

POWDER SPRINGS, GEORGIA
2009 UPDATE OF THE
CAPITAL IMPROVEMENTS ELEMENT
FOR
PUBLIC SAFETY AND
PARKS AND RECREATION IMPACT FEES

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City of Powder Springs, Georgia

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**POWDER SPRINGS, GEORGIA
2009 REVISED CAPITAL IMPROVEMENTS ELEMENT
PUBLIC SAFETY AND PARKS AND RECREATION IMPACT FEES**

INTRODUCTION

In order to support an impact fee program, a city's comprehensive plan must meet state administrative rules for capital improvement elements (CIEs). The rules, among other things, require that (for each facility included in the development impact fee program) a service area be delineated, a quantifiable level of service (LOS) standard be specified, that long-term needs be assessed, and that a schedule of improvements be provided which identifies projects to be funded with impact fees during the next five years.

This report is an amendment to the City of Powder Springs Comprehensive Plan. The purpose of this amendment is to provide comprehensive changes to the city's adopted Capital Improvements Element (CIE) to support revision of the adopted impact fee program for public safety (police and municipal court) and parks and recreation.

History of Capital Improvements Element (CIE)

The City of Powder Springs adopted a CIE in 2006-2007 as an amendment to its comprehensive plan of 1995. At the same time, the city completed its new comprehensive plan under the May 1, 2005, local planning standards of the state. The CIE was incorporated as Appendix C in the newly adopted plan. The City Council adopted development impact fee ordinances as an amendment to its Unified Development Code in 2006, thus implementing the impact fee program. In 2007, the city's community development staff prepared the annual update of the CIE and short-term work program required by state administrative rules, which was adopted by City Council on January 22, 2008. In 2008, the city again prepared and adopted an annual update as required by state administrative rules.

State Requirements

As noted above, cities with development impact fee programs must adopt an annual update of their CIEs. In addition, the short-term work program of the comprehensive plan must also be annually updated. DCA rules specifically provide as follows:

"Local governments which include CIEs in their comprehensive plans must update their entire Short Term Work Programs annually as specified at 110-12-1-.04(7)(a), Minimum Standards and Procedures for Local Comprehensive Planning, and CIE Updates must be submitted for review concurrently with these Short Term Work Program updates in accordance with the procedures outlined at 110-12-2-.04 (9). CIE updates must include: 1) the Annual Report on impact fees required under O.C.G.A. 36-71-8; and 2) a new fifth year schedule of improvements, and any changes to or revisions of previously listed CIE projects, including alterations in project costs, proposed changes in funding sources, construction schedules, or project scope."

With regard to the annual update of the CIE, state administrative rules specify further that the annual update must consider whether it is necessary to:

1. Redefine growth projections, land use assumptions or community goals that would affect system improvements proposed in the CIE;

2. Add new impact fee service areas or change the boundaries of existing impact fee service areas;
3. Change service levels established for an existing impact fee service area; or
4. Make any other revisions that might have a negative effect or major impact on another jurisdiction or authority.

Revision of Projections

Three years have passed since the impact fee program was prepared and adopted. As a part of this update process, the growth projections adopted in the CIE and comprehensive plan have been reassessed. Residential growth in Powder Springs slowed significantly in 2007 and 2008 due to a severe economic downturn. A review of recent housing unit permit activity and little progress toward economic recovery suggests that Powder Springs is unlikely to catch up with growth projections any time soon. In the land use assumptions of the original CIE, the rate of housing unit increase and population growth was weighted more heavily in the first five years – that assumption (929 housing units in five years, or an annual average of 154 housing units) was made in 2006 based on several lots being available for building. That assumption, however, is no longer considered realistic given the economic downturn and mortgage crisis of 2008, which extended into most of 2009. Therefore, housing unit projections need to be revised to account for a much slower pace of growth.

This plan amendment makes revisions to the population, housing unit, and employment projections adopted in the prior CIE. The projections provided in this plan amendment are hereby adopted and used for purposes of the impact fee program. Employment projections are needed for the impact fee program because they form a part of the “functional” population, which is used to measure the level of service (and set the standard for) police facilities.

Prediction of the Next Twenty Years of Development

In addition to updated population and employment projections, it is necessary to quantify the amount of development that will pay impact fees. The original analysis covered a time period of 2006 to 2026; this update covers the time period from 2009 to 2029. City staff updated data for vacant and developable land based on most recently available data. Estimates of residential and non-residential capacity for new development and forecasts of growth were then revised and are provided in this comprehensive plan amendment, which are used in the impact fee program.

Service Areas

Both the parks and recreation and public safety impact fee programs for Powder Springs use a single service area (the entire city limits). There is no need to change the service area at this time, and no change is made in this amendment.

Revised Needs and Level of Service Standards

The land use assumptions (projections) have been decreased in this amended CIE. This means that fewer facilities are needed in the future, if the level of service standard is kept the same as adopted in the original CIE. Challenging economic times also suggest that the city

might reconsider its level of service standard in terms of fiscal acceptability. As a result, projected needs and LOS standards are reassessed in this update.

CURRENT ESTIMATES OF POPULATION, HOUSING UNITS, AND EMPLOYMENT

Table 1 shows historic and current population estimates for the City of Powder Springs. The city's current (July 1, 2009) population is estimated to be 15,921 persons. There are an estimated 5,307 housing units as of 2009. Employment data for municipalities is more difficult to obtain, as there are few if any published sources. According to data from the U.S. Census Bureau, within the City of Powder Springs in 2000, there were 2,808 total workers working in the city.¹ That estimate for 2000 is believed to be the most reputable and is therefore used as a base to estimate current employment. The current estimate of employment is based on analysis of commercial and industrial permits issued by the city and multipliers of employment per square feet, data available from the U.S. Economic Census, and other sources.

Table 1
Historic and Current Estimates of Population
City of Powder Springs, 2000 to 2009
(Estimates are for July 1st of Each Year)

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Total Population	12,923	13,189	13,481	14,020	14,349	14,578	15,009	15,380	15,651	15,921

Source: Population Division, U.S. Census Bureau. July 10, 2008. Annual Estimates of the Population for Incorporated Places in Georgia, Listed Alphabetically: April 1, 2000 to July 1, 2007. 2008 and 2009 figures from City of Powder Springs.

LAND USE PROJECTIONS

The information in this section sets out the land use assumptions for the City of Powder Springs. These are developmental parameters that are used to prepare the capital improvements program and impact fees. Table 2 shows data used to project the total number of new housing units to be added in the City; the projections of housing units are based on estimates of vacant and developable land remaining in the city and designated for residential use in the city's future land use plan. Densities are per policies and descriptions of future land use categories as provided in the city's comprehensive plan, community agenda.

¹ Source: Census 2000 PHC-T-40. Estimated Daytime Population and Employment-Residence Ratios: 2000. Table 3. Selected Places by State. More recent (year 2002) data are provided by the U.S. Census Bureau for the Powder Springs zip code, but the zip code encompasses a much larger area than the City of Powder Springs, and for the City of Powder Springs, but those data are incomplete due to withholding of reporting when there are a small number of establishments. Also see tables in the appendix for more information.

Table 2
Forecasted New Residential Development,
Undeveloped and Developable Land
City of Powder Springs, 2009-2029

Future Land Use Plan Classification	Acres to be Developed 2009-2029	Density (Units Per Acre)	Total Units 2006-2025
Approved and/or In Process of Permitting	n/a	n/a	974
Low Density Residential	92.54	2.3	213
Medium Density Residential	8.36	5.0	42
Community Activity Center	53.57	8.0	429
Downtown Activity (Town) Center	n/a	n/a	250
Total, All Residential	n/a	n/a	1,908

Note: N/A = Not available. Source: City of Powder Springs Planning Staff, Revised June 24, 2009.

Table 3 shows data used to project total non-residential (employment) building space in the city during the next 20 years.

Table 3
Projected New Non-residential Development,
City of Powder Springs, 2009-2029

Future Land Use Category	Acres to be Developed	Floor-Area Ratio (FAR)	New Square Footage (Gross)
Community Activity Center	80.4	0.50	1,751,112
Neighborhood Activity Center	95.6	0.25	1,041,084
Industrial Area	14.9	0.75	486,783
Office-Professional	61.35	0.25	668,101
Non-residential Total	252.25	--	3,947,080

Source: City of Powder Springs, May 2009, based on revised future land use plan.

From the figures in Table 3, future employment capacity can be projected.

Table 4
Projected New Employment,
City of Powder Springs, 2009-2029

Land Use Classification	New Square Footage, 2009-2029 (Gross)	Efficiency Ratio	Square Feet Per Employee	Employment at 100% Occupancy
Community Activity Center	1,751,112	75.00%	500	2,627
Neighborhood Activity Center	1,041,084	75.00%	500	1,562
Industrial Area	486,783	95.00%	550	841
Office-Professional	668,101	75.00%	500	1,002
Total, All Non-residential	3,947,080	--	--	6,032

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Source: Square feet from Table 3 above. Square feet per acre and efficiency ratios based on Tables 4-1 and 4-2 of *Planner's Estimating Guide: Projecting Land-Use and Facility Needs*, by Arthur C. Nelson. (Chicago: Planners Press, 2004).

Table 5 provides the twenty-year projection of growth in terms of housing units, population, and employment in Powder Springs.

Table 5
Summary of Land Use Projections
City of Powder Springs, 2009-2029

Land Use Projections	2009	2029	2009-2029 Net Change
Housing Units	5,307	7,215	1,908
Average Household Size	3.00	3.00	--
Population (100% occupancy)	15,921	21,645	5,724
Employment	3,490	9,522	6,032
Functional Population	19,411	31,167	11,756

Source: City of Powder Springs and Jerry Weitz & Associates, Inc. Revised June 24, 2009.

The functional population of the city is considered to be the population (houses) and the employees (businesses, industries, and institutions) that create demand for public safety services. For purposes of this Capital Improvements Element, the functional population is the resident population plus those employed in the jurisdiction (i.e., businesses, industries, and institutions). Even though much of the city's resident labor force leaves the city during the day for work, there is still the need to provide public safety services in their absence (i.e., protection of property from fire and crime). All residents benefit from Powder Springs' police protection services even if they work outside the city during the day. That is, the Police will respond to public safety calls whether or not residents are home. The projections of the functional population provide the basis for measuring the existing levels of service and establishing level of service standards for public safety.

PUBLIC SAFETY

The Development Impact Fee Act of 1990 includes "public safety" within the definition of public facilities: "Public safety facilities, including, police, fire, emergency medical, and rescue facilities" (O.C.G.A. 36-71-2(16)). Fire and emergency medical services and rescue facilities are provided by Cobb County and therefore are not a part of the city impact fee program. The city's express purpose for impact fees in the public safety arena is to help fund a new police building. Court services are a part of the public safety facilities provided by the City of Powder Springs and are therefore included in the impact fee program.

Service Area

The service area for public safety is the city limits of Powder Springs.

Inventory of Facilities

The existing public safety facility consists of approximately 8,790 square feet,² plus 2,062 square feet of space leased for the court system office. Those figures are shown in Table 6.

Table 6
Public Safety Facility Building Inventory
(Square Feet of Building)

Name of Police Facility	Building Space Square Feet
Police Headquarters	8,790
Court System Office (leased)	2,062
Total, All Facilities	10,852

Source: City of Powder Springs, Revised September 2009.

Since 2006, public safety facility space has been expanded with the addition of the Court System Office (occupying leased space across from the police headquarters). The department also discontinued a lease on 400 square feet of storage space which was included in the 2006 inventory.

Level of Service Measure

The Powder Springs impact fee program uses the number of square feet per functional population as the level of service measure for public safety facilities.

Existing Level of Service

As noted above, Powder Springs' public safety facilities as of 2009 consist of 10,852 square feet of space. With a current (year 2009) functional population of 19,411, this equates with an existing level of service of 0.5590 square feet of public safety facility space per functional population. Therefore, Powder Springs has maintained its existing level of service above the adopted standard of 0.5495 square feet per functional population.

Assessment of Needs and Level of Service (LOS) Standard

Planning by the city's Police Chief, in preparation for the city's first CIE (2006) for public safety facilities revealed that approximately 19,000 square feet of total public safety facility space would be needed to meet the city's long-term (20-year) needs. The CIE adopted in 2006 set the LOS standard at 0.5495 square feet per functional population, and the city's schedule of improvements called for a total of 16,398 square feet, including renovation of 6,644 square feet of the existing facility and an addition to the existing facility of 9,354 square feet, plus the 400 square feet of off-site storage space.

The projected needs for public facility space have decreased significantly since the CIE was originally adopted in 2006. The originally adopted CIE projected a total functional population in

² The 2006 CIE reported the building square footage at 8,000 square feet. The original Police Department Space Needs Study indicates that the existing facility is 8,789.63 square feet based on information provided by the Powder Springs Public Works Department. Hence, the existing level of service analysis is revised to reflect these numbers.

2026 of 32,312. The functional population in 2029 is now projected to be less, at 31,167, thus resulting in a reduction of overall needs.

Because the city previously adopted a level of service standard of 0.5495 square feet per functional resident, and has adopted and collected public safety impact fees in an effort to maintain that standard, Powder Springs should keep its level of service standard the same. It could increase the standard if it wants to, but to reduce it would mean prior payers of the public safety impact fee had paid into a higher level of service standard for public safety that would then not be obtained.

Table 7
Analysis of Public Safety Facility Needs
At the Adopted Level of Service Standard
(0.5495 Square Feet per Functional Resident)

Component	2009	2014	2019	2024	2029
Total Functional Population	19,411	22,350	25,289	28,228	31,167
Total Square Footage of Public Safety Building Space Needed, at LOS standard (0.5495 square feet)	10,666	12,281	13,896	15,511	17,126
Cumulative Increase in Functional Population	--	2,939	5,878	8,817	11,756
Square Footage of Public Safety Building Space Needs Attributed to Growth (functional population increase) at LOS standard (0.5495)	--	1,615	3,230	4,845	6,460

Table 7 shows that the city anticipates a need of 6,460 square feet of public safety building space to meet the 20-year demands of new development (functional population increase) at the adopted level of service standard. It also shows that the city needs to provide a total of 17,126 square feet of total public safety building space by the year 2029 to maintain the level of service standard for all functional residents (existing plus future).

Proposed Capital Facility Projects

Between June and August 2009, the city considered several potential capital facilities options that might be better alternatives than the improvement adopted in the 2006 CIE. Generally, the city's discussion centered on whether an existing, vacant commercial facility might be a more economical capital improvement than the original, adopted improvement. Discussion on the various alternative improvements included input from an architect, an engineering firm, the city's impact fee consultant, the city's own professional staff, and the city council itself. That discussion led to a decision to pursue a different improvement, as described below:

The city has chosen to retain and renovate a small part of the existing police facility building and purchase an existing building and renovate a majority of it for a new police headquarters building. Therefore, the improvement has two components to it:

1. Demolish approximately 6,500 square feet of the existing police facility building and renovate the remaining 2,400 square feet for a municipal court facility.
2. Purchase a 2.337-acre lot which contains a vacant building containing 17,098 square feet and a 3,000 square foot greenhouse structure. The city will renovate 13,665 square

feet of the existing building and also provide 1,966 square feet of maintenance facilities in a renovated greenhouse structure.

3. The city will discontinue its lease of 2,062 square feet for the court services office.

The net result of this improvement program (see Schedule of Improvements in Table 8) will be a total of 18,031 square feet of building and facility space, including the renovated maintenance facility. These new facilities will meet and exceed the public safety (police and court) needs for the 20-year planning horizon, at the adopted level of service standard.

How Police Facilities Have Been Financed in the Past

On September 1, 2001, the Powder Springs Downtown Development Authority issued \$715,000 in serial revenue bonds and \$490,000 in term revenue bonds for the purpose of refinancing old debt incurred in the acquisition, construction, furnishing and equipping of a new police station in 1991. On September 1, 2001, the City and the Powder Springs Downtown Development Authority entered into an intergovernmental contract under which the old bond issue from the 1991 construction was paid. The contract obligated the City to make lease payments directly to the Trustee for the purpose of paying the principal and interest on the outstanding balance of the 2001 Revenue bonds issued by the Authority. The contract enabled the City to lease from the Authority the facilities constructed by the Authority. On March 30, 2004, the Authority issued \$680,000 in Series 2004 Revenue Refunding Bonds (Police Station Project) for the purposes of refunding the Authority's 2001 Revenue Bonds. On March 30, 2004, the City and the Powder Springs Downtown Development Authority entered into a new intergovernmental contract. The contract obligates the City to make lease payments directly to the Trustee for the purpose of paying the principal and interest on the outstanding balance of the 2004 refunding Revenue Bonds issued by the Authority. This contract enables the City to lease from the Authority the facilities constructed by the Authority. The contract will not expire until full payment of the bonds. Prior to expiration of the lease upon payment in full of the bonds outstanding, the City may purchase the project from the Authority for \$100.³

The Powder Springs Downtown Development Authority (DDA) adopted a Master Bond Resolution on July 20, 2006, authorizing the issuance and sale of its revenue bonds known as the Powder Springs Downtown Development Authority Revenue Bonds, Series 2006, in the original aggregate principal amount of \$4,715,000, for the purpose among others of obtaining funds to finance the costs of renovating and expanding the police station. The DDA then sold the project to the City of Powder Springs, which agreed to make payments on the bonds and levy ad valorem taxes as necessary to meet payment obligations.

Schedule of Improvements for Public Safety Space

The schedule of improvements is provided in Table 8.

³ Powder Springs Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2004, p. 36.

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Capital Improvements Element (CIE) for Public Safety and Parks and Recreation

Table 8
Schedule of Improvements, 2010-2014
Public Safety Building Space
City of Powder Springs Capital Improvement Element

Capital Improvement	2009-2010	2011	2012	2013	2014	Total Cost (2010-2014)	Funding Sources	
							Impact Fee Eligible Amount	Other Funds
Impact fee program planning (prorated share)	\$4,000					\$4,000	\$4,000	0
Demolition of 6,500 square feet of existing police/court building		\$126,000				\$126,000	0	\$126,000
Renovate 2,400 square feet of existing police/court building for municipal court facility		\$900,000				\$900,000	0	\$900,000
Purchase land and building (new site)	\$1,500,000					\$1,500,000	\$961,350	\$538,650
Renovate 13,665 square feet of 17,098 square foot building and renovate 3,000 square foot greenhouse for maintenance building			\$1,680,000			\$1,680,000	\$1,385,196	\$294,804
Program Management, Architecture and Engineering		\$280,000				\$280,000	\$200,114	\$79,886
TOTAL	\$1,504,000	\$1,306,000	\$1,680,000			\$4,490,000	\$2,546,660	\$1,939,340

Source: Croy Engineering, Preliminary Cost Estimates for Police Station/Municipal Court Facilities, August 2009.

Notes: See Tables 9, 10, and 11 for calculations of impact fee eligibility. "Other Sources" include Downtown Development Authority Bond funds.

Analysis of Impact Fee Eligibility

Planning tasks related to the impact fee program are 100 percent-eligible for funding with impact fees. Demolition and renovation costs of the existing space are not eligible for funding with impact fees.

The city's proposal for capital facilities on the new site consists of renovating 13,665 square feet of a 17,098 square foot building and renovating 1,966 square feet of the 3,000 square foot greenhouse. Hence, the city proposes to use 15,631 square feet of space out of a total of 20,098 square feet of building/structure available, or 77.73 percent of the total space (see Table 9). Impact fees cannot pay for surplus space not used for the specified purpose, so only a proportion (77.73 percent) of the cost of purchasing the land and renovating the building can be applied. Program management/architecture and engineering costs are apportioned among the two projects (2,400 square foot renovation of existing space and 15,631 square feet of renovation at a new facility) on the basis of square footage.

Table 9
Impact Fee-Eligible Cost Determinations for Renovated Building Space at New Site
(Replacement attributed to New Growth)
Step 1 of 3 – adjust for partial use of the building/ exclude surplus space

	New Building Space	Non-Impact Fee-Eligible Costs	Impact Fee-Eligible Costs (Adjustment 1)
Building (part)	15,631 sq. ft.	--	15,631 sq. ft.
Building Renovation Cost	\$1,680,000	--	\$1,680,000
Purchase Land and Ace Building	\$1,500,000	\$334,050 (22.27%)	\$1,165,950 (77.73%)
Program Management, Architecture, Engineering	\$242,704 (86.68%)	--	\$242,704
Total Costs	\$3,422,704	\$334,050	\$3,088,654

A second adjustment is needed, because some of the building renovation at the new site is to replace existing space (i.e., 2,062 square feet of space leased but to be discontinued)

Table 10
Step 2 of 3 – adjust for replacement square footage (2,062 square feet)

	Impact Fee-Eligible Costs (Adjustment 1)	Non-Impact Fee-Eligible Costs (13.19%)	Impact Fee-Eligible Costs (Adjustment 2) (86.81%)
Building (part)	15,631 sq. ft.	2,062 sq. ft.	13,569 sq. ft.
Building Renovation Cost	\$1,680,000	\$221,592	\$1,458,408
Purchase Land and Ace Bldg.	\$1,165,950 (77.73%)	\$153,789	\$1,012,161
Program Management, Architecture, Engineering	\$242,704	\$32,013	\$210,691
Total Costs	\$3,088,654	\$407,394	\$2,681,260

A third adjustment is needed to account for the fact that Powder Springs in 2029 will have provided more public facility building space than is needed to meet the adopted level of service standard. Specifically, the city is projected to need 17,126 square feet of total public safety space, but the schedule of improvements once implemented will provide 18,031 square feet of space in 2029. Hence, all of the impact fee-eligible costs in Table 10 must be decreased again to ensure space provided in excess of 20-year needs is not counted. This means that 94.98 percent of the total impact fee-eligible costs in Table 10 are eligible, with the remainder of the costs attributed to facilities that serve new growth beginning in the year 2030. The final results of the impact fee eligibility analysis are shown in Table 11.

Table 11
Step 3 of 3 – adjust for replacement square footage (2,062 square feet)

	Impact Fee-Eligible Costs (Adjustment 2) (86.81%)	Impact Fee Eligible Costs (Adjustment 3) (94.98%)
Building Renovation Cost	\$1,458,408	\$1,385,196
Purchase Land and Ace Bldg.	\$1,012,161	\$961,350
Program Management, Architecture, Engineering	\$210,691	\$200,114
Total Costs	\$2,681,260	\$2,546,660

PARKS AND RECREATION

Service Area

The service area for parks and recreation is the city limits of Powder Springs.

Inventory of Facilities

Table 12 provides an inventory of Powder Springs' city parks. County facilities are not included in the city inventory for purposes of impact fees.

Table 12
Park Acreage Inventory
Powder Springs City Parks

Name	Developed (Active) Acreage	Undeveloped (Passive) Acreage	Total Acreage
Powder Springs Park	13.0	17.5	30.5
Hopkins Road Park	1.0	15.5	16.5
Silver Comet Linear Park	0	0	35.0
Total	14.0	33.0	82.0

Source: City of Powder Springs, January 2006.

Level of Service Measure

The amount of developed and total acres per 1,000 residents is determined to be the most appropriate level of service measure.

Existing Level of Service

With a current (year 2009) resident population of 15,921 and 14 acres of developed (active) park land in its inventory, Powder Springs has an existing level of service of 0.8793 acres of developed park space per 1,000 population. As noted above for public safety impact fees, the city could increase the level of service standard if it wants to, but to reduce it would mean prior payers of the park and recreation impact fee had paid into a higher level of service standard for public safety that would then not be obtained.

Assessment of Needs

The city wishes to develop a 35-acre active park, and so it plans to increase the recreational facilities available to the residents of Powder Springs beyond the existing level of service. Therefore, the existing level of service is considered inadequate. However, during discussions with City Council, it was determined that the cost of developing the entire 35-acre park in the short-term was not realistic, even with an impact fee program. It was then determined that two phases of the park master plan should be considered for development, rather than the entire

project. It was determined in the initial CIE that two phases of the park master plan (adding 15 acres)⁴ would constitute an appropriate level of service to meet future growth needs.

Level of Service Standard and Projection of Needs

When the original CIE was adopted, it established a level of service standard of 1.6186 developed acres per 1,000 resident population. Given that Powder Springs adopted its impact fee program and has collected park and recreation impact fees, it is appropriate that the city keep the same adopted level of service standard. Therefore, there is no change to the adopted level of service standard of 1.6186 developed acres per 1,000 resident population.

Table 13
Projection of Developed Park Acreage Needs
Based On Level of Service Standard, 2009-2029
City of Powder Springs

	2009	2014	2019	2024	2029
Residential Population	15,921	17,352	18,783	20,214	21,645
Acres of developed parks at LOS standard of 1.6186 acres per 1,000 population	25.8	28.0	30.4	32.7	35.0
Existing developed park acreage (2009)	14.0	--	--	--	--
Additional developed park acreage needed from 2009 base	11.8	14.0	16.4	18.7	21.0

How Park and Recreation Facilities Have Been Financed in the Past

Capital Projects Fund. The final phase of Lucille Trail was partially funded in the Capital Projects Fund in 2004 and completed in 2005. The city also completed the Hopkins Road neighborhood park during fiscal year 2004 out of the Capital Projects Fund.⁵

Grants and federal programs were used for recreation capital projects in 2004.⁶ Capital grants and federal dollars totaling \$1,513,129 were received for various projects during fiscal year 2004, including the final phase of Lucille Trail, Hopkins Road neighborhood park, the Marietta Street streetscape project and Shipp Road sidewalk project.⁷

Schedule of Improvements

Table 14 provides a schedule of improvements based on adoption of a LOS standard of 1.6186 developed acres per 1,000 population. The capital improvement element schedule of improvements consists of a single facility, developed in two phases, or 15 acres of the 35-acre Silver Comet Linear Park according to the *Silver Comet Trail Educational and Open Space Park Master Plan*, prepared by Jordan, Jones & Goulding in 2001.

⁴ From the City of Powder Springs, 2/16/06.

⁵ Powder Springs Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2004, p. 10.

⁶ Powder Springs Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2004, p. 7.

⁷ Powder Springs Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2004, p. 10.

Table 13 shows that Powder Springs already has a deficit of 11.8 acres of developed park land in the year 2009. It needs to add 14 acres of park land by the year 2014 to make up for the active parks deficiency and to meet the needs of the next five years of residential development. Based on the level of service standard of 1.6186 acres of developed parks per 1,000 resident population, and a projected increase of 1,431 residents during the next five years, Powder Springs will need to serve that new, five-year residential development with 2.31 acres of developed parks. This means that, of the total 14 acres of the park improvement needed in the next five years, 16.5 percent of the total cost of adding 14 acres of developed park land can be funded with a park and recreation impact fee. Adjusting to the 15-acre improvements proposed in the CIE, one acre of that improvement is not eligible within the five-year period, since it would be in excess of what is needed per the adopted level of service standard. Therefore the percent of total costs eligible for funding with impact fees is 15.4 percent. Powder Springs will have to fund all remaining costs.

There are some factors associated with the project scope, costs and timing in the schedule of improvements of the CIE that necessitate amendment. First, the project scope for the park improvement project has changed some. Generally, the city has limited matching funds available through the countywide SPLOST program, and as a result, the city has redesigned the particular aspects of the two phases of the Silver Comet Trail Open Space Park master plan. Second, capital costs have changed – the city amended the schedule of improvement (via the 2007 CIE amendment) to increase the total cost of one phase and reduce the cost of the other. The reduction of the first phase was done in order to make the project more affordable to the city, and the increase to the second phase was due to increased costs of that part of the project.

Updating and Revision of Costs

The City of Powder Springs has provided revised cost estimates for the linear parks and pedestrian bridge provided in the schedule of improvements for the parks and recreation impact fee program.⁸

⁸ City of Powder Springs, Linear Parks and Pedestrian Bridge Budget Worksheet, FY 2010-FY 2013, Revised October 1, 2009, by Russell B. Allison, via Community Development Department.

Table 14
Schedule of Improvements, 2009-2014
Parks and Recreation
City of Powder Springs Capital Improvement Element

Capital Improvement	2009-2010	2011	2012	2013	2014	Total (2010- 2014)	Funding Sources	
							Impact fees (% eligible)	Other Sources (see note)
Impact fee program planning (prorated share)	\$4,000					\$4,000	(100%)	0
Construction and Related Costs to Develop Silver Comet Linear Park according to master plan (5 acres)		\$1,202,568	\$1,202,568			\$2,405,136	\$370,391 (15.4%)	\$2,034,745 (84.6%)
Develop Silver Comet Linear Park according to master plan (10 acres)				\$1,028,687	\$1,028,687	\$2,057,374	\$316,835 (15.4%)	\$1,740,539 (84.6%)
Total	\$4,000	\$1,202,568	\$1,202,568	\$1,028,687	\$1,028,687	\$4,466,510	\$691,226	\$3,775,284

Note: The majority of "other sources" will be SPLOST funds, which can be devoted to these projects. The other funds will come from annual city capital improvement funds and, if available, grants.

APPENDIX

Table A-1
Establishment and Employment Data, 2002,
Powder Springs Zip Code (30127)

Industry	2002 Establish- ments Powder Springs Zip Code (30127)	Establishments by Average Employment Size						Total Estimated Employ- ment Powder Springs Zip Code (30127)	Average Employees per Establish- ment
		2.5	7	15	35	75	175		
Utilities	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Construction	138	90	22	15	11	0	0	989	7.2
Manufacturing	15	7	2	2	3	1	0	242	16.1
Wholesale trade	34	27	4	1	2	0	0	181	5.3
Retail trade	67	36	18	4	8	0	1	671	10.0
Transportation & warehousing	19	16	1	1	0	1	0	137	7.2
Information	7	6	1	0	0	0	0	22	3.1
Finance & insurance	25	20	3	2	0	0	0	101	4.0
Real estate & rental & leasing	18	16	1	1	0	0	0	62	3.4
Professional, scientific & technical services	76	67	4	2	3	0	0	331	4.4
Management of companies & enterprises	1	0	1	0	0	0	0	7	7.0
Administrative & support & waste management and remediation service	54	42	5	4	2	0	1	445	8.2
Educational services	7	4	2	0	1	0	0	59	8.4
Health care & social assistance	36	13	12	6	4	1	0	422	11.7
Arts, entertainment & recreation	9	8	1	0	0	0	0	27	3.0
Accommodation & food services	21	8	2	3	6	2	0	439	20.9
Other services (except public administration)	65	42	9	9	2	2	1	698	10.7
Auxiliaries	1	0	0	0	0	0	1	175	175
Unclassified	4	4	0	0	0	0	0	10	2.5
Total reported	597	406	88	50	42	7	4	4,159	7.0
Total calculated from average data								5,018	

Source: U.S. Census Bureau, 2002 Economic Census, Summary Statistics by 2002 NAICS, City of Powder Springs.

Table A-2
Establishment and Employment Data, 2006,
Powder Springs Zip Code (30127)

Industry	2006 Establish- ments Powder Springs Zip Code (30127)	Establishments by Average Employment Size						Total Employ- ment Powder Springs Zip Code (30127)
		2.5	7	15	35	75	175	
Utilities								
Construction	173	117	26	14	13	3	0	
Manufacturing	20	12	3	2	1	1	1	
Wholesale trade	36	25	6	1	3	0	1	
Retail trade	64	28	15	9	7	3	2	
Transportation & warehousing	29	21	3	4	0	0	1	
Information	11	10	0	1	0	0	0	
Finance & insurance	35	24	10	0	1	0	0	
Real estate & rental & leasing	39	34	2	3	0	0	0	
Professional, scientific & technical services	103	92	3	6	2	0	0	
Management of companies & enterprises	2	1	1	0	0	0	0	
Administrative & support & waste management and remediation service	68	50	6	6	3	3	0	
Educational services	12	8	1	1	2	0	0	
Health care & social assistance	48	21	13	10	2	2	0	
Arts, entertainment & recreation	6	3	0	1	0	0	0	
Accommodation & food services	36	11	4	7	13	1	0	
Other services (except public administration)	77	46	10	12	6	1	2	
Unclassified	1	1	0	0	0	0	0	
Total reported	760	506	103	77	52	14	8	5,935

Source: U.S. Census Bureau, Zip Code Business Patterns, 2006.

Table A-3
Establishments and Employment by Industry, 2002
City of Powder Springs

Industry	2002 Establishments, Powder Springs	2002 Paid Employees, Powder Springs
Mining	n/a	n/a
Utilities	n/a	n/a
Construction	n/a	n/a
Manufacturing (estimated, see Table A-4)	12	140
Wholesale trade	13	92
Retail trade	52	623
Transportation & warehousing	n/a	n/a
Information	3	(1-19)
Real estate & rental & leasing	12	36
Professional, scientific & technical services	37	157
Administrative & support & waste management and remediation service	19	65
Educational services	1	(1-19)
Health care & social assistance	19	(100-249)
Arts, entertainment & recreation	5	(1-19)
Accommodation & food services	18	334
Other services (except public administration)	16	77

Source: U.S. Census Bureau, 2002 Economic Census, Summary Statistics by 2002 NAICS, City of Powder Springs.

Table A-4
Manufacturing Establishments in the City of Powder Springs by Employment Size, 2002

Industry	2002 Establish- ments, City of Powder Springs	Establishments by Average Employment Size						Total Estimated Employment, City of Powder Springs
Midpoint of employment range		2.5	7	15	35	75	175	
Textile products	1	1	0	0	0	0	0	3
Apparel manufacturing	1	0	1	0	0	0	0	7
Wood product manufacturing	1	0	0	0	1	0	0	35
Paper manufacturing	1	0	0	0	1	0	0	35
Printing & related support	2	1	1	0	0	0	0	10
Fabricated metal products	6	3	1	0	1	1	0	50

Source: U.S. Census Bureau, 2002 Economic Census, Summary Statistics by 2002 NAICS, City of Powder Springs.

Table A-5
Establishment and Employment Data
2002 and 2004, Cobb County

Industry	2002 Cobb County Establishments	2002 Cobb County Employment	2002 Average Employees Per Establishment	2004 Average Employees Per Establishment
Utilities	22	1,037	47.1	84.8
Construction	1,787	23,275	13.0	11.9
Manufacturing	578	20,003	34.6	33.0
Wholesale trade	1,553	28,634	18.4	12.0
Retail trade	2,393	41,455	17.3	17.7
Transportation & warehousing	298	5,177	17.4	21.9
Information	402	12,306	30.6	26.8
Finance & insurance	1,313	16,824	12.8	11.0
Real estate & rental & leasing	975	7,796	8.0	6.6
Professional, scientific & technical services	3,033	26,611	8.8	6.4
Management of companies & enterprises	236	17,965	76.1	95.2
Administrative & support & waste management and remediation service	1,124	30,776	27.4	18.7
Educational services	206	3,559	17.3	12.4
Health care & social assistance	1,293	23,469	18.2	18.0
Arts, entertainment & recreation	223	3,560	16.0	15.8
Accommodation & food services	1,215	24,150	19.9	19.9
Other services (except public administration)	1,557	13,543	8.7	5.6
Auxiliaries	42	1,747	--	
Unclassified	85	49	--	
Government	n/c	n/c	--	120
Total	18,344	302,068	16.5	15.2

Source: U.S. Census Bureau, County Business Patterns 2002. 2004 data calculated from Georgia Department of Labor, Yearly Average Employment in 2004, Cobb County.

Table A-6
Permits/Occupancy Certificates Issued, 2000-2008
City of Powder Springs

Year	Residential (Single-family Units)	Commercial	Industrial
2000	109	4	-
2001	117	4	3
2002	238	4	-
2003	170	4	4
2004	135	6	5
2005	143	3	3
2006	145	2	1
2007	86	1	3
2008	49	2	2

Source: City of Powder Springs, June 2009.