

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF HOLLY SPRINGS, GEORGIA TO TRANSMIT THE 2013 SHORT TERM WORK PROGRAM FIVE YEAR UPDATE TO THE ATLANTA REGIONAL COMMISSION**

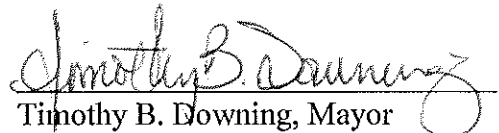
**WHEREAS**, the City of Holly Springs, Georgia has completed a Five Year Short Term Work Program Update for the period 2013 to 2017; and

**WHEREAS**, this Five Year Short Term Work Program Update was prepared in accordance with the Minimum Planning Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989 and was approved by the Holly Springs City Council for transmittal to the Atlanta Regional Commission.


**BE IT THEREFORE RESOLVED**, that the City Council of the City of Holly Springs, Georgia does hereby submit the Five Year Short Term Work Program 2013-2017 to the Atlanta Regional Commission for Regional review, as per the requirements of the Georgia Planning Act of 1989.

This Resolution is adopted this 19<sup>th</sup> day of August, 2013.

CITY OF HOLLY SPRINGS

  
Timothy B. Downing, Mayor

Attest:

  
Karen Norred, City Clerk  
(Seal)

## HOLLY SPRINGS SHORT TERM WORK PROGRAM STATUS 2013

General Items-See specific tasks on following pages.

### 19.1 Economic and Downtown Development (EDD)

EDD-1	Assembly of Land in Town Center
EDD-2	Public-Private Partnering for Town Center Development
EDD-3	Urban Redevelopment Plan Implementation
EDD-4	Economic Development

### 19.2 Historic Preservation (HP)

HP-1	Intensive Historic and Architectural Resource Survey
HP-2	Historic District Boundary Confirmation or Refinement
HP-3	Seek Certified Local Government (CLG) Status
HP-4	National Register Nominations
HP-5	Develop Demolition Policies for the Certificate of Appropriateness Program
HP-6	Initiate Citywide Local Landmark Program
HP-7	Fund Historic Preservation Commission Training
HP-8	Conduct Workshops and Initiate Recognition Program

### 19.3 Urban Design

UD-1	Gateways Identification and Improvement
UD-2	Directional Signage Study and Way Finding Initiative
UD-3	Reconcile Design Guidance Documents and Regulations

### 19.4 Community Facilities and Services

CF-1	Capital Programming and Improvement
CF-2	Stormwater Program

19.5 Transportation

T-1	Local Road Improvements
T-2	Local Road Resurfacing
T-3	Sidewalk Improvements
T-4	Bikeways and Multi-use Trails
T-5	Railroad Greenway
T-6	Town Center Circulator Road
T-7	Downtown Parking
T-8	Traffic Calming Program
T-9	Evaluate Consistency Between City and County Road Standards
T-10	Public Transportation

19.6 Planning & Development

P-1	Personnel
P-2	Equipment & Facilities
P-3	Codes & Legislation
P-4	Short & Long Range Planning

19.7 Public Safety

PS-1	Personnel
PS-2	Equipment & Facilities
PS-3	Policy Updates & Studies

19.8 Technology

TN-1	Digital Archiving
TN-2	GIS
TN-3	E-Governance

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status
<b>ECONOMIC AND DOWNTOWN DEVELOPMENT (EDD)</b>					
EDD-1, 3	Holly Springs Town Center Development	2008-2010	General Staff and Authority Activities	DDA	Concept Approved
EDD-2	Public-Private Partnering for Town Center Development	2008-2012 (Ongoing)	General Staff and Authority Activities	DDA	In Progress
EDD-2, 3	Construct +/-1-2 acre "centerpiece" park	2010	\$1,100,000 Capital Budget	DDA	Concept Approved
EDD-3	Urban Redevelopment Plan Implementation – Phase 1 Holly Springs Town Center Development	2010	\$9,220,020 Tax Allocation District	DDA	Design Approved
EDD-3	Implement Rich & Associates Parking Study with Town Center Development	2008-2012	--	DDA	New STWP
EDD-3	Phase 2 TAD District Infrastructure – Streetscapes, Sewers, Roads and Drainage Improvements	2011	\$3,248,000 Tax Allocation District	DDA	New STWP
EDD-3	Phase 3 TAD District Infrastructure – Signage/wayfinding system, multi-use trail system, parking study	2012	\$847,000 Tax Allocation District	DDA	New STWP
EDD-2	Continue to Implement Livable Centers Initiative Project-Downtown	2008-2012 (Ongoing)	General Fund; Capital Budget; TAD; Grants	DDA; City Manager; City Planner	Ongoing
EDD-4	Actively recruit new businesses-retail, office, and light industrial- to locate in the City of Holly Springs. Strive to achieve a sensible balance between commercial and residential uses.	2008-2012 (Ongoing)	--	City Planner; staff	Ongoing

EDD-4	Encourage office uses and actively recruit employers to re-locate to the City of Holly Springs, working toward a jobs-housing balance of at least 1.5:1 or greater.	2008-2012 (Ongoing)	--	City Planner; staff	Ongoing
EDD-4	In concert with promoting a jobs-housing balance of at least 1.5:1 or greater, coordinate and partner with local and regional technical colleges and institutions of higher learning to ensure the employment base is highly skilled (skills matching jobs).	2008-2012 (Ongoing)	--	City Planner; staff	Ongoing
EDD-4	When feasible, partner and coordinate with the Development and Redevelopment Authorities of Cherokee County and nearby jurisdictions to bring industry and positive development opportunities to the City and Cherokee County.	2008-2012 (Ongoing)	--	City Manager; City Planner; staff	Ongoing
EDD-4	Continue to promote village-type commercial centers for appropriate sites (parcel interconnectivity, ped oriented, open space, etc.)	2008-2012 (Ongoing)	--	City Planner; staff	Ongoing

With lack of development and the economy, much of this section's progress has been delayed. Dates will be shifted to New STWP.

Reference #	Description	Target Completion Year	Estimated Cost if Applicable (\$) and Funding Sources	Responsible Party	Status
<b>HISTORIC PRESERVATION (HP)</b>					
HP-1	Intensive Historic and Architectural Resource Survey	2008	\$30,000 General Fund; Possible State grant	HPC	New STWP
HP-2	Historic District Boundary Confirmation or Refinement	2009	--	HPC	New STWP
HP-3	Seek Certified Local Government (CLG) Status	2008	--	HPC	New STWP
HP-4	National Register Nominations	2008-2012 (Ongoing)	\$5,000 or more per nomination General Fund	HPC; consultant	New STWP
HP-5	Develop Demolition Policies for the Certificate of Appropriateness Program	2008	--	HPC	New STWP
HP-6	Initiate Citywide Local Landmark Program	2009	\$20,000 General Fund	HPC; consultant	New STWP
HP-7	Fund Historic Preservation Commission Training	2008-2012 (Ongoing)	\$2,000 annually General Fund		Ongoing
HP-8	Conduct Workshops and Initiate Recognition Program	2008-2012 (Ongoing)	--	HPC	Ongoing
HP-1, 2, 5	Continue to Engage Architectural/ Historical Consultant to Advise the HPC and City Staff	2008-2012 (Ongoing)	\$5,000-\$10,000 annually General Fund	HPC; City Planner	Ongoing
HP-2, UD[1]-1	Gateways Identification and Improvement (various locations)	2008-2012 (Ongoing)	\$150,000 annually General Fund	City Planner	Ongoing

HP-2, UD-3	Reconcile Design Guidance Documents and Regulations	2008	\$15,000 General Fund	City Planner; Consultant	Ongoing
HP-6	Renovate & restore original gas station (Sid's) into a City Welcome Center and/or Museum	2010-2012	\$250,000 Various Grants; Capital Budget	HPC; City Planner; Consultant	New STWP

[1] UD = "Urban Design" See p. 81

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status
<b>COMMUNITY FACILITIES (CF)</b>					
CF-1	Capital Programming and Improvement	2008-2012 (ongoing)	See Specifics Capital Budget; GO Bond Issue; SPLOST	City Manager	Ongoing
CF-1	City Hall Complex completion	2010	Unknown	City Manager	Completed
CF-1	Construction of Building Department (Planning, Engineering, Building) (w/City Hall Complex Project)	2010	Unknown	City Manager	Completed
CF-1	Expand and/or Acquire Additional Facilities for public works personnel	2008-2009	Unknown	City Manager	Delete
CF-1, UD-2	Directional Signage Study and Way Finding Initiative	2009	\$100,000	DDA/City Manager	New STWP
CF-1	Complete and Occupy Harmony on the Lakes City Hall/PD Annex	2008-2009	Unknown--Developer Funding; Capital Budget; General Fund	City Manager	Completed
CF-1	Coordinate with Cherokee County School District to find and plan suitable school sites	2008-2012 (Ongoing)	--	City Manager; City Planner; City Engineer	Ongoing
CF-1	Continue allowing developers/builders to coordinate with the Cherokee County School District, to mitigate the impact of additional students added, per new housing unit constructed	2008-2012 (Ongoing)	--	City Planner	Ongoing
CF-1	Coordinate with Sequoyah Library System to plan, construct, and occupy new library facility (branch) within city limits	2011-2012	Unknown	City Manager; City Planner	Delete
CF-1	Acquire approximate 30 acre site inside city limits for city park (active & passive recreation)	2009-20010	\$2,000,000	City Manager	Completed
CF-1	Acquire approximate 30 acre site outside city limits, for city park (to be annexed) (active & passive recreation)	2011-2012	\$2,000,000	City Manager	New STWP
CF-1	Master Plan for two municipal parks (30 acres each)	2009-2012	\$100,000	City Manager	Hickory Road Master Plan approved



CF-1	Site Preparation and Park Development, one park	2011-2012	\$750,000	City Manager	Construction Plans in Review
CF-2	Stormwater Program; NPDES; Continue compliance activities, coordinating with EPD and the Metro North GA Water Planning Dist.	2008-2012 (Ongoing)	\$75,000 -- \$200,000 Annually General Fund or Proprietary Fund	City Engineer	Ongoing
CF-1	Continue to put forth projects for future SPLOST initiatives (facilities and transportation projects)	2009-2012	--	City Manager	Ongoing

Reference #	Description	Target Completion Year	Estimated Cost if Applicable (\$) and Funding Sources	Responsible Party	Status
<b>TRANSPORTATION (T)</b>					
T-1	Local Road Improvement Program	2008-2012 (ongoing)	\$250,000 to \$750,000 annually (Capital Budget)	City Engineer	Ongoing
T-2	Local Road Resurfacing Program	2008-2012 (ongoing)	\$150,000 to \$350,000 annually LARP	City Engineer	Now LMIG Ongoing
T-3	Pedestrian Network Phase I: Holly Springs Parkway, from PD to Crossroads School; North side of Hickory Road from Palm to Hickory Springs Ind.; and Holly Street 1/8 mile from alignment project	2008-2011	\$2,800,000  LCI Transportation Funding; Capital Budget; various grants	City Planner;  City Engineer	ROW Phase
T-3	Pedestrian Network Phase II: Holly Street to Marble Quarry; Palm to Old Magnolia	2010-2012	Unknown  Capital Budget; various grants	City Planner;  City Engineer	Add New Phase II and Shift to Phase III
T-3	Pedestrian Network Phase III: Palm Street from Old Magnolia to Jetta; Walnut St. (one side); Poplar St. (one side, sidewalk only); Barnet Dr. (one side, sidewalk only); Old Magnolia Way	2012	Unknown  Capital Budget; various grants	City Planner;  City Engineer	Shift to Phase IV
T-3	Additional Sidewalk Improvements (Table 25)	2008-2012 (ongoing)	\$350,000 -- \$500,000 Capital Budget; various grants	City Engineer	Ongoing
T-4	Seek LCI Supplemental Funding to study and develop plan for multi-use trail system	2008	\$30,000- \$45,000  Grants; Capital Budget	City Planner	Plan Completed
T-4	Bikeways and Multi-use Trails, Engineering, Implementation, Construction	2008-2012 (ongoing)	\$150,000 -- \$650,000 Capital Budget; various grants	City Engineer	Ongoing
T-5	Railroad Greenway	2009	\$500,000 Capital Budget; various grants	City Engineer; DDA; HPC	Ongoing

T-6	Town Center Circulator Road (industrial connector/bypass) (right-of-way acquisition)	2008	\$850,000  Capital Budget; state and federal	City Engineer	New STWP
T-6	Industrial Bypass Connector Road (Town Center Circulator) (Preliminary engineering/construction)	2008-2011	\$2,000,000  Capital Budget; state and federal	City Engineer	Plan to contract PE
T-7	Downtown Parking (Implement Parking Study)	2009	\$750,000  Tax Allocation District	City Engineer	New STWP Ongoing
T-8	Traffic Calming Program	2008-2012 (ongoing)	\$200,000 annually Capital Budget	City Engineer	Ongoing
T-9	Evaluate Consistency Between City and County Road Standards.	2008	--	City Engineer	Ongoing
T-10	Public Transportation (Promoting multi-modal transportation options)	2008-2012 (ongoing)	Discussion; coordination	City Planner	Ongoing
T-1	Plan & Install Pinecrest Road Railroad Crossing Warning Equipment	2009-2010	Grants; Capital Budget	City Engineer	Delete
T-1	Plan & Install Additional Street Lighting on Pinecrest Road	2009-2010	\$150,000 Grants; Capital Budget	City Engineer	Delete
T-1	Institute plan to evaluate all existing corrugated metal pipe infrastructure that passes under city roadways.	2008-2010  (ongoing)	--	City Engineer	Ongoing
T-1	Resurfacing of existing roadways in our older developments that are twenty plus years old.	2008-2010  (ongoing)	--	City Engineer; Consultants	Ongoing
T-1	Seek TE Funding to finance various transportation projects	2010; 2012	--	City Planner; City Engineer	Ongoing
T-1	Conduct yearly traffic studies (counts and speeds) of all arterial and collector streets	2008-2012	\$2,000 annually	City Engineer; staff	Ongoing

A number of items in this section were affected by the economy.

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status
<b>PLANNING &amp; DEVELOPMENT (P)</b>					
P-1	Hire additional development inspector	2009	\$65,000 General Fund	City Engineer	Dependent on Economy
P-1	Hire additional planner	2011	\$50,000 General Fund	City Planner	Dependent on Economy
P-1	Hire additional building/code inspector	2010	\$65,000 General Fund	Chief Building Inspector	Dependent on Economy
P-1	Hire additional building/code inspector	2012	\$65,000 General Fund	Chief Building Inspector	Dependent on Economy
P-2	Purchase three new trucks	2009-2012	\$20,000 yearly General Fund	City Planner	Delete
P-2	Replace two trucks	2012	\$40,000 General Fund	City Planner	New STWP
P-3	Propose amendments to the zoning ordinance to coincide with future trends and community needs	2008-2012 (Ongoing)	--	City Planner; staff	Ongoing
P-3	Propose amendments to the development regulations to coincide with future trends and community needs	2008-2012 (Ongoing)	--	City Engineer; staff	Ongoing

P-4	Conduct and implement strategy to service newly annexed areas.	2008-2012  (Ongoing)	--	City Manager; Department Heads	Ongoing
P-4	Update Census information, data, & TIGER Maps, as requested	2008-2012	--	City Planner; staff	Ongoing
P-4	Participate in the 2010 Census with the LUCA Project and other similar programs	2008-2010	--	City Planner; staff	Completed

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status
<b>PUBLIC SAFETY (PS)</b>					
PS-1	Add 5-6+ police officers and equip, based on growth	2008-2012 (Ongoing)	\$500,000 General Fund	Police Chief	Ongoing
PS-2	Add police cars with additional officers	2008-2012 (Ongoing)	\$180,000 General Fund	Police Chief	Ongoing
PS-2	Add 2 bikes for patrol of subdivisions	2008-2009	\$1,000 General Fund	Police Chief	Completed
PS-1, 2	Add Community Outreach Unit and Equipment for the TRACE Program	2008-2011	Unknown General Fund	Police Chief	Completed
PS-2	Equip all police cars with wireless laptop computers for reporting	2008-2012	Unknown General Fund	Police Chief	
PS-2	Add Software to the City Website for Citizens to complete reports	2009	Unknown General Fund	Police Chief	New STWP
PS-2	Update all radio equipment in all police cars (mandated by 2010 by the State)	2008-2010	Unknown General Fund	Police Chief	New STWP
PS-1	Add 1 Civilian Staff as an Evidence/ Supply/Certification position	2009	\$40,000 General Fund	Police Chief	Completed
PS-1	Add 1 Civilian Staff as a Secretary/ Clerk	2010	\$40,000 General Fund	Police Chief	New STWP
PS-3	Maintain pay levels on a competitive basis with surrounding agencies to secure current staffing levels and recruit qualified candidates	2008-2012  (Ongoing)	--	Police Chief	Ongoing
PS-3	Create pay incentives for advanced/formal education, shift differential, advanced management certifications, lateral entry, and specialized positions.	2008-2012  (Ongoing)	--	Police Chief	Ongoing

PS-3	Create a Career Advancement Program with incentives	2008-2012 (Ongoing)	--	Police Chief	Ongoing
PS-2, 3	Foundation Partnership program to enhance equipment and training opportunities.	2008-2012 (Ongoing)	--	Police Chief	Ongoing
PS-1, 2, 3	Renew Fire Services Contract with the Cherokee County Government; or create and implement new Fire Services Department**	2008	Unknown	City Manager	Renewed
PS-2	Acquire building and equipment from Cherokee County (Fire Services)	2008-2012	Unknown	City Manager	N/A
PS-2	Purchase Fire Service Vehicles & Equipment	2008-2009	Unknown	City Manager	N/A
PS-1	Hire Fire Service Officials	2008-2012	Unknown	City Manager	N/A
PS-2	House Fire Services Department	2008	Unknown	City Manager	N/A
PS-2	Preliminary design and site preparation (for Fire Services facilities)	2008-2009	\$150,000 Capital Budget; GO Bond Issue	City Manager	N/A
PS-2	Construction of Station; Purchase fire truck	2010	\$1,000,000 Capital Budget; GO Bond Issue	City Manager	N/A
** Should the contract be renewed, the following fire service objectives are null.					

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status
<b>TECHNOLOGY (TN)</b>					
TN-1	Create and maintain a digital archive of City records (plats, construction plans, building plans, tax bills, bonds, etc.)	2008	\$25,000	City Engineer; City Planner; GIS Tech	Scanning of plats and construction plans --ongoing
TN-2	Expand GIS program from two (2) single computers to a citywide GIS serving all departments AND the public.	2009-2010	\$20,000 General Fund	City Engineer; GIS Tech	Exploring other options
TN-2	Add GIS coordinator position; this person will maintain City databases and handle data/project requests from City Departments and the public.	2008-2009	\$45,000 General Fund	City Manager	Delete
TN-2	Have GIS viewing, querying, and analysis capabilities in each department.	2010	\$50,000 General Fund	City Engineer; GIS Tech	Coordinating with County
TN-2	Have a GIS leader in each department to serve as the "go to" person for minor GIS needs; these people need to be trained in GIS, but could have this as a secondary job responsibility; these people can also work with the City GIS Coordinator to build GIS applications that will better serve the departments.	2011-2012	Unknown	City Engineer; GIS Tech	Delete
TN-2	Establish a computer server to store GIS data only	2009	\$20,000 General Fund	City Engineer; GIS Tech	Completed
TN-2	Setup shared GIS database with Cherokee County and the Cities of Woodstock and Canton	2009-2010	Unknown	City Engineer; GIS Tech	Data is shared
TN-2, 3	Provide access to City GIS data to the public on the web using a "GIS Portal" type program	2008-2009	\$5,000 General Fund	City Engineer; GIS Tech	Coordinating with County
TN-3	Enhance City Website, adding more information, making more user friendly	2008-2009	--	City Manager; staff	Completed/ Ongoing
TN-3	Develop City Website into an E-Government full service interactive site	2009	\$10,000 General Fund	City Manager; staff	New STWP



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EDD-2, 3	Construct +/-1-2 acre "centerpiece" park	2013-2017	\$100,000 Public/Private Partnership	DDA
EDD-3	Urban Redevelopment Plan Implementation – Phase 1 Holly Springs Town Center Development	2014-2017	\$7,100,000 Tax Allocation District	DDA
EDD-3	Implement elements of Rich & Associates Parking Study with Town Center Development	2014-2017	--	DDA
EDD-3	Phase 2 TAD District Infrastructure – Streetscapes, Sewers, Roads and Drainage Improvements	2015	\$3,450,000 SPLOST/LCI/CMAQ	DDA
EDD-3	Phase 3 TAD District Infrastructure – Signage/wayfinding system, multi-use trail system, parking study	2014-2017	\$847,000 Tax Allocation District	DDA
EDD-2	Continue to Implement Livable Centers Initiative Project-Downtown	2013-2017 (Ongoing)	General Fund; Capital Budget; TAD; Grants	DDA; City Manager; Comm. Development Director
EDD-4	Actively recruit new businesses-retail, office, and light industrial- to locate in the City of Holly Springs. Strive to achieve a sensible balance between commercial and residential uses.	2013-2017 (Ongoing)	--	Community/Economic Development; DDA

EDD-4	Encourage office uses and actively recruit employers to re-locate to the City of Holly Springs, working toward a jobs-housing balance of at least 1.5:1 or greater.	2013-2017 (Ongoing)	--	Community/Economic Development; DDA
EDD-4	In concert with promoting a jobs-housing balance of at least 1.5:1 or greater, coordinate and partner with local and regional technical colleges and institutions of higher learning to ensure the employment base is highly skilled (skills matching jobs).	2013-2017 (Ongoing)	--	Community/Economic Development; DDA
EDD-4	When feasible, partner and coordinate with the Development and Redevelopment Authorities of Cherokee County and nearby jurisdictions to bring industry and positive development opportunities to the City and Cherokee County.	2013-2017 (Ongoing)	--	Community/Economic Development; DDA
EDD-4	Continue to promote village-type commercial centers for appropriate sites (parcel interconnectivity, ped oriented, open space, etc.)	2013-2017 (Ongoing)	--	Community Development; DDA

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<b>HISTORIC PRESERVATION (HP)</b>				
HP-1	Intensive Historic and Architectural Resource Survey	2015	\$30,000 General Fund; Possible State grant	HPC
HP-2	Historic District Boundary Confirmation or Refinement	2015	--	HPC
HP-3	Seek Certified Local Government (CLG) Status	2015	--	HPC
HP-4	National Register Nominations	2013-2017	\$5,000 or more per nomination General Fund	HPC; consultant
HP-5	Develop Demolition Policies for the Certificate of Appropriateness Program	2014	--	HPC
HP-6	Initiate Citywide Local Landmark Program	2015	\$20,000 General Fund	HPC; consultant
HP-7	Fund Historic Preservation Commission Training	2013-2017 (Ongoing)	\$2,000 annually General Fund	
HP-8	Conduct/Attend Workshops and Initiate Recognition Program	2013-2017 (Ongoing)	--	HPC
HP-1, 2, 5	Continue to Engage Architectural/ Historical Consultant to Advise the HPC and City Staff	2013-2017 (Ongoing)	\$5,000-\$10,000 annually General Fund	HPC; Community Development Director

HP-2, UD[1]-1	Gateways Identification and Improvement (various locations)	2013-2015  (Ongoing)	\$150,000 annually  General Fund	DDA; Community Development Director
HP-2, UD-3	Reconcile Design Guidance Documents and Regulations	2013-2015	\$15,000  General Fund	Community Development Director; Consultant
HP-6	Explore renovation/restoration original gas station (Sid's) into a City Welcome Center and/or Museum	2015-2017	\$250,000  Various Grants; Capital Budget	HPC; Community Development Director; Consultant

[1] UD = "Urban Design" See p. 81

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
<b>COMMUNITY FACILITIES (CF)</b>				
CF-1	Capital Programming and Improvement	2013-2017 (ongoing)	See Specifics Capital Budget; GO Bond Issue; SPLOST	City Manager
CF-1, UD-2	Directional Signage Study and Way Finding Initiative/Town Center District	2013-2015	\$100,000	DDA/City Manager
CF-1	Coordinate with Cherokee County School District to find and plan suitable school sites	2013-2017 (Ongoing)	--	City Manager; Community Development Dir.; City Engineer
CF-1	Continue allowing developers/builders to coordinate with the Cherokee County School District, to mitigate the impact of additional students added, per new housing unit constructed	2013-2017 (Ongoing)	--	Community Development Director
CF-1	Acquire approximate 30 acre site outside city limits, for city park (to be annexed) (active & passive recreation)	2015-2016	\$2,000,000	City Manager
CF-1	Master Plan for future 30 acre park	2016-2017	\$100,000	City Manager
CF-1	Site development of Hickory Road Park.	2013-2014	\$1,500,000	City Manager
CF-2	Stormwater Program; NPDES; Continue compliance activities, coordinating with EPD and the Metro North GA Water Planning Dist.	2013-2017 (Ongoing)	\$250,000-\$300,000 Annually Stormwater Utility Fund	Community Development Director; City Engineer
CF-1	Continue to put forth projects for future SPLOST initiatives (facilities and transportation projects)	2013-2017	--	City Manager

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
<b>TRANSPORTATION (T)</b>				
T-1	Local Road Improvement Program	2013-2017 (ongoing)	\$250,000 to \$750,000 annually (Capital Budget/SPLOST)	City Manager/City Engineer
T-2	Local Road Resurfacing Program	2013-2017 (ongoing)	\$85,000 LMIG	City Manager/City Engineer
T-3	Pedestrian Network Phase I: Holly Springs Parkway, from PD to Ace Academy; North side of Hickory Road from Palm to Hickory Springs Ind.;	2013-2016	\$2,890,000  LCI Transportation Funding; SPLOST; TE grant	Community Development Director; City Engineer
T-3	Pedestrian Network Phase II: Ace Academy to I-575	2013-2016	\$852,700  SPLOST; CMAQ Funding	Community Development Director; City Engineer
T-3	Pedestrian Network Phase III: Holly Street to Marble Quarry; Palm to Old Magnolia	2015-2016	Unknown  Capital Budget; various grants	Community Development Director; City Engineer
T-3	Pedestrian Network Phase IV: Palm Street from Old Magnolia to Jetta; Walnut St. (one side); Poplar St. (one side, sidewalk only); Barret Dr. (one side, sidewalk only); Old Magnolia Way	2017	Unknown  Capital Budget; various grants	Community Development Director; City Engineer
T-3	Additional Sidewalk Improvements (Table 25)	2013-2017 (ongoing)	\$350,000 -- \$500,000 Capital Budget; various grants	Community Development Director; City Engineer
T-4	Bikeways and Multi-use Trails, Engineering, Implementation, Construction	2013-2017 (ongoing)	\$150,000 -- \$800,000 Capital Budget; various grants	Community Development Director; City Engineer



T-5	Railroad Greenway	2015	\$500,000 Capital Budget; various grants	City Engineer; DDA; HPC
T-6	Industrial Bypass Connector Road (Town Center Circulator) (Preliminary Engineering)	2013-2015	\$450,000  Capital Budget; state and federal	City Engineer
T-6	Town Center Circulator Road (industrial connector/bypass) (right- of-way acquisition)	2013-2016	\$900,000  Capital Budget; state and federal	City Engineer
T-6	Industrial Bypass Connector Road-- Bridge (PE/Construction)	2017	Capital Budget; state and federal	City Engineer
T-7	Downtown Parking (Implement Parking Study)	2014-2017	\$750,000	City Engineer
T-8	Traffic Calming Program	2013-2017 (ongoing)	\$200,000 annually Capital Budget	City Engineer
T-9	Evaluate Consistency Between City and County Road Standards.	2013-2017 (ongoing)	--	City Engineer
T-10	Public Transportation (Promoting multi-modal transportation options-GRTA)	2013-2017 (ongoing)	Discussion; coordination	Community Development Director
T-10	Explore Park-n-Ride options	2013-2015	Discussion; coordination	Community Development Director
T-1	Institute plan to evaluate all existing corrugated metal pipe infrastructure that passes under city roadways.	2013-2017  (ongoing)	--	City Engineer
T-1	Resurfacing of existing roadways in older developments that are twenty plus years old.	2013-2017 (ongoing)	--	City Engineer; Consultants
T-1	Seek TE Funding to finance various transportation projects	2013-2017	--	City Planner; City Engineer
T-1	Conduct yearly traffic studies (counts and speeds) of all arterial and collector streets	2013-2017	\$2,000 annually	City Engineer; staff

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
<b>PLANNING &amp; DEVELOPMENT (P)</b>				
P-1	Hire additional building/development inspector	As economy dictates	\$65,000  General Fund	Community Development Director
P-1	Hire additional planner	As economy dictates	\$50,000  General Fund	Community Development Director
P-2	Replace two trucks	2014-2017	\$40,000  General Fund	Community Development Director
P-3	Propose amendments to the zoning ordinance to coincide with future trends and community needs	2013-2017  (Ongoing)	--	Community Development Director
P-3	Propose amendments to the development regulations to coincide with future trends and community needs	2013-2017  (Ongoing)	--	Community Development Director; City Engineer; staff
P-4	Conduct and implement strategy to service newly annexed areas.	2013-2017  (Ongoing)	--	City Manager; Department Heads
P-4	Update Census information, data, & TIGER Maps, as requested	2013-2017  (Ongoing)	--	City Planner; staff

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
<b>PUBLIC SAFETY (PS)</b>				
PS-1	Add 5-6+ police officers and equip, based on growth	2013-2017 (Ongoing)	\$500,000 General Fund	Police Chief
PS-2	Add police cars with additional officers	2013-2017 (Ongoing)	\$180,000 General Fund	Police Chief
PS-2	Add Software to the City Website for Citizens to complete reports	2014-2015	Unknown General Fund	Police Chief
PS-2	Update all radio equipment in all police cars	2013-2017	Unknown General Fund	Police Chief
PS-2	Add Off-Road vehicle for patrol of parks and trails	2013-2015	\$20,000 General Fund	Police Chief
PS-2	Add 1 Motorcycle for Patrol-Traffic enforcement	2014-2015	\$25,000 General Fund	Police Chief
PS-1	Add 1 Civilian Staff as a Secretary/ Clerk	2015-2017	\$40,000 General Fund	Police Chief
PS-3	Maintain pay levels on a competitive basis with surrounding agencies to secure current staffing levels and recruit qualified candidates	2013-2017  (Ongoing)	--	Police Chief
PS-3	Create pay incentives for advanced/formal education, shift differential, advanced management certifications, lateral entry, and specialized positions.	2013-2017  (Ongoing)	--	Police Chief
PS-3	Create a Career Advancement Program with incentives	2013-2017 (Ongoing)	--	Police Chief
PS-2, 3	Police Foundation Partnership program to enhance equipment and training opportunities.	2013-2017 (Ongoing)	--	Police Chief

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
<b>TECHNOLOGY (TN)</b>				
TN-1	Create and maintain a digital archive of City records (plats, construction plans, building plans, tax bills, bonds, etc.)	2013-2017 (Ongoing)	\$25,000	Community Development Dir.
TN-1, 2, 3	Purchase/Implement government management software package for all departments	2013-2015	Unknown	City Manager; staff
TN-2, 3	Coordinate with Cherokee County to provide access to City GIS data to the public on the web using a "GIS Portal" type program	2013-2015	Unknown	Community Development Dir.
TN-2	Have GIS viewing, querying, and analysis capabilities in each department-to be coordinated with above item.	2013-2015	Unknown	Community Development Dir.
TN-2	Continue to share GIS database with Cherokee County and the Cities of Woodstock and Canton	2013-2015	Unknown	Community Development Dir.
TN-3	Continue to enhance City Website, adding more information, making more user friendly	2013-2017	--	City Manager; staff
TN-3	Develop City Website into an E-Government full service interactive site	2015-2017	Unknown	City Manager; staff