

**CITY OF POWDER SPRINGS
2017-2018 ANNUAL UPDATE OF THE
CAPITAL IMPROVEMENTS ELEMENT (CIE)
FOR PARKS AND RECREATION AND PUBLIC SAFETY**

BACKGROUND

To support a development impact fee program, the city's comprehensive plan must meet state administrative rules for Capital Improvements Elements (CIEs).¹ The City of Powder Springs first adopted a CIE for development impact fees in 2006 as an amendment to its comprehensive plan of 1995. The City Council adopted development impact fee ordinances for parks and recreation and public safety as an amendment to its Unified Development Code in 2006, thus implementing the impact fee program. The CIE has been amended annually as required by state administrative rules, with periodic updates over the years.

REQUIREMENTS FOR CIE ANNUAL UPDATES

State administrative rules (110-12-2-.03) specify that an annual update of a CIE 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.

There is no change needed to service area boundaries, nor is there a need to change the adopted level of service standards for parks and recreation or public safety.

SERVICE AREAS

The service areas for parks and recreation and public safety are the Powder Springs city limits.

LEVEL OF SERVICE (LOS) MEASURES AND STANDARDS

Parks and Recreation

Since people are the consumer of parks and recreation facilities, the level of service standard for parks and recreation facilities adopted by the city is based on the residential population.

¹ Rules of Georgia Department of Community Affairs, Chapter 110-12-2, Development Impact Fee Compliance Requirements

Projections of future population are therefore needed to assess future needs for developed park acreage.

The amount of developed park acres per 1,000 residents is the level of service (LOS) measure for the parks and recreation impact fee program. That is the same level of service measure as the one used in the development impact fee program adopted in 2006, and as annually amended since then. The adopted level of service LOS standard, parks and recreation is 1.61 developed acres per 1,000 population (Table 1), the same as adopted in 2006 and as annually amended since then.

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 therefore may be included in the public safety impact fee program.

The functional population of the city is defined as the sum of population and employment in the city. The functional population creates demand for public safety services, whereas only the residential population creates demand for park and recreation facilities. Even though much of the city’s resident labor force leaves their residences in the city during the day for work, there is still the need to provide public safety services in their absence (i.e., protect 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 city’s police will respond to public safety calls whether or not residents are home.

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. That is the same level of service measure as the one adopted in 2006, and as annually amended since then.

The City of Powder Springs’ public safety development impact fee program adopted in 2006 included an adopted level of service standard of 0.5495 square feet per functional population (Table 1). That level of service standard has remained the same in all subsequent annual updates of the CIE since 2006 and remains unchanged in this annual update.

Table 1
Adopted Level of Service (LOS) Standards
City of Powder Springs

Facility	Level of Service Standard
Parks and Recreation	1.61 developed acres per 1,000 population
Public Safety	0.5495 square feet per functional population

LAND USE ASSUMPTIONS

This annual update incorporates new growth projections and land use assumptions (Table 2) based on the city's new (8/31/17 draft) comprehensive plan titled "Springs in Motion: Powder Springs Comprehensive Plan." These projections, which were informed by some market analysis conducted during the comprehensive planning process (2017), are more modest than prior CIEs. A more modest projection of population and employment means that fewer quantities of facilities will be needed than planned for in prior CIEs.

Table 2
Projections of Population, Employment
and Functional Population, 2017 to 2038
City of Powder Springs

Projection	2017	2018	2023	2028	2033	2038
Population	15,554	15,720	16,539	17,348	18,271	19,269
Employment	3,622	3,655	3,808	3,951	4,066	4,163
Functional Population	19,176	19,375	20,347	21,299	22,337	23,432

Source: City of Powder Springs Comprehensive Plan (8/31/17 draft)

FACILITIES INVENTORIES

Parks and Recreation

Table 3 provides an inventory of Powder Springs' city developed parks.

Table 3
Inventory of Developed Park Acreage, 2017
City of Powder Springs

Name of Park	Total Acres 2017	Total Developed Acres 2017
Powder Springs Park ²	30.5	11.65
Powder Springs Park Trail	0.4	0.4
Hopkins Road Park	16.5	1.0
Silver Comet Linear Park	35.0	5.6
Pedestrian Bridge – Silver Comet Trail	0.29	0.29
Ron Anderson Rec. Facility	0.61	0.61
Butner Street Neighborhood Park	0.34	0.34
Lucille Trail	1.5	1.5
Wildhorse Trail	1.9	1.9
Total	87.04	23.29

Source: Powder Springs Department of Community Development, November 2017.

² This park is jointly owned and operated by the city with Cobb County. Therefore, only one-half of the developed acreage is counted in the inventory of developed park land.

Public Safety

Between June and August 2009, the city considered several potential options for expansion of the city's public safety facilities. As reflected in the 2009 CIE update, the city after 2009 chose to demolish approximately 6,500 square feet of the existing 8,790 square foot original police facility building and renovate the remaining 2,400 square feet for a municipal court facility. Also included in the public safety facility inventory is 2,062 square feet of space leased for the court system office (added after 2006). After 2009, the city chose to purchase an existing commercial building and renovate a majority of it for a new police headquarters building. As called for in the 2009 public safety CIE schedule of improvements, the city purchased a 2.337-acre lot which included a vacant commercial building containing 17,098 square feet and a 3,000-square foot greenhouse structure. The city then renovated 13,665 square feet of that building and converted the greenhouse structure into 1,966 square feet of maintenance facilities for public safety. The existing inventory of public safety facilities operated by Powder Springs is shown in Table 4.

Table 4
Inventory of Public Safety Facilities, 2017
City of Powder Springs

Public Safety Facility	Building Space Square Feet
City Court Facility (renovation of original 8,790 square foot police building)	2,400
Court System Office (leased)	2,062
Police Headquarters Building (renovated commercial space)	13,665
Maintenance facility (at Police Headquarters)	1,966
Total, All Facilities	20,093

Source: City of Powder Springs, 2009 CIE Update. Confirmed by Department of Community Development in 2013.

EXISTING LEVELS OF SERVICE

Table 5 shows existing levels of service for parks and recreation and public safety, based on the adopted level of service standards.

Table 5
Existing Levels of Service
City of Powder Springs Impact Fee Program

Facility	Inventory	Population (2017)	Existing Level of Service
Parks and Recreation	23.29 developed park acres	15,554	1.50 developed park acres per 1,000 population
Public Safety	20,093 square feet of building	19,176	1.04 square feet of public safety building space per functional population

Parks and Recreation

The existing level of service for parks and recreation facilities is 1.50 developed park acres per 1,000 population. This is slightly below the adopted level of service standard of 1.61 developed acres per 1,000 population.

Public Safety

At 1.04 square feet of public safety building space per functional population (see Table 4), the currently exceeds by a large margin the adopted level of service standard of 0.5495 square feet per functional population.

ASSESSMENT OF NEEDS

Parks and Recreation

As of 2018, the city has a slight deficiency in parks and recreation facilities (2 acres). This facility need must be provided within a reasonable period of time (5 years suggested) and cannot be funded with parks and recreation impact fees. Table 6 shows the parks and recreation facility needs for the 20-year planning horizon based on the adopted level of service standard (Table 1) and the revised land use assumptions (Table 2).

Table 6
Parks Needs Based on LOS Standard and Land Use Assumptions, 2017-2038
City of Powder Springs

Projection	2017	2018	2023	2028	2033	2038
Residential Population	15,554	15,720	16,539	17,348	18,271	19,269
Developed Park Acres Needed	25.0	25.3	26.6	27.9	29.4	31.0

Based on the revised population projections (Tables 2 and 6), there will be a projected 20-year demand of 6.0 acres that is attributed to new residential population growth and can therefore be funded with impact fees collected during the 20-year planning horizon.

Public Safety

Table 7 provides a projection of public safety facility needs for the 20-year planning horizon. Based on the functional population projections and existing public safety building inventory of 20,093 square feet, the city will not need to add any new public safety facilities during the planning horizon.

Table 7
Public Safety Needs Based on LOS Standard and Land Use Assumptions, 2017-2038
City of Powder Springs

Projection	2017	2018	2023	2028	2033	2038
Functional Population	19,176	19,375	20,347	21,299	22,337	23,432
Public Safety Building Square Footage	10,537	10,647	11,180	11,704	12,274	12,876

SCHEDULE OF IMPROVEMENTS

Parks and Recreation

Table 8 provides the schedule of improvements for parks and recreation facilities (developed park acres) for the next five years. As noted above, the projected need based on new population growth during the 20-year planning horizon is 6.0 acres of developed park land. If that population growth is evenly distributed during the planning horizon, the city will need to add 1.5 acres of developed park land during the next five years. Therefore, a 1.5-acre improvement is included in the schedule of improvements and can be funded 100% with development impact fees. The schedule of improvement (Table 8) also accounts for the city's need to add 2.0 acres of developed park land to address the existing (2017) deficiency in the parks and recreation level of service; this is shown in the schedule of improvements with two separate 1.0-acre additions, and those projects are not eligible for funding with impact fees.

Table 8
Schedule of Improvements, 2018-2022
Parks and Recreation Impact Fee Program
City of Powder Springs

Capital Improvement	2018	2019	2020	2021	2022	Total 2018-2022	% Eligible for Funding with Impact Fees
Add 1.0 developed acre (TBD)			\$305,000			\$305,000	0%
Add 1.0 developed acre (TBD)				\$305,000		\$305,000	0%
Add 1.5 developed acre (TBD)		\$228,750	\$228,750			\$457,500	100%
Total		\$228,750	\$533,750	\$305,000		\$1,067,500	42.86% impact fees; 57.14% other sources

TBD = to be determined.

Note: Other funding sources include capital improvement budget and/or SPLOST funds.

Per O.C.G.A. 36-71-4(q), development impact fees must be based on actual system improvement costs or reasonable estimates of such costs. The cost to develop park land in Powder Springs was most recently \$305,000 per acre. In addition to park development, planning and engineering costs for the 1.5-acre developed park addition can be funded with park and recreation impact fees.

Public Safety

Per the Georgia Development Impact Fee Act of 1990, O.C.G.A. Section 36-71-4 (k), local governments may provide for the imposition of a development impact fee for system improvement costs previously incurred by the local government to the extent that new growth and development will be served by the previously constructed system improvements. New growth and development will be served by the public safety facilities already provided by the City of Powder Springs, the costs of which were previously incurred and for which debt service is required.

Because the city borrowed funds and has already executed the public safety capital improvements that meet the long-term needs for facilities as projected in this CIE, there are no projects listed in the schedule of improvements. Instead, public safety impact fees collected by the city from this point forward will be used to pay the bonds according to schedules called for in the bond document, and as summarized in Table 9.

Table 9
Schedule of Improvements, 2018-2022
Public Safety Impact Fee Program
City of Powder Springs

Capital Project Improvement	2018	2019	2020	2021	2022
Repay principal and interest on Bonds Series 2014/2015 for police facility improvements already constructed	\$278,550	\$276,900	\$278,910	\$276,990	\$278,730

POLICY STATEMENT FOR EXEMPTIONS

The City of Powder Springs does not desire to exempt all or a portion of development impact fees for the purposes of encouraging economic development and employment growth or affordable housing. Therefore, no policy statement supporting such exemptions is provided.

ANNUAL FINANCIAL REPORT FOR FY 2017

(1) Public Facility Type	Parks & Recreation	Public Safety	Administration	Accrued Interest	Administrative Costs	Total
(2) Service Area	City-Wide	City-Wide	City-Wide			
(3) Beginning Impact Fee Fund Balace	\$50,172.62	\$24,520.63	\$10,793.38	\$3,220.56	\$0.00	\$88,707.19
(4) Impact Fees Collected FY17	168,096.76	82,125.05	7,506.18			
(5) Accrued Interest						
(6) Project Expenditures FY17	120.00	58,580.19				
(7) Administrative Costs						
(8) Impact Fee Refunds						
(9) Ending Impact Fee Fund Balance 063017	\$218,149.38	\$48,065.49	\$18,299.56	\$3,220.56	\$0.00	\$287,734.99
(10) Impact Fees Encumbered						
(11) Ending Impact Fee Fund Balance (unrestricted) 063017	\$218,149.38	\$48,065.49	\$18,299.56	\$3,220.56	\$0.00	\$287,734.99

A.2 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2012-2016)

ECONOMIC DEVELOPMENT

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
ED1	Recruit development of office park development on Lewis Road				x	Changed to include sustainable development, rather than office park development
ED2	Recruit sustainable development on Lewis Road		x			Working with property owners to market
ED3	Market redevelopment area		x			Plan to be revised
ED4	Market development of south square		x			Plan to be revised
ED5	Update LCI plan for redevelopment area	x				
ED6	Feasible development plan for parcels originally composing south square.			x		Pending LCI Update
ED7	Utilize the updated LCI for planning ideas in the redevelopment area			x		Pending LCI Update
ED8	Public outreach- messenger; signage; brochures and cards include biennial newsletter	x				Ongoing
ED9	Master plan to define south square (such as boutique hotel, walkable plaza)			x		Pending LCI Update
ED10	Issue RFP for Design/Engineering South Square			x		Pending LCI Update
ED11	Recruit developer for mixed use remodel of existing town square.		x			
ED12	Develop economic development strategy – update annually	x				

ECONOMIC DEVELOPMENT (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
ED13	Identify and begin attending industry events occurring within the region	x				
ED14	Identify one national target industry event per year for attendance by community leaders			x		Cobb Edge; Annual trip
ED15	Host business reception for new businesses and conduct lunch meetings with local businesses.				x	Conducted quarterly business training and lunches for local businesses
ED16	Host annual meetings with local businesses, including those within industries recommended for recruitment in Fanning Report .		x			
ED17	Host annual downtown business open house; annual reception for downtown property owners	x				
ED18	Create a single marketing website for Powder Springs Economic Development	x				
ED19	Conduct a Target Cluster Analysis and Identify all Local Companies within Target Industries.		x			
ED20	Engage a public relations firm to generate positive publicity about Powder Springs				x	Deleted; hired an Economic Development Director

City of Powder Springs Short Term Work Plan (2018-2022)

#	Project	2018	2019	2020	2021	2022	Responsible Party	Estimated Cost	Funding Source	Notes
ECONOMIC DEVELOPMENT										
ED1	Host annual downtown business open house; Host annual reception for downtown property owners.	x	x	x	x	x	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED2	Recruit sustainable development on Lewis Road and near U.S. 278	x	x	x	x	x	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED3	Market development of South Square	x	x	x	x	x	City Manager; Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
ED4	Market redevelopment areas	x	x	x	x	x	City Manager; Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
ED5	Public outreach: messenger; signage; brochures and cards, and website review to be conducted bi-monthly	x	x	x	x	x	City Manager; Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
ED6	Issue RFP for design/engineering of the Powder Springs town center and redevelopment area	x					City Manager; Economic Development; City Clerk	\$25,000	General fund	Part of the City's 2016-2020 STWP
ED7	Develop and continue to refine South Square redevelopment area	x					Community Development; SPLOST Program Manager; Economic Development	\$26,500	General fund	Part of the City's 2016-2020 STWP
ED8	Develop Economic Development Strategy – update annually, including evaluation of marketing to hits on city and economic development websites	x	x	x	x	x	Community Development; Economic Development	\$30,000	General fund	Part of the City's 2016-2020 STWP
ED9	Host annual meetings with local businesses, including those within industries recommended for recruitment in Fanning Report	x	x	x	x	x	City Manager; Economic Development; DAPS; DDA	TBD	General fund	Part of the City's 2016-2020 STWP
ED10	Identify and attend industry events occurring within the region	x	x	x	x	x	City Manager; Economic Development; DAPS	Staff	-	Part of the City's 2016-2020 STWP
ED11	Inventory and assess all potential and existing industrial and commercial properties	x	x	x	x	x	City Manager; Economic Development; DAPS	Staff	-	Part of the City's 2016-2020 STWP
ED12	Create printed and electronic site information packets on potential development areas, vacant sites, and downtown properties. Create brochures for targeted industries.	x	x	x	x	x	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED13	Recruit developer for mixed use remodel of existing town square	x					Economic Development; DDA	TBD	TBD	Part of the City's 2016-2020 STWP
ED14	Examine areas for potential industrial use	x	x				Economic Development; DAPS; Consultant	TBD	TBD	Part of the City's 2016-2020 STWP
ED15	Continue training and strengthening capacity of DAPS and DDA	x	x	x	x	x	Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
ED16	Continue expanding relationships with Cobb County and external partners	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED17	Continue to refine and update incentives policy program	x	x				Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED18	Market the economic development office as the “go-to” for local business owners in solving problems	x	x	x	x		Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED19	Continue to widely publicize the programs and services available through the Powder Springs Economic Development Department	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED20	Further develop the local business ambassador program	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED21	Continue intentional, one-on-one outreach to local businesses	x	x	x	x	x	Economic Development; Community Development	Staff	-	Part of the City's 2016-2020 STWP
ED22	Develop and update an online business directory in partnership with the Powder Springs Business Group.	x	x	x	x	x	Economic Development	TBD	General fund	Part of the City's 2016-2020 STWP
ED23	Host business tours for community leaders	x	x	x	x	x	Economic Development; Consultants	TBD	TBD	Part of the City's 2016-2020 STWP
ED25	Explore the potential to develop a mobile application to feature local businesses	x					Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED26	Continue helping local businesses engage with local schools	x	x	x	x	x	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP

#	Project	2018	2019	2020	2021	2022	Responsible Party	Estimated Cost	Funding Source	Notes
ED27	Continue to convene downtown business and property owners together on a regular basis	x	x	x	x	x	Economic Development	TBD	TBD	Carried over from current STWP
ED28	Host a tour of available properties with regional developers	x	x	x			Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED29	Host a Developers Day	x	x	x	x	x	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED30	Create an internship program	x	x				Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED31	Create a video on "Why Powder Springs?"	x	x				Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED32	Explore resources available through Kennesaw State University	x	x				Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED33	Convene real estate brokers and property owners for commercial and industrial properties	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED34	Support efforts/activities of the Powder Springs Business Group	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED35	Gather intelligence on "market holes" in Powder Springs	x					Economic Development; Consultants	TBD	TBD	Part of the City's 2016-2020 STWP
ED36	Explore the feasibility of developing a co-working space	x	x	x			Economic Development; Consultants	TBD	TBD	Part of the City's 2016-2020 STWP
ED37	Develop a tutorial on how to do business in Powder Springs	x	x				Economic Development; Community Development	Staff	-	Part of the City's 2016-2020 STWP
ED38	Develop a small business resource guide	x	x				Economic Development; Community Development	Staff	-	Part of the City's 2016-2020 STWP
ED39	Investigate potential for development of a TAD with county and school support	x	x				Economic Development; Community Development	Staff	-	Carried over from 2016 LCI Study
ED40	Investigate the potential for a National Main Street and Georgia Main Street Designation	x	x				Economic Development; Community Development	Staff	-	Carried over from 2016 LCI Study
ED41	Conduct a marketing and branding study that will research Powder Springs' target demographic(s), and create strategies for attracting new residents, business owners, tourists, and development.	x	x				Economic Development; Community Development	\$40,000	General fund	
ED42	Recruit a catalytic business for the downtown	x	x				Economic Development; Community Development	Staff	-	
LAND USE										
LU1	Annex parcels identified in the comprehensive plan	x	x	x	x	x	All Departments	Staff	-	
LU2	Update City boundary map with actions through the General Assembly--annual submittals as appropriates	x	x	x	x	x	Community Development	Staff	-	Part of the City's 2016-2020 STWP
LU3	Town Square Development: trail head, land acquisition and development of multi-use trail, amphitheater lawn, stage, play art, fountain, shared space with pavers, bocce	x	x	x			Community Development; DAPS; DDA	\$5,310,000	SPLOST; reserve fund; bonds	Carried over from 2016 LCI Study
LU4	Continuously review the Unified Development Code and prepare additional updates as needed to eliminate discrepancies, make it more user friendly, and review and revise regulations	x	x	x	x	x	Community Development	Staff	General fund	
LU5	Minor comprehensive plan update				x	x	City Manager; Community Development	Staff	-	To be completed 5 years after this plan's adoption. Needs to include updated demographics and market study, a Report of Accomplishments for this STWP, and a new STWP to reflect all changes.
COMMUNITY FACILITIES & SERVICES										
C1	Community Rating System to lower flood insurance premiums	x	x	x	x	x	Administration; Community Development	\$5,000	General fund	Part of the City's 2016-2020 STWP
C2	Facilitate functions and events on square	x	x	x	x	x	Community Development	\$20,000	General fund	Part of the City's 2016-2020 STWP
C3	Develop an RFP for planning services for a greenspace master plan to identify locations for future parks, programming needs, current levels of service, and funding mechanisms to fund all identified improvements.	x					Community Development	TBD	TBD	Part of the City's 2016-2020 STWP

#	Project	2018	2019	2020	2021	2022	Responsible Party	Estimated Cost	Funding Source	Notes
C4	Construct parking garage downtown				x	x	Community Development, Public Works, SPLOST Program Manager, Economic Development, DDA	\$3,600,000	SPLOST	Part of the City's 2016-2020 STWP
C5	Implement sidewalk improvements based upon study recommendations	x	x				Community Development; Public Works	TBD	TBD	
C6	Prepare appropriate redevelopment plan based on LCI study	x	x				Community Development; Economic Development; DDA	TBD	General fund	Part of the City's 2016-2020 STWP
C7	Infrastructure reporting implementation	x	x	x	x	x	Community Development; Public Works	TBD	General fund	Part of the City's 2016-2020 STWP
C8	Lancer Sidewalks Phase II	x	x				Public Works	TBD	General fund; SPLOST	Part of the City's 2016-2020 STWP
C9	Theatre and reception hall: market for events, schedule events, and maintenance	x	x	x	x	x	Ford Board of Directors; City Manager; Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
C10	Citizen survey	x	x	x	x	x	City Manager; City Clerk	Staff	-	Part of the City's 2016-2020 STWP
C11	Develop marketing and use strategy for city trails (5K; PD Bike Patrol; Cameras; etc.)	x	x	x	x	x	Community Development; Police Department; Economic Development; City Manager	\$40,000	General fund	Part of the City's 2016-2020 STWP
C12	Develop road rating system to serve as basis for road improvement projects and			x			Public Works	\$43,000	General fund	Part of the City's 2016-2020 STWP
C13	Institute Community Policing Program to include CAP, Bridge Gap meetings, Business	x	x	x	x	x	Police Department	Staff	-	Part of the City's 2016-2020 STWP
C14	Institute Community Emergency Response Team program; update COOP	x	x	x	x	x	Finance; Police Department; Public Works; City Manager	Staff	-	Part of the City's 2016-2020 STWP
C15	Develop capital improvement plan for facilities, equipment, and infrastructure	x					Finance; Police; Public Works; City Manager	Staff	-	Part of the City's 2016-2020 STWP
C16	Evaluate information technology back up resources and services	x					Information Technology	Staff	-	Part of the City's 2016-2020 STWP
C17	Implement E-billing option for residents to receive their monthly water bill	x					Utilities; Finance	TBD	Utility funds	Part of the City's 2016-2020 STWP
C18	Expanded recreational facility: multi-use trails, 3 multi-purpose fields, 4 tennis courts, parking, restroom facility, landscaping				x	x	Community Development	TBD	General fund; Cobb County; Grant funds	Carried over from 2016 LCI Study
NATURAL & HISTORIC RESOURCES										
NR1	Seven Springs Walking Tour Markers; update and implement trail signage program.	x	x				Community Development; Economic Development	\$70,000	General fund	Part of the City's 2016-2020 STWP
NR2	Phase II of park	x	x				Community Development; Public Works; SPLOST Program Manager	\$976,000	70% impact fees; 30% other including SPLOST funds	Part of the City's 2016-2020 STWP
NR3	Phase IV of Linear Park	x					Community Development; Public Works; SPLOST Program Manager	\$488,000	43% impact fees; 57% other, including SPLOST funds	Part of the City's 2016-2020 STWP
NR4	Impact fee program update for linear park	x					Community Development; Economic Development	Staff	-	Part of the City's 2016-2020 STWP
NR5	Maintenance of Landscaping on parkway/roads & at newly landscaped areas	x	x	x	x	x	Public Works	\$10,000	General fund	Part of the City's 2016-2020 STWP
NR6	Develop tourism strategy centered around recreation and entertainment to include Bodiford House	x					Community Development; Economic Development; City Manager	TBD	TBD	Part of the City's 2016-2020 STWP

#	Project	2018	2019	2020	2021	2022	Responsible Party	Estimated Cost	Funding Source	Notes
NR7	Investigate the potential for designating a local historic district and forming a historic preservation commission	x	x				Community Development	Staff	-	Part of the City's 2016-2020 STWP
NH8	Conduct a signage and wayfinding study that builds off the branding study from ED41 and creates a strategy to increase awareness of Powder Springs for Silver Comet Trail users, increase wayfinding capabilities throughout the City's trail system, and create cohesive and attractive signage throughout the City.	x	x				Community Development	\$40,000	General fund	
NH9	Implement the recommendations of the signage and wayfinding study			x	x	x	Community Development	TBD	TBD	
TRANSPORTATION										
TRAFFIC STUDIES										
T1	C.H. James Parkway & Brownsville Road		x				Public Works	\$20,000	General fund; SPLOST	Project will include traffic study to retime traffic signal
T2	C.H. James Parkway & Hill Road		x				Public Works	\$20,000	General fund; SPLOST	Project will include traffic study to retime traffic signal
T3	Richard D. Sailors Parkway & Old Lost Mountain Road		x				Public Works	\$20,000	General fund; SPLOST	Project will include traffic study to retime traffic signal
T4	Brownsville Road & Hiram-Lithia Springs Road		x				Public Works	\$40,000	General fund; SPLOST	Project will include traffic study to retime traffic signal and install protected left signal phases
T5	Powder Springs Road at Richard D. Sailors Parkway				x		Public Works	\$15,000	General fund; SPLOST	
T6	Corridor study for Powder Springs Road	x					Public Works	\$90,000	General fund; SPLOST	Study will examine a ~2 mile stretch of Powder Springs Road from Forest Hill Road to Anderson Farm Road. Partnership with City of Austell and Cobb County
T7	Corridor study for Austell Powder Springs Road	x					Public Works	\$40,000	General fund; SPLOST	Study will examine a ~1 mile stretch of Austell Powder Springs Road from Powder Springs Road to Clay Road. Partnership with City of Austell and Cobb County
ROADWAY										
T8	Murray Avenue A (Hotel Avenue to Atlanta Street): Remains one way, add 20' angled parking on both sides			x	x	x	Community Development; Public Works	\$245,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
T9	Murray Avenue B (Atlanta Street to Lewis Road): Add 18', 90 degree parking on one side			x	x	x	Community Development; Public Works	\$200,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
T10	Butner Street Extension: Add 20' angled parking each side, add two 10' travel lanes	x	x	x			Community Development; Public Works	\$135,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
T11	Jackson Way Reconfiguration: two 10' travel lanes	x	x	x			Community Development, Public Works	\$120,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
T12	Hotel Avenue Extension: Add 20' angled parking on both sides, add two 10' travel lanes	x	x	x			Public Works, Private Developers	\$235,000	General fund; SPLOST	Carried over from 2016 LCI Study
T13	Florence Road at C.H. James Parkway				x		Public Works, GDOT	\$60,000	General fund; SPLOST	Project will include adding a right turn lane to southbound Florence Road
T14	Brownsville Road at Oglesby Road				x		Public Works	\$200,000	General fund; SPLOST	Project will include adding a left turn lane to southbound Brownsville Road
T15	New Macland Road at Publix and Home Depot				x		Public Works	\$120,000	General fund; SPLOST	Project will include signalization of New Macland Road at Publix and Home Depot shopping centers
T16	Brownsville Road at Kroger	x					Public Works	\$120,000	General fund; SPLOST	Project will include signalization of Brownsville Road at Kroger shopping centers or addition of two way left turn lane to Brownsville Road

#	Project	2018	2019	2020	2021	2022	Responsible Party	Estimated Cost	Funding Source	Notes
T17	Widen New Macland Road		x				Public Works	\$1,800,000	General fund; SPLOST	Project will include addition of two way left turn lane to New Macland Road from Red Oak Drive to city limit
T18	C.H. James striping and pavement marker improvements		x	x	x		GDOT	\$40,000	State of Georgia	Project will include replacing reflective pavement markers along C H James Parkway
T19	Curb cut off CH James Parkway at Hopeland Industrial to connect to Shipp Road		x	x	x		Public Works	TBD	TBD	
T20	Curb cut off CH James Parkway to connect to Oglesby Road with signalization	x	x	x			Public Works	TBD	TBD	
T21	Curb cut off CH James Parkway near Hill Road	x	x	x			Public Works	TBD	TBD	
T22	Realignment of Flint Road at Powder Springs Road	x	x	x			Public Works	TBD	TBD	
T23	Curb cut off CH James Parkway near Florence Road				x		Public Works	TBD	TBD	
T24	Curb cut off C.H. James Parkway at Paulding County line, with access road connecting to Sterlingbrooke Drive and traffic light		x				Public Works, GDOT	\$570,000	General fund; SPLOST	
T25	New traffic signal at C.H. James Parkway at Sweetwater Avenue				x		Public Works, GDOT	\$150,000	General fund; SPLOST	
BICYCLE/PEDESTRIAN IMPROVEMENTS										
T26a	10' Concrete Multi-Use Trail Alternative A: Retrofit sidewalk on Lynn Drive from Old Lost Mountain Road to parking lot off Jackson Way to serve as connector from Silver	x	x				Community Development, Public Works	TBD	SPLOST, LCI funding	
T26b	10' Concrete Multi-Use Trail Alternative B: From Silver Comet Trail Connector along Old Lost Mountain Road to Oakview Drive to Downtown/Lewis Road	x	x				Community Development, Public Works	TBD	SPLOST, LCI funding	Carried over from 2016 LCI Study
T27	Recreation Trails: 12' concrete trail from Brownsville Road south through floodplain	x	x	x	x		Community Development; Public Works	\$3,500,000	General fund, Cobb County, SPLOST, LCI funding, grant funding	Carried over from 2016 LCI Study
T28	Designate a Trail Head at the intersection of Oakview Drive and Jackson Street at existing parking lot	x					Community Development; Public Works	TBD	General fund, Cobb County, SPLOST, LCI funding, grant funding	
T29	Austell Powder Springs Road Pedestrian Improvements		x				Community Development; Public Works	\$3,600,000	General fund; LCI funding	From Marietta Street to City limits
T30	New Macland Road Pedestrian Improvements		x				Community Development; Public Works	\$8,500,000	General fund; LCI funding	From Marietta Street to City limits
T31	Macedonia Road Pedestrian Improvements	x					Community Development; Public Works	\$5,200,000	General fund; LCI funding	From New Macland Road to Hopkins Road
T32	Powder Springs Dallas Road Pedestrian Improvements			x			Community Development; Public Works	\$1,700,000	General fund; LCI funding	From Lucille Trail to Powder Springs Park and Ride Lot
T33	Hill Road Pedestrian Improvements			x			Community Development; Public Works	\$3,250,000	General fund; LCI funding	From City limit to Brownsville Road
T34	Carter Road Pedestrian Improvements				x		Community Development; Public Works	\$800,000	General fund; LCI funding	From Powder Springs Road to Silver Comet Trail
T35	Elliott Road Pedestrian Improvements					x	Community Development, Public Works	\$1,300,000	General fund; LCI funding; Cobb County	From Silverbrooke Crossing to Silver Comet Trail; joint project with County
T36	Powder Springs Creek Trail			x			Community Development; Public Works	\$2,200,000	General fund; LCI funding	From Powder Springs Dallas Road and Lucille Trail to Hill Road through Powder Springs Creek flood plain
T37	Lewis Road Landscape: median landscaping along whole corridor, inside median and at back of sidewalk		x	x	x		Community Development; Public Works	TBD	TBD	Carried over from 2016 LCI Study
T38	Butner Street Streetscape: landscaped planters, sidewalks		x	x	x		Community Development; Public Works	\$35,000	TBD	Carried over from 2016 LCI Study

#	Project	2018	2019	2020	2021	2022	Responsible Party	Estimated Cost	Funding Source	Notes
T39	Jackson Way Streetscape: reconfiguration, landscaped planters, sidewalks, both sides		x	x	x		Community Development; Public Works	\$245,000	General fund, SPLOST, LCI funding, grand funding	Carried over from 2016 LCI Study
T40	Hotel Avenue Streetscape: landscaping, sidewalks from Murray Avenue to Butner Street		x	x	x		Community Development; Public Works	\$110,000	General fund, SPLOST, LCI funding, grand funding	Carried over from 2016 LCI Study
T41	Dillard Street Sharrow Markings: from Pineview Drive south to Atlanta Street		x	x	x		Community Development; Public Works	\$12,500	TBD	Carried over from 2016 LCI Study
T42	Atlanta Street Sharrow Markings: from Dillard Street to Old Austell Road			x	x		Community Development;	\$12,500	TBD	Carried over from 2016 LCI Study
T43	Marietta Street Sharrow Markings: from Dillard Street to Old Lost Mountain Road and Powder Springs Dallas Road intersection		x	x	x		Community Development; Public Works	\$18,500	TBD	Carried over from 2016 LCI Study
T44	Powder Springs/Dallas Road Sharrow Markings: from Old Lost Mountain Road to Lucille Creek Trail entrance			x	x		Community Development; Public Works	\$16,500	TBD	Carried over from 2016 LCI Study
T45	Grady Grier Drive Sharrow Markings: to Old Austell Road				x		Community Development; Public Works	\$17,500	TDB	Carried over from 2016 LCI Study
T46	Hopkins Road Sharrows				x		Community Development; Public Works	\$25,000	General fund	From Powder Springs Road to City Limits
T47	Brownsville Road Sharrows				x		Community Development; Public Works	\$20,000	General fund	From C.H. James Parkway to Marietta Street
TRANSIT										
T48	MARTA connection bus		x				Public Works; MARTA; CobbLink	TBD	TBD	Project will include buss line connecting from Powder Springs Park & Ride Lot to Hamilton E. Holmes MARTA Station
T49	Flex Bus expansion	x					Public Works; CobbLink	TBD	TBD	Project will include expanding Flex Zone 1 service to the Powder Springs City Limits
TOTAL								\$47,751,000		

A.2 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2012-2016)

ECONOMIC DEVELOPMENT (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
ED21	Inventory and assess all potential and existing industrial and commercial properties		x			
ED22	Create printed and electronic site information packets on potential development areas, vacant sites, and downtown properties. Create brochures for targeted industries.	x				
ED23	Recruit developer for mixed use remodel of existing town square.		x			Working with the DDA to hire a broker and recruit developer
ED24	Work with Cobb County Government to Identify and Zone Properties that are Planned for Commercial Development		x			
ED25	Add a public relations element to the Powder Springs Economic Development website	x				
ED26	Become a member of target industry trade associations; market to their membership			x		Budget constraints
ED27	Develop a national database of target industry companies and contacts for business development uses		x			
ED28	Customize marketing materials for each target industry (online and print)		x			
ED29	Organize semi-annual marketing trips to target industry regions			x		Budget constraints

ECONOMIC DEVELOPMENT (CON'T)						
#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
ED30	Organize annual marketing trips to state economic developers		X			
ED31	Install signage and curb cuts near Hopeland Industrial area and Silverbrooke Crossing	X				
ED32	Examine areas for potential industrial use.	X				
NATURAL & HISTORIC RESOURCES						
NR1	Old Town Square Improvements (to include a permanent stage)			X		Pending LCI Update
NR2	Maintenance of Landscaping on parkway/ roads & at newly landscaped areas.	X				Ongoing
NR3	Purchase property to expand Powder Springs Park - parking				X	Not feasible
NR4	Restore/enhance historic cemetery				X	Not feasible
NR5	Construct Phase IV of linear park		X			
NR6	Reexamine uses for Linear Park, including impact fee program update		X			
NR7	Historic preservation - prepare inventory of buildings and property which appear historic Update Historic Resources Survey			X		
NR8	Gather/distribute information on government programs supporting historic preservation to owners of buildings which appear historic		X			

A.2 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2012-2016)

NATURAL & HISTORIC RESOURCES (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
NR9	Seven Springs Walking Tour Markers; update and implement trail signage program.			x		RFP released for trail signage, project cost higher than anticipated. No budget available for Seven Springs Walking Tour Markers.
NR10	Develop tourism strategy centered around recreation and entertainment to include Bodiford House		x			

COMMUNITY SERVICES & FACILITIES

C1	Facilitate functions & events on square-annual	x				Completed annually
C2	Electronic filing system for record keeping				x	Ongoing updates; no longer needed in STWP
C3	Redevelopment plan			x		Postponed until completion of road improvements
C4	Expand police department and court facilities	x				
C5	In car video system	x				
C6	Replace transport van			x		The transport van has low mileage and is in good condition.
C7	Rescue raft of boat for floods				x	Rescue boats are available from other agencies

COMMUNITY SERVICES & FACILITIES (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
C8	Participate annual subscription to Cobb County Geographic Information System				x	Ongoing, does not need to be included on future Short Term Work Program.
C9	Land acquisition plan – funding strategy		x			
C10	Infrastructure reporting implementation	x				Ongoing
C11	Pineview, Oakview, Lynn, Cemetery, & Jackson Way improvements	x				
C12	Lancer sidewalks, phase 2			x		Delayed in lieu of additional resurfacing as a first priority.
C13	Theatre and reception hall – market for events; schedule events; maintenance	x				Reactivated Ford Board
C14	Black box theatre	x				Concept modified to be multipurpose performing arts venue.
C15	Direct attached storage				x	No longer necessary
C16	Network monitoring software.				x	No longer necessary
C17	Document retention	x				
C18	Document disaster recovery plan	x				
C19	Citizen survey	x				
C20	Virtual city hall				x	Not feasible

A.2 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2012-2016)

COMMUNITY SERVICES & FACILITIES (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
C21	Magnet/charter school plan				x	Not feasible
C22	University satellite campus				x	Not feasible
C23	Water rate increases	x				
C24	Sidewalk master plan – inventory, assessment, improvements		x			
C25	Acquire and implement integrated software system	x				
C26	Researching options for utilizing lockbox and e-mail payments and improving inhouse credit card equipment and processing	x				
C27	Implement stormwater utility				x	Ongoing, does not need to be included on future Short Term Work Program.
C28	Setup Stormwater Utility Fund in software, develop budget and implement billing for fees in software.	x				
C29	Upgrade credit card processing machines for chip technology		x			
C30	Implement E-billing option for residents to receive their monthly water bill.		x			
C31	Purchase SWAT van				x	No longer have a SWAT Team
C32	Sell/renovate old barbershop		x			

COMMUNITY SERVICES & FACILITIES (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
C33	Corridor Assessment and Redevelopment Plan for Austell Powder Springs Road – Enterprise Zone			x		Pending staffing, resources
C34	Land acquisition plan – funding strategy		x			
C35	Stormwater management plan update	x				
C36	Community rating system to lower flood insurance premiums	x				Completed annually
C37	Implement sidewalk improvements based upon study recommendations		x			
C38	Develop marketing and use strategy for city trails (5K; PD Bike Patrol; Cameras; etc.)	x				
C39	Develop road rating system to serve as basis for road improvement projects and update 3-5 years	x				
C40	Institute Community Policing Program to include CAP, bridge gap meetings, business watch, etc.	x				
C41	Institute Community Emergency Response Team Program; Update COOP	x				
C42	Develop capital improvement plan for facilities, equipment, infrastructure		x			
C43	Evaluate information technology backup resources and services		x			

A.2 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2012-2016)

LAND USE						
#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
LU1	Zoning administration				X	Ongoing, does not need to be included on future Short Term Work Program.
LU2	Update Design Guidelines (after conducting tour of "perfect city")				X	Not feasible
LU3	LCI study	X				
LU4	Update UDC per state and water plannign requirements		X			
LU5	"Update UDC to eliminate discrepancies, make it more user friendly and to review and revise regulations."		X			
LU6	Update Comprehensive Plan to reflect current demographic information with corresponding issues and opportunities	X				
LU7	Update CIE and impact fee program to reflect current population estimates and project programming	X				
LU8	Enterprise Zone	X				
LU9	Update City Boundary map with actions through the General Assembly – Annual submittals as appropriate.		X			