Community Development Department
2529 J. O. Stephenson Avenue
Kennesaw, GA 30144

October 22, 2009

CERTIFIED MAIL 7008 0150 0000 3898 7026
Hand Delivered

Jared Lombard AICP | Senior Planner
Land Use Division
Atlanta Regional Commission
40 Courtland ST NE
Atlanta GA 30303

Dear Sirs/Madam:

Please find enclosed a revised/draft of the Capital Improvement Element as an amendment to the City of Kennesaw's Comprehensive Plan as per the ARC and DCA format standards.

Also enclosed is proof of hearing along with transmittal resolution adopted on October 19, 2009 by the Mayor and Council City of Kennesaw.

Should you have any questions or comments please feel free to communicate with me at 770-590-8268.

Sincerely,

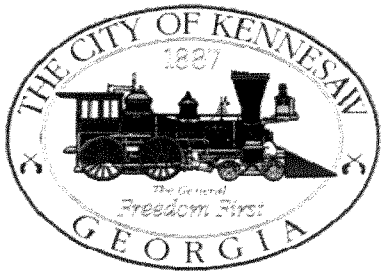
Darryl Simmons
Zoning Administrator

Enclosures

MAYOR
Mark Mathews

City Manager
L. Steve Kennedy

City Clerk, CMC
Debra Taylor



COUNCIL
Mayor Pro-Tem Bruce Jenkins
Cindy Giles
Tim Killingsworth
Bill Thrash
Cris Welsh

CLERK'S CERTIFICATION

CITY OF KENNESAW
GEORGIA, COBB COUNTY

I, Debra Taylor, hereby certify that I am the Clerk for the City of Kennesaw and the lawful custodian of the books and records of said municipality, and as such do hereby certify that the attached Resolution No. 2009-46, 2009 is a true and correct copy of document(s) on file at City Hall.

WITNESS, my hand and Seal of the City of Kennesaw, Georgia, on this 20th day of October, 2009.

ATTEST:

Debra Taylor

Debra Taylor, City Clerk

Certified City of Ethics

CITY OF KENNESAW
GEORGIA

RESOLUTION NO. 2009-46, 2009

RESOLUTION ADOPTING THE TRANSMITTAL OF CAPITAL IMPROVEMENTS ELEMENT AMENDMENT TO THE CITY OF KENNESAW'S COMPREHENSIVE PLAN

BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF KENNESAW, COBB COUNTY, GEORGIA AS FOLLOWS:

WHEREAS, the City of Kennesaw has prepared a Capital Improvements Element as an amendment to the *City of Kennesaw Comprehensive Plan*; and

WHEREAS, the Capital Improvements Element was prepared in accordance with the "Development Impact Fee Compliance Requirements" and the "Minimum Planning Standards and Procedures for Local Comprehensive Planning" adopted by the Board of Community Affairs pursuant to the Georgia Planning Act of 1989, and a duly advertised Public Hearing was held on October 19, 2009, at 6:30 P.M. at Kennesaw City Hall.

BE IT THEREFORE RESOLVED, the City Council of Kennesaw does hereby submit a Capital Improvements Element Amendment to the Atlanta Regional Commission for Regional and State review, as per the requirements of the Development Impact Fee Compliance Requirements.

PASSED AND ADOPTED by the Kennesaw City Council on this 19th day of October, 2009

ATTEST:

Debra Taylor, City Clerk

CITY OF KENNESAW

Mark Mathews, Mayor

CITY OF KENNESAW SEAL KENNESAW, GA

CITY OF KENNESAW
PUBLIC NOTICE

Notice is hereby given that the City of Kennesaw shall hold a public hearing to give consideration to transmitting a revised Capital Improvement Element as an amendment to the City's Comprehensive Plan to the Atlanta Regional Commission and Department of Community Affairs for review.

A copy of the draft is on file in the City Hall in the Planning and Zoning Office for viewing during normal business hours of 8:00am to 5:00pm Monday through Friday. City of Kennesaw is soliciting input from the public on these updates. Mayor and Council will consider adoption of this amendment later in 2009 at a scheduled public hearing following public notice.

The Mayor and Council shall hold a public hearing on this matter on October 19, 2009, at 6:30pm to be held at 2529 J.O. Stephenson Avenue, Kennesaw, Georgia. Any interested persons may attend and be heard relative thereto.

Darryl Simmons
Planning and Zoning Administrator

Come join us on Sunday, October 11 to celebrate our 50 years of serving preschool children and their families in Marietta and Cobb County. If you have served on our Board, served on our staff, attended a class or been a Weekday parent we

	As of 7 a.m.	24 hour Change
ull	yesterday	
71.0 ft.	1069.24 ft.	+0.13 ft.
77.0 ft.	1769.55 ft.	-0.02 ft.
35.0 ft.	435.00 ft.	+0.12 ft.
75.0 ft.	473.60 ft.	+0.49 ft.
77.5 ft.	76.77 ft.	+0.10 ft.
39.8 ft.	338.48 ft.	-0.10 ft.
30.0 ft.	324.33 ft.	-0.22 ft.
64.0 ft.	562.42 ft.	+0.07 ft.
35.0 ft.	634.91 ft.	+0.18 ft.

Baghdad	96/65/s	89/62/pc	Moscow	48/3
Bangkok	91/77/r	90/76/r	Paris	73/59/c
Beijing	70/45/s	54/46/c	Rio de Janeiro	89/76/s
Berlin	63/52/s	70/55/c	Rome	75/59/s
Cairo	90/64/s	87/68/s	Stockholm	50/45/pc
Cancun	91/75/pc	90/76/pc	Sydney	68/54/sh
Caracas	89/78/r	90/78/t	Tel Aviv	84/69/pc
Hong Kong	86/77/pc	90/77/s	Tokyo	66/61/r
Johannesburg	79/57/s	83/57/s	Toronto	62/49/r

Weather (W): s-sunny, pc-partly cloudy, c-cloudy, sh-showers, t-thunderstorms, r-rain, sf-snow flurries, sn-snow, i-ice.

Capital Improvements Element

An Amendment to the

City of Kennesaw Comprehensive Plan

DRAFT – October 3, 2009

ROSS+associates

urban planning & plan implementation

Table of Contents

Capital Improvements Element

An Amendment to the City of Kennesaw Comprehensive Plan

Introduction

The purpose of a Capital Improvements Element (CIE) is to establish where and when certain new capital facilities will be provided within a jurisdiction and how they may be financed through an impact fee program. As required by the Development Impact Fee Act, and defined by the Department of Community Affairs in its *Development Impact Fee Compliance Requirements*, the CIE must include the following for each category of capital facility for which an impact fee will be charged:

- the designation of **service areas** - the geographic area in which a defined set of public facilities provide service to development within the area;
- a **projection of needs** for the planning period of the adopted Comprehensive Plan;
- the designation of **levels of service** (LOS) - the service level that will be provided;
- a **schedule of improvements** listing impact fee related projects and costs for the first five years after plan adoption; and
- a description of **funding sources** proposed for each project during the first five years of scheduled system improvements.

System improvements expected to commence or be completed over the coming five years are also shown in the attached Short-Term Work Program (STWP) amendment. The STWP amendment affects new and previously planned capital projects for the upcoming five-year period, beginning with the current year.

Categories for Assessment of Impact Fees

To assist in paying for the high costs of expanding public facilities and services to meet the needs of projected growth and to ensure that new development pays a reasonable share of the costs of public facilities, the City of Kennesaw has developed this CIE for the categories of parks and police facilities.

Components of the Impact Fee System

The City of Kennesaw Impact Fee System consists of several components:

- The currently adopted Comprehensive Plan, including future land use assumptions and projected future demands;
- Service area population forecasts, based on population, households, dwelling unit and employment forecasts of the Comprehensive Plan;
- Service area definition and designation;
- Appropriate level of service standards for each impact fee eligible facility category;
- A methodology report, which establishes the impact cost of new growth and development and thus the maximum impact fees that can be assessed;
- This Capital Improvements Element to implement the County's proposed improvements; and
- A Development Impact Fee Ordinance, including an impact fee schedule by land use category.

Forecasts

In order to accurately calculate the demand for expanded services for The City of Kennesaw, new growth and development must be quantified in future projections. These projections include forecasts for population, housing or dwelling units, and employment to the year 2025.[1] These projections provide the base-line conditions from which the level of service calculations are produced. Also, projections are combined to produce what is known as 'day/night population.' This is a method that combines resident population and employees in the city to produce an accurate picture of the total number of persons that rely on certain services, such as law enforcement. The projections used for each public facility category are specified in each public facility chapter. The population and employment forecasts have been provided by the City; the dwelling unit forecast has been derived from the population forecast.

Accurate projections of population, housing units, and employment are important in that:

- Population data and forecasts are used to establish current and future demand for services standards where the Level of Service (LOS) is per capita based.

- Dwelling unit data and forecasts relate to certain service demands that are household based, such as parks, and are used to calculate impact costs in that the cost is assessed when a building permit is issued. The number of households—defined as *occupied* housing units—is always smaller than the supply of available housing units. Over time, however, each housing unit is expected to become occupied by a household, even though the unit may become vacant during future re-sales or turnovers.

- Employment data is combined with population data to produce 'day/night population' figures. These figures represent the total number of persons receiving services, both in their homes and in their businesses, particularly from 24-hour operations such as law enforcement.

Future Growth Projections

Table P-1 presents the forecasts for population, housing units, "value added" employment, and "day/night" population. The population forecast figures have been provided by the City; intervening year figures are based on average annual increase between the "known" data points. The dwelling unit forecast is based on the last observed average household size (2.64 persons per household in 2000, as reported in the City's Comprehensive Plan), plus a 7% vacancy rate.

"Value added" employment is a sub-set of total employment in the city, and represents the number of employees in non-transitory jobs. Basically, "value added" employment excludes agricultural and construction sector employment. The employment figures in bold have been provided by the City; intervening year figures are based on average annual increase between the "known" data points.

The "day/night" population is a combination of the resident (population) projections and "value added" employment estimates, and is used to determine level of service standards for facilities that serve both the resident population and business employment. The police department, for instance, protects one's house whether or not they are at home, and protects stores and offices whether or not they are open for business. Thus, this day/night population is a measure of the total services demanded of a 24-hour provider facility and a fair way to allocate the costs of such a facility among all of the beneficiaries.

[1] The year 2025 is used as this is the horizon year of the City's current *Comprehensive Plan*.

Table P-1

Forecasts

City of Kennesaw

	Population	Dwelling Units	"Value Added" Employment	Day/Night Population
2005	**30,522**	12,371	**15,722**	46,244
2006	31,249	12,665	16,079	47,327
2007	31,992	12,967	16,444	48,436
2008	32,754	13,275	16,817	49,571
2009	33,534	13,591	17,199	50,732
2010	**34,332**	13,915	**17,589**	51,921
2011	34,976	14,176	17,900	52,876
2012	35,632	14,442	18,217	53,849
2013	36,300	14,713	18,539	54,839
2014	36,981	14,989	18,867	55,848
2015	**37,675**	15,270	19,200	56,875
2016	38,292	15,520	19,540	57,832
2017	38,919	15,774	19,885	58,804
2018	39,556	16,032	20,237	59,793
2019	40,204	16,295	20,595	60,799
2020	**40,862**	16,561	**20,959**	61,821
2021	41,552	16,841	21,313	62,865
2022	42,254	17,126	21,673	63,927
2023	42,968	17,415	22,039	65,007
2024	43,694	17,709	22,411	66,105
2025	**44,432**	18,008	**22,789**	67,221

Source: Figures in **bold** provided by the City; intervening years are based on average annual increase between the Plan figures. There is no forecasted employment figure for 2015 in the *Comprehensive Plan* .

Dwelling Unit figures are based on observed average household size in 2000 (2.64 persons) and each year's specific population, with an additional 7% to account for vacant units.

"Value Added" Employment is total employment less agricultural and construction employment.

Service Area Projections

In **Table P-2** the service area forecasts are presented for a single city-wide service area measured in two ways: city-wide dwelling units (which includes parks), and city-wide day/night population (police). These are the figures that will be used in subsequent service category chapters to calculate impact costs and fees.

Table P-2
Service Area Forecasts
2008 - 2025

	City-wide Dwelling Units (Parks)	City-wide Day/Night Population (Police)
2008	13,275	49,571
2009	13,591	50,732
2010	13,915	51,921
2011	14,176	52,876
2012	14,442	53,849
2013	14,713	54,839
2014	14,989	55,848
2015	15,270	56,875
2016	15,520	57,832
2017	15,774	58,804
2018	16,032	59,793
2019	16,295	60,799
2020	16,561	61,821
2021	16,841	62,865
2022	17,126	63,927
2023	17,415	65,007
2024	17,709	66,105
2025	18,008	67,221
Net Increase, 2008-2025:		
	4,733	**17,650**

Cost Adjustments

Calculations related to impact fees are made in terms of the 'present value' of past and future amounts of money, including project cost expenditures and credits for future revenue. The Georgia Development Impact Fee Act defines 'present value' as "the current value of past, present, or future payments, contributions or dedications of goods, services, materials, construction, or money." This Section describes the methodologies used to make appropriate adjustments to project cost figures, both past and future, to convert such costs into current dollars, and to determine the present value of future revenue from new development that would be applied as a credit against impact fees.

Calculations for present value (PV) differ when considering past expenditures versus future costs. In both cases, however, the concept is the same – the 'actual' expenditure made or to be made is adjusted to the current year using appropriate rates (an inflation rate for past expenditures and a deflator for future costs). In essence, the present value is considered in light of an alternate investment strategy – a determination of what the same amount of money would be worth if it were invested rather than spent.

Past Expenditures

Past expenditures are considered in impact fee calculations only for previous expenditures for projects that created excess capacity for new development and are being recouped. An expenditure that was made in the past is converted to PV using the inflation rate of money – in this case the Consumer Price Index (CPI). Although this approach ignores the value of technological innovation (i.e., better computers are available today for the same historic prices) and evolving land prices (often accelerated beyond inflation by market pressures), the approach best captures the value of the money actually spent. For instance, it is not important that you can buy a better computer today for the same price that was paid 5 years ago; what is important is the money was spent 5 years ago and what that money would be worth today had it been saved instead of spent.

Table C-1 shows the historic CPI figures going back to 1967. The approach to bring past expenditures up to current dollars (PV) is straight-forward – the year in which the expenditure is made is inflated to the

Table C-1

Consumer Price Index -- 1967-2008

	CPI* 1967=100%	Examples of Present Value in 2008		
1967	100.0	$ 100,000		
1968	104.2	104,200		
1969	109.8	109,800		
1970	116.3	116,300		
1971	121.3	121,300		
1972	125.3	125,300		
1973	133.1	133,100		
1974	147.7	147,700		
1975	161.2	161,200		
1976	170.5	170,500		
1977	181.5	181,500		
1978	195.4	195,400		
1979	217.4	217,400		
1980	246.8	246,800		
1981	272.4	272,400		
1982	289.1	289,100		
1983	298.4	298,400		
1984	311.1	311,100		
1985	322.2	322,200		
1986	328.4	328,400		
1987	340.4	340,400		
1988	354.3	354,300	$ 100,000	
1989	371.3	371,300	104,798	
1990	391.4	391,400	110,471	
1991	408.0	408,000	115,157	
1992	420.3	420,300	118,628	
1993	432.7	432,700	122,128	
1994	444.0	444,000	125,318	
1995	456.5	456,500	128,846	
1996	469.9	469,900	132,628	
1997	480.8	480,800	135,704	
1998	488.3	488,300	137,821	$ 100,000
1999	499.0	499,000	140,841	102,191
2000	515.8	515,800	145,583	105,632
2001	530.4	530,400	149,704	108,622
2002	538.8	538,800	152,075	110,342
2003	551.1	551,100	155,546	112,861
2004	565.8	565,800	159,695	115,871
2005	585.0	585,000	165,114	119,803
2006	603.9	603,900	170,449	123,674
2007	621.1	621,100	175,303	127,196
2008	645.0	$ 645,000	$ 182,049	$ 132,091

*Consumer Price Index data is from the U. S. Department of Labor.

current year using the annual CPI figures. For instance, $100 spent in 1967 would require the expenditure of $645 in 2008 just to stay abreast of inflation; the PV of $100 in 1967, therefore, is $645. (Other examples are also shown on the table).

Future Project Costs

In order to determine the present value of a project expenditure that will be made in the future, the Net Present Value (NPV) of the expenditure is determined. To determine the NPV of any project cost, two figures are needed – the future cost of the project anticipated in the year the expenditure will be made, and the net discount rate. Given the current cost of a project, that cost is first inflated into the future to the target expenditure year to establish the estimated future cost. The future cost is then deflated to the present using the net discount rate, which establishes the NPV for the project in current dollars. These two formulas are:

$$\text{Future Cost} = \text{Current Cost} \times (1 + \text{Inflation Rate})^{\text{Year of Expenditure} - \text{Current Year}}$$

$$\text{Net Present Value} = \text{Future Cost} \times (1 + \text{Net Discount Rate})^{\text{Current Year} - \text{Year of Expenditure}}$$

In this section two important adjustments are discussed that are required to convert current costs into future cost figures, and then back into current dollars. First, a cost inflator is examined. This adjustment factor is important in determining the future cost of a project, based on current cost estimates. The cost inflator may be based on anticipated inflation in construction or building costs, or on anticipated inflation in the value of money (for capital projects that do not include a construction component). In essence, costs increase over time. By identifying the appropriate inflation rate that is related to the type of project (building, project construction or nonconstruction), current estimates can be used to predict future costs.

The second cost adjustment is a deflator – the Net Discount Rate – based on potential interest earnings. In essence, the Net Discount Rate represents the amount of money that, if invested instead of spent, would be put 'in the bank' now to grow with interest to pay for future costs when the money is needed. The discount rate is both 'net' of taxes and other administrative costs, and is the most risk-free investment available. For the calculations included in this report, an anticipated rate of 3.00% is used, based on the local government's current experience and anticipated conditions.

Cost Inflators

Three different cost inflators are used in the impact fee calculations, based on the type of project being considered. For infrastructure projects, such as roads or ball fields, a 'construction cost inflator' is used. For projects that require construction of a structure (such as a fire station), a 'building cost inflator' is used as the appropriate inflation rate. For all non-construction types of projects (such as a fire truck or park land), an inflation rate is used that is based on the Consumer Price Index. These different types of inflators are discussed below.

Engineering News Record's Cost Indexes

ENR publishes both a Construction Cost Index (CCI) and a Building Cost Index (BCI) for the Atlanta area that are widely used in the construction industry. Both indexes have a materials and labor component. The components that comprise the CCI are: 200 hours of common labor at the local average of common labor rates, plus 25 cwt of standard structural steel shapes at the fabricated local price, plus 1.128 tons of portland cement at the local price, plus 1,088 board-ft of 2 x 4 lumber at the local price. For calculation of the CCI, costs in 1913 are set at 100. The BCI uses a labor component of 68.38 hours of skilled labor at the average local wage rate, plus fringes, for carpenters, bricklayers and structural ironworkers. The materials component is the same as that used in the CCI, and the BCI is also set at 100 in 1913.

Construction Cost Inflator

Table C-2 uses the example of a calculation of the annual average rate of increase reflected in construction costs. For this analysis, the 1999-2008 period is used as a base time period for an estimate of future construction cost increases due to inflation in labor and materials costs.

Table C-2 shows a construction project that cost $100,000 in 1999, and how much the same project would cost in each subsequent year using the Construction Cost Index published by Engineering News Record for the Atlanta area. Setting the 1999 Construction Cost Index (CCI) at '1.0,' the increase in the CCI as a multiple of 1999 is also shown on the table. The equivalent cost of the same project in each subsequent year is calculated by multiplying the CCI multiplier times $100,000. When the total for all such projects is summed for the 1999-2008 period, the equivalent average annual rate of increase is calculated as the percentage that would produce the same total. This percentage is used in the text of this analysis as the applicable inflator for future construction projects that will begin in years after 2008.

Table C-2

Construction Cost Inflator -- CCI

		CCI*		Effect of Inflation	
Year	Amount	1913=100	1998=1.0	CCI	Avg. Rate =
					3.879837%
1999	$ 100,000.00	3849.39	1.0000	$ 100,000.00	$ 100,000.00
2000		4105.86	1.0666	$ 106,662.61	$ 103,879.84
2001		4045.52	1.0510	$ 105,095.09	$ 107,910.21
2002		4189.12	1.0883	$ 108,825.55	$ 112,096.94
2003		4374.69	1.1365	$ 113,646.32	$ 116,446.12
2004		4611.31	1.1979	$ 119,793.27	$ 120,964.04
2005		4829.74	1.2547	$ 125,467.67	$ 125,657.25
2006		4893.35	1.2712	$ 127,120.14	$ 130,532.55
2007		5259.37	1.3663	$ 136,628.66	$ 135,597.00
2008		5801.13	1.5070	$ 150,702.58	$ 140,857.94
				$ 1,193,941.89	$ 1,193,941.89

* Construction Cost Index.
Source: *Engineering News Record* , Annual (December) Indices.

Building Cost Inflator

The inflator for future construction costs for buildings is based on ENR's Building Cost Index for each year from 1999 through 2008, and is calculated in the same manner as described above for the Construction Cost Inflator. Table C-3 shows the results.

Table C-3
Building Cost Inflator -- BCI

Year	Amount	BCI* 1913=100	BCI* 1998=1.0	Effect of Inflation BCI	Effect of Inflation Avg. Rate = 3.204070%
1999	$ 100,000.00	2,816.44	1.0000	$ 100,000.00	$ 100,000.00
2000		2,947.56	1.0466	$ 104,655.52	$ 103,204.07
2001		2,928.63	1.0398	$ 103,983.40	$ 106,510.80
2002		2,942.62	1.0448	$ 104,480.12	$ 109,923.48
2003		3,018.37	1.0717	$ 107,169.69	$ 113,445.51
2004		3,321.80	1.1794	$ 117,943.22	$ 117,080.38
2005		3,599.04	1.2779	$ 127,786.85	$ 120,831.71
2006		3,624.54	1.2869	$ 128,692.25	$ 124,703.25
2007		3,624.54	1.2869	$ 128,692.25	$ 128,698.83
2008		3,768.88	1.3382	$ 133,817.16	$ 132,822.43
				$ 1,157,220.46	$ 1,157,220.46

* Building Cost Index.
Source: *Engineering News Record* , Annual (December) Indices.

CPI Inflator

For projects that do not involve construction, only the future value of money needs to be considered (without regard to inflation in labor or materials costs). For this calculation, the Consumer Price Index (CPI) is used, assuming past experience will continue into the foreseeable future.

Table C-4 shows the CPI figures for every year since 1967, with 1967 being 100%. In 2008 the CPI is 644.951% of the 1967 CPI. Thus, an amount of money saved in 1967 would be worth 6.45 times its 1967 face value in 2008, including interest earned and discounted for inflation. The first column under the CPI heading shows the annual CPI percentages. Using 2008 as the base (2008=1.0), the second column under CPI on the table shows the multipliers that would convert an amount of money spent in each year into year 2008 present value dollars.

Using an annual amount of $10,000 as an example, the multipliers yield the figures shown for the CPI on the table under the Present Value heading. Cumulatively, the $420,000 spent over the 1967-2008 period would have a total present value of just over a million dollars. Considering the present value figures for the $10,000

annual expenditures, an 'average' overall inflation rate of almost 4.08% yields the same total amount over the same period.

The 42-year average of annual CPI change (the period of 1967-2008) shown on Table C-4 includes years of great variation, and may not be the best indicator of future change. While the historic CPI multipliers reflect major swings in interest and inflation in the past, these rates have moderated considerably in recent years as inflation has become a primary target of federal monetary policy. Looking only at the change in CPI from 1999 to 2008, an average annual inflation rate of about 3.02% best captures the change over that period. This lower inflation rate (compared to the 1967-2008 period) is assumed to be experienced 'on average' in future years, and is used for inflator calculations for future nonconstruction expenditures.

Table C-4

Non-Construction Cost Inflator -- CPI

Based on Historic Consumer Price Index

		CPI		Present Value		
Year	Amount	1967=100%*	2008.=1.0	CPI	Inflator =	
					4.07591%	
1967	$ 10,000.00	100.0	6.44951	$ 64,495.10	51,446.84	
1968	10,000.00	104.2	6.18955	61,895.49	49,432.04	
1969	10,000.00	109.8	5.87387	58,738.71	47,496.14	
1970	10,000.00	116.3	5.54558	55,455.80	45,636.05	
1971	10,000.00	121.3	5.31699	53,169.91	43,848.82	
1972	10,000.00	125.3	5.14725	51,472.55	42,131.57	
1973	10,000.00	133.1	4.84561	48,456.12	40,481.58	
1974	10,000.00	147.7	4.36663	43,666.28	38,896.21	
1975	10,000.00	161.2	4.00094	40,009.37	37,372.92	
1976	10,000.00	170.5	3.78270	37,827.04	35,909.29	
1977	10,000.00	181.5	3.55345	35,534.49	34,502.98	
1978	10,000.00	195.4	3.30067	33,006.70	33,151.74	
1979	10,000.00	217.4	2.96666	29,666.56	31,853.43	
1980	10,000.00	246.8	2.61325	26,132.54	30,605.96	
1981	10,000.00	272.4	2.36766	23,676.62	29,407.34	
1982	10,000.00	289.1	2.23089	22,308.92	28,255.66	
1983	10,000.00	298.4	2.16136	21,613.64	27,149.09	
1984	10,000.00	311.1	2.07313	20,731.31	26,085.86	
1985	10,000.00	322.2	2.00171	20,017.10	25,064.26	
1986	10,000.00	328.4	1.96392	19,639.19	24,082.67	
1987	10,000.00	340.4	1.89469	18,946.86	23,139.53	
1988	10,000.00	354.3	1.82035	18,203.53	22,233.32	
1989	10,000.00	371.3	1.73701	17,370.08	21,362.60	
1990	10,000.00	391.4	1.64781	16,478.05	20,525.98	
1991	10,000.00	408.0	1.58076	15,807.62	19,722.12	
1992	10,000.00	420.3	1.53450	15,345.02	18,949.75	
1993	10,000.00	432.7	1.49053	14,905.27	18,207.62	
1994	10,000.00	444.0	1.45259	14,525.92	17,494.56	
1995	10,000.00	456.5	1.41282	14,128.17	16,809.42	
1996	10,000.00	469.9	1.37253	13,725.28	16,151.12	Inflator =
1997	10,000.00	480.8	1.34141	13,414.12	15,518.59	**3.02086%**
1998	10,000.00	488.3	1.32081	13,208.09	14,910.84	
1999	10,000.00	499.0	1.29249	12,924.87	14,326.89	13,071.53
2000	10,000.00	515.8	1.25039	12,503.90	13,765.81	12,688.24
2001	10,000.00	530.4	1.21597	12,159.71	13,226.70	12,316.19
2002	10,000.00	538.8	1.19701	11,970.14	12,708.70	11,955.04
2003	10,000.00	551.1	1.17030	11,702.98	12,211.00	11,604.49
2004	10,000.00	565.8	1.13989	11,398.92	11,732.78	11,264.21
2005	10,000.00	585.0	1.10248	11,024.80	11,273.29	10,933.91
2006	10,000.00	603.9	1.06798	10,679.76	10,831.79	10,613.30
2007	10,000.00	621.1	1.03839	10,383.91	10,407.59	10,302.09
2008	10,000.00	645.0	1.00000	10,000.00	10,000.00	10,000.00
1967-08	$ 420,000.00			$1,068,320.44	$1,068,320.43	
1999-08	$ 100,000.00			$114,748.99		$114,748.99

*Consumer Price Index data is from the U. S. Department of Labor.

NPV Net Discount Rate

The Consumer Price Index is also used in determining the current value of money that will be spent in the future, based on inflation (the Net Present Value). In essence, the approach compares the expenditure to placing the funds in a savings account. That is, if one planned to spend $10,000 in 2010, how much would need to be placed in a savings account now to have $10,000 at that time? Since impact fees deal in public dollars, no deduction for taxes is required in the calculations.

Police Department Facilities

The City Police Department provides primary law enforcement to the city. Impact fee calculations for the Police Department functions will be based on a service area that includes the entire city.

Service Area

The entire city is considered a single service area for the provision of Police Department services because all residents and employees in the city have equal access to the benefits of the program.

Level of Service

The year 2007 level of service is determined by an inventory of the square footage used by the Police Department. Statistics are shown in **Table PD-1**. (An inventory of equipment appears in Table PD-2.)

Table PD-1
Inventory of Police Facilities

Facility	Square Feet
Police Department	11,900

The level of service for police services in the City of Kennesaw is measured in terms of square footage and equipment per day/night population in the service area. Day/night population is used as a measure in that the Police Department is a set of law enforcement services provided to both residences and businesses in the service area. The year 2008 LOS is shown in **Table PD-2**.

Table PD-2
Current Level of Service Calculation

Current Square Feet	2008 day/night population	SF/day/night population
11,900	49,571	0.2401

Equipment	Current Inventory (2008)	LOS per 1,000 day/night population
Hand Guns	100	2.017
Shotguns	35	0.706
Rifles	15	0.303

Forecasts for Service Area

The City has determined that it would adopt a LOS based on the current level of service for both facility space and equipment. In **Table PD-3** the adopted level of service, based on the LOS calculated in Table PD-2, is applied to future growth. The 'day/night population increase' figure is calculated from Table P-2. The additional number of forecasted day/night population to the year 2025 is multiplied by the adopted level of service to produce the future demand figure. There is no existing deficiency.

Table PD-3
Future Demand Calculation

SF/day/night population	Day/night Pop Increase (2008-25)	New Square Feet Demanded
0.2401	17,650	4,237

LOS per 1,000 day/night population	New Equipment Demanded (2008-2025)	
2.017	35.6	Hand Guns
0.706	12.5	Shotguns
0.303	5.3	Rifles

A future police facility project is contemplated to meet future demand. **Table PD-4** presents the annual forecasted square footage demand, accompanied by the proposed facility expansion project. This project could be reconfigured; 4,237 square feet are ultimately impact fee eligible.

Table PD-4
Future Facility Projects

Year	Day/night Pop Increase	SF Demanded (annual)	Running Total: SF Demanded	Project	Net New Square Footage
2008	*0*	*0*	*0*		
2009	1,161	279	279		
2010	1,189	285	564		
2011	955	229	793		
2012	973	233	1,027		
2013	991	238	1,265		
2014	1,009	242	1,507		
2015	1,027	247	1,753		
2016	956	230	1,983	New Facility	4,237
2017	973	233	2,216		
2018	989	237	2,454		
2019	1,006	241	2,695		
2020	1,022	245	2,941		
2021	1,044	251	3,191		
2022	1,062	255	3,446		
2023	1,080	259	3,705		
2024	1,098	264	3,969		
2025	1,116	268	4,237		
				New Growth Total:	4,237

Future Costs

Future costs to meet the square footage demanded by new growth to 2025 are shown in **Table PD-5**. Estimated project cost is based on comparable facility estimates of other jurisdictions. The costs are shown in current dollars, and then adjusted to reflect the net present value. The costs are shown in current dollars, and then adjusted to reflect the net present value. For facility construction, the cost of construction is adjusted to reflect the construction cost inflation factor, before conversion to net present value.[2]

Table PD-5
Project Costs to Meet Future Demand

Year	Project	Square Footage	Cost*	Adjusted Construction Cost**	Const. Cost - Net Present Value**	% for New Growth	New Growth Cost (NPV)
2015	New Facility	4,237	$741,475	$924,643	$751,820	100.00%	**$751,820**

*Cost estimate is based on an estimated per square foot cost of $175.

**Adjusted cost is based on building construction cost estimate adjustment (Table C-3); net present value is based on anticipated interest earnings.

[2] For more information on the construction cost inflator and net present value, see the 'Cost Adjustments and Credits' section of this report.

Table PD-6 presents a calculation of the costs to meet the future demand in equipment. Like facility cost estimates, these costs are converted into a net present value figure. Note that not all costs are currently 100% impact fee eligible. This is because, in some cases, only a portion of a piece of equipment may be demanded by new growth to 2025, but the City can only purchase whole items—there is no such thing as 20% of a handgun. For example, future demand in handguns is 35.6; the City will have to purchase a total of 36 handguns to meet this demand. But only 0.6 of the last handgun is demanded by new growth to 2025; the remaining portion (0.4) of the handgun is "excess capacity" available to serve new growth beyond the current planning horizon (and recoupable at that time).

Table PD-6
Future Equipment Costs

Year	Equipment Type	Units to be Added	Cost per Unit*	Gross Cost	Adjusted Cost (Inflation)**	Net Present Value (Adjusted Cost)**	% for New Growth	Net Cost to New Growth
2009	Handguns	4	$363	$1,452	$1,496	$1,452	100.00%	$1,452
2011	Handguns	4	$363	$1,452	$1,588	$1,453	100.00%	$1,453
2013	Handguns	4	$363	$1,452	$1,685	$1,453	100.00%	$1,453
2015	Handguns	4	$363	$1,452	$1,788	$1,454	100.00%	$1,454
2017	Handguns	4	$363	$1,452	$1,898	$1,455	100.00%	$1,455
2019	Handguns	4	$363	$1,452	$2,014	$1,455	100.00%	$1,455
2021	Handguns	4	$363	$1,452	$2,138	$1,456	100.00%	$1,456
2023	Handguns	4	$363	$1,452	$2,269	$1,456	100.00%	$1,456
2025	Handguns	4	$363	$1,452	$2,408	$1,457	90.14%	$1,313
2012	Shotguns	2	$415	$830	$935	$831	100.00%	$831
2014	Shotguns	2	$415	$830	$992	$831	100.00%	$831
2016	Shotguns	2	$415	$830	$1,053	$831	100.00%	$831
2018	Shotguns	2	$415	$830	$1,118	$832	100.00%	$832
2020	Shotguns	2	$415	$830	$1,186	$832	100.00%	$832
2022	Shotguns	2	$415	$830	$1,259	$832	100.00%	$832
2024	Shotguns	1	$415	$415	$668	$416	46.19%	$192
2012	Rifles	1	$780	$780	$879	$781	100.00%	$781
2014	Rifles	1	$780	$780	$932	$781	100.00%	$781
2016	Rifles	1	$780	$780	$990	$781	100.00%	$781
2018	Rifles	1	$780	$780	$1,050	$782	100.00%	$782
2020	Rifles	1	$780	$780	$1,115	$782	100.00%	$782
2024	Rifles	1	$780	$780	$1,256	$783	34.08%	$267
				$23,143	$30,717	$23,186		**$22,303**

*Where available City cost estimates are shown; otherwise costs estimates are based on comparable unit costs.
**Adjusted cost is based on on CPI adjustment (Table C-4); net present value is based on anticipated interest earnings.

Parks and Recreation Facilities

Public recreational opportunities are available in the City of Kennesaw through a number of parks facilities operated by the City. Demand for recreational facilities is almost exclusively related to the city's resident population. Businesses make some incidental use of public parks for office events, company softball leagues, etc., but the use is minimal compared to that of the families and individuals who live in the city. Thus, the parks and recreation impact fee is limited to future residential growth.

Service Area

The city park system operates as part of a city-wide system of parks. Parks and recreational facilities are made available to the city's population without regard to where in the city the resident lives. In addition, the facilities are provided equally to all residents, and often used on the basis of the programs available, as opposed to proximity of the facility. As a general rule, parks facilities are located throughout the city, and future facilities will continue to be located around the city so that all residents will have recreational opportunities available on an equal basis. Thus, the entire city is considered a single service area for parks & recreation.

Level of Service

Table PR-1 provides an inventory of the acreage of parks under the control of the City in 2008; **Table PR-2** presents an inventory of park facility square footage. This total acreage of developed parks is equivalent to 9.16 acres and 2,276 square feet per 1,000 dwelling units. The calculation of year 2008 parks acreage level of service is shown in **Table PR-3**.

In addition to the parks acreage and square footage levels of service, a level of service can also be calculated for park facilities such as ball fields, football fields, etc. The current inventory of facilities is used to calculate the current LOS in these categories in Table PR-3. Note that other types of components that may exist now or in the future in the city are also included; this listing is not exhaustive, but includes all component types being included in the impact fee program.

Table PR-1
Inventory of Park Acres

Facility	Acreage
Adams	33.00
Botanical Gardens	15.20
Butlers Ridge	0.50
Chalker	2.25
City Hall	0.50
Community Center	2.00
Community House	1.00
Deerfield	5.00
Depot	4.50
Downtown Park	0.75
Fairfax	2.00
Kennesaw Station	0.20
Martha Moore	1.00
McCollum	0.50
Pine Mountain	4.70
Shillings	0.25
Swift Cantrell	42.00
Tara	0.50
Terry Lane	0.50
Winchester Forest	1.20
Woodland	3.50
Wrens Ridge	0.50
	121.55

Table PR-2
Inventory of Facilities

Facility	Square Footage
Community Center	26,000
Community House	2,940
Depot	1,280
	30,220

Table PR-3
Current Level of Service Calculation

Total Park Acreage	2008 Dwelling Units	AC/1,000 Dwelling Units
121.6	13,275	9.16

Total Square Feet	2008 Dwelling Units	SF/1,000 Dwelling Units
30,220	13,275	2,276

Component Type	Current Inventory (2008)	LOS per 1,000 Dwelling Units
Ball Fields	11	0.829
Soccer Fields	4	0.301
Football Fields	2	0.151
Tennis Courts	2	0.151
Basketball Ct.s	3	0.226
Volleyball Ct.s	0	0.000
Tracks/Trails*	5	0.377
Swimming Pools	0	0.000
Playgrounds	15	1.130
Pavilions	20	1.507
Concess/RR	7	0.527
Maint. Building	3	0.226

*Inlcudes jogging or running track, walking trail and Vita Course.

Forecasts for Service Area

The City has adopted a level of service standard for parks acreage and developed components based on the *City of Kennesaw Parks, Recreation and Open Space Master Plan*, March 2004. **Table PR-4** presents a calculation of the desired level of service for certain park components, park land, and facility space, based on that *Plan*. The planning horizon in that document was 2014, so the first step is to calculate the desired level of service for acres, square footage and developed components for that year. However, several items shown here have been planned with a horizon year of 2025 (volleyball courts, swimming pools, concession stand & restroom buildings, and recreation facility space). The resulting LOS is then applied to the current inventory to determine if any existing deficiency or excess capacity exists. Negative numbers in the last column shown here represent existing deficiencies (tennis courts, volleyball courts, swimming pools, and square footage), while positive numbers represent excess capacity.

Table PR-4

Future Level of Service Determination

Facility Type	Desired Inventory in 2025	LOS per 1,000 Dwelling Units in 2025	Demand in 2008	Current Inventory	Excess Capacity or (Existing Deficiency)
Ball Fields	11	0.611	8.1	11.0	2.9
Soccer Fields	5	0.278	3.7	4.0	0.3
Football Fields	3	0.167	2.2	2.0	(0.2)
Tennis Courts	6	0.333	4.4	2.0	(2.4)
Basketball Ct.s	3	0.167	2.2	3.0	0.8
Tracks/Trails*	5	0.278	3.7	5.0	1.3
Playgrounds	16	0.888	11.8	15.0	3.2
Pavilions	23	1.277	17.0	20.0	3.0
Maint. Building	4	0.222	2.9	3.0	0.1
Park Acreage	146.55	8.138	108.03	121.55	13.52
	Desired Inventory in 2025				
Volleyball Ct.s	1	0.056	0.7	0.0	(0.7)
Swimming Pools	1	0.056	0.7	0.0	(0.7)
Concess/RR	9	0.500	6.6	7.0	0.4
Facilities (SF)	65,220	4,351.29	57,765	30,220	(27,545)

*Inlcudes jogging or running track, walking trail and Vita Course.

Table PR-5 shows the future demand in parks acreage and components based on the adopted LOS standard for parks acreage, facility space and developed components as calculated in Table PR-4. The increase in dwelling units between 2008 and 2025 is multiplied by the level of service standards to produce the future demand. The 'new dwelling units' figure is taken from Table P-2.

Table PR-5

Future Demand Calculation

New Growth

AC/1,000 Dwelling Units	Number of New Dwelling Units (2008-25)	Acres Demanded
8.14	4,733	39

SF/1,000 Dwelling Units	Number of New Dwelling Units (2008-25)	Square Feet Demanded
4,351	4,733	20,595

Adopted LOS per 1,000 Dwelling Units	New Components Demanded (2008-2025)	
0.611	2.9	Ball Fields
0.278	1.3	Soccer Fields
0.167	0.8	Football Fields
0.333	1.6	Tennis Courts
0.167	0.8	Basketball Ct.s
0.056	0.3	Volleyball Ct.s
0.278	1.3	Tracks/Trails*
0.056	0.3	Swimming Pools
0.888	4.2	Playgrounds
1.277	6.0	Pavilions
0.500	2.4	Concess/RR
0.222	1.1	Maint. Building

*Inlcudes jogging or running track, walking trail and Vita Course.

Table PR-6 presents a schedule of future park acreage demand, and projects to meet that demand, based on the adopted LOS. While the specific land acquisition projects may be re-configured over time, 39 total acres are ultimately impact fee eligible, while a net of 25 new acres must be added to meet the demand of new growth (accounting for the current excess capacity).

Table PR-6
Future Park Land Acquisition

Year	New Dwelling Units	AC Demanded (annual)	Running Total: AC Demanded*	Project	Net New Acres*
2008	*0*	*0*	(14)		14
2009	316	2.6	(11)		
2010	324	2.6	(8)	New Park A	5
2011	261	2.1	(6)		
2012	266	2.2	(4)		
2013	271	2.2	(2)	New Park B	5
2014	276	2.2	0		
2015	281	2.3	3		
2016	250	2.0	5		
2017	254	2.1	7	New Park C	5
2018	258	2.1	9		
2019	263	2.1	11		
2020	267	2.2	13		
2021	280	2.3	16	New Park D	5
2022	284	2.3	18		
2023	289	2.4	20		
2024	294	2.4	23		
2025	299	2.4	25	New Park E	5
				Net New Growth Total:	39

*Figures reflect current excess capacity.

Table PR-7 presents a calculation of the net new developed components that must be added to the parks system to both serve new growth and meet the existing deficiencies in certain categories (tennis courts, volleyball courts, swimming pools). Where excess capacity was identified in Table PR-4, the future demand is reduced since that excess capacity is available to serve new growth. (In this table, excess capacity appears as a negative number and an existing deficiency appears as a positive number.)

Table PR-7
Future Facility Demand

Facility Type	New Components Demanded	Current Deficiency or (Excess Capacity)	Net New Components Demanded
Ball Fields	2.9	(2.9)	0.0
Soccer Fields	1.3	(0.3)	1.0
Football Fields	0.8	0.2	1.0
Tennis Courts	1.6	2.4	4.0
Basketball Ct.s	0.8	(0.8)	0.0
Volleyball Ct.s	0.3	0.7	1.0
Tracks/Trails*	1.3	(1.3)	(0.0)
Swimming Pools	0.3	0.7	1.0
Playgrounds	4.2	(3.2)	1.0
Pavilions	6.0	(3.0)	3.0
Concess/RR	2.4	(0.4)	2.0
Maint. Building	1.1	(0.1)	1.0

*Inlcudes jogging or running track, walking trail and Vita Course.

Future Costs

Table PR-8 is a listing of the future capital projects costs for the developed components required in order to attain and maintain the adopted level of service standards. The 'units to be added' figures are drawn directly from Table PR-7, and rounded up to the next whole facility. As a result, some portions of these projects are not impact fee eligible since they provide excess capacity beyond that demanded by currently forecasted growth. This is because the City cannot construct a portion of a facility, but must provide developed components in 'whole' numbers. For example, new growth to 2025 requires 0.3 volleyball courts in order to maintain the current LOS (see table PR-5), but an additional 0.7 of a volleyball court in order to meet an existing deficiency. A total of 1 volleyball court will have to be built, since there is no such thing as 0.3 of a court. So a court will be built, and 0.7 of it will be capacity required to meet the existing deficiency, and thus not eligible for impact fee collection. Project years have been selected to match the proposed projects from Table PR-6 where practical. Project cost estimates have been supplied by the City, or are based on comparable facility construction estimates; these gross costs have been converted to net present value figures.[3]

Table PR-8
Future Park Facility Costs

Year	Facility Type	Units to be Added	Cost per Unit*	Gross Cost	Adjusted Cost (Inflation)**	Net Present Value (Adjusted Cost)**	% for New Growth	Net Cost to New Growth
2017	Soccer Fields	1	$200,000	$200,000	$281,716	$215,912	100.00%	$215,912
2013	Football Fields	1	$200,000	$200,000	$241,928	$208,689	100.00%	$208,689
2013	Tennis Courts	2	$60,000	$120,000	$145,157	$125,214	50.00%	$62,607
2017	Tennis Courts	2	$60,000	$120,000	$169,030	$129,547	50.00%	$64,774
2012	Volleyball Ct.s	1	$45,000	$45,000	$52,401	$46,557	28.92%	$13,467
2018	Swimming Pools	1	$600,000	$600,000	$877,938	$653,268	28.92%	$188,957
2019	Playgrounds	1	$50,000	$50,000	$76,000	$54,904	100.00%	$54,904
2013	Pavilions	1	$42,000	$42,000	$50,805	$43,825	100.00%	$43,825
2017	Pavilions	1	$42,000	$42,000	$59,160	$45,341	100.00%	$45,341
2021	Pavilions	1	$42,000	$42,000	$68,890	$46,911	100.00%	$46,911
2013	Concess/RR	1	$225,000	$225,000	$272,169	$234,775	100.00%	$234,775
2017	Concess/RR	1	$225,000	$225,000	$316,930	$242,901	100.00%	$242,901
2014	Maint. Building	1	$125,000	$125,000	$157,072	$131,545	100.00%	$131,545
				$2,036,000	$2,769,195	$2,179,389		**$1,554,607**

*Estimated costs are drawn from the *City of Kennesaw Parks, Recreation and Open Space Master Plan* , March 2004..

**Adjusted cost is based on construction cost estimate adjustment (Table C-2); net present value is based on anticipated interest earnings.

[3] For more information on the cost inflator factor and net present value, see the 'Cost Adjustments and Credits' section of this report.

Table PR-9 presents the estimated costs for the land acquisition projects. The cost estimates are drawn from the *City of Kennesaw Parks, Recreation and Open Space Master Plan*, further modified by the City, and are adjusted to reflect the net present value.[4]

Table PR-9
Land Acquisition Costs

Year	Project	Acres	Gross Cost*	Adjusted Cost (Inflation)**	Net Present Value (Adjusted Cost)**	% for New Growth	New Growth Cost
2010	New Park A	5	$625,000	$663,331	$625,253	100.00%	$625,253
2013	New Park B	5	$625,000	$725,280	$625,633	100.00%	$625,633
2017	New Park C	5	$625,000	$816,971	$626,140	100.00%	$626,140
2021	New Park D	5	$625,000	$920,253	$626,648	100.00%	$626,648
2025	New Park E	5	$625,000	$1,036,592	$627,155	100.00%	$627,155
		25	$3,125,000	$4,162,428	$3,130,830		**$3,130,830**

*Estimated acquisition costs based on an average of $125,000 per acre.

**Adjusted cost is based on on CPI adjustment (Table C-4); net present value is based on anticipated interest earnings.

[4] For more information on net present value, see the 'Cost Adjustments and Credits' section of this report.

Table PR-10 presents the estimated costs for the facility (square footage) projects. The projects and cost estimates are drawn from the *City of Kennesaw Parks, Recreation and Open Space Master Plan*, further modified by the City, and are adjusted to reflect the net present value. The cost of construction is also adjusted to reflect the construction cost inflation factor, before conversion to net present value.[5] Note that only a portion of the second project is impact fee eligible; portions of this and all of the third project are required to meet the existing deficiency in facility space.

Table PR-10
Recreation Center Costs to Meet Future Demand

Year	Project	Square Footage	Cost*	Adjusted Construction Cost**	Const. Cost - Net Present Value**	% for New Growth	New Growth Cost (NPV)
2014	Museum	10,500	$1,155,000	$1,395,606	$1,168,798	100.00%	$1,168,798
2015	Recreation Center	35,000	$3,850,000	$4,801,075	$3,903,713	28.84%	$1,125,964
		45,500		$6,196,681	$5,072,512		**$2,294,763**

*Estimated costs are drawn from the *City of Kennesaw Parks, Recreation and Open Space Master Plan* , March 2004..

**Adjusted cost is based on building construction cost estimate adjustment (Table C-3); net present value is based on anticipated interest earnings.

[5] For more information on the construction cost inflator and net present value, see the 'Cost Adjustments and Credits' section of this report.

Exemption Policy

The City of Kennesaw recognizes that certain office, retail trade and industrial development projects provide extraordinary benefit in support of the economic advancement of the city's citizens over and above the access to jobs, goods and services that such uses offer in general. To encourage such development projects, the City Council may consider granting a reduction in the impact fee for such development projects upon either the determination and relative to the extent that the business or project represents extraordinary economic development and employment growth of public benefit to City of Kennesaw, in accordance with adopted exemption criteria. It is also recognized that the cost of system improvements otherwise foregone through exemption of any impact fee must be funded through revenue sources other than impact fees.

CITY OF KENNESAW COMPREHENSIVE PLAN

Short Term Work Program

(2009–2013) AMENDMENT

Short Term Work Program Amendment (2009--2013)

Project	Start Year 2009	10	11	12	13	Responsible Party	Estimated Cost	Anticipated Funding Source(s)
Handguns (4)	X					City Council, Police Department	$1,452	100% Impact Fees
Handguns (4)			X			City Council, Police Department	$1,453	100% Impact Fees
Handguns (4)					X	City Council, Police Department	$1,453	100% Impact Fees
Shotguns (2)				X		City Council, Police Department	$831	100% Impact Fees
Rifle (1)				X		City Council, Police Department	$781	100% Impact Fees
New Park A (5 acres)		X				City Council, Parks Department	$625,253	100% Impact Fees
New Park B (5 acres)					X	City Council, Parks Department	$625,633	100% Impact Fees
Football Field					X	City Council, Parks Department	$208,689	100% Impact Fees
Tennis Courts (2)					X	City Council, Parks Department	$125,214	50% Impact Fees, General Fund
Volleyball Court				X		City Council, Parks Department	$46,557	29% Impact Fees, General Fund
Picnic Pavilion					X	City Council, Parks Department	$43,825	100% Impact Fees
Concession stand/Restroom					X	City Council, Parks Department	$234,775	100% Impact Fees