed in a separate part of this Plan. The applicable transit projects recommended for evaluation include the following:

- Transit accessibility (bike or pedestrian accessibility to transit, park and ride, or vehicular access improvements)—evaluated as either bike, pedestrian, or roadway as applicable
- Transit mobility (roadway projects that enhance transit mobility, such as arterial managed lanes) – evaluated as roadway

Mode of Project	Scale/Size of Project		
	Community	Regional	Major Regional
Roadway/ Bridge			
Bicycle			
Pedestrian			

Scale Classifications

In addition to modal classifications, the scale of the project was also important to consider. All projects were subdivided into one of three possible scale groupings: community, regional, or major regional. *Community* projects are meant for local connectivity and mobility, and while they may be on regional facilities, their purpose is focused on the community level. *Regional* projects are those with an impact beyond the local community; they may access regional employment centers, regional bike facilities, or be on regional thoroughfares. *Major Regional* projects are those with impacts far beyond DeKalb County for which DeKalb would not be responsible for providing monetary support (unless DeKalb wished to provide additional monies). These projects include interstate/managed lanes projects and major transit expansion projects. The figure depicts the possible categories, although the categories of major regional bicycle and major regional/pedestrian were not considered.

Project Evaluation

Projects were evaluated using three rounds of criteria. Each round of evaluation was meant to narrow the list from approximately 3,000 projects down to the final recommended list. Projects were split into one of four categories:

- Roadway (corridor)
- Roadway (intersection)
- Bicycle
- Pedestrian

Each of the four modal groupings included separate criteria used in the first two rounds of evaluation. Projects that included more than one mode were evaluated under all applicable modes. For example, multimodal corridor projects consisting of roadway, bicycle, and pedestrian components were evaluated using roadway (corridor), bicycle, and pedestrian criteria and were compared against projects in all three of the modal groupings. A summary of each of the rounds of evaluation criteria is provided below, and more detailed scoring information is provided in the Appendix.

Evaluation 1

Evaluation 1 was a high-level scoring of projects based on geographic location or project type. This round of evaluation also pairs closely with the values of the community that were detailed in the project vision and goals early on in the plan development process. Projects that met multiple criteria were awarded more points. The following are some of the criteria considered in Evaluation 1:

- Proximity to key locations (transit stations, activity/employment centers, schools, parks and community facilities)
- Location along important corridors (national highway system, regional thoroughfare or freight networks and bike priority network)
- Asset management impacts – maintaining the State of Good Repair of the existing network
- Safety impacts in a high crash location
- Transportation impacts for those with low incomes, limited English proficiency, no access to an automobile, or those over age 65

Evaluation 2

Evaluation 2 was an evaluation of projects based on technical merit. The following are some of the criteria considered in Evaluation 2:

- Improvement to mobility, reducing vehicular delays and expanding employment laborsheds
- Inclusion of multiple modes
- Impact on economic development and freight movement
- Improvement to bike and/or pedestrian Level of Service
- Located in areas of high latent demand
- Number of school students impacted

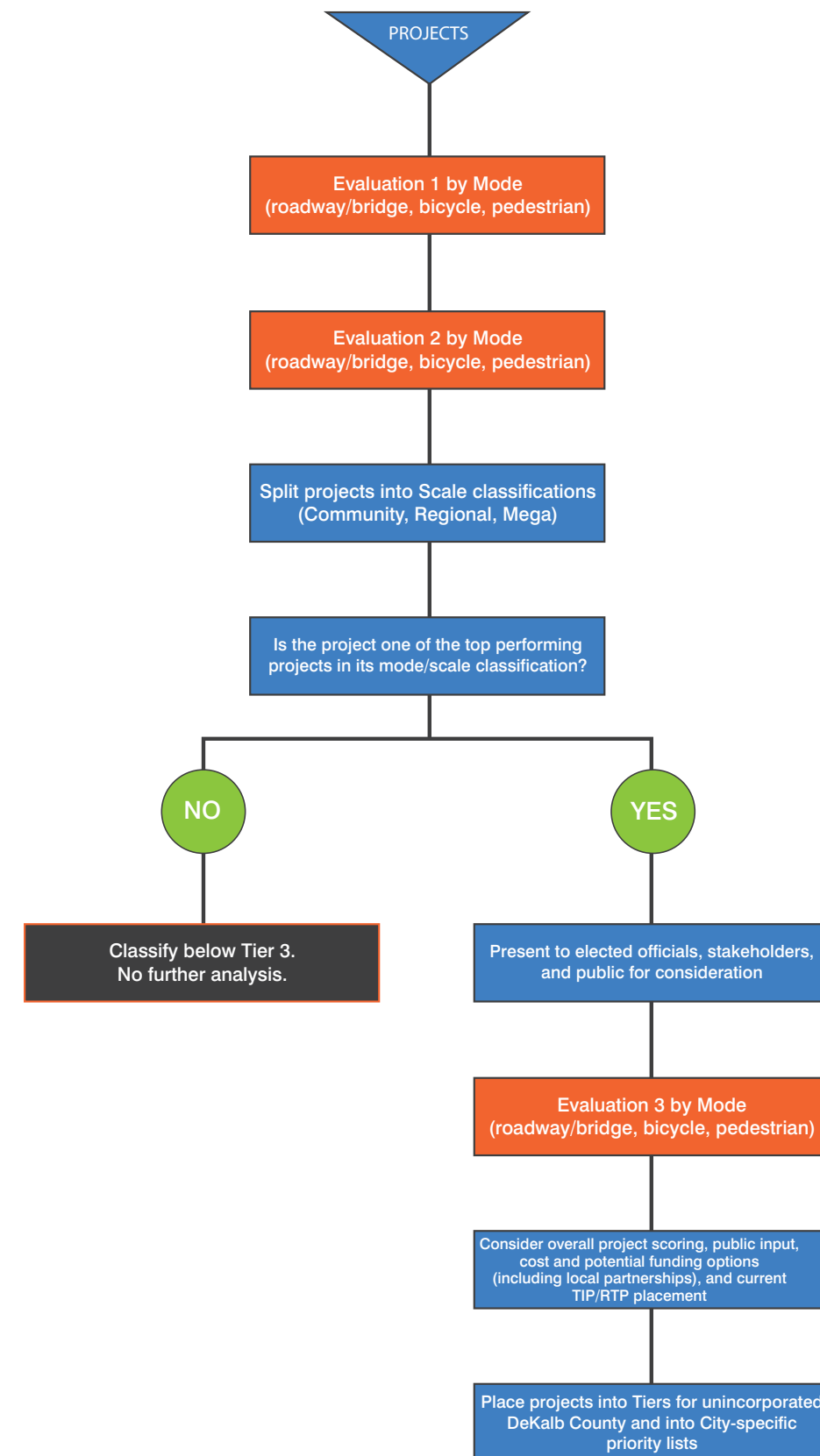
The combination of Evaluation 1 and 2 totaled to a possible 100 points. Following completion of Evaluation 2, projects were ordered from the highest scoring to the lowest scoring (within the mode/scale categories), and the highest performing projects were advanced for consideration by the elected officials, stakeholder committee, and general public. The remaining projects moved to the bottom of the list and were not evaluated further. For bicycle projects, the top scoring projects were selected from the top, and then the top scoring projects by Commission District were selected next. For pedestrian projects, an equal number of projects were selected by Commission District. Recognizing that some parts of the County would have higher scoring projects due to their relative location to the urban core, it was important to ensure that bicycle and especially pedestrian, projects were balanced throughout the County. The roadway projects were more naturally balanced across the County. This selection methodology was used to narrow the list of projects before entering Evaluation 3.

Evaluation 3

Through the first two rounds of evaluation, the list of projects was narrowed from 3,000 to a few hundred projects. These projects were brought to the commissioners, the Technical and Community Advisory Committees, and finally to the general public through the third and final round of public meetings:—the recommendations meetings. Feedback from these meetings and the online voting system provided one major component of Evaluation 3 scoring.

Additionally, the project prioritization in Evaluation 3 was based on estimated costs, the score from Evaluation 1 +2, and the sponsoring local government. Costs for projects included in this Plan came from several sources. The costs for projects developed in previous plans such as PLAN 2040 or local transportation plans were carried over. If the plans were completed prior to 2014, the costs were inflated by 4% per year. ATMS project costs were determined using current unit costs for GDOT ATMS projects. Bike and pedestrian projects assumed unit costs consistent with other bicycle and pedestrian planning projects throughout metro Atlanta. Finally, the costs for bridge, intersection, and multimodal corridor projects were estimated using a modified version of the ARC Planning Level Cost Estimation Tool. It is very important to note that the Opinions of Probable Cost listed in this Plan are high-level costs meant for planning purposes only. Each project estimation includes various assumptions based on information that was known at the time. Detailed concept development and preliminary engineering are required for every project to determine true costs for construction and right-of-way acquisition.

Project Evaluation Process



6. Transportation Funding

The *Existing Conditions and Needs Assessment Report* summarized the current transportation funding situation within DeKalb County and outlined new possible revenue sources to be considered. The information provided in the previous report has been refined further, and future funding scenarios were considered in preparation for determining funding tiers for project recommendations.

Funding Background

The Homestead Option Sales Tax (HOST) is essentially the only source of transportation revenues for DeKalb County. In 1997, the residents of DeKalb passed the HOST in which 80% of the monies raised from the sales tax go to homeowner tax relief and the remaining 20% is left for the Commissioners to direct. As much as 100% can go to homeowner tax relief; however, Commissioners have traditionally chosen to put the 20% toward transportation projects in the County. In 2009, the HOST revenues within DeKalb County cities began to go directly to the cities, and each is now responsible for their own transportation projects. The money raised within unincorporated DeKalb County is used for projects outside of cities.

In 2012, a total of \$108 million was collected in sales tax revenue in DeKalb County. Of that, nearly \$87 million went back to property tax relief and the remaining \$21.6 million was used for capital in 2013. Of the \$21.6 million, approximately \$15.6 million went to the cities, leaving DeKalb County with \$6 million for projects including transportation (\$1 million went to other infrastructure capital, with \$5 million for transportation).

The \$5 million transportation allocation in 2013 is the basis for future transportation funding assumptions. The following section outlines the distribution of those funds between maintenance and new capital as well as impacts of new city incorporation on unincorporated County HOST revenues.

Potential Funding Sources

A number of possible new funding sources were listed in the *Existing Conditions and Needs Assessment Report*. Three of the sources most likely to generate the greatest amounts of revenue were further investigated, including a SPLOST, Transportation Utility Fee (TUF), and property tax increase.

As new revenue sources are identified and implemented, the County should consider the addition of a policy oversight group that monitors the completion of transportation projects and the allocation of funding.



A Note on the General Fund

Currently, the County's general fund mainly provides transportation money for items such as staff salaries, supplies, and office facilities. Overall, very little money from the general fund is used for transportation infrastructure. Transportation infrastructure is currently primarily funded through the HOST. It is recommended that at least some portion of annual maintenance costs be funded by the general fund. Maintenance is a cost that will occur every year, and the County would benefit from adding stability into maintaining the existing infrastructure. The HOST money is highly variable and is subject to further variations as a result of possible city incorporations.

Special Purpose Local Option Sales Tax (SPLOST)

Special Purpose Local Option Sales Taxes (SPLOST) are popular among local Georgia governments as a vehicle for raising capital funds dedicated to infrastructure and facilities construction and improvements. While this may be a beneficial revenue source for the County, DeKalb is currently unable to levy a new sales tax because it has reached the statewide limit of 7%. Legislation that would enable a Transportation Special Purpose Local Option Sales Tax (TSPLOST) would need to include a provision that increases this "ceiling."

Using Cobb and Gwinnett Counties (both counties currently have a TSPLOST) as a reference, a half penny tax was assumed for transportation for this estimation. Assuming a starting point of \$108 million per year and a modest 1% increase in revenues, would result in more than \$550 million raised over a 10-year period across DeKalb County. These revenues would be distributed to the cities and unincorporated DeKalb with a formula yet to be determined.

Transportation Utility Fee

A Transportation Utility Fee is an additional fee added to a residential, retail, office, or industrial property on a monthly

basis based on the approximate amount of traffic generated. This fee is a relatively new concept and has been or is being implemented in other communities around the country including in Memphis, Tennessee. For estimation purposes, the fee was assumed at \$5 per unit of measure per month. Units assumed are as follows:

- Residential – \$5 per housing unit
- Retail – \$5 per 1,000 square feet
- Office – \$5 per 1,000 square feet
- Industrial – \$5 per 1,000 square feet

Assuming a 10-year fee, approximately \$250 million could be raised across all of DeKalb County. A portion of this money would be collected in the cities, and therefore, some of the revenues would be distributed to the Cities for transportation infrastructure improvements.

Property Tax Increase

Property tax increases can be one other method for increasing transportation revenues. An increase of 1 mil for transportation-related improvements would result in approximately \$7.6 million per year or approximately \$76 million over a 10-year period. This would only be applicable for unincorporated DeKalb County and cities that use its Public Works and Transportation services. A smaller part of this revenue would then be distributed to the cities (because not all cities use the County's transportation services).

Other Funding Sources

There are additional sources of funding that can be considered including public private partnerships and impact fees. These two sources could pay for some additional amount of infrastructure, but this amount would be relatively minor compared to the amount of money that could be raised from the above described sources.

7. Transportation Funding and Tier Structure

Three primary tiers of recommended projects will exist at the conclusion of the DeKalb County 2014 Transportation Plan. These are based heavily on available funding and local sponsor champions through the conclusion of the Plan horizon in the year 2040.

Tier 1: Current Available Funding (\$50 Million)

Tier 1 is constrained only to transportation revenues currently available to DeKalb County. The HOST is the only source of funding for transportation infrastructure at the moment. In 2013, \$5 million was used for transportation, including \$3.5 million for road resurfacing and \$1.5 million for new capital infrastructure.

The incorporation of new cities within the County will further reduce the HOST revenues that can be used for transportation infrastructure in unincorporated DeKalb County. Recognizing that multiple city incorporations and annexations are in discussion, a more conservative estimate of \$1-2 million per year was assumed for the next several years. Through the life of the Plan, which is set to run through 2040, a total of \$50 million was assumed for Tier 1 (for an average of \$2 million per year for the next 25 years).

Within Tier 1, 70% of the revenues are anticipated to be allocated to state of good repair/road resurfacing projects. This equates to \$35 million in total through 2040, or \$1.4 million per year. Currently, DeKalb County is spending \$3.5 million per year on roadway resurfacing which has not been able to adequately decrease the resurfacing backlog of \$124 million. Moving forward, this means that spending only \$1.4 million per year on roadway maintenance, will continue to grow the resurfacing backlog. An overall increase in transportation spending is needed to meet the current maintenance demand. The remaining \$15 million is being allocated to new capital projects.

Tier 1 = \$50 million

Road resurfacing = \$35 million

New capital projects = \$15 million

GDOT Projects

GDOT-led and funded projects within unincorporated DeKalb County are shown in Tier 1. These projects may involve DeKalb County participation, but most or all of the funding will be state and federal. At this time, no funding is assumed to be required on the part of the County.

Tier 2: New Revenue Source (\$400 Million)

DeKalb County will not be able to complete many transportation projects without the addition of a new revenue source. Multiple sources were considered and estimated as a part of this planning process, and it is recommended that a new revenue source be identified and implemented.

Based on revenue estimates for possible funding sources (sales tax, TUF, or property tax increase), \$400 million was assumed for unincorporated DeKalb County through the year 2040. It was estimated that \$550 million could be raised countywide through a half-penny sales tax for 10 years, \$400 million is a conservative, yet reasonable, estimate for a 25+ year plan. The \$400 million is broken down into three sub tiers as described below. This tiered process allows projects to be funded and built as funding becomes available.

Tier 2A: New Revenue Source – First Priority/Additional HOST Revenues (\$50 Million)

Tier 2A represents one of two scenarios for unincorporated DeKalb County. The first scenario assumes that no new incorporations of cities happen through 2040. Under this assumption, a minimum of an additional \$50 million could be made available to DeKalb County for transportation projects. The second scenario for Tier 2A would be that additional money is generated through a new funding source. This is the top Tier 2 priority group.

As within Tier 1, 70% of the revenues for Tier 2A are projected to be allocated to state of good repair/road resurfacing projects. The remaining \$15 million is allocated to new capital projects.

Tier 2A = \$50 million

Road resurfacing projects = \$35 million

New capital projects = \$15 million

Tier 2B: New Revenue Source – Second Priority (\$150 Million)

Tier 2B assumes a new revenue source, and in combination with Tier 2A, results in a total of \$200 million in DeKalb local funding. Within this tier, half of the tier (\$75 million) is assumed to be allocated to state of good repair/road resurfacing projects with the remaining \$75 million being allocated to new capital projects. In combination with Tiers 1 and 2A, this results in \$145 million for road resurfacing and \$105 in new capital.

Tier 2B = \$150 million

Road resurfacing projects = \$75 million

New capital projects = \$75 million

Tier 2C: New Revenue Source – Third Priority (\$200 Million)

If a revenue source is able to supply more than \$200 million as projected in Tiers 2A and 2B, projects within Tier 2C may be funded. Tier 2C includes a total of \$200 million, of which 25% (\$50 million) would be allocated to state of good repair/road resurfacing projects and the remaining 75% (\$150 million) would be allocated to new projects. Cumulatively across all the tiers, this would result in \$195 million in road resurfacing and \$255 million in new capital projects. This \$195 million is expected to slightly reduce the County's current resurfacing backlog and would allow the County to maintain the system in its current state.

Tier 2C = \$200 million

Road resurfacing projects = \$50 million

New capital projects = \$150 million

Tier 2-Transit: New Revenue Source – Transit Priority (to be determined)

One additional consideration is the expansion of public transit within DeKalb County. This Plan strongly advocates for the advancement of both the I-20 and Clifton Corridor projects. DeKalb County does not fund transit expansion projects other than the one penny sales tax for MARTA. If a new revenue source for transportation is able to be implemented, the Board of Commissioners should consider additional revenues to help advance these two major transit infrastructure projects. It will be important to ensure that if additional revenues are provided to advance these projects, MARTA fairly distributes planning and implementation funds between DeKalb County, Fulton County, and City of Atlanta.

Tier 3: All Remaining High Priority Projects

After prioritizing projects into the top two tiers, all remaining priority were included in Tier 3. This tier has no identified funding source at this time; however, these projects may still advance under certain conditions including the following:

- Projects in Tier 1 or 2 fail to advance due to public opposition or a lack of federal/state matches
- More money is made available through a new funding source in excess of \$400 million
- Priority shifts for the next Five-Year Transportation Plan Update

City Projects

City projects have been coordinated with each of the local municipalities. Projects here include those in which the local match would be funded by a city or by GDOT (depending on the location). The cities may have other priority projects as well; however, these projects are larger and may be well-positioned for federal or state matches. No funding for these projects will be supplied by DeKalb County.

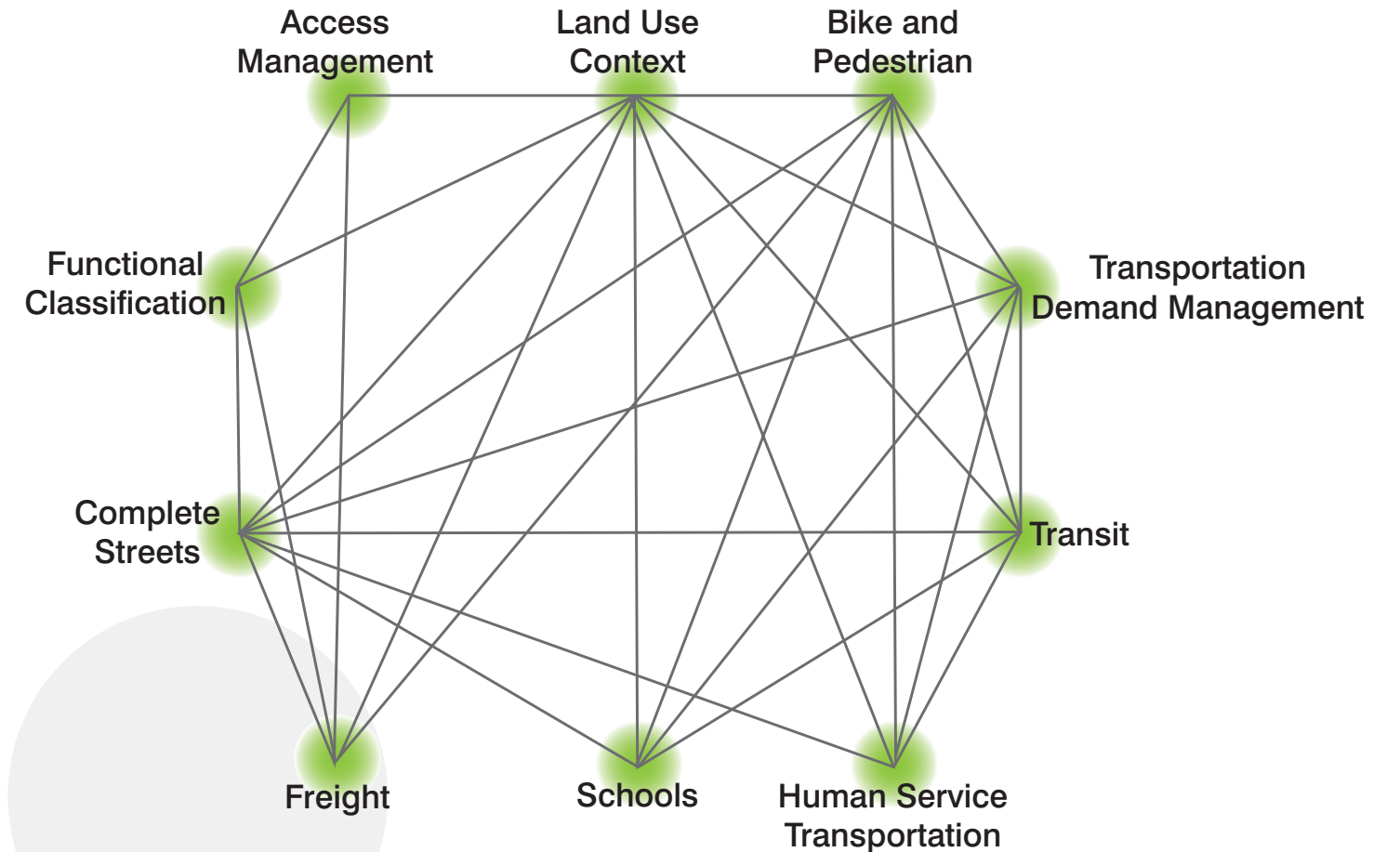
8. Transportation and Land Use Policy Guidance

The DeKalb Transportation Plan addresses more than merely transportation capital projects. It also provides important guidance on policy-related topics dealing with both transportation and land use. Funding is required to implement new capital projects and even to maintain the existing County infrastructure, but policy changes have the ability to shape urban form, encourage new behavior, and strategically position the County to create vibrant, multimodal communities with fewer financial ramifications.

At its core, transportation is inextricably linked to land use. Other than for recreation, people utilize the transportation system to get from one place to another. The land use creates the demand for the trip and the transportation infrastructure serves as the supply that influences the decision-making behavior of individuals. Local governments have the ability to affect both the supply and the demand of the transportation system through a combination of projects and policies.

The following sections address a number of different policies that DeKalb County has considered and will continue to refine and implement over the coming years: Asset Management, Roadway Functional Classification, Freight and Air travel, Access Management, Complete Streets, Human Service Transportation, Bicycle and Pedestrian Levels of Service, the Bicycle Priority Network, Transportation Demand Management (TDM), Transit and Land Use, and Schools. These policy considerations should not be viewed in isolation of one another, but instead should be reviewed holistically to understand how they impact each other as can be seen in the graphic on the following page.

Following the completion of the Transportation Plan, DeKalb County should conduct a comprehensive review of the *Code of Ordinances* as it relates to transportation. A new zoning code is in the process of being finalized and adopted. A subcommittee should be formed to consider the new zoning code and to address needed changes to the Land Development, Motor Vehicles and Traffic, and Streets and Sidewalks sections (Chapter 23) in light of the policy guidance provided in this Plan.



9. Asset Management

System maintenance tasks such as road resurfacing, signal timing, and bridge repair, are often overlooked when considering transportation infrastructure. It is more exciting to build new roadways, trails, and transit stations than to repair existing infrastructure; but, it is incumbent upon local, regional, and state agencies to maintain the infrastructure that is currently built.

Metro Atlanta's sprawling development has resulted in an expansive roadway system. ARC and GDOT both recognize the challenge associated with maintaining our existing infrastructure. Approximately 70% of PLAN 2040, the regional transportation plan, is dedicated to system modernization—projects and programs that maintain, operate, and improve the efficiency of existing infrastructure. In 2011, GDOT adopted a strategic direction for transportation asset management (TAM), which will help the Department inform both policy and resource allocation to efficiently and effectively manage the state's transportation system. GDOT also encourages transportation agencies to develop a Transportation Asset Management Plan (TAMP) that aligns with its strategic plan and serves as a "business plan" to guide the organization as a whole with managing its assets.

The following summarizes the current state of DeKalb's transportation infrastructure (roads, bridges, and signal systems) and proposes policy recommendations for maintaining the existing system.

Roadways

Current State

The DeKalb Public Works, Roads and Drainage Division conducts an annual inspection of 2,280 miles of County roadway as part of its pavement management system. Roads were scored using GDOT's rating system where overall scores do not exceed 60 points; a pavement is considered to need major reconstruction if determined to have 30 or more points. Each September, the County prepares a resurfacing list

based on the highest scoring streets, and this list is first submitted to GDOT for resurfacing under the Local Maintenance Improvement Grant (LMIG). GDOT selects projects from that list based on funding levels available and an additional road inspection by GDOT. In 2013, unincorporated DeKalb County received \$3.47 million from GDOT through the LMIG program with a required \$1.04 million match from the County. Similarly, DeKalb cities received \$0.86 million from GDOT with a \$0.26 million match.

Not all County projects are funded through GDOT. The County pays for some of the remaining resurfacing needs after GDOT has selected projects. In recent years, DeKalb has spent approximately \$3.5-\$3.75 million annually on additional resurfacing (which equates to approximately 30-35 miles of road per year). Based on the existing roadway network, it is estimated that DeKalb County needs to invest \$7-\$8 million annually in roadway resurfacing to maintain the system in its current state. This means there is currently an annual deficit of approximately \$4 million in roadway resurfacing.

Additionally, as of 2014, unincorporated DeKalb County has a \$124 million backlog of resurfacing projects, which would approximately require an additional \$12.4 million per year for 10 years to eliminate.

Recommendations

Maintaining the existing roadway system is critical to the success and growth of DeKalb County. In the scientific survey conducted for the Transportation Plan, 77% of surveyed

residents indicated that resurfacing roads was an extremely high priority (the highest percentage of all needs discussed). At the current levels of transportation funding, this will be extremely difficult, if not nearly impossible. A robust resurfacing plan can only be executed with additional funding. In lieu of other additional transportation revenues, a substantial portion of current resources must be used for resurfacing.

Given current revenues from the HOST, the County should dedicate 70% of expected transportation revenues to roadway resurfacing. The conservative estimate of transportation funding that will be available through the year 2040 is \$50 million (this amount is the same as the one used to size Tier 1). Of the \$50 million assumed, \$35 million (70%) should be dedicated to roadway resurfacing. Even dedicating 70% of current revenues for resurfacing will not be enough to reduce the current resurfacing backlog; rather, the backlog will continue to grow beyond the current \$124 million.

If additional revenue for transportation is generated beyond what is already available, then the following proportional investments are recommended for roadway resurfacing:

- Tier 1 (current revenues) = \$50 million
 - Resurfacing budget = **\$35 million (70%)**
- Tier 2A (new revenues) = \$50 million additional
 - Resurfacing budget = **\$35 million (70%)**
- Tier 2B (new revenues) = \$150 million additional
 - Resurfacing budget = **\$75 million (50%)**
- Tier 2C (new revenues) = \$200 million additional
 - Resurfacing budget = **\$50 million (25%)**

If enough money is generated to pay for all four tiers (Tiers 1, 2A, 2B, and 2C), then that would yield \$195 million for roadway resurfacing based on the above recommendations. The current \$124 million backlog will be slightly reduced and the County will be able to maintain the system in its current state.

The above numbers are basic estimates that are useful for long range planning, but there are other factors that could affect the above stated resurfacing needs. Three additional factors to consider are:

- A new city incorporating, will reduce the amount of funding available to the County but will also reduce the number of roadway miles that the County is responsible for maintaining.
- A large enough investment made early in resurfacing may reduce the annual amount needed for roadway resurfacing thereafter because repairing key roadways earlier in their deterioration process can save money by preventing full roadway replacements.
- Because of the challenge associated with funding all needed roadway resurfacing projects, the County should consider allowing neighborhoods to develop special districts where the surrounding properties pay for the resurfacing of local roadways which would enable the County to prioritize the resurfacing of collectors and above.

If the County is able to significantly reduce the resurfacing backlog, then the County should consider a secondary prioritization system for road resurfacing. Currently, a "worst first" methodology is used, that focuses on all roadways with a score greater than 30, targeting the highest scoring first. When the vast majority of roadways greater than 30 have been repaired, a more proactive approach to resurfacing should be implemented. The County should consider the following metrics in addition to the current pavement condition:

- Pavement deterioration rate
- Roadway traffic volume
- Roadway use and access to key locations
- Functional classification

Repairing key roadways earlier in their deterioration process has the ability to save the County money by preventing full-depth roadways replacements.

Bridges

Current State

Bridges inspected by GDOT are checked for sufficiency every two years as required by the Federal Highway Administration (FHWA). These reviews produce a sufficiency rating for each bridge inspected. The sufficiency rating is a value assigned on a scale of 0 to 100 where a 100 rating represents perfect condition and a 0 rating represents total failure. The sufficiency rating has an effect on the level of funding available for bridge rehabilitation or replacement. A sufficiency rating of 80 or less qualifies the bridge for federal rehabilitation funding while a sufficiency rating of 50 or less qualifies the bridge for federal replacement funding. *DeKalb has 231 bridges with a "good" rating (sufficiency greater than 80), 136 with a "fair" rating (sufficiency between 50 and 80), and 13 bridges with a "poor" rating (sufficiency less than or equal to 50).*

Before replacing bridges with extremely low sufficiency ratings, other maintenance and repair can be conducted to extend the life of bridges in DeKalb County.

Recommendations

Maintenance, repair, and replacement of bridges are necessary for the public's safe travel. Following routine bridge inspections by GDOT conducted every two years, bridge reports should continue to be reviewed in further detail by the County for next steps. The federal bridge replacement program under the former transportation legislation SAFETEA-LU no longer exists, so guidance from MAP-21 (the current federal transportation legislation) should be used to determine which bridges are most competitive for and in need of federal funds.

- All County bridges with a sufficiency rating less than or equal to 50 should be further investigated and monitored.
- Bridges with substantial structural issues should be prioritized for replacement.
- Bridges with moderate issues should be targeted for rehabilitation.
- Nearly 200 bridges within the County do not fall on state routes. If a new transportation funding source is determined, the County should target approximately \$2 million per year for maintenance and repair to prolong the life of the bridges. These improvements could include replacing joints and painting.

Signal systems

Current State

The County currently operates and maintains approximately 675 signals from their Traffic Control Center (TCC) located on Camp Road in Decatur. As of June 2013, the TCC operators can monitor and manage 283 signals that are currently communicating with the TCC. Additionally, there are 65 signal locations using an older traffic signal program that is currently being phased out. These intersections are only available in the TCC. The County has six CCTV cameras that can be viewed at the TCC as well as a connection to (GDOT's) CCTV network through the TCC. In addition to traffic signals, the County currently operates and maintains approximately eight pedestrian-only signals (often referred to as "HAWK Signals"), 74 flashing beacons, and 300 school zone flashers. The County communicates to its traffic signals, CCTV cameras and other ITS devices through a complex communication network that includes fiber optic cable, wireless communication and telephone dial-up systems.

A number of Advanced Traffic Management Systems (ATMS) projects have been recommended in the proposed project list, including installing fiber interconnect and upgrading to Ethernet. In addition to these projects, basic signal maintenance is required including repairing loop detectors, cameras, and signal heads; retiming of signals; and upgrading of controllers.

Recommendations

Maintaining existing signal systems and ATMS infrastructure in the County is necessary for the efficient and safe flow of traffic. Ideally, \$2-3 million per year should be allocated to signal system maintenance and upgrades. Recognizing the lack of adequate transportation funding, this allocation level is not currently realistic. Signal system maintenance is recommended as follows:

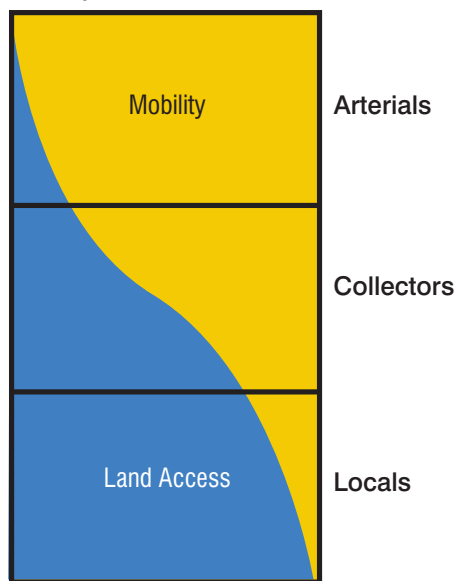
- Under current funding sources, target a minimum of \$100,000 annually to signal maintenance.
- If a new transportation funding source is determined, target approximately \$2-3 million per year for signal maintenance.
- In general, it is recommended that signal maintenance and signal upgrades be prioritized above roadway widening projects because the cost-benefit balance is much more favorable for signal systems than for widening projects.

10. Functional Classification

In a functional classification system, roadways are typically divided into several categories based on their character and operational features. These categories typically include at a minimum arterials, collectors, and local roads. Each roadway type differs based on two key factors: access and mobility. Arterials provide greater mobility (meaning higher speeds over greater distances) while providing very little access to adjacent land uses through driveways and interconnecting roadways. Meanwhile, local streets provide less mobility (typically meaning lower speeds) but better local access to adjacent destinations because of more driveways and inter-sections.

Access versus Mobility

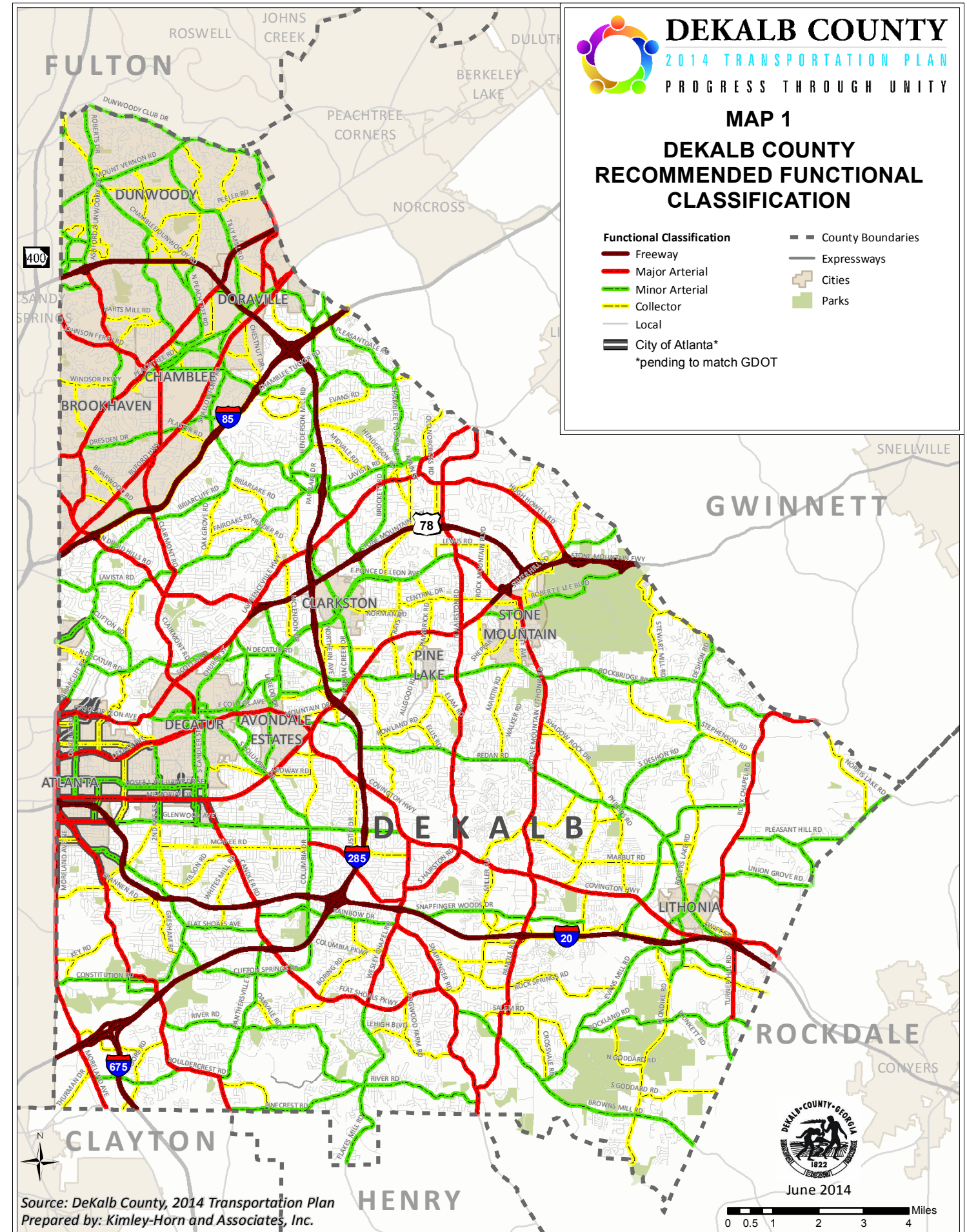
Proportion of Service



Source: FHWA

Agencies assign functional classification systems to roadways in order to apply consistent design standards and policies. GDOT has established a baseline classification system for roadways in Georgia. Most cities and counties within the state have adopted GDOT's system or a modified version of that system. The map of functional classifications shows the functional classification system recognized by DeKalb County and cities within the County. For roadway projects involving the State (such as projects along state routes or projects partially funded by the state), GDOT's functional classifications and associated design standards will generally apply. For property development and roadway projects not involving state routes or state funding, the functional classifications shown here will apply. Within unincorporated DeKalb County, the functional classifications are linked to design standards listed in the Land Development section in the *DeKalb County Code of Ordinances*. Also, this Plan recommends the adoption of a Complete Streets Policy, which has been included in the Appendix. Within that policy, functional classifications are linked to different thoroughfare types identified in the ITE/CNU manual *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach (2010)*.

This Plan also considered changes to the GDOT functional classification system. This forethought will better prepare DeKalb for the upcoming regional review and definition of GDOT's functional classification system. The state functional classification system, which determines the eligibility for various federal funding categories, will be updated later this year in response to a newly expanded census-defined urbanized area.



11. Freight and Air Travel

Truck Route Designation

Truck routes are those routes where heavy vehicles can operate legally for the purpose of general travel throughout the County. Truck routes within DeKalb County are currently identified in Chapter 17 of the *DeKalb County Code of Ordinances*. The following are other key factors relating to truck routes:

- Heavy vehicles needing to make deliveries to specific destinations outside of this network are allowed to use any road that is reasonably necessary for a specific delivery.
- All state routes are truck routes as specified by GDOT.
- Truck routes within cities have been designated for truck transportation by those municipalities.
- Some routes shown on this map are designated as truck routes because of their role as sanitation haul routes.

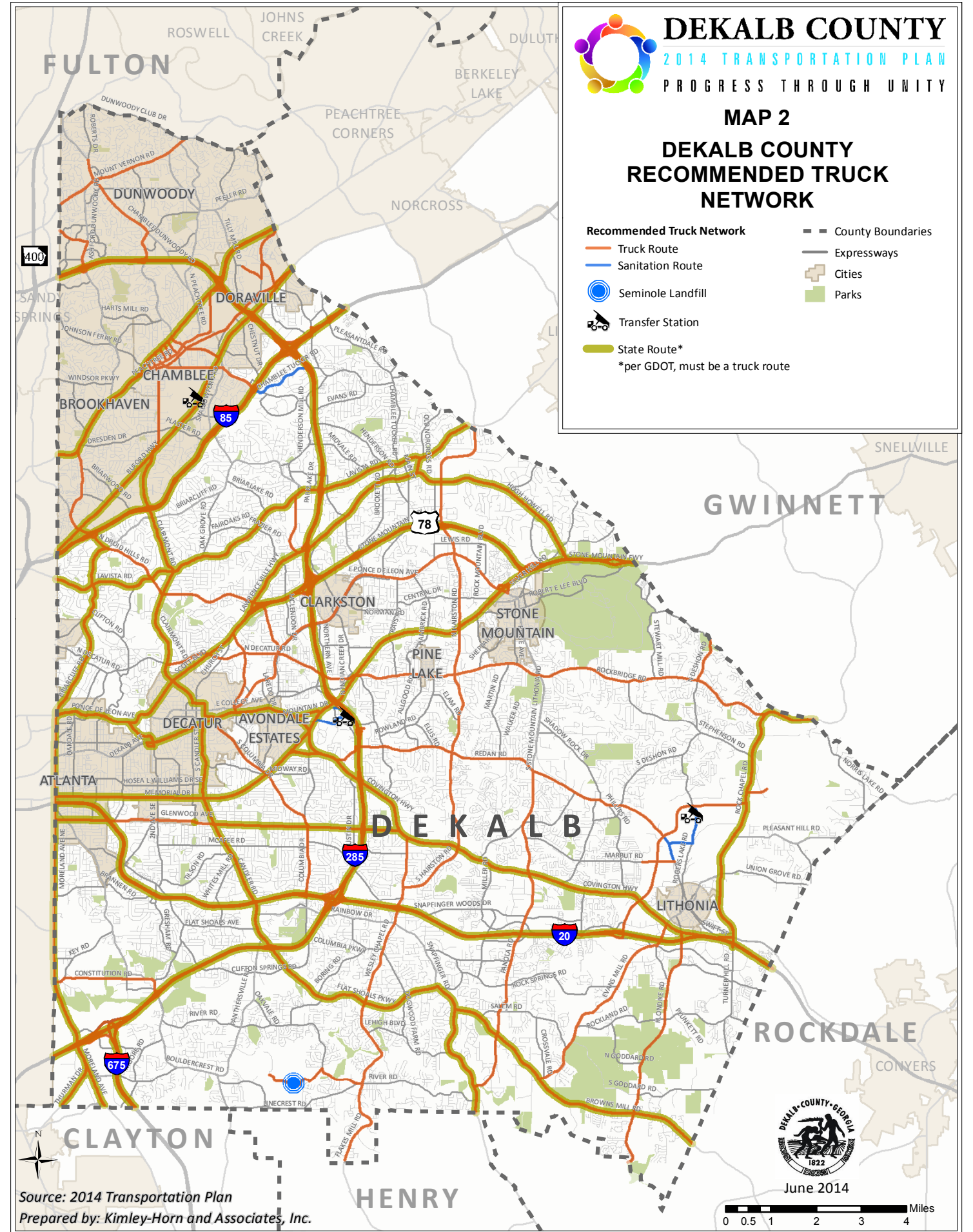
The map of truck routes on the adjacent page shows the recommended truck network throughout DeKalb County.

Truck Route Design Considerations

For roadway projects implemented along truck routes, it is important to consider appropriate design criteria so heavy vehicles are safely accommodated. Design requirements for heavy vehicles need to be balanced with concerns for other modes as well, particularly in areas where there are higher instances of bicycles and pedestrians. Although there is not a “one size fits all” design solution for truck traffic, the following are some of the factors that should be considered:

- Heavy vehicle volumes
- Lane widths
- Intersection turning radii
- Pavement design
- Bridge weight ratings
- Bridge clearance heights
- Shoulder and roadside design considerations
- Advisory speeds for areas with rollover concerns
- Turn lanes/deceleration lanes

Designing for heavy vehicles does not necessarily mean that access for other modes will be compromised along thoroughfares. But, truck traffic is a vital component of the County’s economy and needs to be accommodated. Truck route roadway designs require a balanced approach for routes that pass through various context areas to safely accommodate all modes.



Rail Lines and Rail Crossings

There are 400 miles of railroad operated by CSX and Norfolk Southern in DeKalb County. Several small spurs and connections points also exist that are operated by private companies. At-grade railroad crossings are commonly cited by residents as safety and efficiency concerns, particularly in many of the County's downtown areas. Two locations have been identified for improvements in the County's list of priority projects for this Plan:

- North Clarendon Road adjacent to East Ponce de Leon Avenue—upgrade the traffic signal to allow railroad pre-emption
- Goldsmith Road adjacent to East Ponce de Leon Avenue—upgrade the traffic signal to allow railroad pre-emption

Airport

DeKalb-Peachtree Airport is located in Chamblee, surrounded by US 23, I-85 and I-285. The airport is designated as a general aviation reliever for the Atlanta metropolitan area helping to reduce congestion at other nearby airports. The DeKalb Peachtree Airport is also home to more than 25 on-airport businesses.

With an average of nearly 220,000 takeoffs and landings in 2007, before the economic downturn, DeKalb-Peachtree Airport is the second busiest airport in Georgia. The longest runway, measuring 6,001 feet in length, is equipped with

a precision approach landing system—and can accommodate 95% of general aviation aircraft. The airport supports flight trainings, aerial inspections, aerial photography, law enforcement flights, military trainings, the Civil Air Patrol (CAP), and emergency medical evacuations.

The primary recommendation related directly to the airport is for any future redevelopment associated with the former GM plant in Doraville to be well-coordinated with airport officials. The GM facility is located 6,000 feet from the airport's main runway and is in its flight path. Land uses such as mixed-use developments could allow mid-rise or high-rise structures that should meet height limitations associated with the airport. In addition, because the former GM plant site was operated as an industrial land use facility, noise created by airplanes was not previously a problem. If the site redevelops with a residential component, noise may become an important consideration.

Many roadway, bicycle, and pedestrian projects have been recommended in close proximity to the airport which will provide better access for the approximately 1,800 employees that work at the DeKalb-Peachtree Airport.

12. Access Management

Access management is the process of balancing the need to access major thoroughfares through intersecting driveways and streets with the need to preserve speed and safety for travelers using those thoroughfares. Access management typically involves the control of the location, spacing, design, and operation of driveways, median openings, interchanges, and street connections to a roadway.

Despite the fact that good access management can provide a functional benefit to society, the impacts to adjacent property owners are often perceived negatively. Access management policies typically impact driveway placement and driveway design and affect how users potentially access a site. This issue can possibly limit how a site is developed, but the continued negative factors of poor access management can result in potential customers avoiding the unsafe and/or congested roadway altogether.

Poor access management can have negative results:

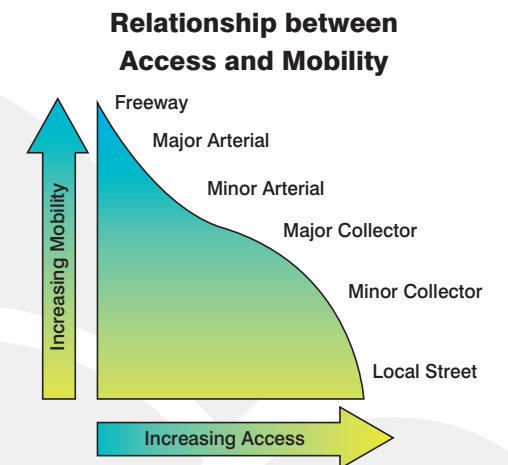
- Higher crash rates
- Less efficient roads
- Increased cut-through traffic in residential areas
- Longer commute times
- Higher fuel consumption and emissions

One traditional solution to the mobility loss along a major arterial highway is expanding the roadway to accommodate more traffic. An alternative approach may be access management, which can allow the existing roadway corridor to be preserved while maintaining traffic flow by improving the ability to access destinations. Depending on a roadway's traffic volume and the cause of congestion, access management can delay or even eliminate the need to widen a road, saving taxpayer money in the process. ¹The figure on the right shows the relationship between access and mobility.

Along with this Plan, an access management tool kit has been provided in the Appendix. The tool kit provides an overview of access management challenges and techniques and

is useful for anyone wanting to gain an understanding of the factors associated with maintaining good balance between access and mobility.

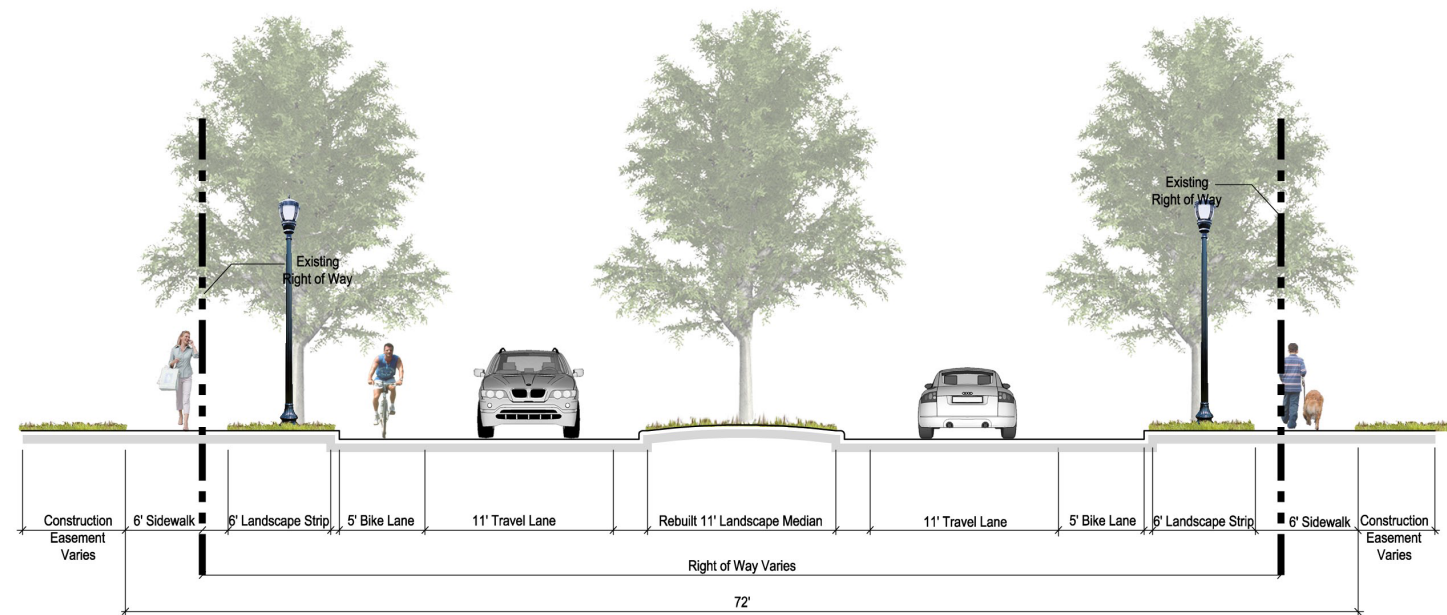
It is recommended that the DeKalb County Code of Ordinances be reviewed for any existing access management requirements. All access management requirements should be moved into a specific access management ordinance, which will aid in consolidating access management requirements, thereby reducing the potential for overlapping and confusing requirements. It is also recommended that any specific access management requirements that are needed for specific areas (such as within overlay areas) be located within a standard access management subsection located in each relevant overlay zoning section.



Source: FHWA

13. Complete Streets Policy

Complete Streets are roadway corridors that are designed and constructed to accommodate users of all ages, abilities, and modes. For the past several years, DeKalb County has actively been pursuing the expansion of the bicycle, pedestrian, and transit networks throughout the County. To formalize this effort, a Complete Streets Policy has been included as a part of this report to be adopted as part of the DeKalb County 2014 Transportation Plan. USDOT and GDOT Complete Streets Policies were consulted in the creation of the DeKalb County Complete Streets Policy. In summary, that policy states that the County must consider installing bicycle, pedestrian, and transit facilities along any roadways that are newly constructed or largely modified within DeKalb County. Although there are conditions that may preclude the County from installing sidewalks, or bike lanes, or other infrastructure as a part of every new project, in general most new or reconstructed roadways will receive improved accommodations for cyclists and pedestrians. The full policy can be found in the Appendix of this Plan.



Sample Complete Street Cross-section



14. Human Services Transportation

Human services transportation is a category of strategies, programs, and services that provide non-emergency transportation access to transportation disadvantaged populations.

These groups typically include older adults, persons with disabilities, persons with Limited English Proficiency (LEP), and persons with lower incomes.

Individuals within these groups often have unique transportation needs, and can benefit from a wide range of transportation services. In general, many of the needs of transportation disadvantaged populations can be met with access to high quality public transportation; however, funding limitations prevent MARTA from being able to provide reliable transit service everywhere in the County. Aside from increased transit funding, there are many strategies that DeKalb County can implement to improve access for transportation disadvantaged groups. Indeed, the County already provides funding for many quality programs managed by the DeKalb County Human Development Department. The demand for these services, however, far exceeds the County's ability to meet all of the existing needs.

Overall, to improve transportation for disadvantaged populations, one of the County's primary strategies should be to continue creating neighborhoods and town centers that provide quality multimodal mobility (meaning they are walkable, bikeable, and transit accessible). Generally, all groups included in human services transportation benefit from neighborhoods and activity centers that are multimodal in nature. Some priority steps for implementing this strategy should include:

- Continue to implement projects within LCI study areas. These plans are typically developed to align with ARC's Lifelong Communities principles. Transportation projects identified in LCI studies will benefit transportation disadvantaged populations.
- Continue to focus infill development around existing and planned transit infrastructure. In particular, focus any new County facilities to be adjacent to existing and planned transit infrastructure.

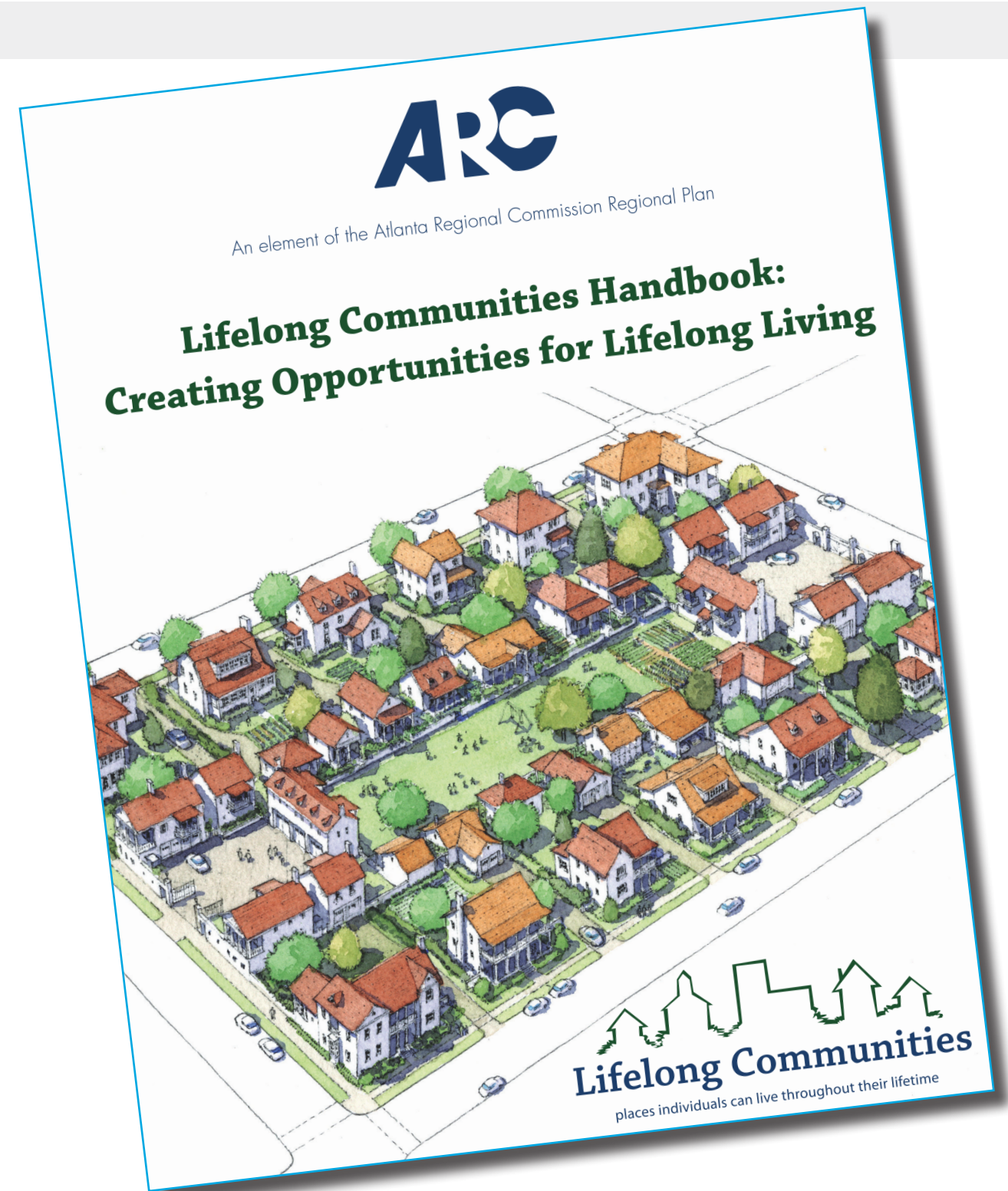
- Continue to install sidewalks and improve crossings around transit stations and along bus corridors.
- Continue working with MARTA and developers to create more transit-oriented development around existing and planned transit stations.

These recommendations also follow with the recommendations outlined in the Transit and Land Use section of this Plan.

DeKalb County should continue to partner with the Atlanta Regional Commission to improve Human Services Transportation across the County. ARC recently completed its Human Services Transportation Plan 2013 Limited Update and continues to grow the Lifelong Communities Initiative.

Additionally, the County should further investigate working with taxi services registered in DeKalb County to increase the number of taxi vehicles that are accessible for motorized wheelchairs (usually vans). Taxis represent an important resource for individuals with disabilities. Currently, there are very few wheelchair accessible vehicles registered in DeKalb County. Stakeholders expressed that this limited supply of vehicles can result in long and unreliable wait times, often making these services unusable.

If additional money for transportation is raised, the County should consider bolstering the programs already offered through the Human Development Department. These programs include providing transportation vouchers for specialty ride services, transit services, and taxis, and providing shuttles for seniors, as well as many other related services. Due to budget cuts, funding for these services has steadily declined over the last several years.



Supplemental ride services, such as those currently coordinated by DeKalb County, are an important response to the symptoms of auto-oriented growth patterns. The long-term solution for meeting the transportation needs of a diverse human population will need to come from strategies like those identified by the Atlanta Regional Commission's Lifelong Communities concept. Those strategies involve creating accessible neighborhoods within existing communities that provide a wide range of transportation and housing options.

15. Bicycle and Pedestrian Level of Service Goals and Connectivity

The level of service performance measure currently defined in the *Highway Capacity Manual* is a recommended methodology for evaluating bicycle and pedestrian accommodations on roadways, but it does not prescribe standard thresholds for a level of service that is acceptable for bicycles and pedestrians in all communities.

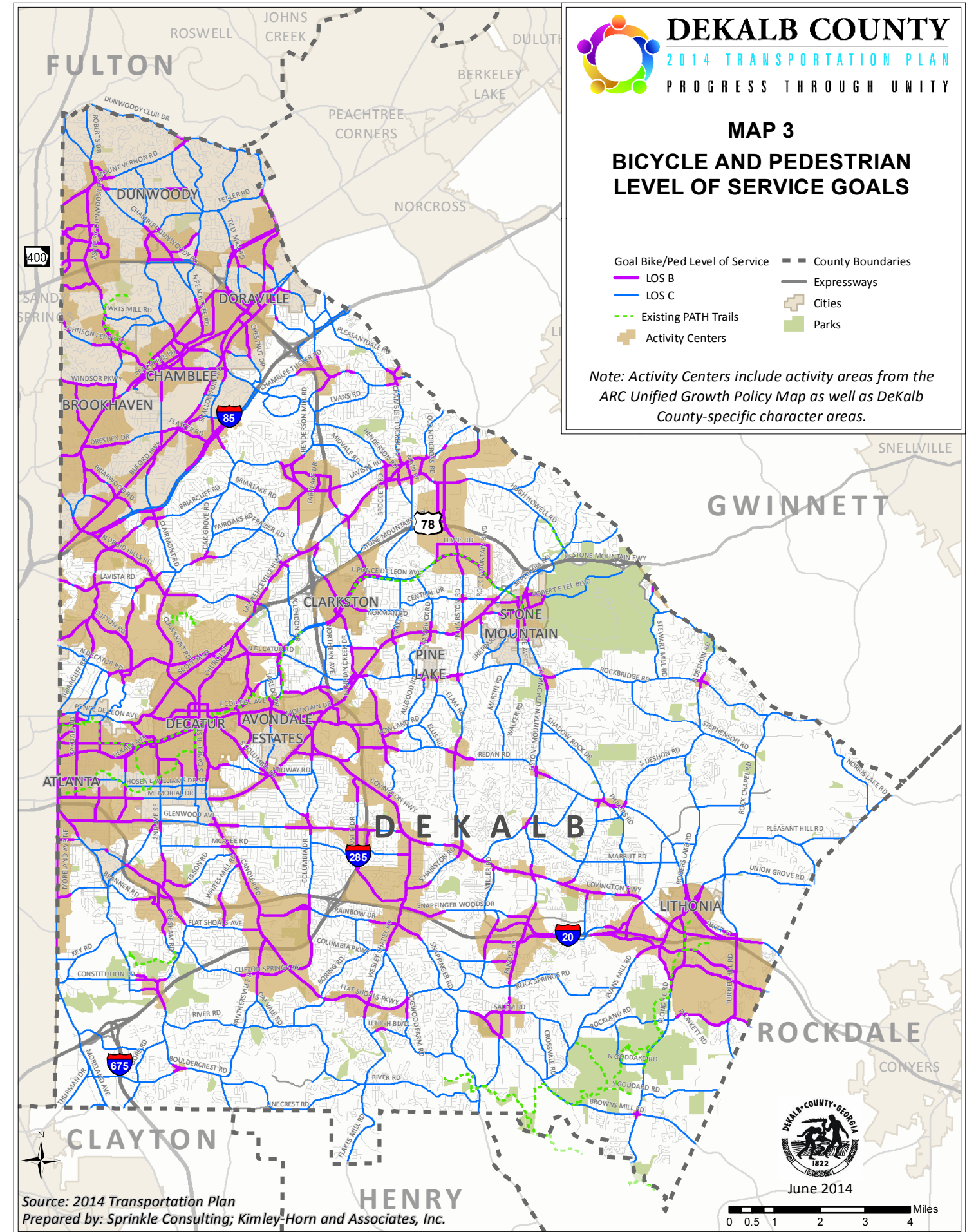
Each agency that uses this method may set its own passing marks based on local aspirations and constraints. This method is currently used in metro Atlanta by in ARC's 2007 Bicycle Transportation and Pedestrian Walkways Plan. In that plan, ARC established that, across the Atlanta region for both walking and bicycling, the performance expectation within activity nodes would be level of service "B," and level of ser-



vice "C" would be the performance expectation on roadways outside of activity nodes. Regionally, ARC defined activity nodes as certain areas defined on its Uniform Growth Policy Map (UGPM), including City Centers, Town Centers, Regional Centers, and Station Communities, as well as LCI study sites.

The DeKalb County 2014 Transportation Plan followed the example set by ARC by also setting performance thresholds for bicycle and pedestrian level of service "B" within activity nodes, and more generally bicycle level of service "C." Activity nodes for DeKalb County are defined by multiple criteria, including the several area types defined by the current (2012) ARC UGPM:

- Town Centers
- Regional Centers
- Regional Town Centers
- Regional attractors
- Community Activity Centers
- Village Centers
- LCI Study sites



In addition to the UGPM-defined areas, this Plan has several DeKalb County-specific criteria for activity nodes:

- Areas with one mile (on-the-street) of the following existing and future premium transit services:
 - MARTA heavy rail stations
 - Atlanta BeltLine stations
 - Clifton Corridor and I-20 Corridor stations
 - Other existing BRT stations
- Areas identified as “neighborhood centers”, “Town Centers”, and “commercial redevelopment corridors” in the DeKalb County Comprehensive Plan
- Study areas from the DeKalb County MALP
- Areas designated for the following land use/density attributes on the DeKalb County Future Land Use Map (FLUM)

- o Very high density residential
- o High density residential
- o High density commercial
- o High density mixed use
- o Medium density mixed use

The Bicycle and Pedestrian Level of Service (LOS) goals Map shows the activity center areas and the corresponding roadway segments that fall inside or outside of the boundaries. Of the 636 miles of roadway analyzed with the bicycle and pedestrian level of service models, slightly more than 263 miles (41%) fall within the activity nodes defined by the above criteria. These segments are used for guidance; where small sections of roadway exist that fall outside of activity center boundaries, project planners and engineers should consider logical breakpoints for changes in LOS and bike/pedestrian accommodation. For example, if a small segment

of a project falls outside of the activity center boundaries, the treatment used within the boundaries should be applied consistently across the entire project.

The bicycle and pedestrian level of service goals should be used in conjunction with the Complete Streets Policy and bike priority network when developing concepts for multi-modal corridors or bike/pedestrian facilities. Bicycle and pedestrian accommodations may not be able to be implemented so as to achieve the goal LOS in all cases; however, serious study and formal consideration should be given to all modes in the concept development and design phases.

The bicycle and pedestrian LOS goals will help improve connectivity for pedestrians and cyclists by improving the multimodal quality of sidewalks, bike lanes, and trails along

roadways. To further to improve connectivity, the County should also investigate the potential for making new bicycle and pedestrian connections between streets that terminate in close proximity to one another but do not physically connect. Primarily, this approach could be applied at cul-de-sacs. For new bicycle and pedestrian connections to be made between two cul-de-sacs, this approach may require purchasing houses as they become available for sale. It is recommended that further assessment be made to determine the feasibility of making these kinds of connections at key locations throughout the County.

16. Priority Bicycle Network

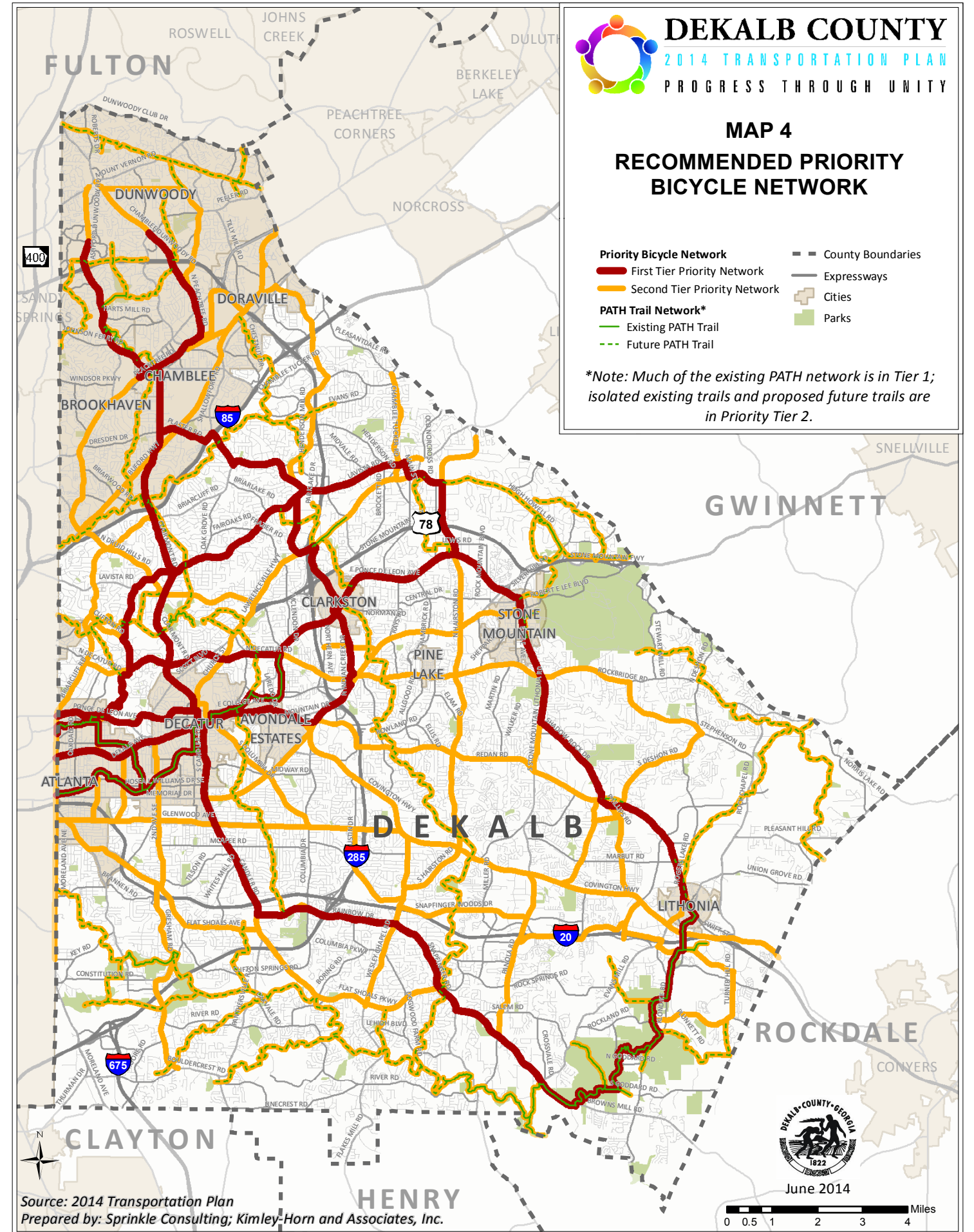
As part of the recommended Complete Streets Policy included at the end of this Transportation Plan, all roadway projects will be evaluated as candidates for possible bicycle and pedestrian improvements. Generally it is more cost-effective to combine vehicular, bicycle, and pedestrian projects along the same corridor into one project. Although the intended approach is to consider all modes, funding limitations will prohibit the County from improving connections for every mode as a part of every project. In some special cases, where no roadway projects are recommended, it may be worth the investment for the County to only install bicycle facilities without any other improvements. In an effort to guide how all of these spending decisions are made a priority bicycle network was developed.

The priority bicycle network is not itself a project list, but rather, is a vision for an expanded and cohesive countywide bicycle network. This long-range network vision is useful to guide which roadways should receive strong consideration for bicycle facilities to create the larger countywide network. Some portions of this network already exist; other portions of the network, through further evaluation of right-of-way constraints, may prove to be infeasible. In some cases, a roadway project on a nearby parallel roadway may present

a better opportunity for expanding the bicycle network than what is currently planned. This envisioned network will need to be revised with future transportation updates. But for now, it is intended as a starting point for building a larger county-wide network.

This network was developed through a collaboration of County staff, a consultant specializing in bicycle and pedestrian infrastructure, and a meeting with bicycle specific stakeholders. Although there is not a set timeframe for developing the entire network, many of the segments shown in the network are also included in projects on the recommended list of priority projects developed as part of this Transportation Plan. The County should consider assembling a Bicycle Advisory Committee that is an ad hoc group of cyclists, engineers, and stakeholders who provide guidance on the implementation of transportation projects and how bicycle infrastructure should best be included.

The bicycle priority network can be seen in the map on the adjacent page.



17. Transportation Demand Management

Transportation demand management (TDM) has been defined by the Center for Urban Transportation Research (CUTR) as “helping people change their travel behavior to meet their travel needs.” Conventional TDM promoted the reduction of single-occupant vehicle (SOV) commute trips primarily through strategic and incentivized programs such as carpooling, vanpooling, teleworking, and establishing flexible work arrangements, which were specifically targeted to employers and commuters to assist with peak hour traffic concerns.

The Atlanta Regional Transportation Demand Management Plan (2013) provides a contemporary approach to TDM which considers all travel, (whether commute-based or otherwise), as well as the mode, time of day, route, and location choices available to individual travelers. The broader definition of TDM, known as TDM+, expands on the traditional programmatic strategies and incorporates connections with livability, sustainability, economic development, healthy communities, active aging, and transportation planning. It includes provisions for improving land use policies to support development patterns for shorter distances between destinations; infrastructure improvements; investment as a means to promote using transit, walking and biking as viable alternatives to vehicular use; and systems operations improvements, such as signal timing and variable message signs to provide real-time information and to enhance system efficiency. TDM+ aims to better meet the needs of each traveler and trip, and improve impacts to the broader community.

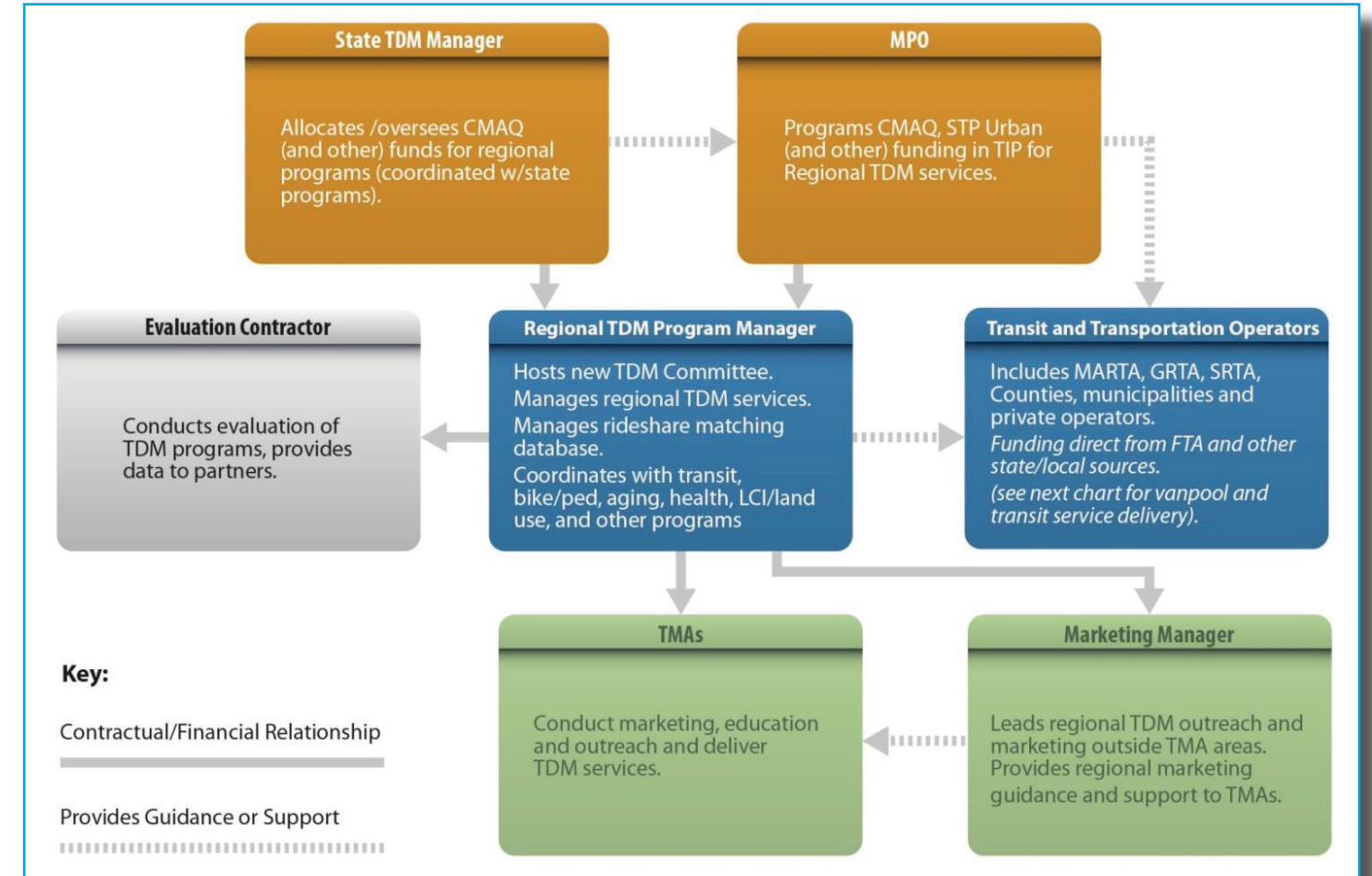
While many TDM approaches lend themselves to localized implementation, the intent of the Regional TDM Plan is to support and advance a regionally coordinated effort of demand management strategies. Congestion is increasing, and this trend is expected to continue with the substantial population growth anticipated for DeKalb County as well as the entire metro Atlanta area. It will be important to promote non-SOV travel and coordinate TDM strategies to ensure that the limited future transportation funding can keep up with the

travel needs of a growing population. The following are the primary goals of the Regional TDM Plan:

- Goal 1. Improve customer convenience and user experience
- Goal 2. Increase transportation connectivity, mode choice and access
- Goal 3. Streamline regional coordination of policies, programs, services, and investments
- Goal 4. Leverage and diversify funding sources for program sustainability
- Goal 5. Pursue continuous performance and operations improvements

TDM Strategies for DeKalb County

As a mature and central metro county, DeKalb County is poised to implement its own TDM practices as well as participate in regional TDM efforts. Within the County, several organizations already operate to assist with TDM efforts specifically. The statewide Georgia Commute Options (GCO) program covers TDM programming for all areas throughout the state that are not specifically tied to a Transportation Management Association (TMA). In DeKalb, the Clifton Corridor Transportation Management Association and the Perimeter Transportation and Sustainability Coalition target TDM programs within their own specific employment centers. These TMAs tie into the statewide Georgia Commute Options program, created around the same time as the Regional Demand Management Plan to consolidate



Atlanta Regional Transportation Demand Management Plan (2013)

branding and assist with recognition and public understanding of TDM programs throughout the metro area and state of Georgia. Promoting the GCO brand within DeKalb County can help County residents and unite workers, visitors, and passers-by of DeKalb County to make informed decisions about travel, helping mitigate the impacts of population growth and associated increase in travel throughout the County and region. Using regional goals as a framework, the following sections include recommendations for TDM programs and supportive policies in DeKalb County.

Customer Convenience and User Experience

DeKalb County can support customer convenience and user experience, aligning with regional Goal 1, by simply adding hyperlinks to the Georgia Commute Options webpage on DeKalb County websites, as well as hyperlinks to the Clifton

Corridor TMA's and the Perimeter Transportation and Sustainability Coalition's websites to improve visibility of these organizations and the programs and services they offer. In fact, DeKalb County's main webpage could provide a more prominent link to the Transportation page and focus on "Getting around DeKalb" as well as the main links of "Living in DeKalb" and "Visiting DeKalb." This page should also include links to Georgia 511, MARTA and GRTA Xpress, and information on DeKalb-specific transportation, including:

- Transportation assistance offered by the Office of Senior Affairs
- Bicycle infrastructure and planned expansion of the bicycle and/or trail network

Transportation Connectivity, Mode Choice, and Access

This plan partially addresses increasing transportation connectivity, mode choice, and access to align with regional Goal 2. The list of projects presented in this Plan represents important investments in transportation infrastructure throughout DeKalb County. Several projects will provide new roadway and trail connections to provide additional options for people to get between their origins and destinations and, in many cases, provide more efficient and effective access to community assets. The Complete Streets Policy, developed as part of the DeKalb County 2014 Transportation Plan and included in the Five-Year Action Plan, can be found in the Appendix of this Plan. The Complete Streets Policy require any newly constructed or largely modified roadway within the County to consider bicycle and pedestrian facilities in order to promote connectivity across modes.

Building on the Revised Zoning Code

Making the connection between transportation systems and land use can be a powerful method to effectively allocate limited resources. Compact and well-connected communities are able to use available resources more efficiently and boost the local economy while reducing environmental footprints and promoting active living and age-friendly centers where the aging population can age in place.

Building on the revised zoning code is important. Baby Boomers are reaching retirement, and the size of the older populations is increasing nationwide. For many demographics, choosing a location to live will depend on the availability of affordable housing, the services available, and the transportation infrastructure that gives residents the access and mobility to arrive at destinations that are important to them.

Strategically planning for residential development that connects to transit or is walkable to necessary services can help ease the burden on transportation assistance and infrastructure for all residents and workers, but particularly for the aging population.

Additionally, parking supply and pricing can directly influence travel behavior. It would be beneficial for the County to work with incorporated areas as well as unincorporated DeKalb County to produce parking management policies to influence vehicular travel behavior. Parking management can include both incentives and disincentives. For example, preferential parking policies can provide spaces that are reserved for multi-occupant vehicles. Disincentives could include pricing imposed on either businesses or users to help offset the costs of delay and congestion associated with high demand areas. Consideration should be given to incorporate heavy incentives encouraging TDM strategies into new developments through zoning regulations.

Participation in Regional Coordination of Policies, Programs, Services, and Investments

DeKalb County should pursue an active role in the regional coordination of policies, programs, services, and investments as part of regional Goal 3. Maintaining a strong connection with regional efforts will ensure that DeKalb County can contribute to and reap benefits from regional TDM programs and services, while having a voice to promote and integrate DeKalb-specific amenities. If the County were able to support a TDM Program Coordinator to oversee County-wide TDM activities, this person could serve as a local expert and liaison between the County, the region, the public, and outside programs and agencies. The Coordinator could help promote alternative commutes and travel options, as well as advise investment and funding for future transportation assets that would provide improved access, mobility, and connectivity for a better DeKalb County.

Funding Sources for Program Sustainability

Along with the regional effort to leverage and diversify funding sources for TDM programs, DeKalb County can benefit from similar pursuits of funding sources as part of regional Goal 4. DeKalb County should explore partnerships with a variety of public and private organizations and interest groups to become more competitive for federal grants that may not be directly accessible to the County alone. Mentioned above are the quasi-governmental CIDs, and some additional examples include state, local, and private health departments, disabilities services, and aging divisions, which are eligible for a variety of federal grants that support TDM-related pursuits. Additionally, the County can work with non-profit organizations such as the Atlanta Bicycle Coalition, the PATH Foundation, Citizens for Progressive Transit (CfPT), the Livable Communities Council (formerly the Livable Communities Coalition), and Pedestrians Educating Drivers about Safety (PEDS), among others.

Congestion Mitigation and Air Quality (CMAQ) funds are the primary source of funding for regional commuter incentive and marketing programs. The future of CMAQ funding is unclear, but there are a variety of other programs and sources that can contribute to TDM and related programs. In an era where funding is becoming increasingly scarce, diversifying funding sources will be necessary to sustain TDM as well as other programs. Momentum for funding TDM can be achieved when policymakers, local governments, and the public are better educated on the benefits of TDM.

Continuous Performance and Operations Improvements

The final goal from the Regional Demand Management Plan relates directly to requirements for many MAP-21 funding programs. Regional Goal 5 stresses the importance of developing performance metrics to track operations and management over time. Performance measurement will likely be an important tool to be competitive for transportation funding in the future. Therefore, DeKalb County will need to consider how performance measurements can support the County internally as a tool to manage assets and externally to be competitive with other counties. Both quantitative and qualitative information can be collected over time to assist with performance-based evaluations. Quantitative data can include system performance measures, usage over time, or condition information based on a numerical scale and professional calculations or judgment. Qualitative measures can consider

public or professional interest, awareness, or satisfaction. While not a TDM performance measure, the DeKalb Pavement Management System is a great example of performance data collection. DeKalb County Public Works: Roads and Drainage Division tracks pavement deterioration through an annual inspection of 2,280 miles of County roadway. Because this information is collected yearly, an electronic database is able to assist with the evaluation of pavement deterioration over time and has the potential to help predict when a roadway will need maintenance or repair.

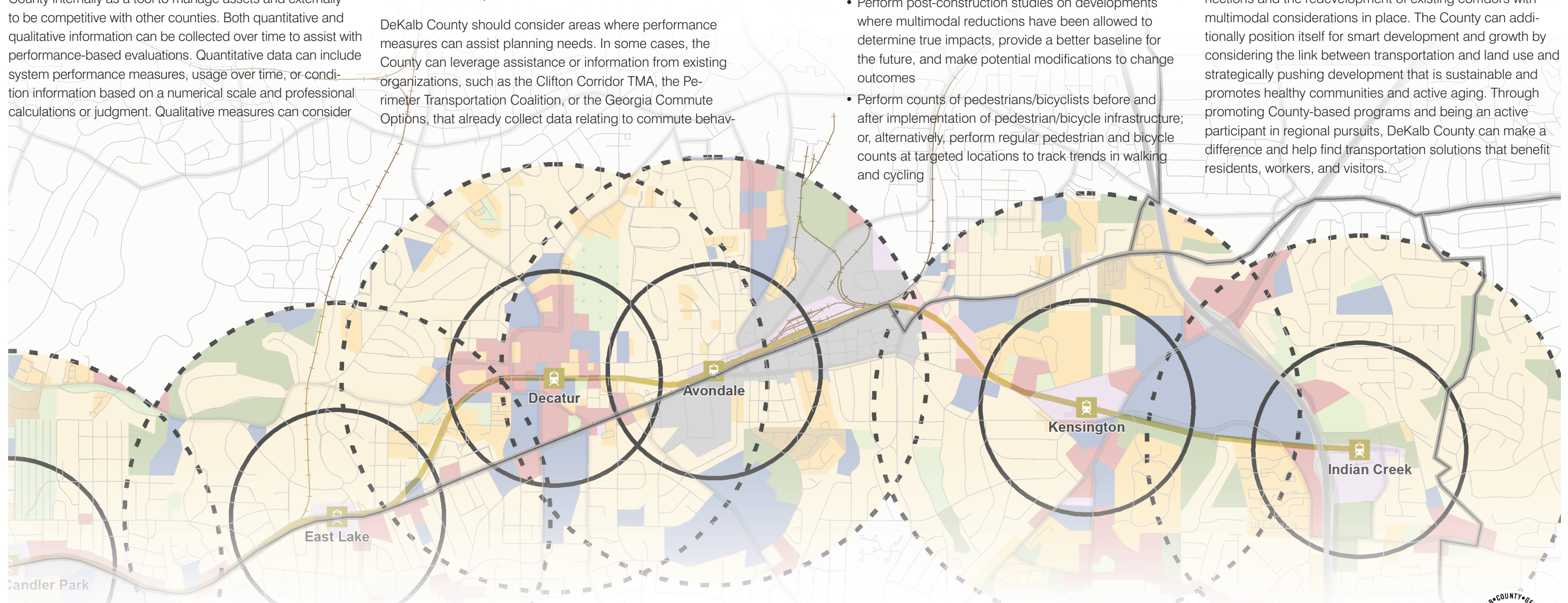
DeKalb County should consider areas where performance measures can assist planning needs. In some cases, the County can leverage assistance or information from existing organizations, such as the Clifton Corridor TMA, the Perimeter Transportation Coalition, or the Georgia Commute Options, that already collect data relating to commute behav-

iors. Some areas that the County may consider for performance-based measurement could be the following

- Track the number of DeKalb County residents taking advantage of TDM-related programs, such as telework, rideshare, compressed work weeks, or flexible schedules (can be pulled from Georgia Commute Options, Clifton Corridor TMA, and Perimeter Transportation Coalition)
- Track the number of transit boardings in DeKalb County (from transit providers, including MARTA and GRTA)
- Perform post-construction studies on developments where multimodal reductions have been allowed to determine true impacts, provide a better baseline for the future, and make potential modifications to change outcomes
- Perform counts of pedestrians/bicyclists before and after implementation of pedestrian/bicycle infrastructure; or, alternatively, perform regular pedestrian and bicycle counts at targeted locations to track trends in walking and cycling

TDM Conclusions

TDM can play a valuable role in DeKalb County. Reducing resident and visitor needs or dependence on a personal vehicle can be a viable option if there is a sufficient array of alternatives and infrastructure in place to provide options. DeKalb County has existing rail and bus transit throughout the County, with planned expansion of the transit system. Through this plan, the County also is providing a priority bicycle network along with proposed new roadway connections and the redevelopment of existing corridors with multimodal considerations in place. The County can additionally position itself for smart development and growth by considering the link between transportation and land use and strategically pushing development that is sustainable and promotes healthy communities and active aging. Through promoting County-based programs and being an active participant in regional pursuits, DeKalb County can make a difference and help find transportation solutions that benefit residents, workers, and visitors.



18. Transit and Land Use

The public and elected officials have expressed a strong desire to expand the availability of transit options within DeKalb County. For this expansion to occur, there must be a pairing of transit investment with complementary transit-oriented development patterns. If DeKalb County is successful at leveraging public investments and private development guidelines, then proposed transit projects will be competitive for state and federal funding and development sites will be attractive to private investors.

Employment and Mixed Use Centers

Public transit investment should be directed primarily towards employment and mixed-use centers. The most successful and effective transit systems are designed to connect people to existing and planned employment. Although a few commuter rail stations serving only residential areas may be appropriate in some corridors, high cost transit stations should be layered with employment, retail goods and services, and denser residential development. The cost to extend transit in the Atlanta region is too great to be justified as an alternative commute option exclusively for residential areas.

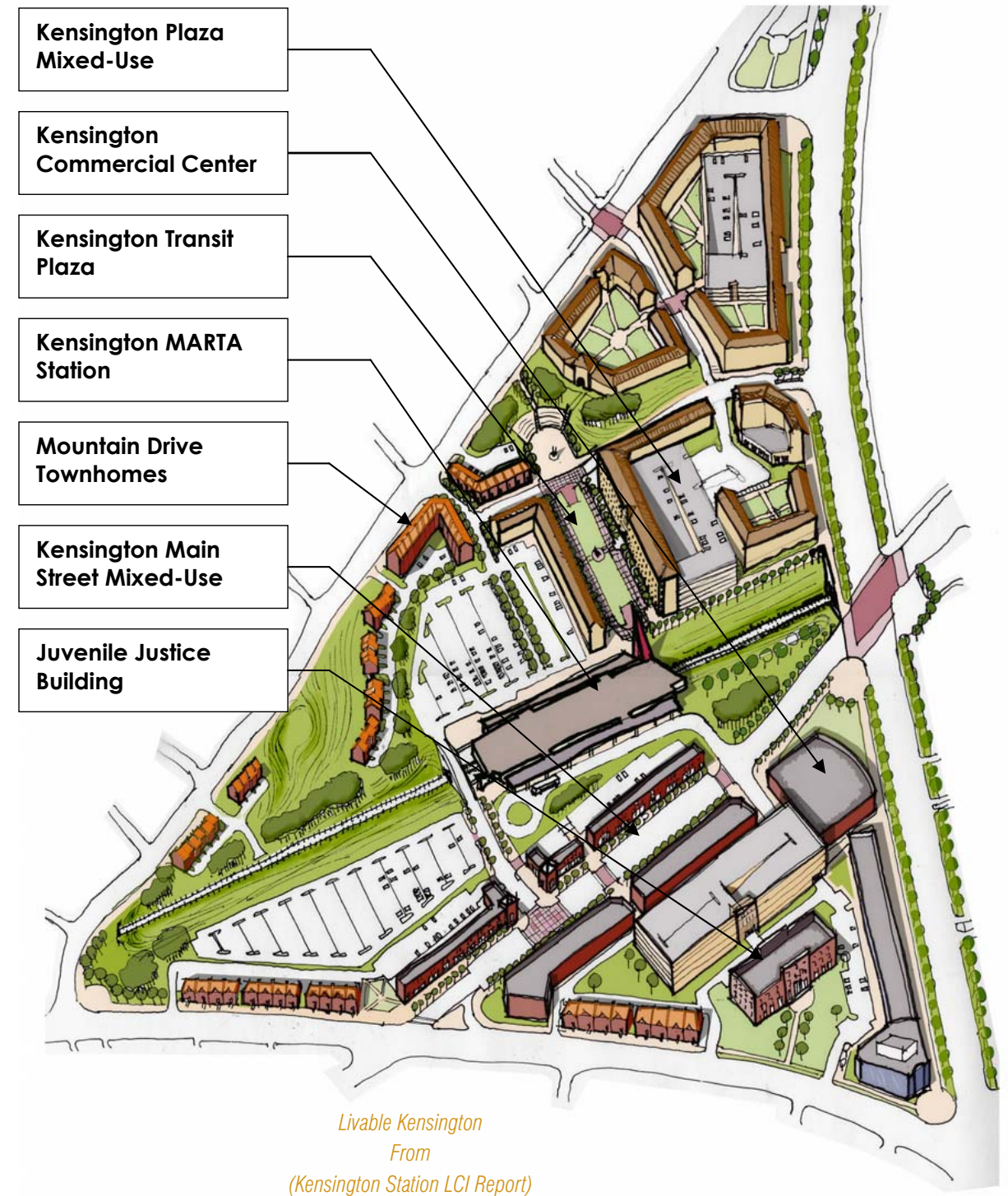
DeKalb County already has multiple strong employment centers in the northern and central portions of the County. The long-term economic competitiveness of the southern portions of the County hinges on the development of new employment and activity centers. Several opportunities exist:

- As a major employer, DeKalb County should consider centralizing and consolidating administrative functions and facilities to create a high quality employment center in a transit accessible location.
- Create financial incentives including opportunity zones, Tax Allocation Districts (TADs), and other programs to encourage job creation and clustering in strategic locations.

- Align economic development initiatives to leverage current and future transit locations, which includes playing an active role in packaging key transit sites and marketing them to potential developers and companies to facilitate development.

Well Connected and Accessible

A variety of factors contribute to places becoming economically prosperous. Some areas prosper naturally from the incremental development of employment centers, residential neighborhoods, and shopping areas in environments that are served by well-connected multimodal transportation systems. Some specialized activity centers form in response to specific market segments or opportunistic characteristics (e.g., industrial sites with rail access or distribution centers with highway access). However, these employment-focused districts tend to lack a diversity of uses, are often not as well connected, and rarely offer a variety of transportation choices. Even still, these same locations represent opportunities for future investment and infill which can result in the creation of vibrant centers.



In DeKalb County, two of the strongest and most successful internal economic generators (fully contained within DeKalb County and not adjacent to or shared with other parts of the region) are Emory University and the CDC. However, these areas are generally insulated in terms of access and connectivity. To enable these assets to generate a more robust economic impact to the County, it is imperative that connectivity and access be increased around these areas.

- DeKalb County should prioritize transportation projects that will increase connectivity to the Emory/CDC area, which should include consideration for all modes of travel.
- DeKalb County should take a strong and proactive role in coordinating and packaging development sites and deals in areas surrounding Emory and the CDC.
- Similar to the approach for the Emory and the CDC area, DeKalb County should encourage local direct connections to existing transit stations in other areas, which will better enable those transit stations to attract investment and growth.

Different Kinds of Places

Typical development patterns over the last 50 years have tended to segregate various land uses, namely separating commercial and residential uses. More recently, developments that include an integrated combination of office, retail, and residential uses have become more popular with both consumers and commercial tenants. These mixed-use areas are more conducive to alternative modes of travel, likewise making them places that are “transit-ready” and where future public transportation investments can be successful.

In areas that have strong real estate dynamics yet functionally obsolete commercial properties, it is possible and even desirable to redevelop older commercial properties into a mix of commercial and residential uses. These places can be attractive for investment if they are connected and accessible by multiple modes of transportation. The layering of uses and activities within strategic, transit-served locations has the potential to deliver greater economic impact to the County and to have long-term viability.

Some areas have significant challenges related to reinvestment, but they also have valuable infrastructure already in place, offering a competitive advantage. Many existing MARTA rail stations in DeKalb County are not surrounded by optimal land uses. Station areas including Avondale and Kensington Stations have vast areas of underdeveloped property. These transit sites would be ideal for transit-oriented development. That development would then be beneficial to both the communities in the County and to MARTA. This same concept for leveraging existing transit stations can also apply for planned future stations such as those along the Clifton and I-20 Corridors.

There are several strategies available for encouraging transit-oriented development:

- Utilize the recently created DeKalb Regional Land Bank as a redevelopment tool in current and future transit locations. This land bank was created in August 2011 and focuses on converting vacant, abandoned, and tax-delinquent properties into productive uses.
- Consider creating Transit Revitalization Investment Districts (TRIDs), similar to legislation implemented in Pennsylvania, as a tool for redevelopment around transit

stations. A TRID is similar to a TAD except it is directed at areas near transit infrastructure and does not require a finding of “blight.”

- Encourage the rezoning of commercial properties that reduce vacant, non-competitive retail space along key corridors and within transit-served activity centers—an oversupply of retail space can be detrimental to lease rates.
- Allow increased residential and commercial densities along established and planned transit corridors.
- Require standards for individual developments to connect transit riders to transit stations through appropriate site design and layout. These design changes can promote greater walkability and bicycling. PEDS has created a guiding document called “Safe Routes to Transit – Toolkits for Safe Crossings in Metro Atlanta.” This report has specific guidelines for the best crossing treatments near transit, depending on road width, traffic and pedestrian volume, and traffic speed.
- Encourage and incentivize the development of a variety of land uses, including offices and other employment facilities around existing transit stations.
- Promote and coordinate the bundling of redevelopment sites and deals for potential developers and investors. This bundling could expedite investment in key redevelopment areas, including the Northlake area, the Buford Highway corridor, the North DeKalb Mall area, the Memorial Drive corridor, and other areas that have aging assets with potential redevelopment market opportunities.

Relating Land Use to Transportation

In addition to efforts that specifically support transit use throughout the County, there are other aspects where DeKalb County can strengthen the link between transportation and land use.

- Enhance the balance between jobs and housing by providing diverse housing types and creating more opportunities where the distance between jobs and housing is reduced and/or integrated into developments. These housing options should represent multiple points on the affordability spectrum in locations throughout the county, including Northlake, Toco Hills, Kensington, Avondale Mall, Stonecrest, and North DeKalb Mall, and should be targeted along future transit locations along I-20 (Candler Road, Wesley Chapel Road, Panola Road, etc.).
- Pedestrian- and cyclist-oriented development within activity and employment centers should be encouraged throughout the County. This development can be achieved in several ways, including enacting a Complete Streets Policy (as developed in this planning process) and through inserting key development standards into the County’s zoning codes.

Notes on the New Zoning Code

DeKalb County is in the process of updating its zoning code. A revised ordinance is expected to be reviewed publicly in early 2014. This transportation planning process included a review of the revised ordinance in late 2013. The following observations highlight proposed code revisions that are consistent with this Plan's transportation policies and those that may require further coordination.

- The proposed zoning code allows additional zoning designations with higher densities to accommodate a range of densities.
- The proposed zoning code allows mixed-use zoning districts within a greater range of future land uses, opening the County to mixed-use development in new areas.
- The proposed zoning code allows density bonuses for locations close to transit: up to 100% higher if within a quarter mile of a heavy rail station and up to 20% higher if within a quarter mile of a MARTA bus stop. *However,*

a stipulation should be added that to receive the density bonus, the proposed development should provide easy access to the transit stop or station.

- The zoning code allows a reduction of parking requirements by up to 25% if within 1,000 feet of a street car, light rail, or bus rapid transit (BRT) stop. *However, this reduction does not appear to be linked to existing and proposed activity centers, and planned station areas are currently not included.*
- The proposed zoning code establishes parking maximums and reduces minimums in some cases. This type of regulation is particularly welcome in transit served areas to prevent unnecessarily large parking fields.

- The proposed zoning code establishes new maximums for block lengths in activity centers, but the maximums are very large at 800 feet. While maximum block lengths do encourage more walkable development, a 500-foot maximum might be more optimal in transit-oriented and heavy pedestrian areas.
- It is recommended that in many cases of hardship, a stub-out should still be provided.
- The proposed zoning code requires that adjacent commercial, office, institution, and industrial properties have shared driveways and inter-parcel access. *This section of the code does not address mixed-use properties directly.*



19. County Coordination with MARTA

MARTA is the designated transit agency that serves DeKalb County and has been included as a key stakeholder in the development of the County's Transportation Plan. Many transit-related ideas proposed during the planning process will be solely the responsibility of the County. However, other ideas will involve responsibility partnership with MARTA, or may completely be the responsibility of MARTA. The following are ideas that will require some level of coordination between MARTA and the County. In most cases, these ideas were generated through stakeholder and public involvement. Many of the concepts will require further refinement and input from MARTA, the County, and many of the cities within DeKalb County.

Rail Stations

- Many of the MARTA stations should be updated to be more accessible for pedestrians and cyclists. These updates will require both onsite and offsite improvements around the stations. Local communities can improve crossings of large roadways and install sidewalks along nearby roadways. On the station sites themselves, some elements, such as chain link fencing around parking areas, could be reconfigured in an effort to create a more inviting atmosphere. At some stations, large parking lots make pedestrian and bicycle access unpleasant.

- The County and many of the cities have small area plans (such as LCIs) that recommend streetscape and redevelopment projects around the MARTA stations. Some opportunities may exist where partnerships between MARTA and the local jurisdictions or cities can help in accomplishing these recommended projects. Decatur's station may be an example of this kind of coordination. However, because of MARTA's limited capital funding, DeKalb County and the cities will need to anticipate contributing most of the project funding and commit to managing the process or looking for opportunities to find alternative funding sources such as LCI grants.



- MARTA's recent effort to work with private developers to create transit-oriented development around stations is very encouraging. Near some stations, opportunities may exist to create structured parking (e.g., the Brookhaven MARTA station). At the Doraville station, where the station is separated from the Doraville GM plant by railroad tracks, there may be an opportunity to partner with developers to create a fully-modal (bike-, pedestrian-, and vehicle-capable) bridge over the active rail line (as proposed in previous studies). This bridge would enhance the opportunity and attractiveness for redevelopment to occur on both sides of the tracks.
- At MARTA rail stations, more information should be provided about routes, stops, and travel times.
- Many stakeholders have asked about the potential for setting up bike share programs at MARTA stations .
- The County and MARTA should coordinate to locate and connect new senior centers near transit stations.
- Around the Kensington MARTA station, a future government center has been planned as part of an LCI study; the County and MARTA should coordinate to locate and connect government facilities near transit stations.

Bus System

- Buses should be implemented as an interim option for the planned Clifton Light Rail Corridor and the I-20 Heavy Rail and BRT Corridors. Interim bus services for these future facilities would enable appropriate land use designations and would allow for the construction of transit-oriented development. This interim option will have the added effect of making these future transit projects more attractive for federal funding.
- MARTA and local jurisdictions should coordinate regard-

ing bus stop siting and access. This coordination would help the cities and the County prioritize sidewalk and crossing improvements, which could also better inform MARTA on the most effective bus stop locations. This prioritization is particularly important within any identified environmental justice areas.

- Some stakeholders would like to see bus routes that are not anchored to rail stations because some origin/destination pairs are far from rail lines. Taking MARTA buses between these points often requires transferring between buses at rail stations. These trips could be more efficient if bus routes connected many destinations without involving a rail station. It is recognized that MARTA's limited funding may not allow for expanded service, so this request emphasizes the need for more funding of additional MARTA bus routes.
- Development reviews performed by the cities and the County should include a TOD component. Although this is primarily the responsibility of local municipalities and the County, this step will require additional coordination with MARTA. Review questions could include:
 - o there a bus stop nearby?
 - o Should there be a bus stop?
 - o Are we doing anything that gets in the way of transit in the area?
 - o Is there anything we could do that would help improve transit?
- There is a demand for bus service on Bouldercrest Road and on Flat Shoals Parkway.
- The County and MARTA should look for opportunities to better connect senior centers to transit via buses.
- The County and MARTA should work together to improve bus infrastructure. This could include:

- o Providing more sheltered bus stops
- o Providing more street furniture, such as benches
- o Adding lighting
- o Improving the roadside conditions of bus stops

- The County and MARTA should coordinate on providing service to the Doraville and Chamblee MALP areas.
- Some communities have shuttles and vanpool services like Senior Connections and CPACS. Stakeholders have suggested that there may be opportunities to coordinate these services with MARTA. These shuttles serve specific community destinations and also connect to MARTA rail stations. It also is possible that the CIDs could provide funding for new supplemental shuttle routes; the Tucker CID and the Stone Mountain CID are possible new partners.
- MARTA should continue to explore ways to leverage underutilized parking lots and other potentially underutilized infrastructure around the County.
- Some stakeholders indicate that there is overcrowding that occurs on bus route #6 during peak hours.
- Some stakeholders would like to see better access to Northlake Mall and to the Le Cordon Bleu campus.

Other

- The DeKalb Municipal Association is interested in working with MARTA to find opportunities within the cities that are common ground issues.
- There are phone apps available that are very helpful for tracking transit vehicles. Many stakeholders would like to see an expanded use and greater awareness of this kind of technology. A good opportunity to expand technology in this way would be to display wait times at bus shelters,

which could be prioritized along with other amenities on the routes with the highest ridership.

- MARTA should regularly coordinate with DeKalb County's Senior Connections program as well as any non-profits focused on human services transportation.
- A MARTA Ambassadors program (similar to the Olympics Ambassadors) would be very helpful in the following ways:
 - o Serving as an additional set of eyes at train stations
 - o Providing wayfinding advice and information
 - o Providing transportation education about the system ("Travel Training")
- In general, MARTA should continue working with developers and jurisdictions to refocus people toward transit through transit-oriented development.
- MARTA should work with cities to align city policies and MARTA policies—specifically, MARTA's transit-oriented development policies.
- MARTA should work with the cities and the County to coordinate land use and zoning at the municipal and county levels.
- MARTA should continue to work to expand transit service to groups with limited English proficiency.

20. Schools Recommendations

Priority Transportation Projects Affecting Schools

School locations and transportation challenges were important factors in the development of the County's Transportation Plan. The location of schools and number of children within walking or biking distance of each school was taken into consideration in the project selection process. Out of 155 priority projects with pedestrian components, 103 are within at least one school walking zone (including 75 projects that are within two school walking zones). Eleven of these 103 projects are within unincorporated DeKalb County's Tier 1, 36 are within Tier 2, and 13 are within Tier 3. An additional 43 projects are within incorporated areas. Additionally, a total of 118 priority projects include bicycle accommodations. Of those projects, 91 are within ¼ mile of a school, park, or community facility. One great example of a bicycle project in the vicinity of a school is a road diet project along N. Indian Creek Drive. This Tier 1 project falls within the walking area for North Indian Creek Elementary School, where nearly 1,000 elementary school students live. Although not all students may bike or walk to school along this route, this project has the ability to improve many children's travel to school, potentially encouraging more children to bike to and from home.

Future Study of Other School Transportation Priorities

The DeKalb County School System (DCSS) should continue to study student travel to and from schools. A survey of existing DCSS families was being considered by the school system. This should be conducted, if it has not yet been completed, to better understand how far away children live from their schools, how they travel to and from school, their preferred method of travel, and any obstacles preventing them from doing so easily or safely. This survey can then be

used to determine which schools have the highest biking and walking population and which ones have the highest hazard biking population (those that could otherwise bike/walk if not for transportation challenges). DCSS can assess which facilities serve the walking and biking populations the most and which obstacles create the largest issues for the hazard-walking populations. They can reference the bicycle and pedestrian crash maps provided in this Transportation Plan to determine where a correlation with school walking hazards may exist.

Using this information, DCSS can develop a list of recommended transportation improvements and cross-reference those projects with priority projects for the County. The DCSS should determine possible partnerships and funding opportunities (such as the Safe Routes to School program, in which they already participate). Since they can only spend money on their own property, they could look for ways to partner with local agencies to find projects of mutual benefit. Increasing the number of students that can and do walk or bike to school reduces the need for busing within hazard areas.

School Siting Considerations

Because DeKalb County is a well-established urban county, the discussion of school siting is less productive than in rural or suburban counties that are still rapidly growing with new schools being built regularly; however, DeKalb has recently undergone a process to determine school consolidations. As DeKalb investigates future siting or consolidation changes, the EPA recommends the following be considered (from the EPA's *School Siting Guidelines*):

- Educational and extracurricular programs and services

- Size and demographics of the anticipated student body
- Needs of individuals with disabilities
- Size of the location (acreage and facility space)
- Community partnerships and planned or potential commercial development in the community Cost of land and location preparation
- Availability of infrastructure (e.g., roads and utilities)
- Requirements that must be met to receive local and state funding assistance
- Economic impact to the community

Many of these topics deal directly or indirectly with transportation. For example, it is best to locate elementary schools

within neighborhoods where children and parents can walk or bike, preferably not along or across major roadways. High schools, because they attract students from a larger area who often drive, can logically be located along major roadways with good multimodal access. In Georgia, the trend is to build larger schools with more students, but, at the elementary level in particular, this approach creates disincentives for children and parents to walk or bike to the school. DCSS should continue to work with the Georgia Conservancy and the Georgia Safe Routes to Schools program when considering new school locations or projects that may improve the safe access of students to schools via alternative modes.



21. Major Regional Projects

Some projects are part of a larger transportation picture and extend beyond the ability of DeKalb County alone to complete. Interstate projects, regional transit projects, and even some major arterial roadway projects will need to involve coordination and resources beyond the County's control. It is highly unlikely that DeKalb County will be required to provide funding for any of these projects for them to be completed. Thus, they have been included in a separate section from the remaining DeKalb County and DeKalb cities projects. This section outlines those major regional projects that are important to DeKalb County.

Managed Lanes

Managed lanes will provide users of the interstate system (transit, high-occupancy vehicles, and potentially paying single-occupancy vehicles) the option of a reliable trip to their destination. In 2007, ARC and GDOT recommended a system of managed lanes for the Atlanta region. These lanes would be managed to consistently operate at a minimum of 45 mph at all times of the day and would be restricted by some combination of eligibility (number of people in the vehicle or type of vehicle) and/or tolls. In June 2007, both the Georgia State Transportation Board and ARC's board adopted managed lanes policies, and in December 2009, the Managed Lanes System Plan was adopted as the guide for implementation of the system throughout metro Atlanta.

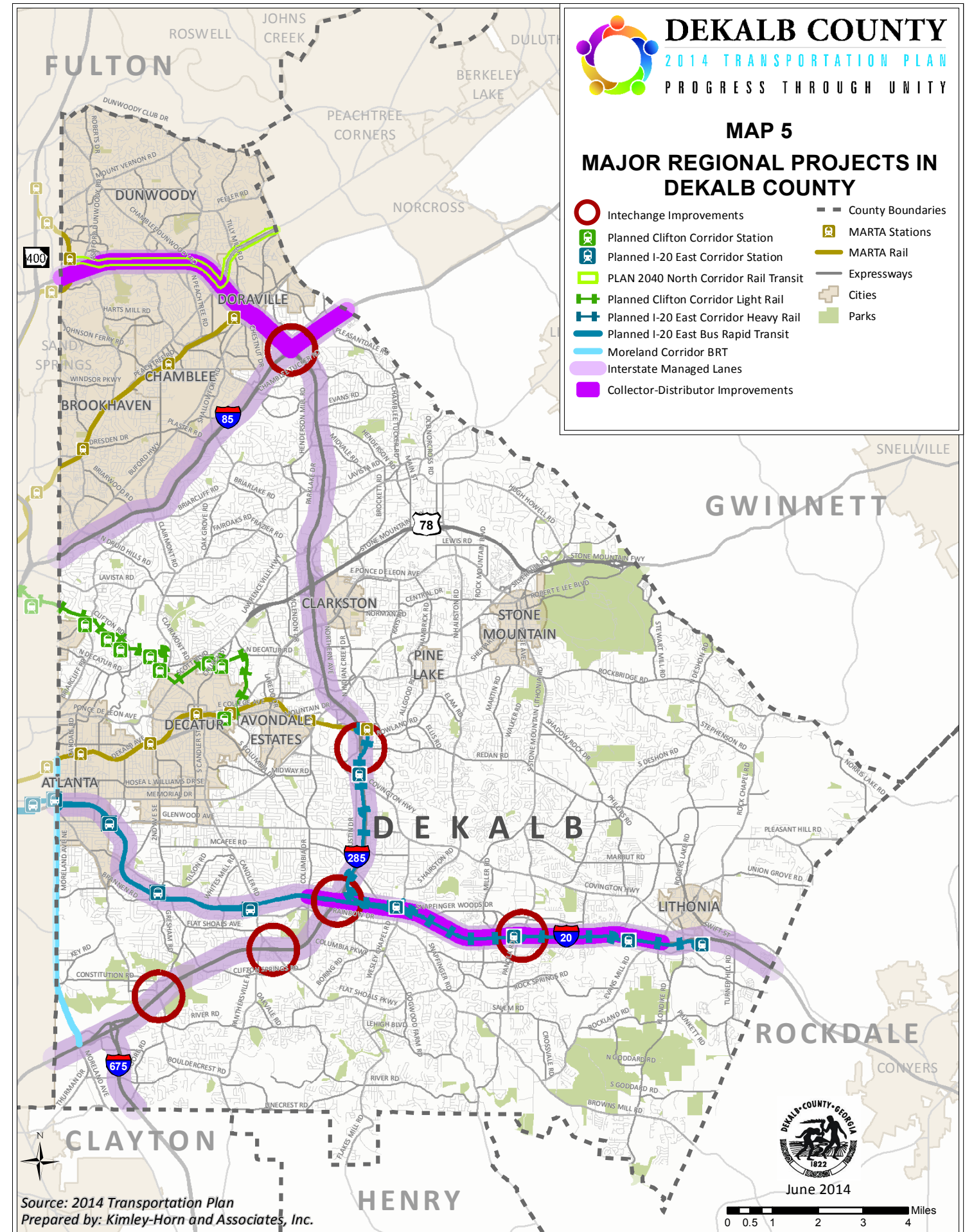
Within DeKalb County, a number of corridors have been identified to receive managed lanes. These include I-285, I-85, I-20, and I-75 inside of DeKalb County. Three sections of interstate in DeKalb County are positioned to be constructed before the others. I-85 and I-20 inside of I-285 are programmed to be constructed by the year 2020. The top end of I-285 from Fulton County to I-85 is identified as a long range project that will be completed by 2040. All other segments are still in the aspirations stage within PLAN 2040, meaning there is no identified funding or completion date.

Collector-Distributor Systems

Collector-distributor systems serve as parallel limited-access roadways adjacent to a major interstate corridor. A collector-distributor serves as an "in-between" roadway that balances access between surface streets and the main interstate corridor. Too many access points along an interstate segment can deteriorate the safety and functionality of that corridor, so a parallel collector-distributor roadway manages the transition of vehicles between surface streets and the primary interstate roadway.

There are three collector-distributor systems planned within DeKalb County identified in PLAN 2040:

- I-285 at the north end from Fulton County to I-85 is scheduled as a long range project that should be completed by 2030.
- I-20 from I-285 to the Panola Road interchange is identified as an aspirations project and does not have an identified completion date.
- I-85 from I-285 to Jimmy Carter Boulevard is identified as an aspirations project and does not have an identified completion date.



Interchange Improvements

There are several interchange improvement projects within DeKalb County identified in PLAN 2040, which include the following:

- *I-20 at I-285*: This project involves a comprehensive reconstruction of the interchange to improve safety and capacity. The project is currently programmed to be completed in the year 2020.
- *I-285 at Flat Shoals Road*: This project involves upgrading the interchange to improve safety and capacity for vehicles, bicycles, and pedestrians. The project is programmed to be completed in the year 2020.
- *I-285 at Bouldercrest Road*: This project involves upgrading the interchange to improve safety and capacity for vehicles, bicycles, and pedestrians. The project is programmed to be completed in the year 2030.
- *I-20 at Panola Road*: This project involves rehabilitation of the interchange including the addition of a new turn lane. The project is programmed to be completed in the year 2030 (this project is independent of the collector-distributor improvements mentioned on the previous page).
- *I-85 at I-285*: This project involves upgrading the interchange to improve safety and capacity. The project is identified as a long range project to be completed in the year 2030 (this project is independent of the collector-distributor improvements mentioned on the previous page).
- *I-285 at Redan Road*: This project involves upgrading the interchange to improve safety and capacity. The project is identified in the Aspirations Plan, so there is no identified completion date.

Transit Expansion

Within DeKalb County, two major transit expansion projects are currently being advanced toward implementation, both of which are led by MARTA:

I-20 East Corridor

This project includes a planned high capacity transit connection along the I-20 corridor expanding east from downtown Atlanta out to the Stonecrest area. An alternatives analysis for this project has been completed and the resulting preferred alternative is composed of two distinct parts. One section is a heavy rail extension from the Indian Creek MARTA Station to the Mall at Stonecrest. The second section is a bus rapid transit connection from Wesley Chapel Road into downtown Atlanta. The entire I-20 corridor project is currently undergoing an environmental analysis.

Clifton Corridor

This project includes a planned high capacity transit connection along the Clifton Corridor between the Lindbergh MARTA station and Avondale MARTA station. The project is envisioned as a light rail connection that follows a combination of major roadways and CSX rail right-of-way. An alternatives analysis has been completed for this project and it is currently undergoing an environmental analysis.

Transit Implementation and Funding

If all necessary funding is identified today, these projects will still take approximately 10 years or more each to become operational because of the process involved in their implementation. The steps included in this process are:

- Environmental Analysis (2 to 3 years)
- Preliminary Engineering (2 to 3 years)
- Full Design (2 to 3 years)
- Construction and Testing (3 years)

MARTA is currently preparing each corridor for potential federal, local, and private funding opportunities. This process requires multiple steps, including refining costs, ridership, and environmental impacts. Taken as a whole, each project is expected to cost more than \$1 billion to construct. The Clifton Corridor is expected to cost as much as \$1.2 billion and the I-20 East Corridor is expected to cost as much as \$2 billion. MARTA will have a limited amount of money for major transit expansion projects, but additional funding sources will still be needed for these projects.

At a minimum, these projects will require federal funding subsidies. Many other regions around the country are competing for the limited amount of federal funding that is available, so the Clifton and I-20 projects will need to be competitively seen as worthwhile investments. There are many factors that can contribute to a project being competitive for federal funds, which include:

- Strong local political and public support
- Local funding sources that can fund a large portion of the projects (typically New Starts is the funding source used for major transit expansion projects and requires a 50% minimum local match, with many projects over-matching that amount)
- Potentially high ridership, if constructed—this factor is part of MARTA's on-going planning effort
- Ability of local agencies to operate and maintain the system once completed

If DeKalb County is able to provide additional funding to supplement the money that MARTA will have available, the process of constructing each of these projects can occur much faster, making the projects more attractive for federal funding. Currently, however, DeKalb County has no available money for major infrastructure expansion (transit or otherwise). DeKalb County will need to raise additional revenue to contribute to the expansion of transit infrastructure.

There are other ways, though, that DeKalb County can influence the expansion of transit (and these strategies are just as important as finding the funding itself):

- Enable more transit-oriented development around existing and future MARTA stations
- Establish more connectivity around existing and planned MARTA stations
- Provide more pedestrian and bicycle connectivity to bus stops and stations
- Assist MARTA in improving the quality of DeKalb County bus stops
- Protect future rights-of-way, where feasible

Moreland Avenue Bus Rapid Transit

This project is identified in Concept 3 (the transit vision for the Atlanta region), but is not currently identified in PLAN 2040. This project was requested for inclusion in this Plan by representatives from the City of Atlanta as a project that would connect I-285 to the Candler Park MARTA station as well as the planned I-20 at Moreland Avenue bus rapid transit station. This concept has been recommended in several smaller transportation studies and it is identified in this Plan as warranting a larger full corridor engineering study. DeKalb County, Fulton County, and City of Atlanta could consider partnering with regional and state organizations, such as ARC, MARTA, GRTA, and GDOT, for possible funding of the study.

22. Priority Projects for DeKalb County

Following the completion of the project prioritization metrics, each project was able to be compared to other projects to determine its relative level of priority. As discussed in the funding section, three tiers of unincorporated DeKalb County projects were created:

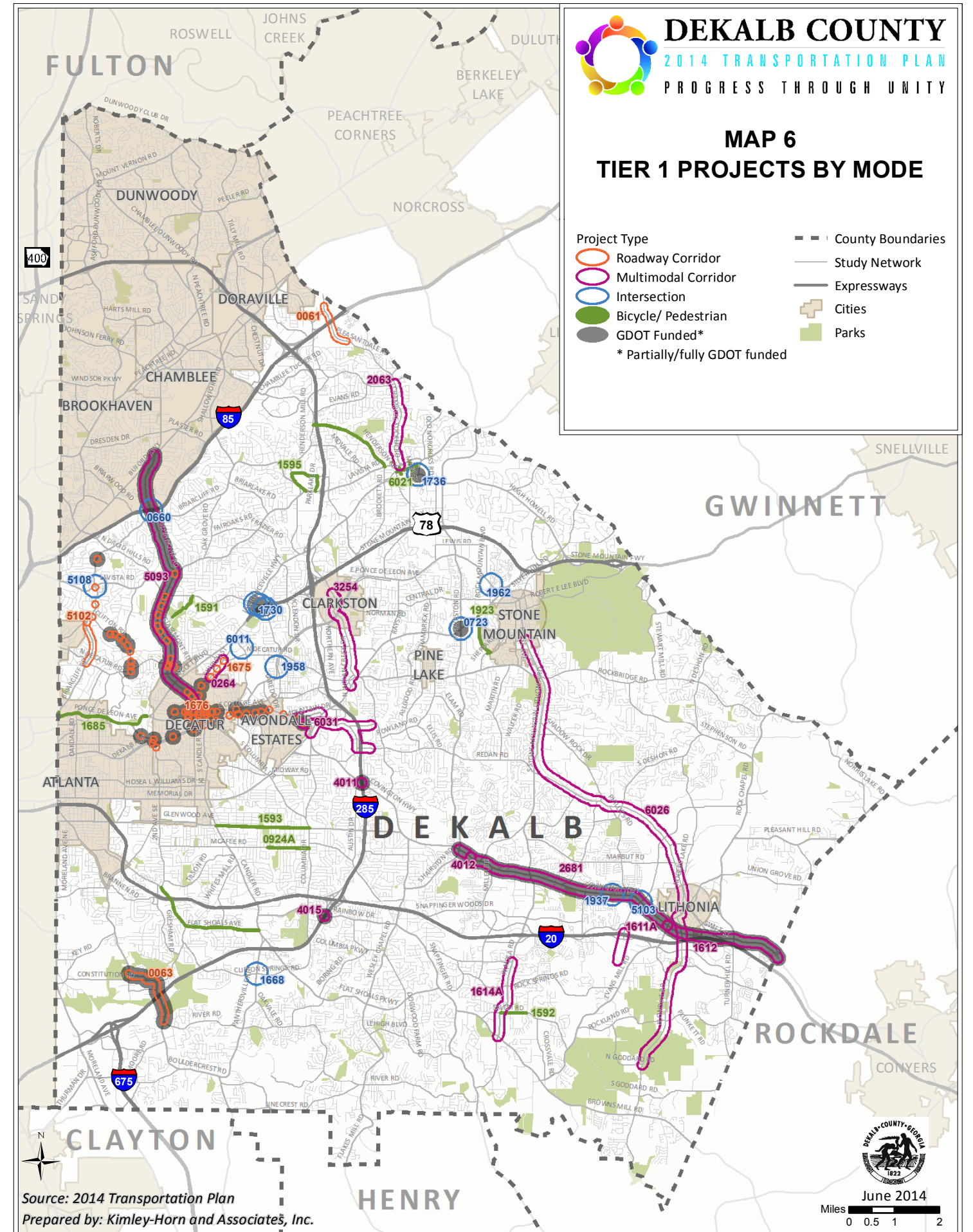
- **Tier 1:** \$50 million, the approximate amount of money available for transportation projects through the year 2040, based on current levels of spending (assuming one new city incorporates and collects a portion of DeKalb County's HOST money). Of the \$50 million, \$35 million is allocated to asset management and \$15 million is allocated to new projects.
- **Tier 2:** \$400 million, an approximate amount of money that unincorporated DeKalb County might expect to raise if new revenues are generated (based on a half-cent sales tax assessed over 10 years; this source of funding is not suggested as the only or best method for funding transportation, but it has been used here for sizing the tier). This tier has been divided into three sub-tiers:
 - **Tier 2A:** (first priority): \$50 million, the approximate additional amount of money available for transportation projects through the year 2040, based on current levels of spending, if a new city does not incorporate. Of the \$50 million, \$35 million is allocated to asset management and \$15 million is allocated to new projects.
 - **Tier 2B:** (second priority): \$150 million, approximately half of Tier 2 money (when added to the \$50 million in Tier 2A). This breakpoint has been created because no exact source of additional funds has

been identified for the County and the total \$400 million needed sub-tiers to help with prioritization. Of the \$150 million, \$75 million is allocated to asset management and \$75 million is allocated to new projects.

- **Tier 2C:** (third priority): \$200 million, the second half of the total Tier 2 money. Of the \$200 million, \$50 million is allocated to asset management and \$150 million is allocated to new projects.
- **Tier 3:** All remaining high priority projects that currently do not have a targeted source of funding. A number of options could be considered for raising transportation dollars, but none can be counted on at this time.

City projects are included following Tier 3, broken out by jurisdiction.

All projects listed in the 2014 Transportation Plan are conceptual in nature. While some projects already have design or right-of-way acquisition completed, many require substantially more analysis, design, costing, and public input before moving toward implementation. As funding becomes available for these projects, more detail can be determined for each.



Tier 1 Project List

Projects in Tier 1 are those of highest priority within unincorporated DeKalb County. These projects, along with those from Tier 2, will be competing with projects from around the region for a place in the Atlanta Regional Commission's Regional Transportation Plan and will be the primary focus for DeKalb County.

Tier 1 GDOT

Within Tier 1, most projects will require funding from a combination of sources. These potential sources include DeKalb County, GDOT, grant programs, and partnering municipalities within the County. The Tier 1 projects are broken down into ones that will be led and funded solely by GDOT with assistance from DeKalb County (first table) and those projects that will be led and partially funded by DeKalb County.

Tier 1 GDOT Projects			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0063	Bouldercrest Road ATMS Project	Interchange operational improvements at Bouldercrest Rd/I-285 interchange with corridor ATMS improvements along Bouldercrest Rd to include fiber optic interconnect and conversion of signals to ethernet; add new signals.	\$49,000,000
0660	Clairmont Road at I-85 Signal System Improvements	Operations; signal system improvements areawide.	\$4,000,000
0723	Memorial Drive and N. Hairston Road Intersection Improvements	Safety assessment; improvements.	\$300,000
1612	Covington Highway Multimodal Corridor Improvements - Phase I	Widen roadway from two- to four-lanes, including a center turn lane from Evans Mill Rd in DeKalb County to Sigman Rd. in Rockdale County as well as a median treatment with bicycle and pedestrian improvements.	\$9,000,000
1675	31 Signal Upgrades on Briarcliff Road./Clairmont Road./Church Street	Upgrades to approx. 31 signals on Briarcliff (from Sheridan Rd. to Johnson Rd.), Clifton (from Briarcliff Rd to N Decatur Rd.), Clairmont (from LaVista Rd. to N Decatur Rd.), and Church St (from N Decatur Rd. to Bell St.)	\$5,000,000
1676	40 Signal Upgrades in/around Downtown Decatur	Upgrades to approx. 40 signals in/around Downtown Decatur, including Howard Ave., E Lake Rd., W. Ponce de Leon, Clairmont Ave., Trinity Pl., Commerce Dr. loop, Church St.	\$7,000,000
1730	N. Druid Hills Road at Lawrenceville Highway/Highway 78 Exit and Entry Ramp Improvements	Intersection improvements to improve efficiency and operations.	\$2,000,000

Tier 1 GDOT (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
1736	Hugh Howell Road at Lawrenceville Highway Intersection Improvements	Intersection improvements.	\$4,000,000
1937	Covington Highway and Hillvale Road/Wellington Circle Intersection Improvements	Intersection realignment with pedestrian safety improvements.	\$2,000,000
2681	Covington Highway Multimodal Corridor Improvements - Phase II	Add a landscaped median to include pedestrian (sidewalk and crossing) and bicycle accommodations and operational improvements at key locations along the corridor.	\$34,000,000
4011	Covington Highway at I-285 Bridge Improvement	Replace bridge because bridge sufficiency rating is 50 or less and therefore meets the threshold to qualify for bridge replacement funding. Consider cross section for bike and pedestrian improvements to enhance multimodal access.	\$9,000,000
4012	Covington Highway Bridge Improvement (south of S. Hairston Road)	Replace bridge because bridge sufficiency rating is 50 or less and therefore meets the threshold to qualify for bridge replacement funding. Consider cross section for bike and pedestrian improvements to align with Project 2681 (a multimodal corridor project along Covington Hwy).	\$3,000,000
4015	Rainbow Drive Bridge Improvement	Replace bridge because bridge sufficiency rating 50 or less and therefore meets the threshold to qualify for bridge replacement funding. Consider cross section for bike and pedestrian improvements to align with Project 5086 (bike/pedestrian improvements in DeKalb County's 2013, Regional Bike/Pedestrian Plan).	\$4,000,000
5093	Clairmont Road Multimodal Corridor Improvements	Corridor improvements to include a median (center turn lane or landscaped) as well as bike and pedestrian accommodations and operational recommendations at key intersections.	\$45,000,000
5103	Covington Road and Lithonia Industrial Boulevard Intersection Improvements	Add turn lanes on side street.	\$1,000,000

Tier 1 DeKalb

Each cost shown below is the expected cost for the entire corresponding project. In many cases, the amount that DeKalb County will be responsible for will be less because of partnerships with agencies and with each of the cities.

Tier 1 County Projects			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0061	Pleasantdale Road ATMS	Install fiber optic interconnect and convert signals to Ethernet (this portion requires fiber along the interstate from Pleasantdale Rd. to Shallowford Rd. to tie into the TCC—not shown in project geometry).	\$300,000
0264	Church Street Road Diet	Add center turn lane, on-street parking, and bike lanes.	\$3,000,000
0924A	McAfee Road Pedestrian Improvements	Phase I - Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 2.0 miles of moderate grading.	\$1,000,000
1591	South Fork Peachtree Creek Trail - PATH	Expand the South Fork Peachtree Creek Trail.	\$4,000,000
1592	DeKalb Sidewalk Program: Phase 2C	Follow DeKalb sidewalk program - Phase 2C: Flat Shoals Rd., Henderson Rd., and Salem Rd.	\$3,000,000
1593	Glenwood Road Pedestrian Improvements - Phase I	Install sidewalks and improve pedestrian crossings along this corridor (Phase I).	\$8,000,000
1595	Northlake Area Pedestrian Improvements	Northlake area pedestrian improvements.	\$1,000,000
1611A	Lithonia Industrial Boulevard Extension - Phase III	Lithonia Industrial Blvd. extension - Phase III; design phase will include an access management plan.	\$10,000,000
1614A	Panola Road Widening (Browns Mill Road to Thompson Mill Road) – Right-of-Way	PE and right-of-way (Phase I) for road widening from two- to four-lanes as well as access/mobility improvements, including bicycle lanes and pedestrian features; intersection improvements as appropriate.	\$3,000,000
1668	Panthersville Road at Clifton Springs Road Intersection Improvements	Roadway/Operations and Safety.	\$2,000,000
1685	Ponce de Leon Avenue Bicycle Improvements	Improve access for bikes along this corridor using the existing adjacent linear park system. Sidepath was assumed for this 0.6-mile corridor, but a detailed corridor study is needed to determine recommended improvements.	\$1,000,000

Tier 1 County (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
1923	Mountain View Drive/Sheppard Road Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 0.89-miles of severe grading.	\$2,000,000
1958	N. Clarendon Road at E. Ponce de Leon Avenue Intersection Improvements	Signal upgrade with railroad preemption (the signal currently does not have the ability to change when the train comes).	\$100,000
1962	Goldsmith Road at E. Ponce de Leon Avenue Railroad Safety Improvements	Install railroad preemption because this location meets the requirements. The railroad is less than 200 feet from signal and is a safety issue.	\$100,000
2063	Chamblee Tucker Road Diet - Phase I	Road diet to include two through lanes, a center left-turn lane, and bike lanes. Operational and pedestrian improvements will also be made at key locations along the corridor.	\$3,000,000
3254	N Indian Creek Road Diet	Road diet candidate (subtract two lanes to add bike lanes).	\$1,000,000
5102	Briarcliff Road ATMS	Install fiber optic interconnect and convert signals to Ethernet.	\$30,000
5108	Briarcliff Road at LaVista Road Intersection Improvements	Intersection improvements, including turn lanes and signal timing to reduce vehicular delay; pedestrian improvements, as needed.	\$6,000,000
6011	DeKalb Industrial Way at Milscott Drive Pedestrian Improvements	Improve this location with an enhanced pedestrian crossing, which could include a median, pedestrian refuge, or RRFB.	\$200,000
6021	Tucker Last Mile Connectivity	Last mile connectivity pedestrian facilities in/around Tucker.	\$1,000,000
6026	Heritage Corridor Study	Perform a multimodal corridor study that will consider roadway, bike, and pedestrian improvements throughout and connecting Stone Mountain and Lithonia downtowns; where needed, short-term pedestrian improvements will be considered to improve pedestrian crossings.	\$200,000
6031	Covington Trails and Kensington MARTA Station Road Diets	Phase I: Create a trail system to connect the Kensington MARTA Station to the Indian Creek MARTA station and surrounding neighborhoods; Road diet on Kensington Rd. and Mountain Dr. including the removal of two vehicular lanes and addition of bicycle lanes.	\$4,000,000

Tier 2 Project List

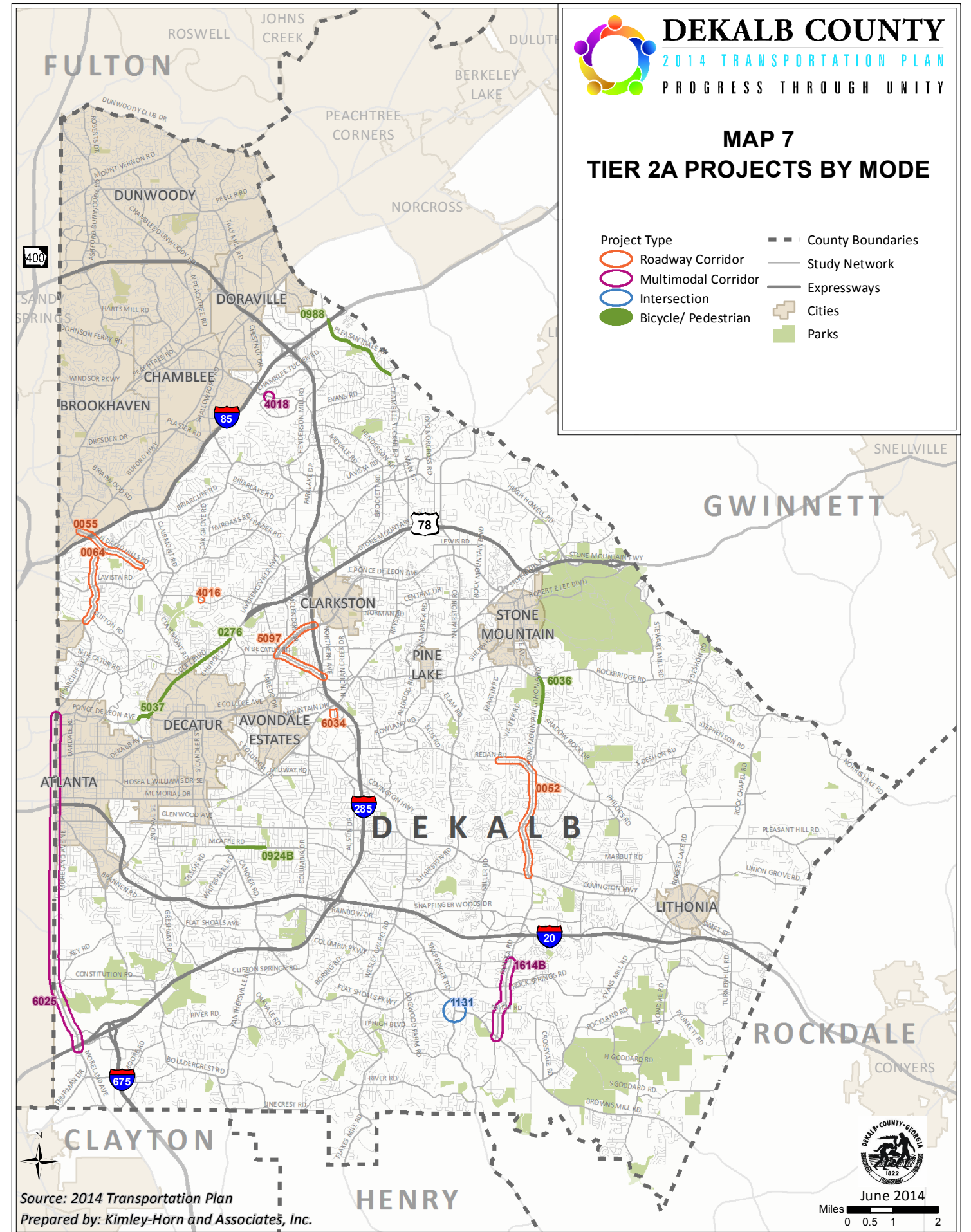
Projects listed in Tier 2 are still of high priority but will require a new funding source for implementation. Additionally, some of the projects will require additional studying to develop the most preferred solution.

Tier 2A

Tier 2A projects are those that can be funded with an additional \$15 million of DeKalb County funding, assuming additional state and federal match commitments. Tier 2A also includes an assumption of \$35 million for asset management projects, for a total of \$50 million. If additional HOST funds become available as a result of no new city incorporations, Tier 2A could be funded.

Each cost shown below is the expected cost for the entire corresponding project. In many cases, the amount that DeKalb County will be responsible for will be less because of partnerships with agencies and with each of the cities.

Tier 2A County Projects			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0052	Panola Road/Redan Road ATMS	Convert signals to Ethernet.	\$30,000
0055	North Druid Hills Road ATMS	Install fiber optic interconnect and convert signals to Ethernet.	\$70,000
0064	Briarcliff Road ATMS	Install switches and cameras to upgrade traffic operations.	\$60,000
0276	Scott Boulevard Pedestrian Improvements	Widen the sidewalk on the northwest side of Scott Blvd. in sections designated as Safe Routes to School by acquiring easements from adjacent property owners. Fill in gaps in a few areas where sidewalks do not exist.	\$3,000,000
0924B	McAfee Road Pedestrian Improvements	Phase II - Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 2.0 miles of moderate grading.	\$1,000,000
0988	Pleasantdale Road Pedestrian Improvements	Improve pedestrian crossings along this corridor.	\$200,000
1131	Snappinger Road at Browns Mill Road Intersection Improvements	Lengthen right-turn lane on SE 155 northbound.	\$300,000



Source: 2014 Transportation Plan
Prepared by: Kimley-Horn and Associates, Inc.

Tier 2A County Projects (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
1614B	Panola Road Widening (Browns Mill Road to Thompson Mill Road) - Construction	Construction (Phase II) to widen road from two- to four-lanes as well as access/mobility improvements, including bicycle lanes and pedestrian features; intersection improvements, as appropriate.	\$19,000,000
4016	North Druid Hills Road Bridge Improvement	Replace bridge because bridge sufficiency rating is 50 or less and therefore meets the threshold to qualify for bridge replacement funding. Bridge considerations should include future potential transit lines running beneath the bridge.	\$3,000,000
4018	Mercer University Drive Bridge Improvement	Replace bridge because bridge sufficiency rating is 50 or less and therefore meets the threshold to qualify for bridge replacement funding. Consider if upgrades to this bridge could accommodate a crossing for part of the PATH Foundation North Fork Peachtree Trail.	\$1,000,000
5037	Deepdene Park Path	Complete linear park path connection from Deepdene Park to existing bicycle lanes that begin at Parkwood Rd.	\$400,000
5097	N. Decatur Road/E. Ponce de Leon Avenue ATMS	Mixture of signal upgrades.	\$300,000
6025	Moreland Avenue Corridor Study	To best recommend improvements, conduct a comprehensive transportation and land use study between Ponce de Leon Avenue and I-285 because Moreland Avenue serves many purposes and has many different characters along its extents.	\$300,000
6034	County Traffic Control Center	Upgrade existing DeKalb County Traffic Control Center facility.	\$200,000
6036	S. Stone Mountain Lithonia Road Pedestrian Improvements	Pedestrian improvements will be considered to improve pedestrian crossings along this corridor; future project 0480 will include additional pedestrian and bicycle access improvements.	\$200,000



Redevelopment Concept from the South Moreland LCI Study

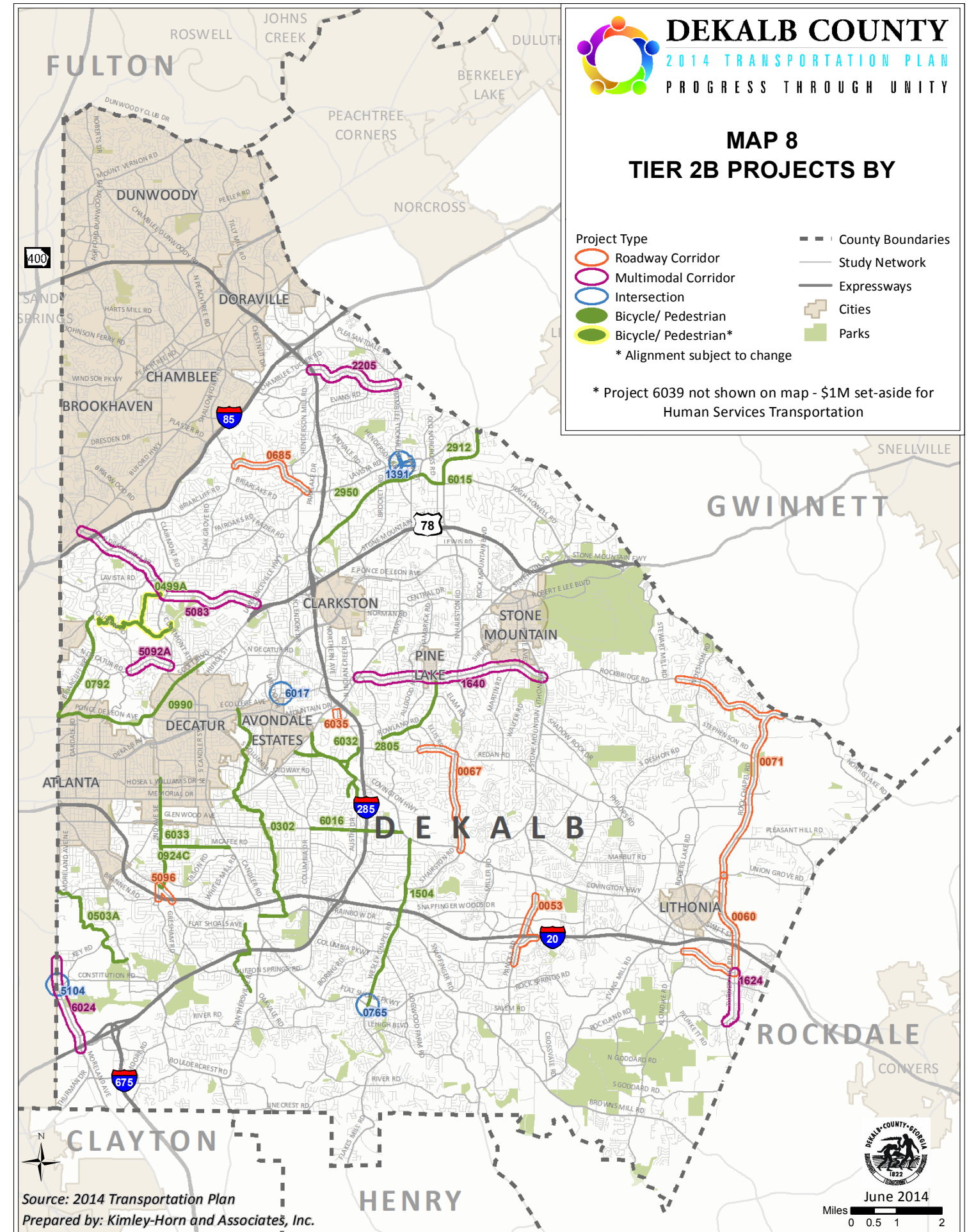
Moreland Avenue serves many different communities and purposes. Over the past decade, this roadway and the surrounding communities have been the subject of many planning studies in an effort to find balance for the roadway's function and character. In addition to being a major access point for I-20 and a regional truck route for much of its length, the corridor is also a planned thoroughfare for a bus rapid transit route that will feed into a future transit station at I-20. Moreland Avenue needs an updated review that includes the length spanning from I-285 to Ponce de Leon Avenue (Project 6025 in Tier 2A).

Tier 2B

Tier 2B projects will require an additional \$75 million in new DeKalb County transportation funding. This is the first tier in which many of the multimodal corridor projects are included because of the high construction costs associated with them.

Each cost shown below is the expected cost for the entire corresponding project. In many cases, the amount that DeKalb County will be responsible for will be less because of partnerships with agencies and with each of the cities.

Tier 2B County Projects			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0053	Panola Road / Fairington Road ATMS	Convert signals to Ethernet.	\$30,000
0060	Turner Hill Road / Mall Parkway ATMS	Install fiber optic interconnect, convert signals to Ethernet, and install fiber optic link to library.	\$100,000
0067	Hairston Road / Redan Road ATMS	Convert existing twisted pair cable to fiber optic communication and convert signals to Ethernet; take to TCC via Covington Hwy cable.	\$100,000
0071	Rock Chapel Road / Rockbridge Road ATMS	Install fiber optic interconnect (no current connection to TCC or path to TCC); add Rockbridge at S. Deshon, Registry Bluff, and Wynbrook Pkwy to connect with Five Station.	\$200,000
0302	Shoal Creek Trail - PATH - Phase I	Expand the PATH Foundation trail system (Shoal Creek Trail). Multiuse path was assumed for the entire 8.3-mile corridor.	\$13,000,000
0499A	South Peachtree Creek Trail - PATH - Phase I	Expansion of the PATH Foundation trail system (South Peachtree Creek Trail). Multiuse path was assumed for the first phase (3.6 miles) of this three-phase 6.3-mile project, but a detailed corridor study is needed to determine recommended improvements and to avoid protected areas within the Emory University campus.	\$6,000,000
0503A	South River Trail - PATH - Phase I	PATH Foundation 2012 Trail: South River Trail.	\$5,000,000
0685	Briarcliff Road Corridor ATMS and Intersection Improvements	Intersection Improvements, including turn lanes.	\$2,000,000
0765	Wesley Chapel Road at Flat Shoals Parkway ATMS and Intersection Improvements	Safety Assessment; improvements.	\$1,000,000
0792	Briarcliff Road Pedestrian Improvements - South	Install sidewalks/improve pedestrian crossings. Sidewalks needing minimal, moderate, and severe grading assumed for approx. 0.5-, 0.9-, and 1.8-miles, respectively. LaVista Rd. to Johnson Rd. already has sidewalk but is considered for improved crossings.	\$4,000,000



Source: 2014 Transportation Plan
Prepared by: Kimley-Horn and Associates, Inc.

Tier 2B County Projects (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0924C	McAfee Road Pedestrian Improvements	Phase III - Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 2.0 miles of moderate grading.	\$2,000,000
0990	Ponce de Leon Avenue/Scott Boulevard Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 2-miles of moderate grading and 1.9-miles of extreme grading.	\$6,000,000
1391	Chamblee Tucker Road/LaVista Road/Fellowship Road Intersection Redesign	Redesign of intersection at Chamblee Tucker/LaVista/Fellowship Roads.	\$1,000,000
1504	Wesley Chapel Road Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor.	\$1,000,000
1624	Turner Hill Road Widening	Widen road from two- to four-lanes, including bike and pedestrian improvements.	\$17,000,000
1640	Rockbridge Road Multimodal Corridor Improvements - Phase I	Operational improvements, including a center turn lane as well as bike and pedestrian improvements.	\$25,000,000
2205	Chamblee Tucker Road - Road Diet - Phase II	Road diet to include two through lanes, a center left-turn lane, and bike lanes. Operational and pedestrian improvements also will be made at key locations along the corridor.	\$6,000,000
2805	Rowland Road Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 2.0-miles of severe grading.	\$3,000,000
2912	Mountain Industrial Boulevard Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 1.8-miles of minimal grading.	\$2,000,000
2950	Lawrenceville Highway Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor.	\$3,000,000
5083	North Druid Hills Road Multimodal Corridor Improvements	Corridor improvements to include a median (center turn lane or landscaped), bike and pedestrian accommodations, and operational recommendations at key intersections.	\$40,000,000
5092A	N. Decatur Road Multimodal Corridor Improvements - Phase I	Four-lane section will include a combination of bicycle and pedestrian improvements and will be consistent with the Clifton Corridor transit design. N Decatur Rd./Haygood Dr. intersection to include improved striping, lighting, and signage.	\$11,000,000

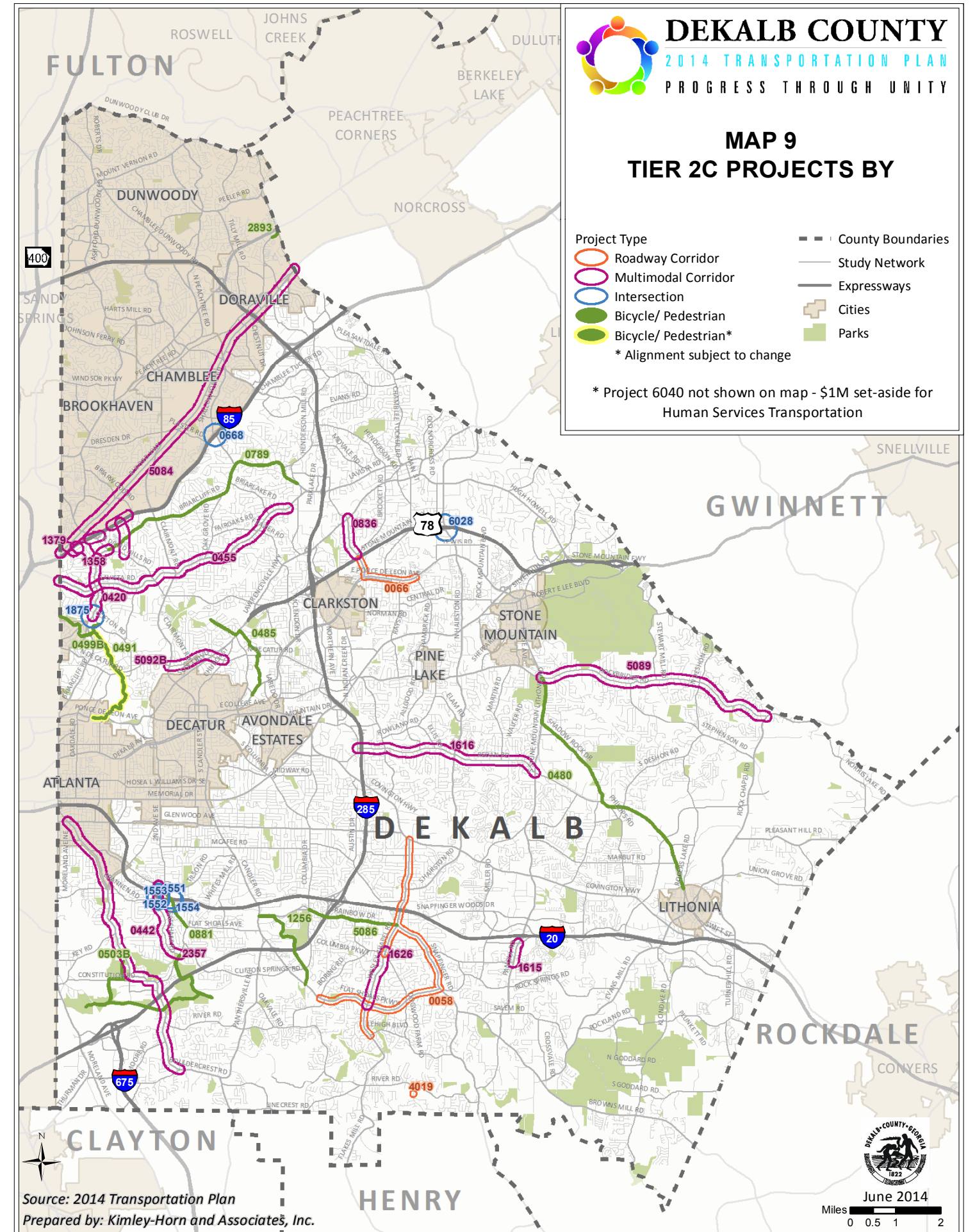
Tier 2B County Projects (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
5096	Gresham Road / Flat Shoals Road ATMS	Rebuild signals, install fiber interconnect and Ethernet (requires I-20 fiber to connect with TCC at Columbia Dr.).	\$400,000
5104	Moreland Avenue at Bailey Road Intersection Improvements	Intersection improvements.	\$200,000
6015	Hugh Howell Road Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 0.6-miles of moderate grading.	\$1,000,000
6016	Glenwood Road Pedestrian Improvements - Phase II	Install sidewalks and improve pedestrian crossings along this corridor (Phase II). Project assumes approximately 2.0-miles of moderate grading.	\$3,000,000
6017	N. Clarendon Avenue at Rockbridge Road Intersection Improvements	Intersection operational improvements as well as bicycle and pedestrian access improvements.	\$400,000
6024	Moreland Avenue / Conley Business Area Roadway Improvements	The Conley business area around Moreland Avenue is targeted as a strategic economic development center in DeKalb County—specific recommendations have not been determined, but this is a set-aside for future recommendations.	\$5,000,000
6032	Covington Trails - Phase II (South)	Phase II: Create a trail system to connect the Kensington MARTA station to the Indian Creek MARTA station and surrounding neighborhoods - southern section/ completion of loop.	\$7,000,000
6033	2nd Avenue Bicycle Improvements	Sidepath assumed along corridor to connect with PATH trail at Oakview Rd. to the north.	\$4,000,000
6035	DeKalb County Traffic Control Center - new TCC	DeKalb County Traffic Control Center - new TCC facility.	\$2,000,000
6039	DeKalb Human Services Transportation set-aside	A \$1 million Human Services Transportation set-aside that can be used to expand and/or sustain existing aging and disability transportation options such as the flex route shuttles, transportation voucher program, and the successful ICARE volunteer driver program (non-profit).	\$1,000,000

Tier 2C

Similar to Tier 2B, many of the multimodal corridor projects are included in Tier 2C. To be completed, these projects will require an additional \$150 million in new DeKalb County transportation funding.

Each cost shown below is the expected cost for the entire corresponding project. In many cases, the amount that DeKalb County will be responsible for will be less because of partnerships with agencies and with each of the cities.

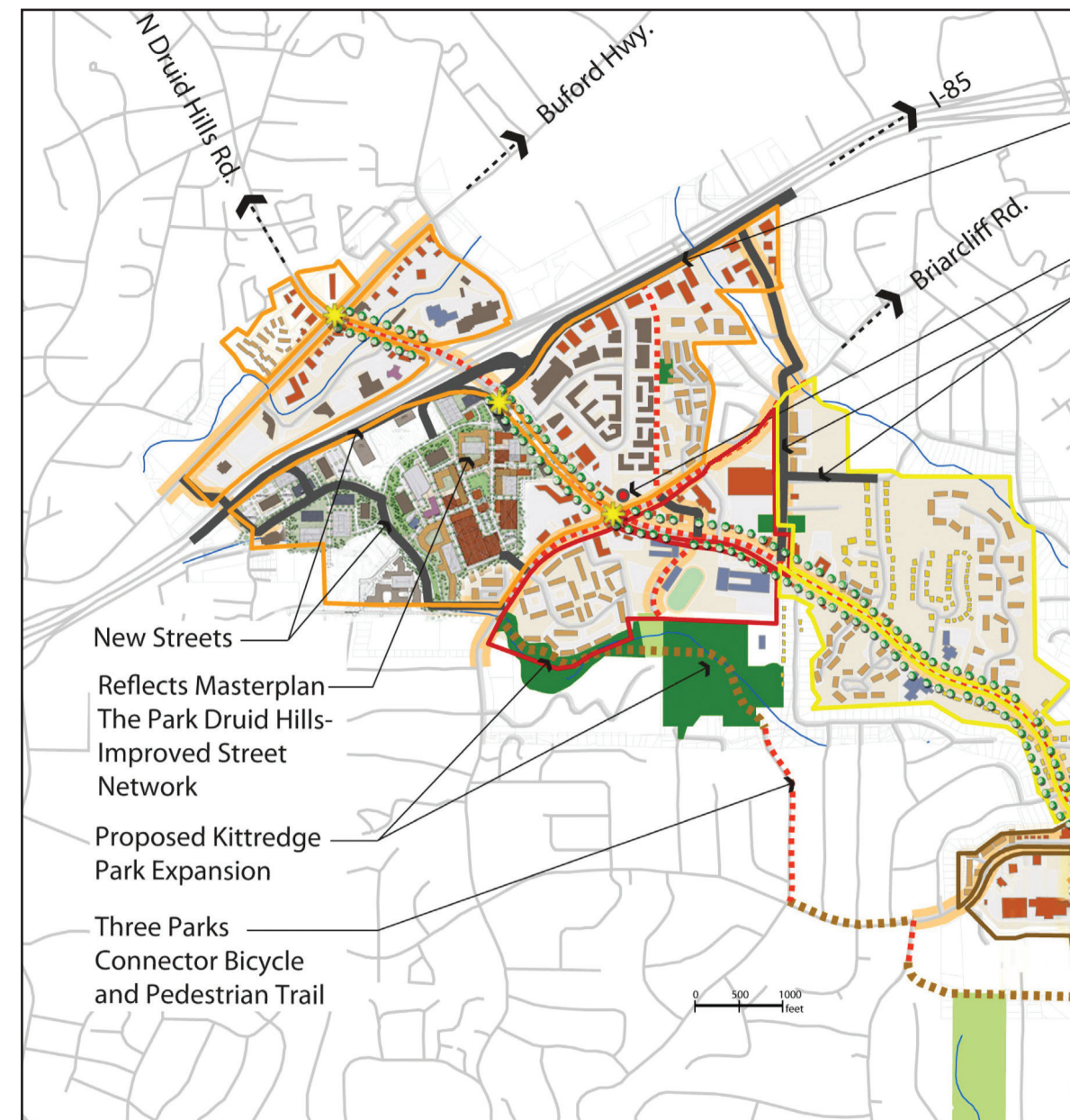
Tier 2C County Projects			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0058	Flat Shoals Parkway / Flakes Mill Road / Snapfinger Road / Wesley Chapel Road ATMS	Convert from dial-up to Ethernet; connect Wesley Chapel Rd. to Panola Rd. via fiber on I-20 (DeKalb 24 cable), which must be done concurrently or after completion of Project 0053.	\$200,000
0066	Brockett Road / E. Ponce de Leon Avenue ATMS	Install wireless communication and convert to Ethernet, connecting into 78 fiber; requires rebuild of signals at Brockett Rd. and Cooledge Rd.; 78 EB Ramp; Apartment Driveway and Ponce de Leon; and at Ponce and Idlewood; there is a possibility for a roundabout at the ramp.	\$1,000,000
0420	Briarcliff Road Multimodal Corridor Improvements	Road widening from 2 to 4 lanes will provide some combination of bicycle, pedestrian, general purpose and/or premium transit capacity; a central landscaped median will be considered and intersection improvements at key locations will be studied.	\$24,000,000
0442	Bouldercrest Road Multimodal Corridor Improvements - North	Operational improvements and pedestrian and bicycle accommodations.	\$13,000,000
0455	LaVista Road Multimodal Corridor Improvements	Corridor operational and bike improvements to include a center turn lane/bike lanes; pedestrian improvements at key intersections, especially between Cheshire Bridge Rd./N Druid Hills Rd.; and passive pedestrian ATMS between Sheffield Dr./Houston Mill Rd.	\$32,000,000
0480	S. Stone Mountain Lithonia Road Bicycle / Pedestrian Improvements	Improve access for bikes and pedestrians along this corridor. Sidepath was assumed for 7.4 miles on one side of the road; a sidewalk was assumed for the other side of the road with 3.7-miles of severe grading.	\$17,000,000



Tier 2C County Projects (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0485	Farmers Market Trail - PATH	Expand the PATH Foundation trail system (Farmers' Market Trail). Multiuse path was assumed for the entire 2.6-mile corridor, but a detailed corridor study is needed to determine recommended improvements.	\$4,000,000
0491	Peavine Trail - PATH	Peavine Trail; Provide improved bike access along this corridor. Multiuse path was assumed for the entire 2.9-mile corridor, but a detailed corridor study is needed to determine recommended improvements and to avoid protected areas within the Emory University campus.	\$5,000,000
0499B	South Peachtree Creek Trail - PATH - Phase II	Expand the PATH Foundation trail system (South Peachtree Creek Trail). Multiuse path was assumed for the second phase (1.4 miles) of this three-phase, 6.3-mile project, but a detailed corridor study is needed to determine recommended improvements.	\$2,000,000
0503B	South River Trail - PATH - Phase II	PATH Foundation 2012 Trail: South River Trail.	\$9,000,000
0668	Shallowford Road at I-85 Intersection Improvements	Interchange upgrade to include ITS/operational improvements as well as accommodations for bicycles and pedestrians.	\$2,000,000
0789	Briarcliff Road Pedestrian Improvements - North	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 1.3-miles of moderate grading and 4.0-miles of severe grading.	\$9,000,000
0836	Cooledge Road Multimodal Corridor Improvements	Operational and safety improvements (including a three-lane section with access management) and bicycle and pedestrian facilities. Roundabout possible at Hwy 78 ramps.	\$9,000,000
0881	Flat Shoals Road Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 0.4-miles of minimal grading and 0.7-miles of severe grading.	\$2,000,000

Tier 2C County Projects (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
1256	Shoal Creek Trail - PATH - Phase II	Shoal Creek Trail from Rainbow Drive to SR 155/Flat Shoals Pkwy at Warriors Path/county-owned "Hudson Park" (2 miles).	\$2,000,000
1358	I-85 North Druid Hills Road / Access Road Modifications	I-85 North Druid Hills Connector and North Druid Hills/I-85 - Access road modifications along corridor.	\$8,000,000
1379	Executive Park Ring Road - New Multimodal Corridor	New roadway connection across I-85 connecting Buford Hwy with Sheridan Rd. and Briarcliff Rd.; new connection will include accommodations for bike, pedestrian, roadway, and bus transit.	\$18,000,000
1551	Gresham Road at Cook Road Intersection Improvements	Examine appropriateness of a roundabout by conducting a feasibility study.	\$2,000,000
1552	Flat Shoals Road at Cook Road Intersection Improvements	Implement a roundabout.	\$2,000,000
1553	Gresham Road at Brannen Road Intersection Improvements	Examine appropriateness of a roundabout by conducting a feasibility study.	\$2,000,000
1554	Flat Shoals Road at Brannen Road Intersection Improvements	Implement a roundabout.	\$2,000,000
1615	Panola Road Multimodal Corridor Improvements - (Thompson Road to Fairington Road)	Widen road from four- to six-lanes and add access/mobility improvements, including bicycle lanes and pedestrian features; intersection improvements, as appropriate.	\$17,000,000
1616	Redan Road Multimodal Corridor Improvements	Widen road from two- to four-lanes, including an access management plan, bike, and pedestrian improvements.	\$46,000,000

Tier 2C County Projects (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
1626	Wesley Chapel Road Multimodal Corridor Improvements	Widening road from two- to four-lanes, including bike and pedestrian improvements.	\$15,000,000
1875	Briarcliff Road at Clifton Road Intersection Improvements	Intersection improvements, including turn lanes and signal timing to reduce vehicular delay (and possibly a realignment of the intersection from Briarcliff Rd. to Clifton Rd.), and pedestrian improvements, as needed.	\$8,000,000
2357	Gresham Road / Clifton Church Road Multimodal Corridor Improvements	Roadway operational improvements and inclusion of bicycle lanes and sidewalks to connect with PATH trail at Clifton Church Rd. and Gresham Rd.	\$8,000,000
2893	Winters Chapel Road Pedestrian Improvements - Phase I	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 0.28-miles of minimal grading.	\$300,000
4019	Hearn Road Bridge Improvement	Replace bridge because bridge sufficiency rating is 50 or less and therefore meets the threshold to qualify for bridge replacement funding.	\$1,000,000
5084	Buford Highway Multimodal Corridor Improvements	Subtract two lanes to add bus-only facilities/transit priority facilities for BRT. This road diet project includes pedestrian sidewalk and crossing improvements in key locations as well as access management along the entire corridor.	\$21,000,000
5086	Rainbow Drive Bicycle / Pedestrian Improvements	Improve access for bikes and pedestrians along this corridor. Sidepath was assumed for 2.0-miles on one side of the road. A sidewalk was assumed for the other side of the road with 2.0-miles of severe grading.	\$5,000,000
5089	Rockbridge Road Multimodal Corridor Improvements - Phase II	Operational improvements including a center turn lane as well as bike and pedestrian improvements.	\$37,000,000
5092B	N. Decatur Road Multimodal Corridor Improvements - Phase II	Four-lane section will include a combination of bicycle and pedestrian improvements and will be consistent with the Clifton Corridor transit design.	\$12,000,000
6028	Mountain Industrial Boulevard at Stone Mountain Parkway Intersection Lighting Improvements	Add lighting to ramps and approaches at this interchange.	\$300,000
6040	DeKalb Human Services Transportation set-aside	A \$1 million Human Services Transportation set-aside that can be used to expand and/or sustain existing aging and disability transportation options such as the flex route shuttles, transportation voucher program, and the successful ICARE volunteer driver program (non-profit).	\$1,000,000



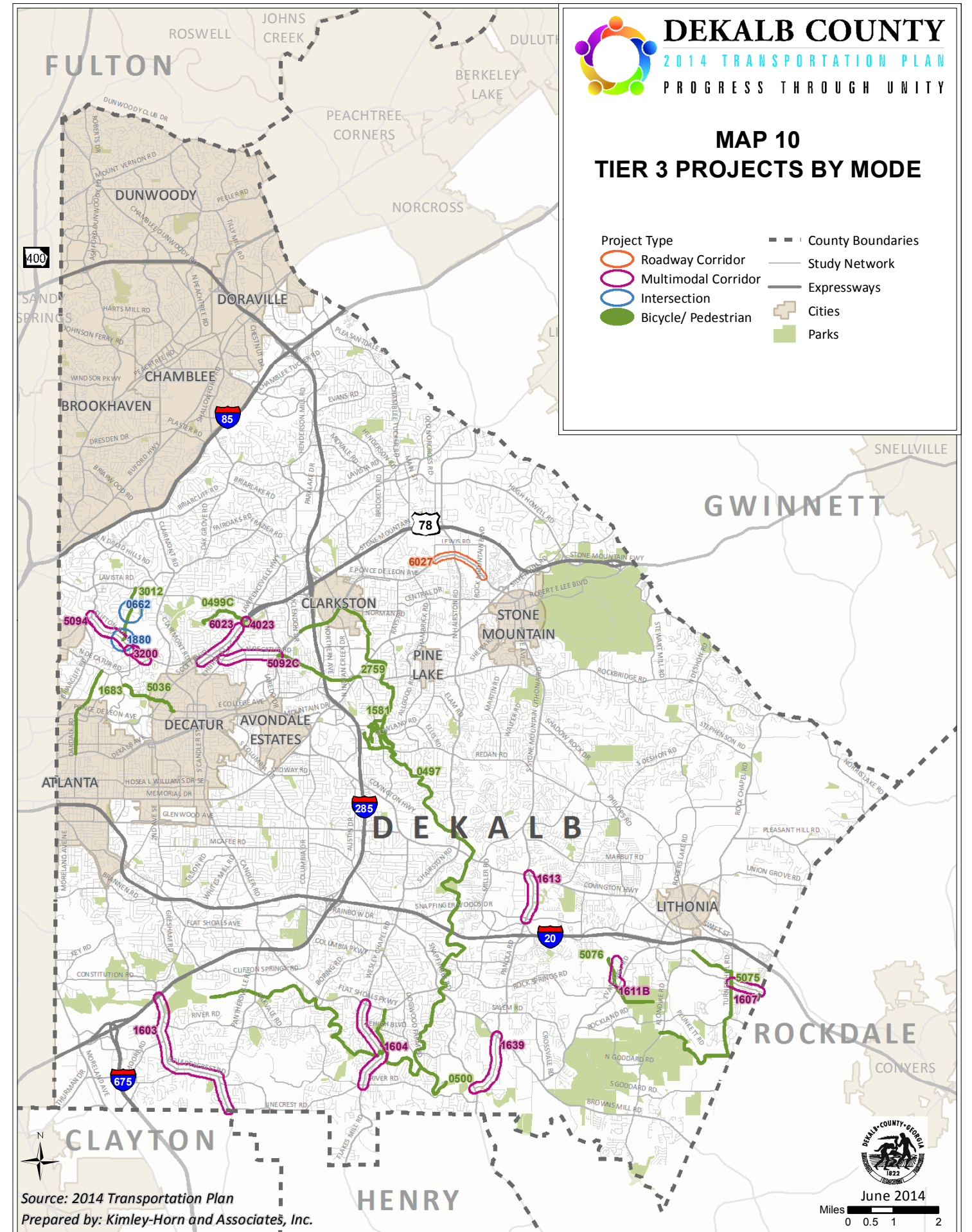
Concept Plan Map from the North Druid Hills LCI Study

The North Druid LCI study recommended two projects that are included in Tier 2C of the DeKalb County 2014 Transportation Plan (Projects 1358 and 1379).

Tier 3 Project List

The final projects for unincorporated DeKalb County are those that fall into Tier 3. These projects are still recommended even though they are of lower priority than the previous tiers. If funding can be located for these projects and a majority of projects within Tiers 1 and 2 have been completed, then these projects should be pursued.

Tier 3 County Projects			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0497	Snapfinger Trail - PATH	Expand the PATH Foundation trail system (Snapfinger Trail). Multiuse path was assumed for the entire 17.1-mile project, but a detailed corridor study is needed to determine recommended improvements.	\$27,000,000
0499C	South Peachtree Creek Trail - PATH - Phase III	Expand the PATH Foundation trail system (South Peachtree Creek Trail). Multiuse path was assumed for the third phase (1.3 miles) of this three-phase, 6.3-mile project, but a detailed corridor study is needed to determine recommended improvements.	\$2,000,000
0500	South River Trail - PATH - Phase II	PATH Foundation 2012 Trail: South River Trail.	\$15,000,000
0662	Houston Mill Road at Mason Mill Road Intersection Improvements	Intersection improvements.	\$1,000,000
1581	Indian Creek MARTA Station Trails	Create a trail system to connect the Indian Creek MARTA Station to surrounding neighborhoods.	\$5,000,000
1603	Bouldercrest Road Multimodal Corridor Improvements - South	This project includes road widening and adding a multi-use facility that incorporates bike lanes and sidewalks with pedestrian features.	\$50,000,000
1604	Flakes Mill Road Multimodal Corridor Improvements	Project to include road widening from two- to four-lanes and adding bicycle lanes and pedestrian facilities to improve roadway operations, mobility, and accessibility through enhanced mode alternatives.	\$32,000,000
1607	Hayden Quarry Road / Sigman Road Extension	Hayden Quarry Rd./Sigman Rd .extension.	\$11,000,000
1611B	Lithonia Industrial Boulevard Extension - Phase IV	Lithonia Industrial Blvd extension - Phase IV. Design phase will include an access management plan.	\$5,000,000



Tier 3 County Projects (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
1613	Panola Road Multimodal Corridor Improvements - (Snapfinger Woods Drive to Covington Highway)	Widen road from four- to six-lanes and improve access/mobility, including adding bicycle lanes and pedestrian features; intersection improvements, as appropriate.	\$21,000,000
1639	Panola Road Multimodal Corridor Improvements - (Snapfinger Road to Browns Mill Road)	Operational improvements project, including converting an existing two-lane road to two-lanes with a center turn lane, bicycle lanes, and sidewalks.	\$21,000,000
1683	Oakdale Road Bicycle Improvements	Improve access for bikes along this corridor. Potential improvements could include sharrows, a sidepath, or bike lanes, as determined by right-of-way constraints.	\$3,000,000
1880	Clifton Road at Houston Mill Road Intersection Improvements	Operational and pedestrian improvements.	\$1,000,000
2759	N. Decatur Road Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 1.92-miles of severe grading.	\$3,000,000
3012	Houston Mill Road Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 1.22-miles of moderate grading.	\$2,000,000
3200	Clifton Road Bridge Upgrade and Haygood Road Intersection Improvements	Replace the Clifton Rd. Bridge over the CSX railroad line and upgrade the Haygood intersection, including adding turn lanes, improving signals, widening sidewalks, improving pedestrian crossings, and adding bike lanes and additional clearance for future transit.	\$14,000,000
4023	Rt. Frontage Road Bridge Improvement	Replace bridge because bridge sufficiency rating 50 or less and therefore meets the threshold to qualify for bridge replacement funding; consider if upgrades to this bridge could accommodate a crossing to extend the PATH Foundation Perimeter Trail into the Little Creek Farm park area.	\$1,000,000

Tier 3 County Projects (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
5036	Coventry Road Bicycle / Pedestrian Improvements	Improve access for bikes along this corridor. Sidepath was assumed for this 1.5-mile corridor, but a detailed corridor study is needed to determine recommended improvements.	\$2,000,000
5075	Arabia Mountain Trail - PATH - Phase I	Expand the PATH Foundation trail system (Arabia Mountain Trail - 1). Multiuse path was assumed for this 4.2-mile corridor, but a detailed corridor study is needed to determine recommended improvements.	\$7,000,000
5076	Arabia Mountain Trail - PATH - Phase II	Expand the PATH Foundation trail system (Arabia Mountain Trail - 2). Multiuse path was assumed for the entire 1.7-mile project, but a detailed corridor study is needed to determine recommended improvements.	\$3,000,000
5092C	N. Decatur Road Multimodal Corridor Improvements - Phase III	Four-lane section will include a combination of bicycle and pedestrian improvements and will be consistent with the Clifton Corridor transit design.	\$16,000,000
5094	Clifton Road / Haygood Road Multimodal Corridor Improvements	Operational improvements along Clifton Rd. (Briarcliff Rd. to Haygood Rd.) and along Haygood Rd. (Clifton Rd. to N Decatur Rd.) to include bike and pedestrian improvements.	\$5,000,000
6023	Scott Boulevard / Medline LCI Area Transportation Improvements	Recommendations for the Scott Blvd corridor throughout the Medline LCI area are anticipated but not yet known. (this is a set-aside for future recommendations).	\$5,000,000
6027	E. Ponce de Leon Avenue Lane Width Improvements	Widen lanes to 12' width for truck traffic; perform any other operational improvements as needed.	\$7,000,000

City Project Lists

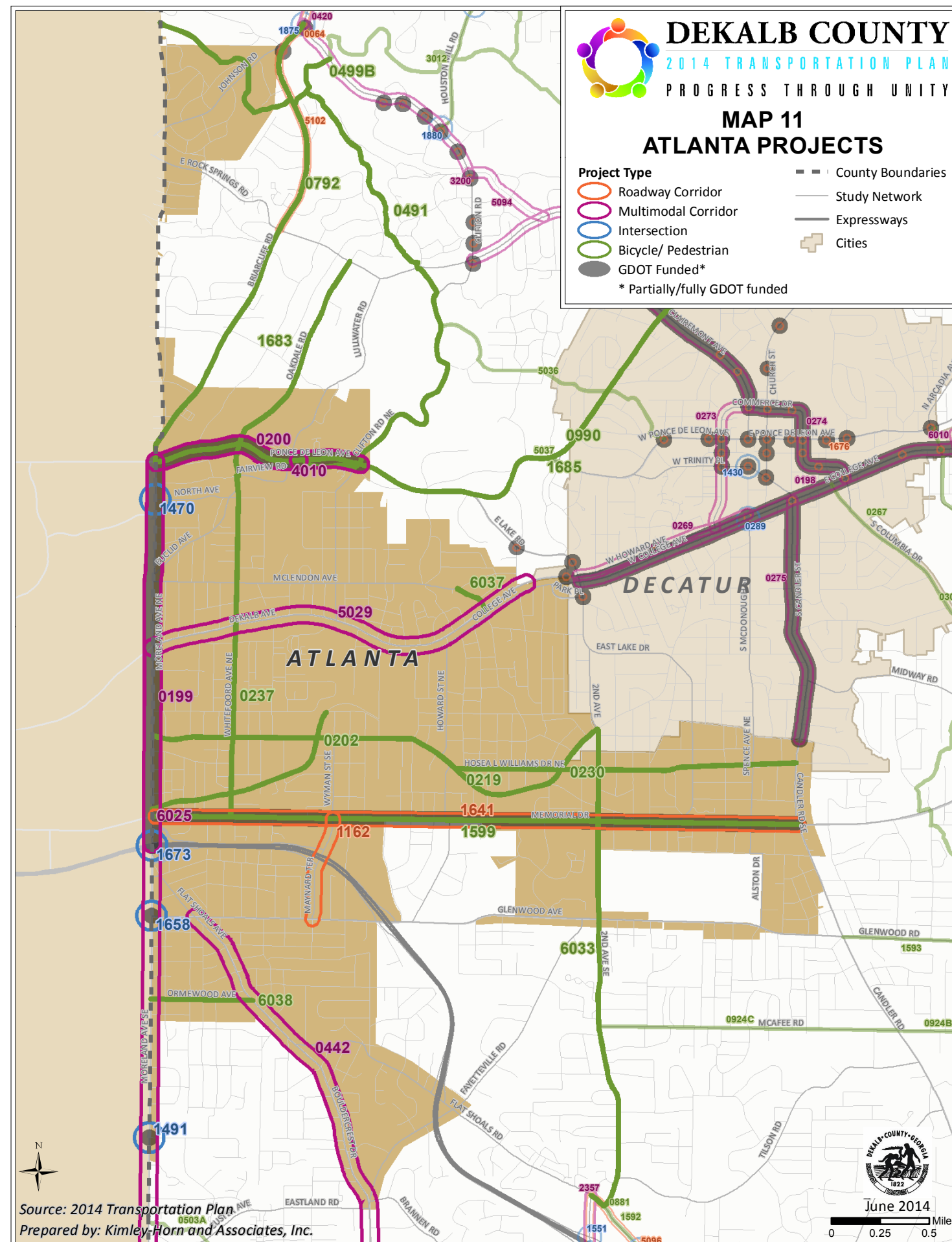
Major projects that are located within cities have been included in the development of this Plan. Each project identified within a city was identified as a priority by city staff or included in a previous Transportation Plan and also was evaluated using the same scoring system used for projects in unincorporated DeKalb County. Although identifying city projects as part of the countywide Transportation Plan is useful for coordination and uniformity, each city will typically have further details regarding funding, design, and prioritization of its own projects. These city projects have been listed separately from projects within unincorporated DeKalb County because each municipality is ultimately responsible for selecting and funding its own projects. It is also likely that there are many smaller projects within the cities' plans that have not been noted here.

Projects listed in the city tables are a minimum of 20% in the respective city. In some cases, these projects may require a partnership between one or more cities and/or with DeKalb County. Projects that are less than 20% in a given City will still appear in DeKalb County's project list or the list of another city.

City of Atlanta

Projects in the City of Atlanta were included from PLAN 2040, the CONNECT Atlanta Plan, the city's Comprehensive Plan, and various LCI plans. Some projects were also created through conversations with stakeholders, elected officials, and members of the public.

City of Atlanta Projects (within DeKalb County)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0199	Moreland Avenue ATMS and Intersection Improvements	Operational and ATMS improvements, including upgraded traffic signal equipment and timings with bus prioritization; project also includes restriping, pedestrian crossings, and turn lane improvements at key locations.	\$8,000,000
0200	Ponce de Leon Avenue ATMS and Bus Prioritization Improvements	Upgrade all traffic signals to include updated signal timing, including bus prioritization.	\$1,000,000
0202	Arkwright Place Bicycle Improvements	Fill-in any remaining gaps in the Trolley Line Trail, adding a combination of signage, striping, on-street bike lanes, or a sidepath, as right-of-way allows.	\$2,000,000
0219	Hosea Williams Drive Bicycle Improvements	Improve access for bikes along this corridor.	\$1,000,000



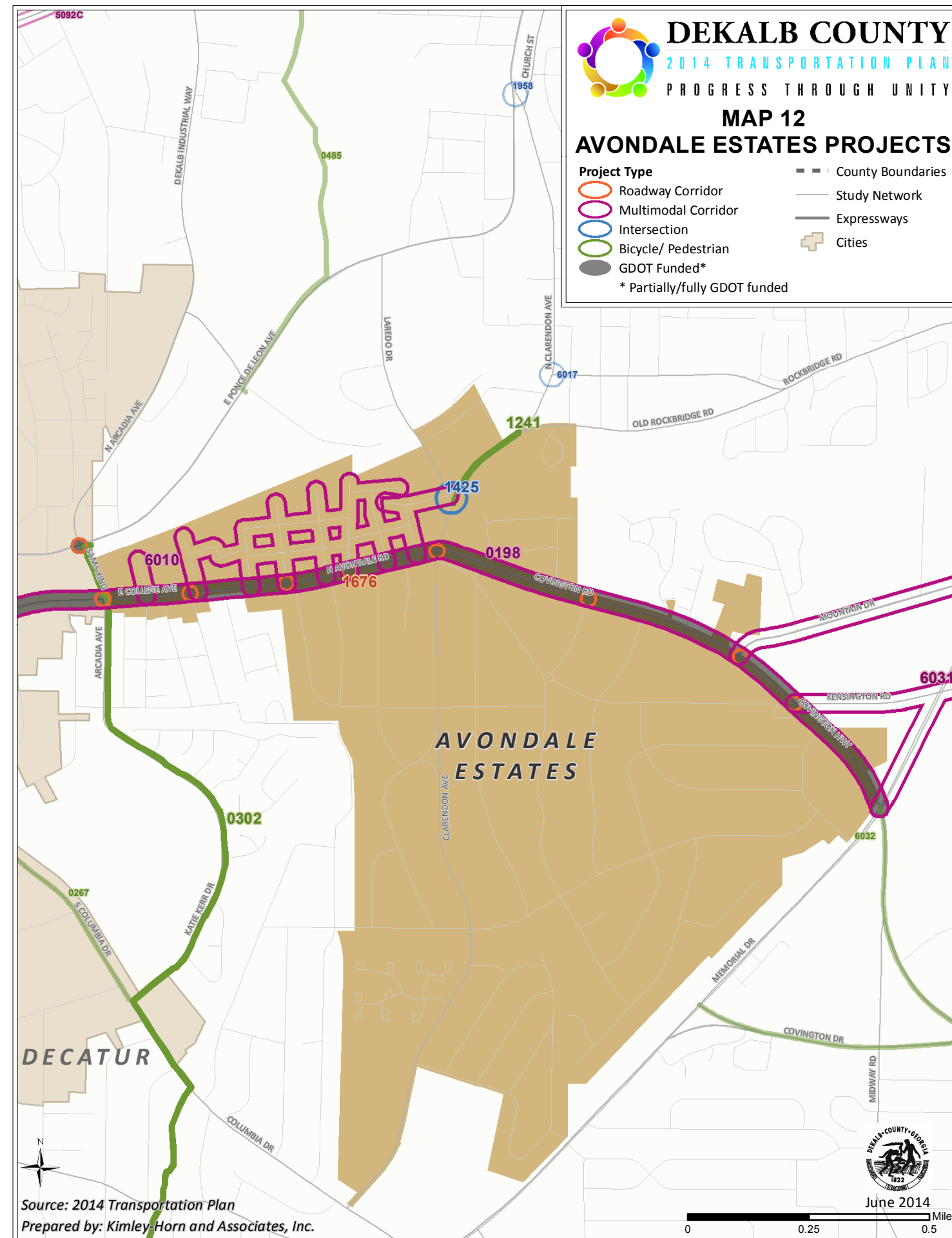
City of Atlanta (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0230	Oakview Drive Bicycle Improvements	Improve access for bikes along this corridor. Sharrows were assumed for this project's 0.9 miles.	\$30,000
0237	Whitefoord Avenue Bicycle Improvements	Improve access for bikes along this corridor. Sidepath was assumed for this 1-mile corridor, but a detailed corridor study is needed to determine recommended improvements.	\$2,000,000
0442	Bouldercrest Road Multimodal Corridor Improvements - North	Operational improvements and pedestrian and bicycle accommodations.	\$13,000,000
0499B	South Peachtree Creek Trail - PATH - Phase II	Expand the PATH Foundation trail system (South Peachtree Creek Trail). Multiuse path was assumed for the second phase (1.4 miles) of this three-phase, 6.3-mile project, but a detailed corridor study is needed to determine recommended improvements.	\$2,000,000
0990	Ponce de Leon Avenue / Scott Boulevard Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 2.0-miles of moderate grading and 1.9-miles of extreme grading.	\$6,000,000
1162	Maynard Terrace ATMS	Implement signal improvements, coordination.	\$50,000
1470	Moreland Avenue at North Avenue Signage Improvements	Signage to prohibit peak hour lefts on North Ave. and to encourage northbound left turns at Freedom Pkwy., instead of at North or Ponce de Leon Avenues.	\$1,000
1491	Skyhaven Road / East Confederate Avenue at Moreland Avenue Intersection Realignment	Realign the Skyhaven Rd./East Confederate Ave. intersection with Moreland Ave to remove offset.	\$2,000,000
1599	Memorial Drive Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor.	\$2,000,000
1641	Memorial Drive Roadway Corridor Improvements	SR 154 (Memorial Dr.) corridor improvements	\$2,000,000

City of Atlanta (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
1658	Glenwood Avenue at Moreland Avenue Intersection Improvements	Roadway/Operations and Safety.	\$3,000,000
1673	I-20 East at Moreland Avenue Interchange Improvements	Upgrade roadway/interchange.	\$7,000,000
1683	Oakdale Road Bicycle Improvements	Improve access for bikes along this corridor. Potential improvements could include adding sharrows, a sidepath, or bike lanes, as determined by right-of-way constraints.	\$3,000,000
1685	Ponce de Leon Avenue Bicycle Improvements	Improve access for bikes along this corridor using the existing adjacent linear park system. Sidepath was assumed for this 0.6-mile corridor, but a detailed corridor study is needed to determine recommended improvements.	\$1,000,000
4010	Ponce de Leon Bridge Improvement	Replace bridge because bridge sufficiency rating is 50 or less and therefore meets the threshold to qualify for bridge replacement funding. To align with Ponce de Leon Ave. corridor planning, bridge improvements will include bicycle and pedestrian accommodations.	\$7,000,000
5029	DeKalb Avenue Multimodal Corridor Improvements	Terminate reversible lane on DeKalb Ave. and consider bicycle facilities; further study for corridor options is ongoing.	\$3,000,000
6025	Moreland Avenue Corridor Study	To best recommend improvements, conduct a comprehensive transportation and land use study between Ponce de Leon Avenue and I-285 because Moreland Avenue serves many purposes and has many different characters along its extents.	\$300,000
6033	2nd Avenue Bicycle Improvements	Sidepath assumed along corridor to connect with PATH trail at Oakview Rd. to the north.	\$4,000,000
6037	Howard Circle/DeKalb Place Bicycle Improvements	This project will mill and resurface a key segment of the Stone Mountain Trail on Howard Circle and DeKalb Place Sharrows regulatory signs, and bicycle wayfinding signage will be added. As funding permits, ADA upgrades at intersections will be included.	\$50,000
6038	Ormewood Avenue Bicycle Improvements	Improve bicycle accommodations along Ormewood Avenue through the Safe Routes to School Program.	\$50,000

City of Avondale Estates

Projects in the City of Avondale Estates were included from PLAN 2040, the city's Comprehensive Plan, a downtown walkability study, and various LCI plans. Some projects also were created through conversations with stakeholders, elected officials, and members of the public.

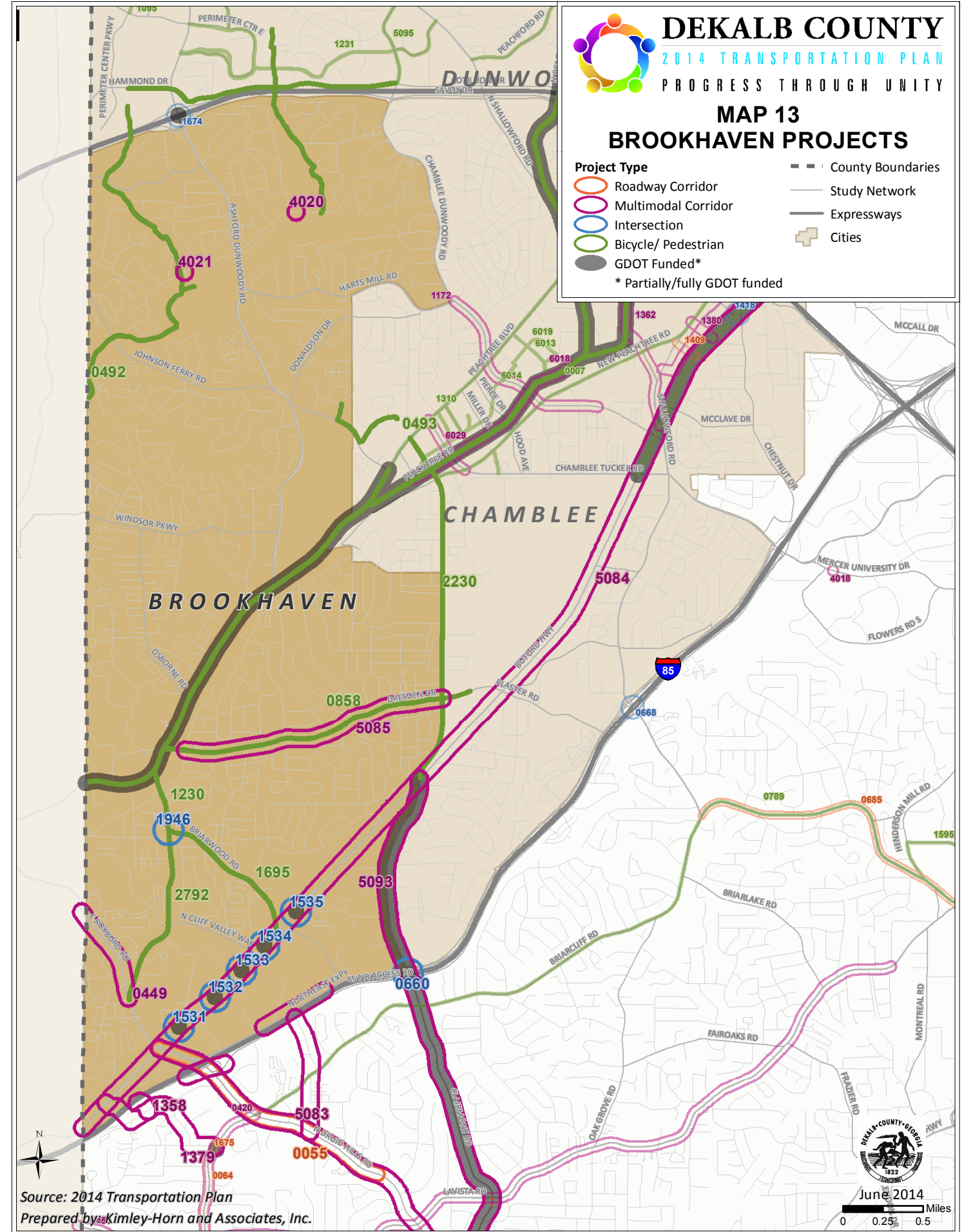
City of Avondale Estates Projects			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0198	College Avenue / N. Avondale Road / Covington Road Multimodal Corridor Study and Improvements	Requires a detailed engineering study; improvements along this corridor should include operational, pedestrian, and possibly bike accommodations; consider potential roundabout at N. Avondale Rd. and Clarendon Ave., or other improvements as determined by further study.	\$26,000,000
1241	New Trail Connection between Stone Mountain Trail and Laredo Drive	Create a trail connection between Stone Mtn. Trail and Laredo Dr.	\$60,000
1425	Laredo Drive at Parry Street at N. Clarendon Avenue Intersection Reconfiguration	Reconfigure the intersection of Laredo Dr, Parry St, and N. Clarendon Ave.	\$1,000,000
6010	Downtown Avondale Street Grid	Add new streets in Downtown Avondale to help build-out the existing street grid.	\$4,000,000



City of Brookhaven

Projects in the City of Brookhaven were included from PLAN 2040, the city's Comprehensive Plan, and various LCI plans. Some projects also were created through conversations with stakeholders, elected officials, and members of the public.

City of Brookhaven Projects			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0010	Peachtree Road / North Peachtree Road Bicycle Improvements	Improve access for bikes along this corridor. Potential improvements could include sharrows, a sidepath, or bike lanes, as determined by right-of-way constraints.	\$10,000,000
0449	E. Roxboro Road Multimodal Improvements	Widen road for BRT and include pedestrian, bicycle, and operational improvements.	\$4,000,000
0492	Perimeter Trail - PATH - Phase I	Expand the PATH Foundation trail system (Perimeter Trail). Multiuse path was assumed for the entire 5.6-mile project, but a detailed corridor study is needed to determine recommended improvements.	\$9,000,000
0493	Perimeter Trail - PATH - Phase II	Expand the PATH Foundation trail system (Perimeter Trail). Multiuse path was assumed for the entire 1.1-mile project, but a detailed corridor study is needed to determine recommended improvements.	\$1,000,000
0660	Clairmont Road at I-85 Signal System Improvements	Operations; signal system improvements areawide.	\$4,000,000
0858	Dresden Drive Pedestrian Improvements	Install sidewalks/improve pedestrian crossings. Sidewalks needing minimal, moderate, and severe grading assumed for approx. 0.3, 0.3 and 1.2 miles respectively. Caldwell Rd to Conasauga Ave already has sidewalk but is considered for improved crossings.	\$3,000,000
1230	N. Druid Hills Road Bicycle and Pedestrian Improvements	Improve access for bicycles and pedestrians along this corridor.	\$3,000,000
1358	I-85 North Druid Hills Road / Access Road Modifications	Modify access roads along I-85 North Druid Hills Connector and North Druid Hills/I-85.	\$8,000,000
1531	Buford Highway between N. Druid Hills Road and Lincoln Court Pedestrian Improvements	Add a pedestrian crossing at or near this location to facilitate safer crossings and safer access to transit stops.	\$200,000



Source: 2014 Transportation Plan
Prepared by: Kimley-Horn and Associates, Inc.

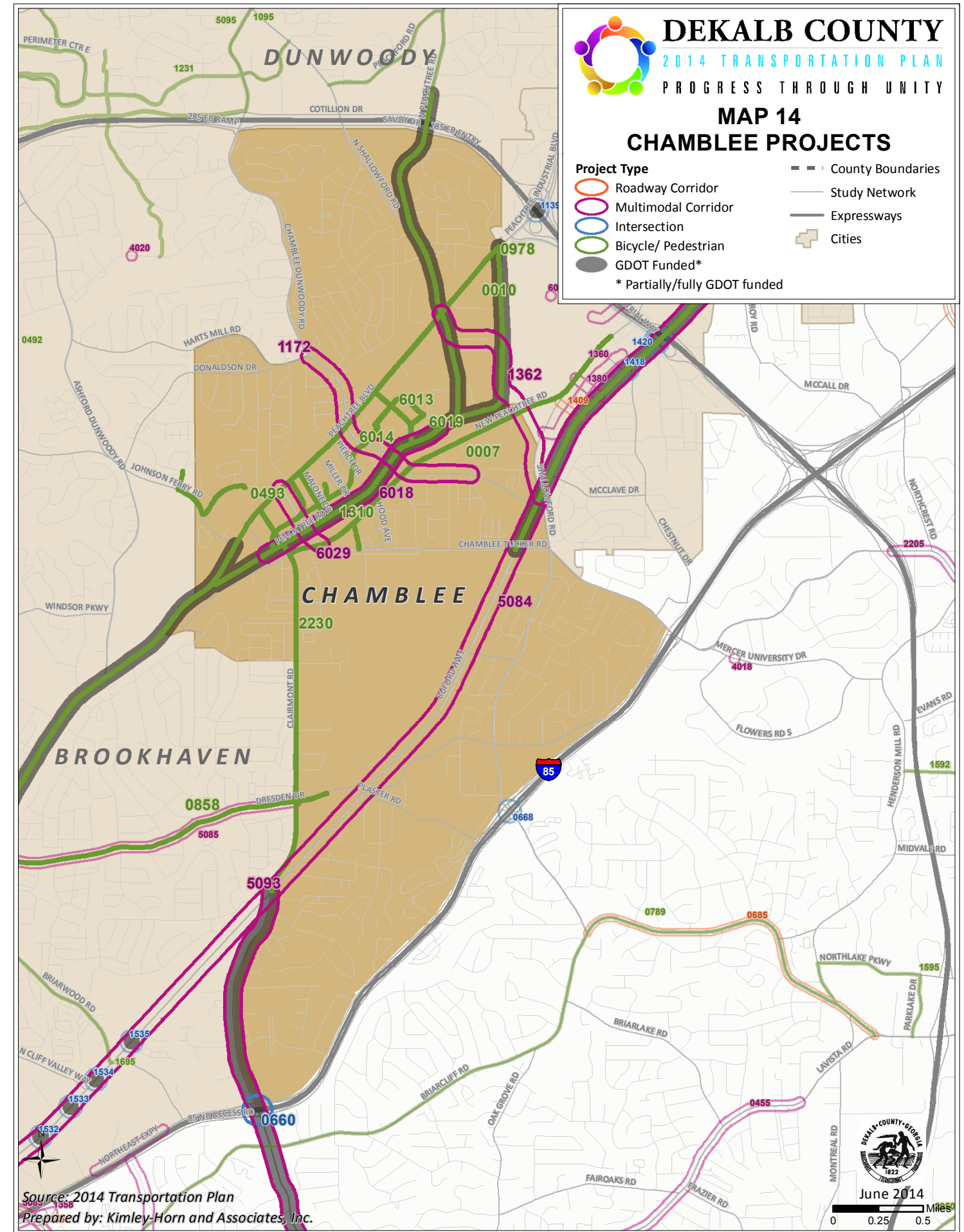
City of Brookhaven (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
1532	Buford Highway at Noble Woods Drive Pedestrian Improvements	Add a pedestrian crossing at or near this location to facilitate safer crossings and safer access to transit stops.	\$200,000
1533	Buford Highway at The Villas at Druid Hills Pedestrian Improvements	Add a pedestrian crossing at or near this location to facilitate safer crossings and safer access to transit stops.	\$200,000
1534	Buford Highway at Northeast Plaza Shopping Center Pedestrian Improvements	Add a pedestrian crossing at or near this location to facilitate safer crossings and safer access to transit stops.	\$200,000
1535	Buford Highway at Epic Garden Apartments Pedestrian Improvements	Add a pedestrian crossing at or near this location to facilitate safer crossings and safer access to transit stops.	\$200,000
1695	Briarwood Road Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 0.99-miles of moderate grading.	\$1,000,000
1946	N. Druid Hills Road at Briarwood Road Pedestrian Improvements	Improve access for pedestrians at this location.; repair damaged sidewalks and improve crossings.	\$1,000,000
2230	Clairmont Road Bicycle Improvements	Improve access for bikes along this corridor. Sidepath was assumed for this 2.2-mile corridor, but a detailed corridor study is needed to determine recommended improvements.	\$3,000,000

City of Brookhaven (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
2792	N. Druid Hills Road Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 1.56-miles of severe grading.	\$3,000,000
4020	W. Nancy Creek Road Bridge Improvement	Replace bridge because bridge sufficiency rating 50 or less and therefore meets the threshold to qualify for bridge replacement funding. Existing pedestrian bridge could be considered for repair/renovation during reconstruction of the main bridge because of the proximity to Murphy Candler Park.	\$2,000,000
4021	Nancy Creek Road Bridge Improvement	Replace bridge because bridge sufficiency rating is 50 or less and therefore meets the threshold to qualify for bridge replacement funding. Consider if upgrades to this bridge could accommodate a crossing for part of the PATH Foundation Perimeter Trail.	\$1,000,000
5084	Buford Highway Multimodal Corridor Improvements	Subtract two lanes to add bus-only facilities/transit priority facilities for BRT. This road diet project includes adding a pedestrian sidewalk and crossing improvements in key locations, as well as access management along the entire corridor.	\$21,000,000
5085	Dresden Drive Multimodal Corridor Improvements	Operational and safety improvements, including some intersection realignments and bike and pedestrian improvements.	\$6,000,000

City of Chamblee

Projects in the City of Chamblee were included from PLAN 2040, the Comprehensive Plan, and various LCI plans including a very recent LCI plan for downtown Chamblee. Some projects also were created through conversations with stakeholders, elected officials, and members of the public.

City of Chamblee Projects			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0007	New Peachtree Road Bicycle and Pedestrian Improvements	Detailed corridor study is needed: provide improved bicycle and pedestrian access, including a combination of adding bike lanes, filling-in sidewalk gaps, or adding a multi-use sidepath; realign the intersection of New Peachtree Rd. at Shallowford Rd. NE.	\$5,000,000
0010	Peachtree Road / North Peachtree Road Bicycle Improvements	Improve access for bikes along this corridor. Potential improvements could include sharrows, a sidepath, or bike lanes, as determined by right-of-way constraints.	\$10,000,000
0493	Perimeter Trail - PATH - Phase II	Expand the PATH Foundation trail system (Perimeter Trail). Multiuse path was assumed for the entire 1.1-mile project, but a detailed corridor study is needed to determine recommended improvements.	\$1,000,000
0978	Peachtree Boulevard Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor. Improve streetscaping in key sections. Project assumes approximately 1.7-miles of minimal grading and 2.3-miles of severe grading.	\$9,000,000
1172	Chamblee Dunwoody Road Multimodal Corridor Improvements	Improve roadway, including adding streetscapes, bicycle facilities, and operational improvements; restripe for bike lanes from New Peachtree Rd. to Cumberland.	\$2,000,000



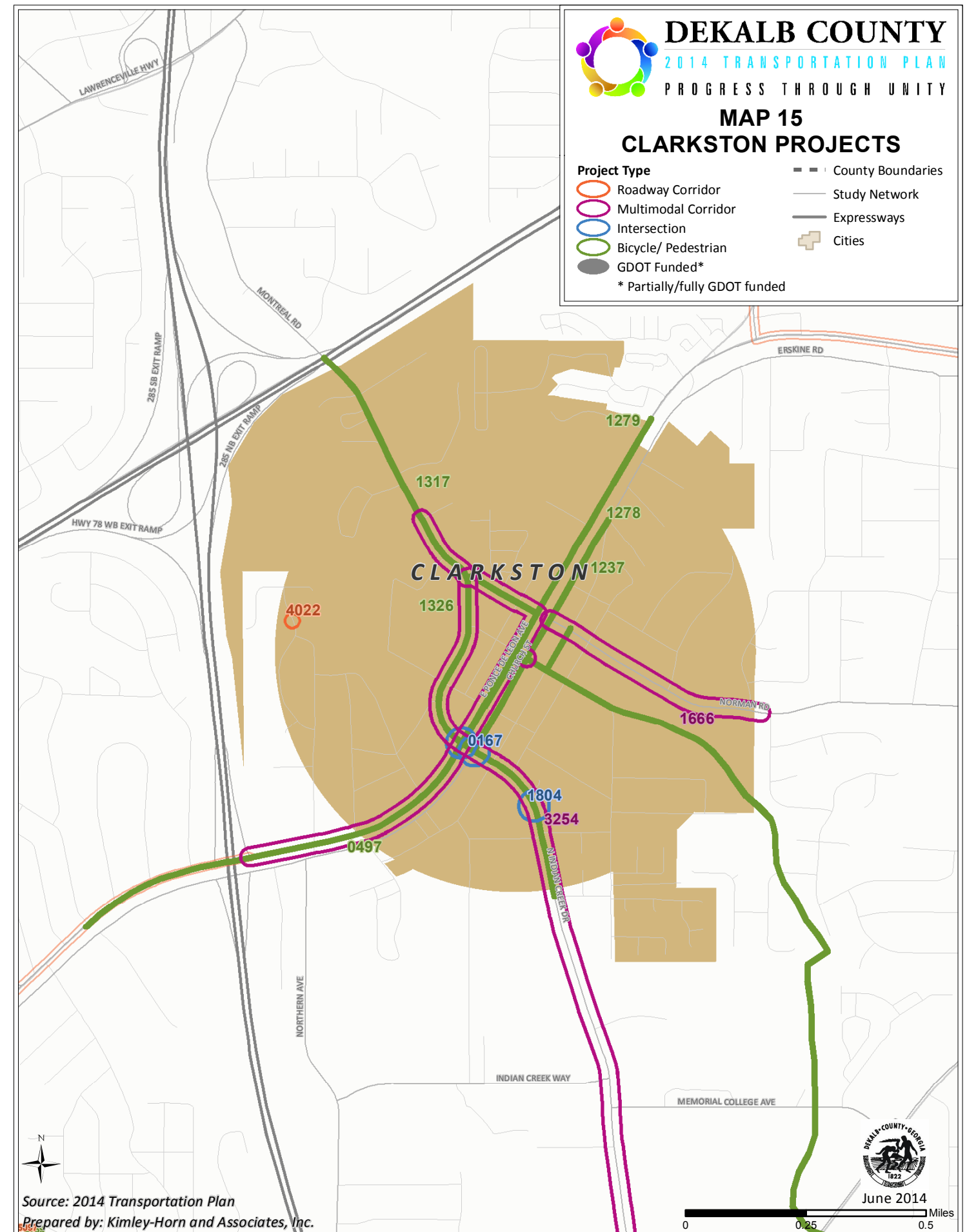
City of Chamblee Projects (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
1310	Malone Drive and Watkins Avenue Streetscape Improvements	Improve streetscapes on Malone Dr. from Peachtree Blvd. to Peachtree Rd. and on Watkins Ave. from New Peachtree Rd. to Chamblee Tucker Rd.	\$1,000,000
1362	New Roadway Connection between Buford Highway and Peachtree Boulevard	New alignment from Buford Hwy to Peachtree Blvd.	\$55,000,000
2230	Clairmont Road Bicycle Improvements	Improve access for bikes along this corridor. Sidepath was assumed for this 2.2-mile corridor, but a detailed corridor study is needed to determine recommended improvements.	\$3,000,000
6013	Broad Street Pedestrian Improvements	Pedestrian improvements, including adding sidewalks, lighting, landscaping, and street furnishings (per Chamblee Streetscape Guidelines 2008) on west side of road.	\$1,000,000
6014	Chamblee Rail Trail Multiuse Greenway - Phase II	Rail trail from Clairmont Rd. bridge to Chamblee Dunwoody Way and Peachtree Rd. Includes intersection improvements/midblock crossings at Peachtree Blvd. at Sexton Woods Dr., and across Peachtree Rd., Malone Dr., Miller Dr., and Pierce Dr.	\$1,000,000
6018	Peachtree Road Road Diet and Multimodal Improvements	Operational improvements along Peachtree Rd. through a combination of several smaller projects from the Chamblee LCI. These projects include turn lane improvements, a possible road diet, and bicycle and pedestrian improvements.	\$4,000,000
6019	Chamblee Rail Trail Multiuse Greenway - Phase III	Rail trail from Chamblee Dunwoody Way to Peachtree Rd. Includes bike and pedestrian crossing improvements at American Industrial Way, Broad St, and Peachtree Rd.	\$3,000,000
6029	Chamblee Tucker Road Multimodal Corridor Improvements	Operational, bicycle, and pedestrian improvements as described by several projects in the Chamblee LCI. Includes streetscape improvements in key locations.	\$2,000,000



City of Clarkston

Projects in the City of Clarkston were included from PLAN 2040, the city's Comprehensive Plan, and one LCI plan. Some projects also were created through conversations with stakeholders, elected officials, and members of the public.

City of Clarkston Projects			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0167	Church Street / Ponce de Leon at N. Indian Creek Road Underpass Improvements	Operational improvements at the adjacent intersections of Church St. and Ponce de Leon with N. Indian Creek, including possible turning movement restrictions.	\$1,000,000
1237	Church Street Multiuse Path	Adding Church St. multi-use path (10-12 feet), plant and utility zone (5 feet), and railroad safety fencing (adjacent to railroad) from N. Indian Creek Rd. to Mauck St.	\$2,000,000
1278	E. Ponce de Leon Avenue Streetscapes - North Side	Streetscape E. Ponce de Leon (north side of the road) from N. Indian Creek Rd. to eastern city limits.	\$2,000,000
1279	E. Ponce de Leon Avenue Streetscapes - South Side	Streetscape E. Ponce de Leon Avenue (south side of the road) from N. Indian Creek Rd. to eastern city limits.	\$2,000,000
1317	Montreal Road Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor.	\$200,000
1326	N. Indian Creek Pedestrian Improvements	Install N. Indian Creek sidewalk, plant and utility zone, street trees, street furniture, fixtures, lighting and updated transit signage from Montreal Rd. to southern city limits.	\$7,000,000
1666	East Ponce de Leon Road / Montreal Road/Norman Road Streetscape Improvements	Improve the E. Ponce de Leon Gateway corridor according to the Clarkston streetscape initiative; design features include new pedestrian and bicycle features as well as streetscapes and an at-grade CSX RR crossing/safety feature.	\$9,000,000
1804	North Indian Creek at Jackson Drive Pedestrian Improvements	Install a pedestrian crossing to assist with access to the library.	\$200,000
3254	N Indian Creek Road Diet	Subtract two lanes, to add bike lanes for this road diet candidate project.	\$1,000,000
4022	Casa Drive Bridge Improvement	Replace bridge because bridge sufficiency rating is 50 or less and therefore meets the threshold to qualify for bridge replacement funding.	\$300,000

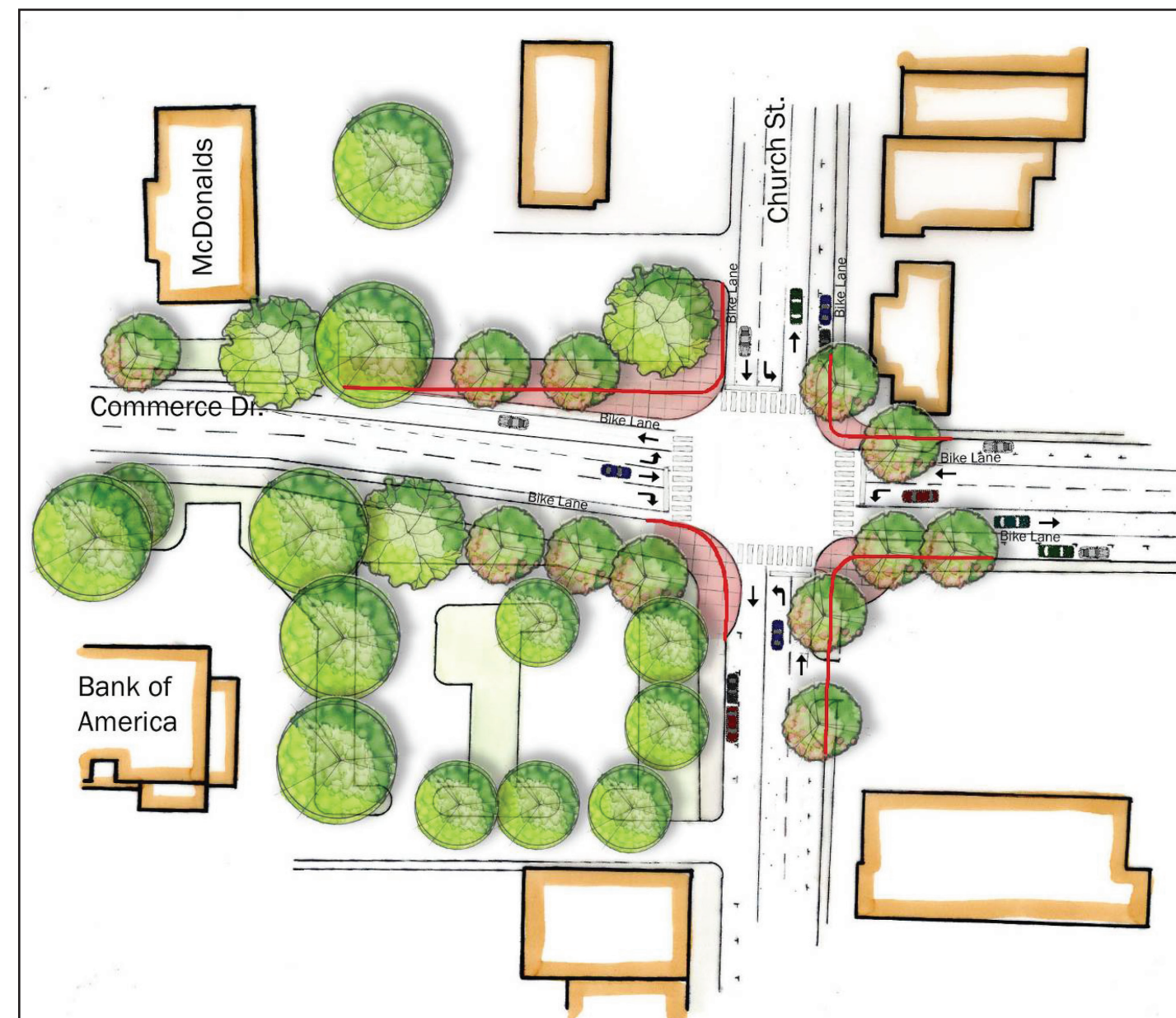


Source: 2014 Transportation Plan
Prepared by: Kimley-Horn and Associates, Inc.



June 2014

City of Decatur Projects (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0276	Scott Boulevard Pedestrian Improvements	Widen the sidewalk on the northwest side of Scott Blvd. in sections designated as Safe Routes to School by acquiring easements from adjacent property owners; fill-in gaps in a few areas where sidewalks do not exist.	\$3,000,000
0289	McDonough Road at College Avenue ATMS and Intersection Improvements	Replace the painted striped median with a raised-curb island that provides pedestrian refuge; work with CSX Trans and FRA to consider new paved right-turn lane.	\$1,000,000
0990	Ponce de Leon Avenue / Scott Boulevard Pedestrian Improvements	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 2.0-miles of moderate grading and 1.9-miles of extreme grading.	\$6,000,000
1430	E. Trinity Place at N. McDonough Road Intersection Improvements	Implement vehicular and safety improvements at grade crossings at E. Trinity Place and N. McDonough Rd.	\$1,000,000
1676	40 signal upgrades in/around Downtown Decatur	Upgrade approximately 40 signals in/around Downtown Decatur, including Howard Ave., East Lake Rd., W. Ponce de Leon Ave., Clairmont Ave., Trinity Place, Commerce Dr. loop, and Church St.	\$7,000,000
5036	Coventry Road Bicycle / Pedestrian Improvements	Improve access for bikes along this corridor. Sidepath was assumed for this 1.5-mile corridor, but a detailed corridor study is needed to determine recommended improvements.	\$2,000,000
5092B	N. Decatur Road Multimodal Corridor Improvements - Phase II	Four-lane section will include a combination of bicycle and pedestrian improvements and will be consistent with the Clifton Corridor transit design.	\$12,000,000

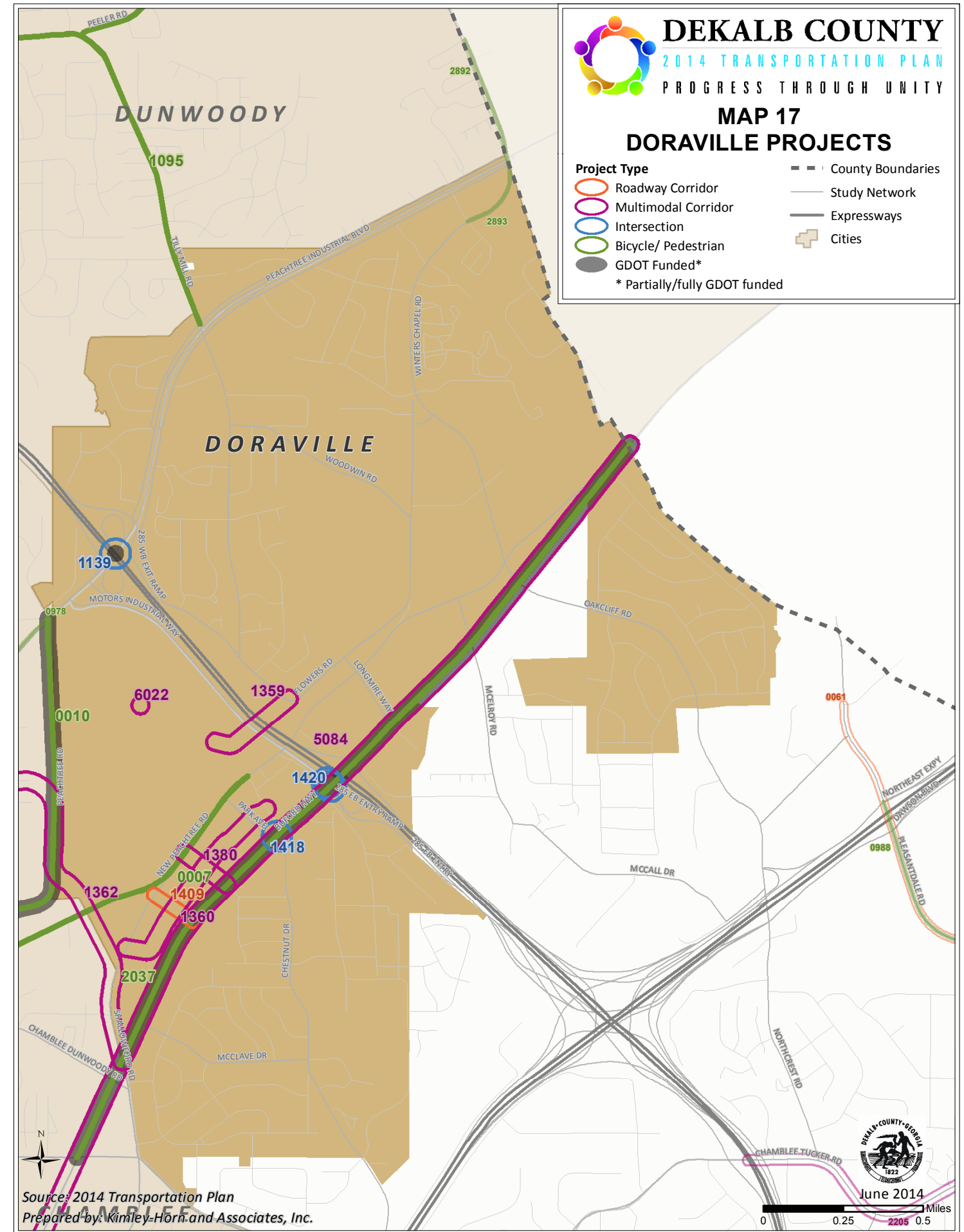


Concept from City of Decatur Community Transport Plan

City of Doraville

Projects in the City of Doraville were included from PLAN 2040, the Comprehensive Plan, and the Doraville GM Plant LCI Plan. Some projects also were created through conversations with stakeholders, elected officials, and members of the public.

City of Doraville Projects			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0007	New Peachtree Road Bicycle and Pedestrian Improvements	Needs a detailed corridor study is needed: provide improved bicycle and pedestrian access, including a combination of adding bike lanes, filling-in sidewalk gaps, or adding a multi-use sidepath; realign the intersection of New Peachtree Rd. at Shallowford Rd. NE.	\$5,000,000
1139	Peachtree Industrial Boulevard at I-285 Interchange Improvements	Improve interchange left-turns onto I-285 from Parsons Rd./ North Peachtree Rd; requires further study to evaluate the engineering feasibility of the project.	\$3,000,000
1359	New Roadway Connection between Flowers Road and the GM Plant Site over I-285	Provide a new roadway connection over I-285, which will include bike and pedestrian improvements.	\$12,000,000
1360	New Roadway Connection between Shallowford Road and Central Avenue	Provide a new roadway connection, which will include bike and pedestrian improvements.	\$27,000,000
1362	New Roadway Connection between Buford Highway and Peachtree Boulevard	New alignment from Buford Hwy to Peachtree Blvd.	\$55,000,000
1380	Oakmont Avenue Multimodal Corridor Extension	Extend Oakmont Ave. as part of the Doraville GM plant redevelopment.	\$4,000,000
1409	Pinetree Plaza Roadway Re-alignment	Realign Pinetree Plaza as part of the Doraville GM Plant redevelopment.	\$5,000,000



City of Doraville Projects (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
1418	Chestnut Drive at Park Avenue Intersection Realignment	Realign Chestnut Drive with Park Ave to create a centralized route from Northwoods to MARTA, including pedestrian and bicycle accommodations. This improvement would warrant reclassifying Park Ave. as an "urban collector."	\$3,000,000
1420	Buford Highway / Motor Industrial Way @ I-285 Interchange Improvements	Add a free flow right-turn lane on northbound Buford Hwy to eastbound I-285 and an eastbound through lane on Motor Ind. Way onto I-285 eastbound ramp to eliminate storage congestion during peak hours.	\$1,000,000
2037	Buford Highway Pedestrian Improvements	Install additional pedestrian crossings.	\$1,000,000
5084	Buford Highway Multimodal Corridor Improvements	Subtract two lanes to add bus-only facilities/transit priority facilities for BRT. This road diet project includes pedestrian sidewalk and crossing improvements in key locations, as well as access management along the entire corridor.	\$21,000,000
6022	GM Plant Redevelopment Street Grid	Design and coordinate construction with the redevelopment of the GM plant site for this new street grid, which will most likely occur through partnerships with private developers.	TBD / Private Devel.

City of Dunwoody

Projects in the City of Dunwoody were included from PLAN 2040, the Dunwoody Transportation Plan, the City's Comprehensive Plan, and multiple LCI plans. Some projects also were created through conversations with stakeholders, elected officials, and members of the public.

City of Dunwoody Projects			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
0492	Perimeter Trail - PATH - Phase I	Expand the PATH Foundation trail system (Perimeter Trail). Multiuse path was assumed for the entire 5.6-mile project, but a detailed corridor study is needed to determine recommended improvements.	\$9,000,000
0493	Perimeter Trail - PATH - Phase II	Expand the PATH Foundation trail system (Perimeter Trail). Multiuse path was assumed for the entire 1.1-mile project, but a detailed corridor study is needed to determine recommended improvements.	\$1,000,000
1095	Dunwoody Area Bike Route	Improve access for bikes along these corridors: N. Peachtree Rd., Tilly Mill Rd., Peachford Rd., Old Spring House Ln., Dunwoody Park, Perimeter Center East, Valley View, Meadow Ln., Vermack, Peeler, Happy Hollow, Womack, Olde Perimeter, Ridgeview.	\$13,000,000
1097	Mount Vernon Road Multimodal Improvements - Phase I	Add bike lanes and sidewalks on the south side of the roadway and make operational improvements. See Dunwoody Village Master Plan. Five Year Implementation Plan, Project 4.	\$13,000,000
1098	Mount Vernon Road Multimodal Improvements - Phase II	Add bike lanes and sidewalk on the south side of the roadway and make operational improvements.	\$6,000,000

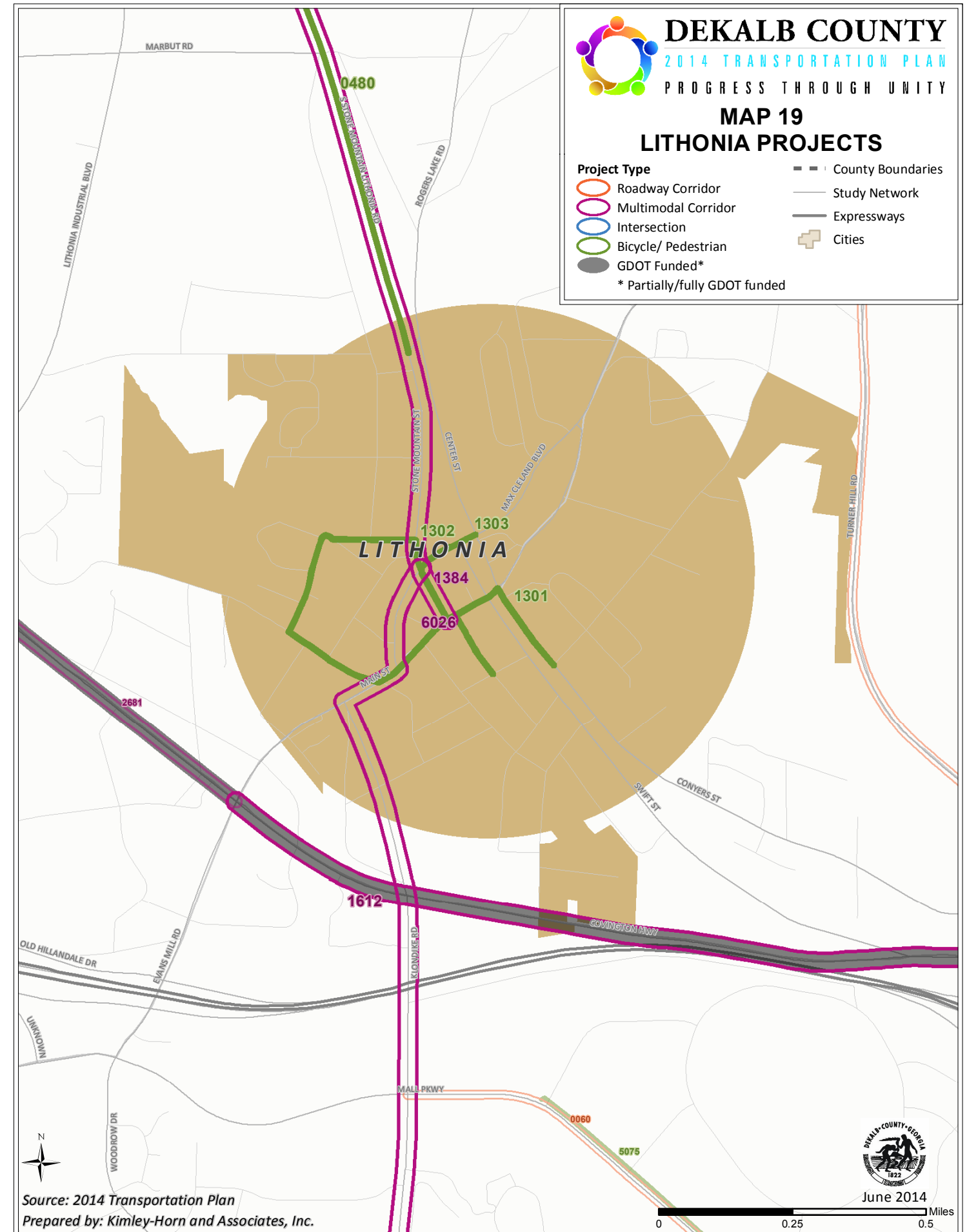
City of Dunwoody Projects (Continued)			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
1231	Old Springhouse Lane Bicycle and Pedestrian Improvements	Improve access for bikes and pedestrians along this corridor; extend a multimodal connection to Perimeter Center East.	\$2,000,000
1674	I-285 North at Ashford Dunwoody Road Interchange Improvements	Upgrade roadway/interchange.	\$31,000,000
1702	Mount Vernon Road at Ashford Dunwoody Road Intersection Improvements	Improve intersections.	\$1,000,000
1703	Mount Vernon Road at Chamblee Dunwoody Road Intersection Improvements	Improve intersections.	\$3,000,000
2892	Winters Chapel Road Pedestrian Improvements - Phase II	Install sidewalks and improve pedestrian crossings along this corridor. Project assumes approximately 0.38-miles of minimal grading.	\$500,000
5095	Chamblee Dunwoody Road Bicycle and Pedestrian Improvements	Add on-street bike lanes and sidewalks to fill-in existing pedestrian gaps., in the Georgetown and Dunwoody Village LCI areas, streetscaping will include 6' landscaped buffers and 6' sidewalks.	\$17,000,000



City of Lithonia

Projects in the City of Lithonia were included from PLAN 2040, the City's Comprehensive Plan, and an LCI plan. Some projects also were created through conversations with stakeholders, elected officials, and members of the public.

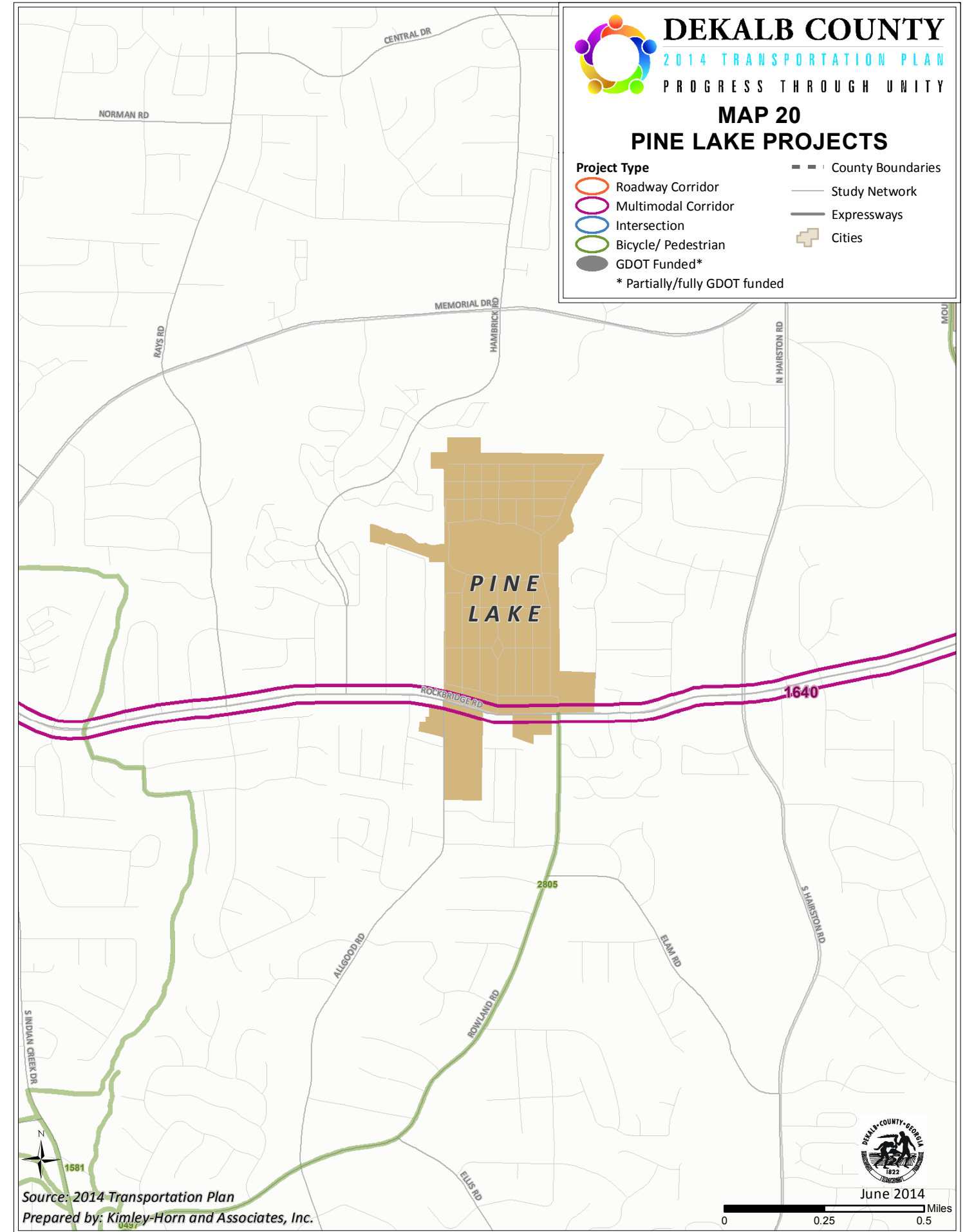
City of Lithonia Projects			
Project ID	Project Name	Project Description	Opinion of Probable Capital Cost
1301	Lithonia Downtown Greenway System - Loop A	Construct a downtown greenway system to include multi-purpose trails and pedestrian lighting (Loop A: Wiggins to Main St. to Conyers to Bruce St.).	\$1,000,000
1302	Lithonia Downtown Greenway System - Loop B	Construct a downtown greenway system to include multi-purpose trails and pedestrian lighting (Loop B: Wiggins to Main St. to Parkway Rd. to Park Dr. to College Ave. to Stone Mountain to Max Cleland).	\$1,000,000
1303	Lithonia Downtown Greenway System - Loop C	Construct a downtown greenway system to include multi-purpose trails and pedestrian lighting (Loop C: Main St. to extended Stone Mountain St. to Max Cleland to Center St.).	\$500,000
1384	Stone Mountain Street Multimodal Corridor Extension	Extend Stone Mountain St. from Max Cleland to Main St., including sidewalks.	\$1,000,000



Source: 2014 Transportation Plan
Prepared by: Kimley-Horn and Associates, Inc.

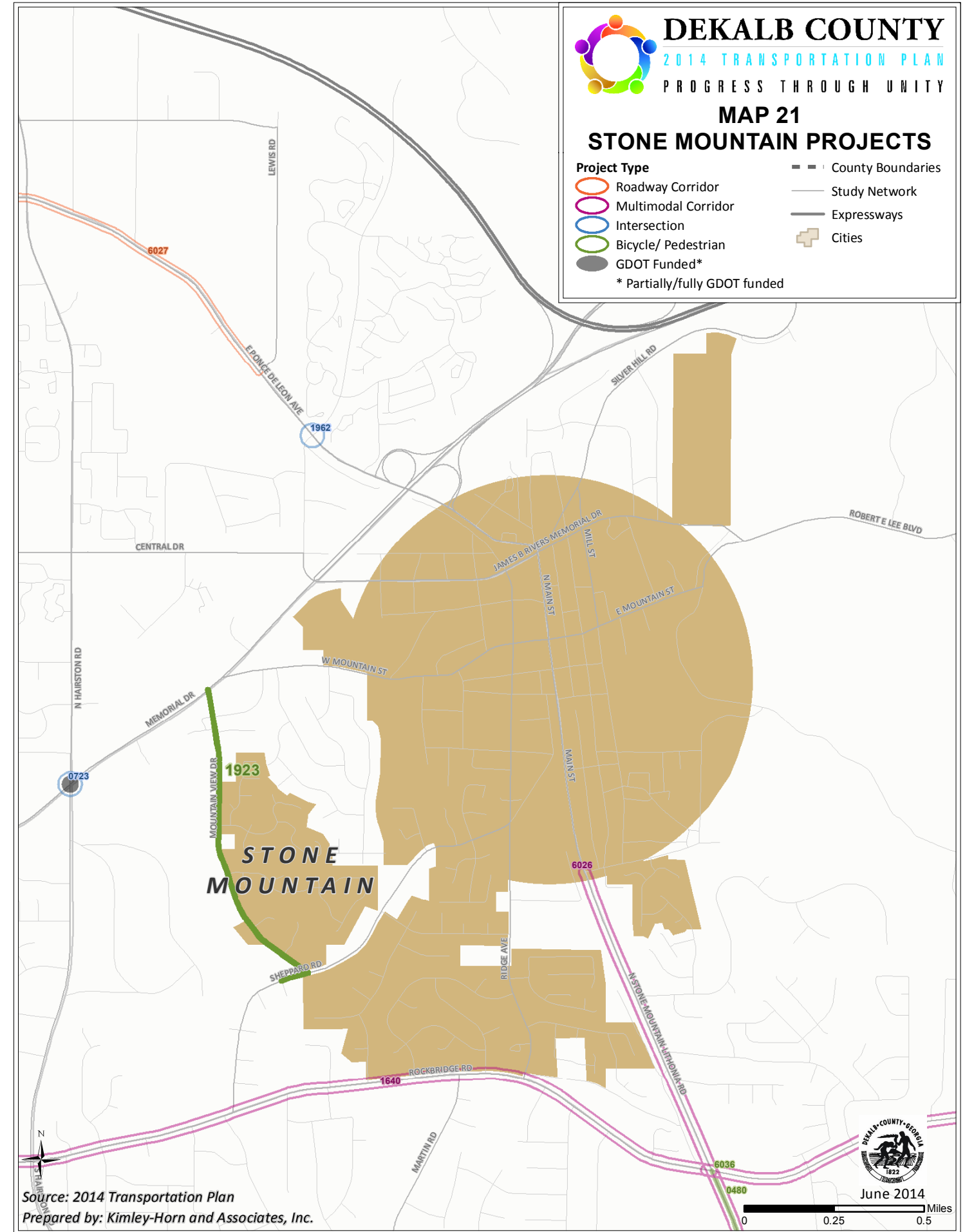
City of Pine Lake

The City of Pine Lake does not have a list of projects because no projects are more than 20% contained by the city. The multi-modal corridor project along Rockbridge Road (Project 1640) does fall partially within the City, and it is also supported by the mayor of Pine Lake.



City of Stone Mountain

The City of Stone Mountain does not have a list of projects because no projects are more than 20% contained by the City. A number of projects fall just outside of or connect to the City, including the multimodal corridor project along Rockbridge Road (Project 1640); the sidewalk project along Mountain View Road (Project 1923); the Heritage Corridor Study (Project 6026) and associated bicycle and pedestrian improvements (Project 0480); and the intersection projects of Memorial Drive and N. Hairston Road (Project 0723) and Goldsmith Road at East Ponce de Leon Avenue (Project 1962).



23. Five Year Action Plan

The Five-Year Action Plan outlines the appropriate steps for local and state leaders to implement the recommendations of this Plan and identifies key agencies that should be involved. It is not expected that every item listed will be completed over the next several years; however, processes should be initiated to best take advantage of the momentum gained with the development of this Plan and the collective work of the local champions involved in the process. This Plan provides a menu of options for the County to consider and for how to respond to outside forces, such as various funding programs and calls for projects.

Funding is of course a critical component of the implementation of the Plan. Without money to implement the recommendations (whether local, state, or federal), the Plan is merely a wish list. DeKalb County needs to aggressively pursue new transportation revenue sources to thrive as a County, providing multimodal options for its residents and employees and encouraging new businesses to move to the County.

Keeping these principles in mind, the Action Plan was developed to focus on key priorities, many of which (or similar projects) are currently in the Transportation Improvement Program (TIP) or Regional Transportation Plan (RTP). Sponsors and jurisdictional champions were outlined for each of the Action Plan recommendations. Coordination among DeKalb County, the jurisdictions within it, and adjacent counties and cities should also be incorporated as projects move forward. Policy recommendations are also included in the Action Plan as they relate to the policy guidance that is provided in the text of this Plan.

The Action Plan focuses on Tier 1 projects led by DeKalb County and/or GDOT. If new transportation funding is secured, the Action Plan should be revisited and updated to account for new resources and the steps needed to best use the funding.

For DeKalb County to be prepared for project implementation, the following principles are recommended:

- Show commitment to projects.
 - o May include upfront concept design/feasibility/preliminary engineering using local dollars (if federal funding is going to be pursued for right-of-way and construction phases, the County should coordinate with GDOT to ensure compliance with federal protocol)
 - o Complete a public process, when feasible, to establish project support public opposition has the ability to delay or derail a project completely
 - o Complete current projects in the TIP if they are still priorities.
- Focus on completing current TIP projects
- Request projects be removed from the TIP if priorities change instead of letting them remain for many years
- Ensure that the local match has been set aside for upcoming projects.
- Focus on a few priorities instead of spreading support across a large number of projects.

DeKalb Transportation Plan - Five Year Action Plan							
Proj #	Tier	Project Name	Action Item (5-year)	In current TIP or RTP	Local Sponsor	Local Champion	Coordinate with
General Recommendations							
-	-	Adopt the DeKalb County 2014 Transportation Plan	DeKalb County to adopt the DeKalb County 2014 Transportation Plan	-	DeKalb County	DeKalb County	-
-	-	Incorporate projects from the DeKalb County 2014 Transportation Plan into the next update of the Regional Transportation Plan	Work with ARC to test and where feasible, incorporate projects from Tiers 1 and 2 into the newest Regional Transportation Plan.	-	DeKalb and All Cities	DeKalb and All Cities	ARC
-	-	Revise <i>DeKalb County Code of Ordinances</i> to reflect policy recommendations from the 2014 Transportation Plan	DeKalb County should amend the existing <i>Code of Ordinances</i> , particularly Sections 14 (Land Development), 17 (Motor Vehicles and Traffic), and 23 (Streets and Sidewalks) in light of changes from the updated Zoning Code and the 2014 Transportation Plan, including the following topics and guidance: Zoning Code, Functional Classification, Access Management, Complete Streets, Alternative Modes, Land Use/Activity Centers, and Truck Routes.	-	DeKalb County	DeKalb County	-

DeKalb Transportation Plan - Five Year Action Plan (Continued)							
Proj	Tier	Project Name	Action Item (5-year)	In current TIP or RTP	Local Sponsor	Local Champion	Coordinate with
-	-	Develop a project implementation monitoring program	DeKalb County and its cities should each develop a project implementation monitoring program to track their projects, progress, and funding.	-	DeKalb and All Cities	DeKalb and All Cities	-
-	-	Identify and secure new sources of transportation funding	DeKalb County (and potentially its cities) should aggressively work to not only identify but also secure a new source of transportation funding, which should not be taken lightly.	-	DeKalb and All Cities	DeKalb and All Cities	-
Asset Management Recommendations							
-	-	Set aside funds for roadway resurfacing (Tier 1)	Reserve 70% of HOST-income over the next 5 years for asset management.	-	DeKalb County	DeKalb County	GDOT
-	-	Set aside funds for roadway resurfacing set-aside (Tier 2A)	Reserve 70% of HOST-income or new revenue source (first \$50 million) over the next 5 years for asset management.	-	DeKalb County	DeKalb County	GDOT
-	-	Set aside funds for bridge management	<ul style="list-style-type: none"> All County bridges with a sufficiency rating less than or equal to 50 should be investigated further and monitored. Bridges with substantial structural issues should be prioritized for replacement. Bridges with moderate issues should be targeted for rehabilitation. If a new transportation funding source is determined, the County should target approximately \$2 million per year for maintenance and repair to prolong the bridge life. 	-	DeKalb County	DeKalb County	-

DeKalb Transportation Plan - Five Year Action Plan (Continued)							
Proj	Tier	Project Name	Action Item (5-year)	In current TIP or RTP	Local Sponsor	Local Champion	Coordinate with
-	-	Set aside funds for signal system maintenance	<ul style="list-style-type: none"> Under current funding sources, target a minimum of \$100,000 annually for signal maintenance. If a new transportation funding source is determined, target approximately \$2-3 million per year for signal maintenance. 	-	DeKalb County	DeKalb County	-
Functional Classification Recommendations							
-	-	Adopt the Functional Classification Map (accomplished with approval of the 2014 Transportation Plan)	Adopt the Functional Classification Map included in the DeKalb County 2014 Transportation Plan.	-	DeKalb and All Cities	DeKalb and All Cities	-
-	-	Work with ARC and GDOT to update the GDOT Functional Classification Map	Coordinate with GDOT to update key roadway corridors on the statewide Functional Classification system, thereby adjusting the recommended facilities on the National Highway System as well.	-	DeKalb and All Cities	DeKalb and All Cities	ARC / GDOT

DeKalb Transportation Plan - Five Year Action Plan (Continued)							
Proj	Tier	Project Name	Action Item (5-year)	In current TIP or RTP	Local Sponsor	Local Champion	Coordinate with
-	-	Revise <i>Code of Ordinances</i> as it relates to design guidelines by functional classification	As noted above, make revisions to the <i>Code of Ordinances</i> (Land Development section) to reflect zoning code changes as well as design guidelines associated with functional classification per 2014 Transportation Plan guidance.	-	DeKalb County	DeKalb County	-
Truck Route Recommendations							
-	-	Adopt Truck Route Network Map (accomplished with approval of the 2014 Transportation Plan)	Adopt the Truck Route Network Map included in the 2014 Transportation Plan.	-	DeKalb and All Cities	DeKalb and All Cities	-
-	-	Revise Truck Route Network in <i>Code of Ordinances</i>	Revise list of acceptable Truck Routes in the County <i>Code of Ordinances</i> per the updated Truck Route Map included in the 2014 Transportation Plan, section 17-361 (Motor Vehicles and Traffic).	-	DeKalb County	DeKalb County	-
Access Management Recommendations							
-	-	Revise access management policies in the <i>Code of Ordinances</i>	Review all references to access management in the <i>Code of Ordinances</i> and consolidate into one primary area, allowing for better incorporation of zoning, functional classification, activity center, and complete streets considerations.	-	DeKalb County	DeKalb County	-
-	-	Develop Access Management Overlay Districts and policy documents for future roadway projects	Use existing Code language as well as a model ordinance to develop Access Management Overlay District requirements to be used on all future roadway corridor projects.	-	DeKalb County	DeKalb County	-

DeKalb Transportation Plan - Five Year Action Plan (Continued)							
Proj	Tier	Project Name	Action Item (5-year)	In current TIP or RTP	Local Sponsor	Local Champion	Coordinate with
-	-	Amend Overlay Zoning Districts as needed to accommodate updated Access Management Areas	Amend the zoning code to include revised language as Access Management Overlay Districts are created.	-	DeKalb County	DeKalb County	-
Transportation Demand Management Recommendations							
-	-	Improve customer convenience and user experience	Add website links on the DeKalb County webpage to the Georgia Commute Options, Clean Air Campaign, Clifton Corridor TMA, and the Perimeter Transportation Coalition websites. Increase prominence of the Transportation page, as well as "Getting Around DeKalb," Georgia 511, and other DeKalb-specific programs.	-	DeKalb and All Cities	DeKalb and All Cities	-
-	-	Improve transportation connectivity, mode choice, and access	Determine areas for infill development or zoning regulation, In conjunction with the Economic Development Plan, including existing Park-and-Ride lots, areas along existing and future transit lines/stations, and areas around medical facilities and employment centers.	-	DeKalb and All Cities	DeKalb and All Cities	-
-	-	Participate in the regional coordination of policies, programs, services, and investments	Work closely with ARC on regional TDM efforts. If additional monies can be made available, consider adding a TDM Program Coordinator (even potentially part-time) to oversee countywide activities.	-	DeKalb and All Cities	DeKalb and All Cities	-

DeKalb Transportation Plan - Five Year Action Plan (Continued)							
Proj	Tier	Project Name	Action Item (5-year)	In current TIP or RTP	Local Sponsor	Local Champion	Coordinate with
-	-	Build partnerships that can improve funding opportunities	Continue to build relationships with quasi-governmental and non-profit organizations with similar transportation missions to find unique funding opportunities.	-	DeKalb and All Cities	DeKalb and All Cities	-
-	-	Develop measures to track performance and operations improvements	Develop performance measures to track improvements to TDM, including the number of residents taking advantage of TDM programs, numbers of transit boardings; conduct after-studies of developments to determine multimodal reductions and before/after studies of bike/pedestrian projects.	-	DeKalb and All Cities	DeKalb and All Cities	-
Bicycle / Pedestrian / Complete Streets Recommendations							
1591	1	South Fork Peachtree Creek Trail	Work closely with the PATH Foundation to complete preliminary engineering and a plan for right-of-way acquisition.	Yes	DeKalb County	DeKalb County	-
1592	1	DeKalb Sidewalk Program: Phase 2C	Begin right-of-way acquisition as funding is available.	Yes	DeKalb County	DeKalb County	-
1593	1	Glenwood Road Pedestrian Improvements	Set aside construction funding and coordinate with ARC to potentially begin construction as funding is available.	Yes	DeKalb County	DeKalb County	-
1595	1	Northlake Area Pedestrian Improvements	Set aside construction funding and coordinate with ARC to potentially begin construction as funding is available.	Yes	DeKalb County	DeKalb County	-
1923	1	Mountain View Drive / Sheppard Road Pedestrian Improvements	Coordinate with Stone Mountain; begin preliminary engineering; and if funds are available, begin right-of-way acquisition.	No	DeKalb County	DeKalb County	Stone Mountain
6021	1	Tucker Last Mile Connectivity	Begin preliminary engineering, and if funds are available, begin right-of-way acquisition.	Yes	DeKalb County	DeKalb County	-

DeKalb Transportation Plan - Five Year Action Plan (Continued)							
Proj	Tier	Project Name	Action Item (5-year)	In current TIP or RTP	Local Sponsor	Local Champion	Coordinate with
-	-	Adopt Pedestrian and Bicycle LOS Guides (accomplished with approval of the 2014 Transportation Plan)	Adopt the Pedestrian and Bicycle LOS Guides provided in this study for use in prioritizing bike/pedestrian improvements; bike/pedestrian improvements inside activity centers should be considered high priorities.	-	DeKalb and All Cities	DeKalb and All Cities	-
-	-	Adopt the bicycle priority network (accomplished with approval of the 2014 Transportation Plan)	Adopt the bicycle priority network provided in this study. Consider bicycle improvements along all corridors, especially Tier 1 and Tier 2 priority networks. If the corridor considered in the priority network is not feasible, consider alternate corridors that serve similar connections.	-	DeKalb and All Cities	DeKalb and All Cities	-
-	-	Adopt the Complete Streets Policy (accomplished with approval of the 2014 Transportation Plan)	Ensure bicycle, pedestrian, and transit amenities are considered and/or included on all major roadway improvements, to the degree that they are feasible, per the Complete Streets Policy from the 2014 Transportation Plan. Further Complete Streets design guidance through the implementation of Code of Ordinance revisions.	-	DeKalb and All Cities	DeKalb and All Cities	-

DeKalb Transportation Plan - Five Year Action Plan (Continued)							
Proj	Tier	Project Name	Action Item (5-year)	In current TIP or RTP	Local Sponsor	Local Champion	Coordinate with
-	-	Restripe roadways to create bike lanes or wide shoulders	Identify if the roadway can be restriped to include bike lanes or wide shoulders within the existing curb line when roadway resurfacing is scheduled to occur.	-	DeKalb and All Cities	DeKalb and All Cities	-
-	-	Include bicycle/pedestrian amenities on all roadway projects, if feasible	Ensure bicycle and pedestrian amenities are included on all major roadway improvements, to the degree that they are feasible, per the Complete Streets Policy from the 2014 Transportation Plan.	-	DeKalb and All Cities	DeKalb and All Cities	-
-	-	Develop bicycle pedestrian/complete streets performance measures and monitor progress of new construction projects	Develop performance measures to track Complete Streets implementation, including: <ul style="list-style-type: none"> Miles of new on-street bicycle routes Miles of new or reconstructed sidewalks Percent of bicycle and pedestrian networks completed as envisioned by the 2014 Transportation Plan Volume of pedestrian and bicycle along key corridors (tracked as an increase) 	-	DeKalb and All Cities	DeKalb and All Cities	-
-	-	Develop a local multiuse path connection plan	Conduct a study to determine locations where a multiuse path connection can be made between subdivisions; identify tiers of feasibility: 1) realistic to conduct without property impacts, 2) requires home purchase and resale, and 3) highly infeasible without substantial property impacts.	-	DeKalb County	DeKalb County	-

DeKalb Transportation Plan - Five Year Action Plan (Continued)							
Proj	Tier	Project Name	Action Item (5-year)	In current TIP or RTP	Local Sponsor	Local Champion	Coordinate with
Roadway Corridor Recommendations							
0061	1	Pleasantdale Road ATMS	Conduct preliminary engineering and construction.	No	DeKalb County	DeKalb County	-
5102	1	Briarcliff Road ATMS	Conduct preliminary engineering and construction.	No	DeKalb County	DeKalb County	-
0063	1-GDOT	Bouldercrest Road ATMS Project	Coordinate (GDOT) with DeKalb County on preliminary engineering and construction.	No	GDOT	DeKalb County / GDOT	-
1675	1-GDOT	31 signal upgrades on Briarcliff Road / Clairmont Road / Church Street	Coordinate (GDOT) with DeKalb and the City of Decatur on construction.	Yes	GDOT	DeKalb County / GDOT	Decatur
1676	1-GDOT	40 signal upgrades in/around Downtown Decatur	Coordinate (GDOT) DeKalb County and the Cities of Avondale and Decatur on preliminary engineering, right-of-way acquisition, and construction.	Yes	GDOT	DeKalb County / GDOT	Avondale and Decatur
Intersection Recommendations							
1668	1	Panthersville Road at Clifton Springs Road Intersection Improvements	Begin right-of-way acquisition; potentially begin construction as funding is available.	Yes	DeKalb County	DeKalb County	-
1958	1	N. Clarendon Road at E. Ponce de Leon Avenue Intersection Improvements	Begin preliminary engineering, right-of-way acquisition, and construction.	No	DeKalb County	DeKalb County	-
1962	1	Goldsmith Road at E. Ponce de Leon Avenue Railroad Safety Improvements	Begin preliminary engineering, right-of-way acquisition, and construction.	No	DeKalb County	DeKalb County	-
0660	1-GDOT	Clairmont Road at I-85 Signal System Improvements	Coordinate (GDOT) with the City of Brookhaven and DeKalb County as needed to begin preliminary engineering.	No	GDOT	Brookhaven / GDOT	-
0723	1-GDOT	Memorial Drive and N. Hairston Road Intersection Improvements	Coordinate (GDOT) with DeKalb County as needed to begin preliminary engineering and right-of-way acquisition.	No	GDOT	DeKalb County / GDOT	-

DeKalb Transportation Plan - Five Year Action Plan (Continued)							
Proj	Tier	Project Name	Action Item (5-year)	In current TIP or RTP	Local Sponsor	Local Champion	Coordinate with
1730	1-GDOT	N. Druid Hills Road at Lawrenceville Highway / Highway 78 Exit and Entry Ramp Improvements	Coordinate (GDOT) with DeKalb County as needed to begin Preliminary Engineering and Right-of-Way acquisition.	No	GDOT	DeKalb County / GDOT	-
1736	1-GDOT	Hugh Howell Road at Lawrenceville Highway Intersection Improvements	Coordinate (GDOT) with DeKalb County as needed to begin Preliminary Engineering.	No	GDOT	DeKalb County / GDOT	-
1937	1-GDOT	Covington Highway and Hillvale Road / Wellington Circle Intersection Improvements	Coordinate (GDOT) with DeKalb County as needed to begin preliminary engineering and right-of-way acquisition.	No	GDOT	DeKalb County / GDOT	-
5103	1-GDOT	Covington Road and Lithonia Industrial Boulevard Intersection Improvements	Coordinate (GDOT) with DeKalb County as needed to begin preliminary engineering, right-of-way acquisition, and construction.	No	GDOT	DeKalb County / GDOT	-
Multimodal Corridor Recommendations							
1611A	1	Lithonia Industrial Boulevard Extension - Phase III	Complete construction.	Yes	DeKalb County	DeKalb County	-
1614A	1	Panola Road Widening (Browns Mill Road to Thompson Mill Road) - Right of Way	Begin right-of-way acquisition.	Yes	DeKalb County	DeKalb County	-
2063	1	Chamblee Tucker Road Diet	Begin preliminary engineering, including public involvement meetings to assess buy-in.	No	DeKalb County	DeKalb County	-
3254	1	N Indian Creek Road Diet	Coordinate to complete construction.	No	DeKalb / Clarkston	DeKalb / Clarkston	-

DeKalb Transportation Plan - Five Year Action Plan (Continued)							
Proj	Tier	Project Name	Action Item (5-year)	In current TIP or RTP	Local Sponsor	Local Champion	Coordinate with
5108	1	Briarcliff Road at LaVista Road Intersection Improvements	Coordinate (GDOT) with DeKalb County to complete construction.	No	GDOT	DeKalb County	-
6011	1	DeKalb Industrial Way at Millscott Drive Pedestrian Improvements	Complete the Medline LCI and determine final recommended plans for this intersection; complete preliminary engineering; and if funds are available, begin construction as well.	No	DeKalb County	DeKalb County	-
6026	1	Heritage Corridor Study and S. Stone Mountain Lithonia Road Pedestrian Improvements	Coordinate (DeKalb) to fund the Heritage Corridor Study, which includes funding construction for pedestrian improvements along the northern end of the corridor (S. Stone Mountain Lithonia Rd.).	No	DeKalb / ARC	DeKalb County	Lithonia and Stone Mountain
6031	1	Covington Trails and Kensington MARTA Station Road Diets	Begin preliminary engineering of the road diet projects and construction, if funding is available, as well as preliminary engineering and right-of-way acquisition of the trail component.	No	DeKalb County	DeKalb County	-
1612	1-GDOT	Covington Highway Multimodal Corridor Improvements - Phase I	Coordinate (GDOT) with DeKalb County as needed to begin preliminary engineering and right-of-way acquisition.	Yes	GDOT	DeKalb County / GDOT	Lithonia
2681	1-GDOT	Covington Highway Multimodal Corridor Improvements - Phase II	Coordinate (GDOT) with DeKalb County as needed to begin preliminary engineering.	No	GDOT	DeKalb County / GDOT	-
4011	1-GDOT	Covington Highway at I-285 Bridge Improvement	GDOT to coordinate with DeKalb as needed to begin Preliminary Engineering.	No	GDOT	DeKalb County / GDOT	-

DeKalb Transportation Plan - Five Year Action Plan (Continued)							
Proj	Tier	Project Name	Action Item (5-year)	In current TIP or RTP	Local Sponsor	Local Champion	Coordinate with
4012	1-GDOT	Covington Highway Bridge Improvement (south of S. Hairston Road)	Coordinate (GDOT) with DeKalb County as needed to begin preliminary engineering and right-of-way acquisition.	No	GDOT	DeKalb County / GDOT	-
4015	1-GDOT	Rainbow Drive Bridge Improvement	Coordinate (GDOT) with DeKalb County as needed to begin preliminary engineering and right-of-way acquisition.	No	GDOT	DeKalb County / GDOT	-
5093	1-GDOT	Clairmont Road Multimodal Corridor Improvements	Coordinate (GDOT) with DeKalb County as needed to begin preliminary engineering.	No	GDOT	DeKalb County / GDOT	Brookhaven and Decatur
Transit Recommendations							
-	-	Focus on economic development and leverage opportunities at activity centers to improve transit viability	Consider the centralization and consolidation of government services in a transit-accessible activity center; leverage incentives for job creation and clustering in strategic locations; and package key transit sites within south DeKalb and market to developers and companies.	-	DeKalb and All Cities	DeKalb and All Cities	-
-	-	Advocate for better transit accessibility to large employment centers	Advocate improving transit accessibility to critical employment centers, such as the CDC and Emory University.	-	DeKalb and All Cities	DeKalb and All Cities	-
-	-	Focus development around existing and future public transportation stations	Develop incentives and land packages for development around existing and future public transportation stations, particularly heavy and light rail and BRT.	-	DeKalb and All Cities	DeKalb and All Cities	-

24. Project Implementation Monitoring

Following adoption of the DeKalb County 2014 Transportation Plan, the County Staff, CEO, and Commissioners should ensure the formal implementation of the Plan through a monitoring program. This program should include small, detailed steps and periodic tracking of projects and policies. Because funds are limited, the County will need to be extremely diligent and coordinated across departments to ensure the best use of funds.

General Coordination

- Continue regular coordination between County Departments, especially between Planning and Sustainability, Public Works: Transportation, Public Works: Roads and Drainage, and Economic Development. It is important for all parties to understand and be engaged in conversations regarding project priorities, operations and maintenance budgets, and new capital project budgets
- Update the CEO and Commissioners as needed to inform them of project and policy progress, in addition to necessary approval processes
- Coordinate with the DeKalb County Cities, CIDs, TMAs, adjacent Counties and Cities, GDOT, and ARC as needed on priority projects affecting the relevant parties; discuss key priorities and possible partnerships for advancing mutually beneficial priorities

Implementation

- Determine key priorities for advancing projects (using the Action Plan as a guide) for the next five years
- Set interim milestones for recommended projects from the County Transportation Plan that are included in the TIP and Regional Transportation Plan
- Set implementation milestones for recommended Tier 1 projects from the County Transportation Plan that are not included in the TIP and Regional Transportation Plan

- Ensure that funding for projects included in Tier 1 are set aside as planned and document shortfalls, surpluses, and necessary measures to address those differences
- Determine task leaders and teams for various policy updates (such as Code of Ordinance revisions), set a timeline for completion, and engage partners as needed to complete tasks
- Initiate transit conversations with MARTA, GRTA, or other relevant operators to discuss short-term improvements

Tracking

- Develop a set of performance metrics for each project type, such as intersection level of service, crash rates, transit ridership, or bicycle and pedestrian volumes
- Conduct before/after studies of implemented projects to assess impacts using performance metrics for required MAP-21-tracking—these studies could be funded by the state or federal grants



DEKALB COUNTY
2014 TRANSPORTATION PLAN

