Clayton County
2019 Comprehensive Plan

October 2019

Acknowledgements

Cover Photo

The National Archives at Atlanta

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CHAPTER 1

Introduction

This is an exciting time for Clayton County. We're a highly desirable place to be in the Atlanta region and at the same time, we look forward to a future of continued growth and change.

Broadly speaking, a Comprehensive Plan is a way to guide investment, development and the allocation of services within a jurisdiction. But cities, towns and counties are complicated places and they make decisions about the future every day in response to new opportunities or unexpected problems. A Comprehensive Plan like the Clayton County Comprehensive Plan is one tool for helping to guide these decisions, with three distinctive features:

- It is long-range, looking ahead 5, 10, and 25 years

- It is comprehensive, looking across many different facets of what a county does

- It is deliberative, looking within to understand the needs and desires of the county

Clayton County last updated its Comprehensive Plan in 2014. This document is an update to that plan with updated policies, data and work program items. This document affirms the county's big picture vision, defines goals and lays out a task list for county leaders, staff, and citizens to address issues to position Clayton County as a leader within metro Atlanta.

The Clayton County Comprehensive Plan is the State-mandated comprehensive plan for Clayton County. It is a policy document used by elected officials, county staff, developers, business leaders and citizens to determine future growth, development policy and capital improvements. This document serves as a guide for elected and public officials by establishing policies, priorities, and provides the framework for evaluating development proposals. It expresses the community's vision for where, how and what development should occur. The goals and policies contained in in this plan inform and guide land use decisions, helping to assure citizens and developers that these decisions are credible, predictable, and not arbitrary.

Comprehensive Plans have been used in Georgia since 1989 to prepare communities for growth and economic development. Like a private corporation, which plans strategically for both short and long term, cities and counties must also plan for the future so that decisions can be based on sound information, principles and agreed upon goals. This approach, required by Georgia Planning Act, helps Clayton County keep the long view in mind and avoid making decisions based upon short-term changeable concerns.

The success of the goals of this plan depends on being able to tap into the many voices of Clayton County and weave their ideas, viewpoints, and thoughts into a common vision. Outreach and engagement were critical to reach a broad consensus of the diverse people who live and work in Clayton County. Meeting the goal of an inclusive process meant creating multiple opportunities to get involved. The planning team developed several communication tools and forums to ensure meaningful community involvement that would form the backbone of the plan.

Two open houses were held to allow for people to drop in to learn about the planning process and to give feedback on the plan concepts.

Clayton County is a diverse and forward-looking community engaged in shaping its own future. The plan focuses on elements to improve Clayton County with targeted policies to enhance the assets and address the issues within the county. Most of the work of shaping the county will be done by the residents, businesses, and nonprofits. Clayton County has a key role to play through these implementation tools:

- Regulations

- Capital spending

- Programs and staffing

In Georgia, comprehensive plans must be updated every five years, as required by the Minimum Standards and Procedures for Local Comprehensive Planning. The development of a comprehensive plan helps a community to:

- Develop a vision for what it wants

- Establish priorities and determine key issues and assets

- Encourage dialogue

- Guide decision making

- Determine how to best allocate limited resources

- Data analysis and the community ideas for the future are combined into action areas for the plan.

The focus areas of this Comprehensive Plan stem from a rich and interactive public process supplemented by data. The chapters in this plan identify key issues and assets of Clayton County and develop a work program and goals to guide decision making.
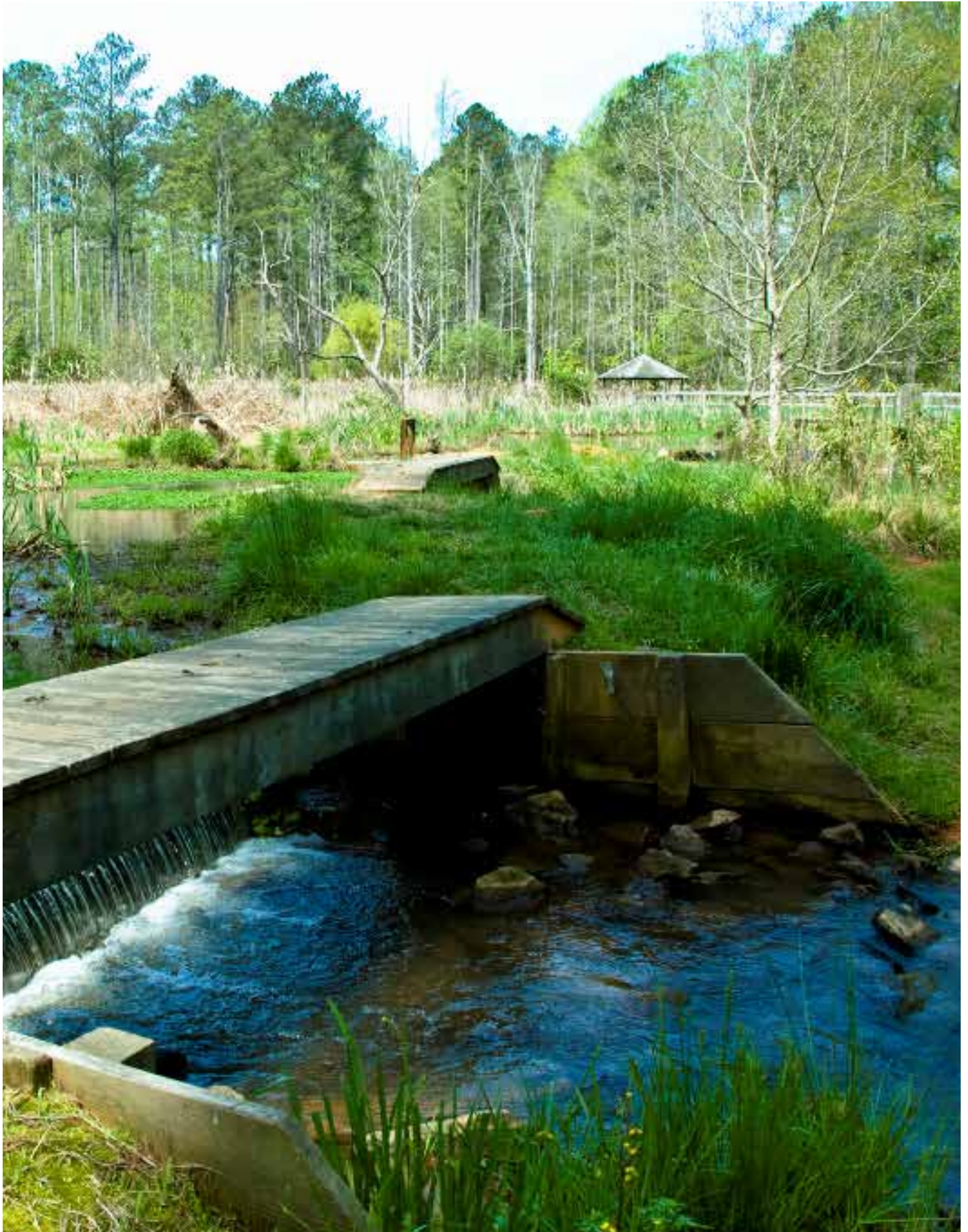
CHAPTER 2

Data & Demographics

The data and demographics section of the plan provides an overview of key indicators for the Clayton County community. Information is provided on population characteristics, housing, and income. Workforce characteristics and commuting patterns describe the availability of jobs with Clayton County and how residents get to them. Understanding basic elements of the demographic composition of the community is foundational to the Comprehensive Plan recommendations.
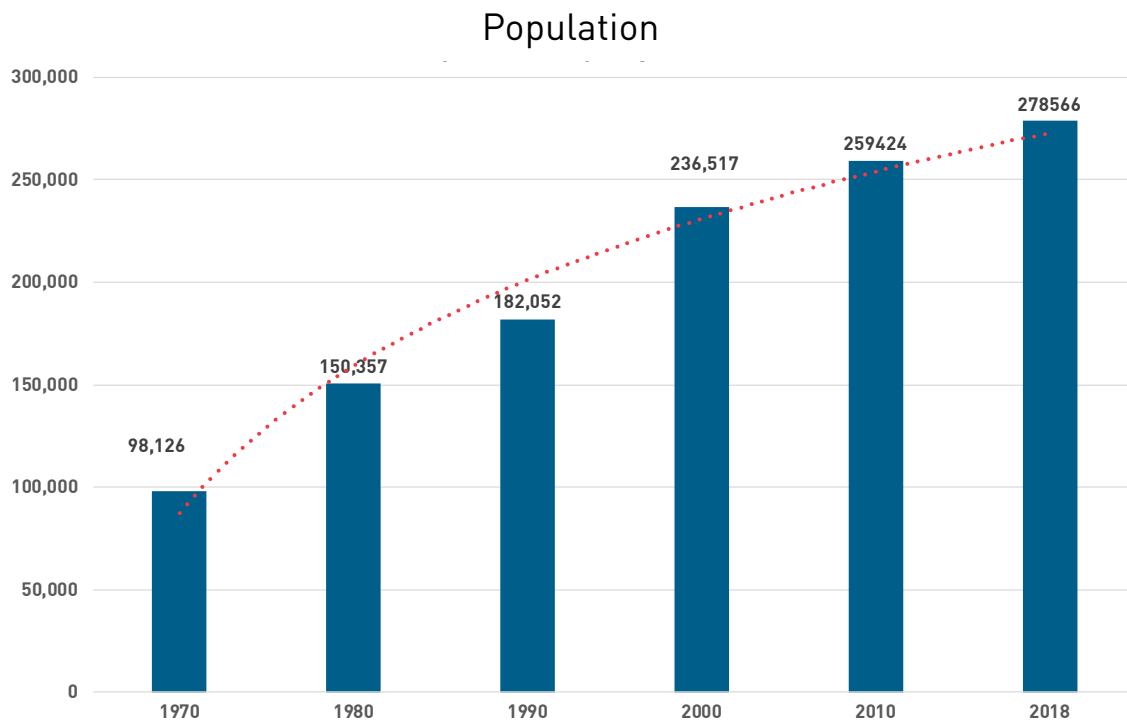
Population

Population has increased steadily from 2000 to the present.

Data Source: U.S. Census American Factfinder (2000, 2010) ESRi Business Analysis
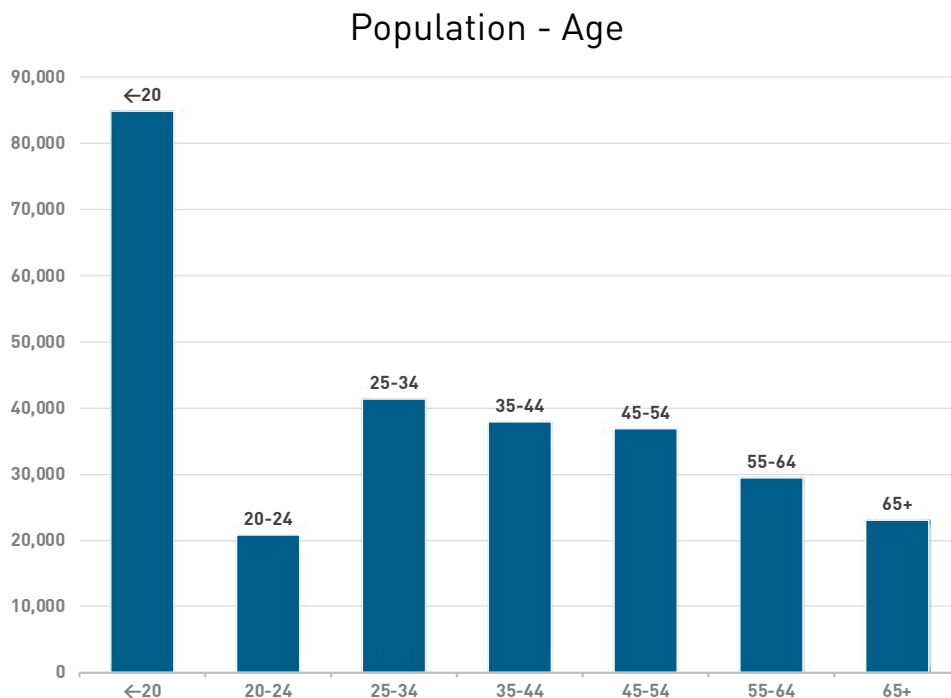
Population - Age

The age group under 20 makes up over one-third of the total population in Clayton County County. This age group is followed by 25-34 and 35-44, together making up another third of the total population.

Data Source: US Census Bureau American Community Survey

Population - Race and Ethnicity
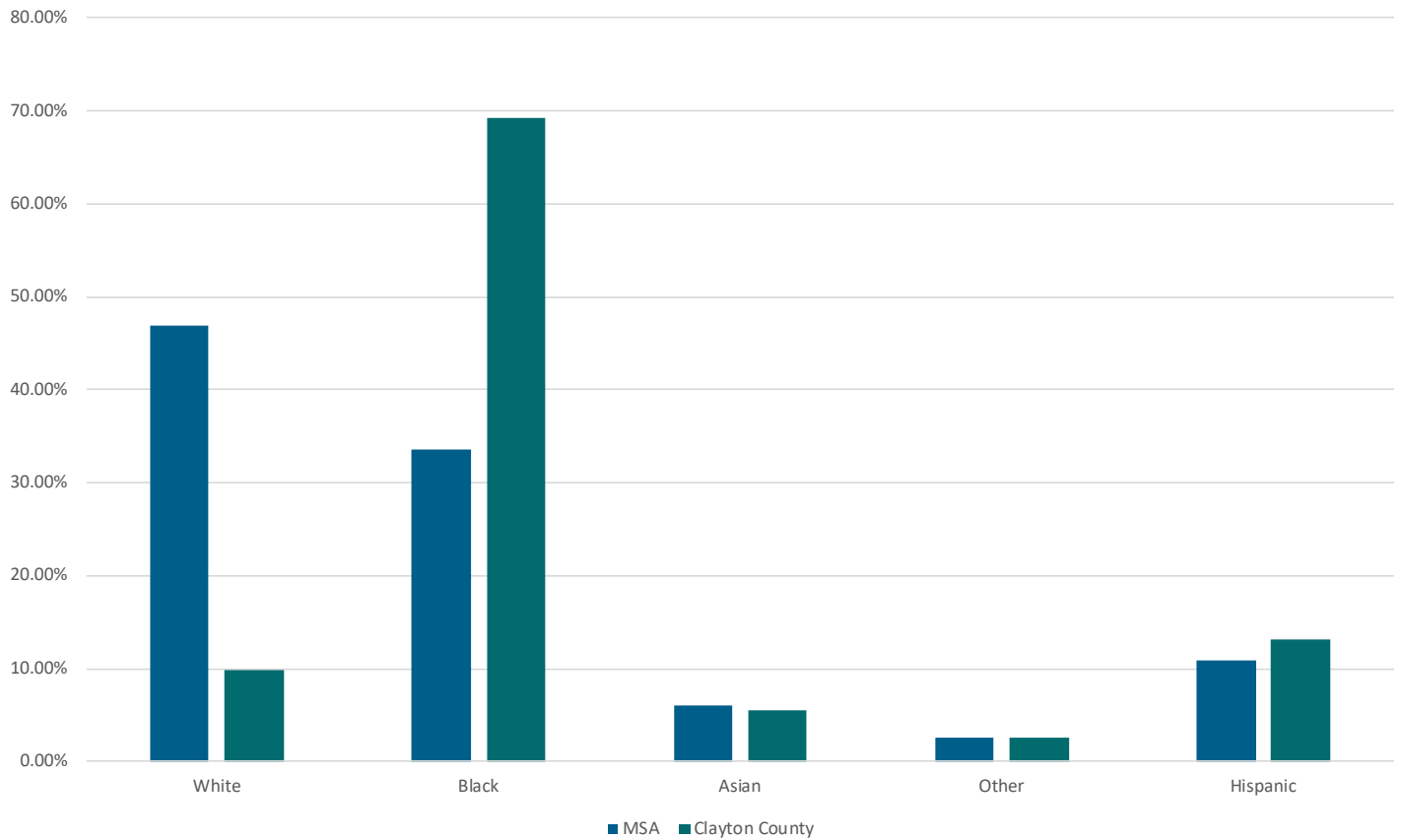
Unlike the Metro area, Clayton County is majority black.

Data Source: US Census Bureau 2010 Census Data

Housing Expenditures

Selected Monthly Owner Costs 2017

$1,126/mo

Median Home Value 2017

$89,400

Median Rent 2017

$921/mo

Data Source: U.S. Census American FactFinder Selected Housing Characteristics, 2014 American Community Survey 5-year Estimates

Housing Characteristics 2017 - Single and Multi Family Housing
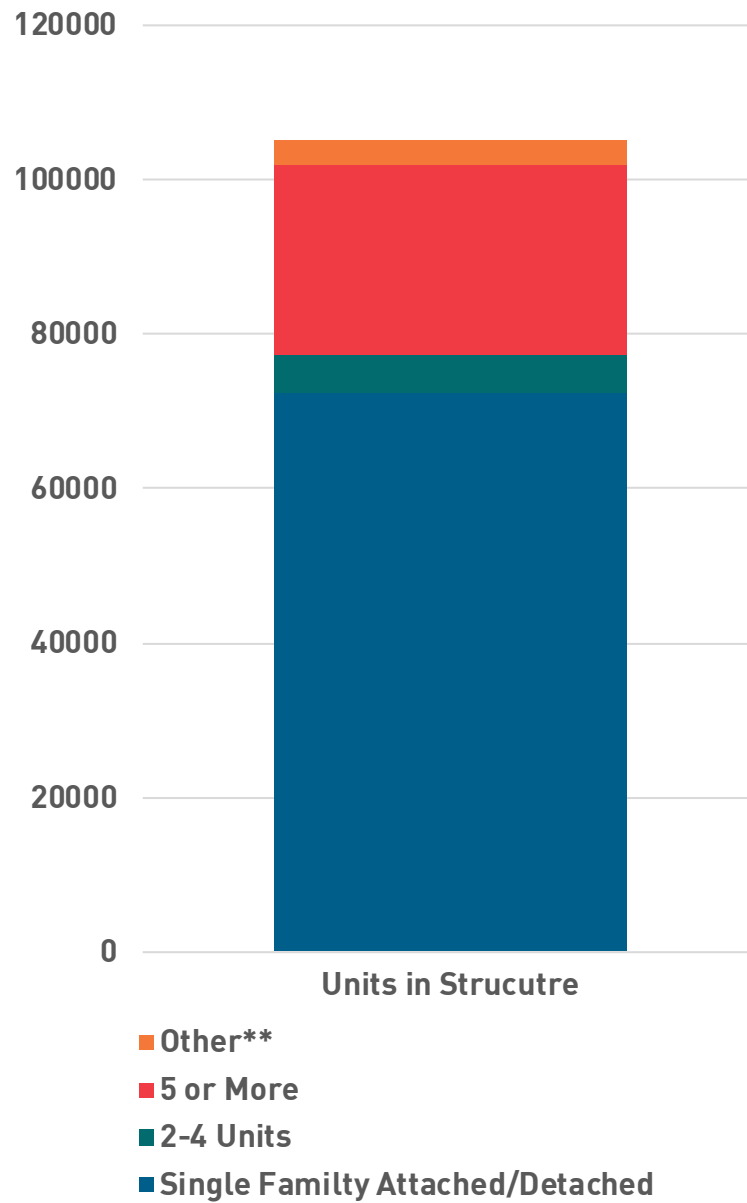
Single family structures make up 69% of the housing units in Clayton County. The category identified as "Other" includes mobilie homes, boats, RVs, vans, etc.

Data Source: U.S. Census American FactFinder Selected Housing Characteristics, 2014 American Community Survey 5-year Estimates

Housing Occupancy

11.1%	Vacant
41.2%	Renter Occupied
47.7%	Owner Occupied

Housing Tenure
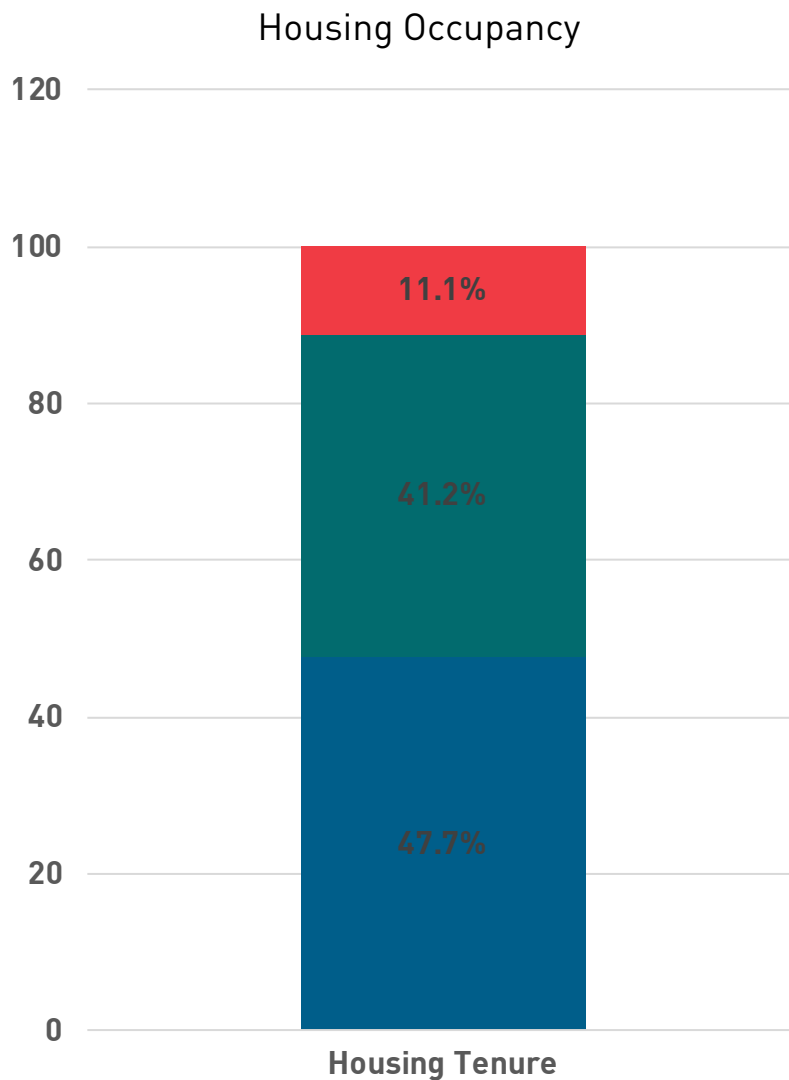
■ **Owner Occupied** ■ **Renter Occupied** ■ **Vacant**

11% of housing units are vacant. The remaining housing units are split fairly evenly with 47% owner occupied and 41% renter occupied.

Data Source: U.S. Census American FactFinder Selected Housing Characteristics, 2014 American Community Survey 5-year Estimates

Percent of Households Below the Poverty Level - Clayton and Adjacent Cities

City	Percent
College Park	29%
Forest Park	28%
Jonesboro	29%
Lake City	25%
Lovejoy	13%
Morrow	11%
Riverdale	25%
Clayton County	20%
MSA	13%
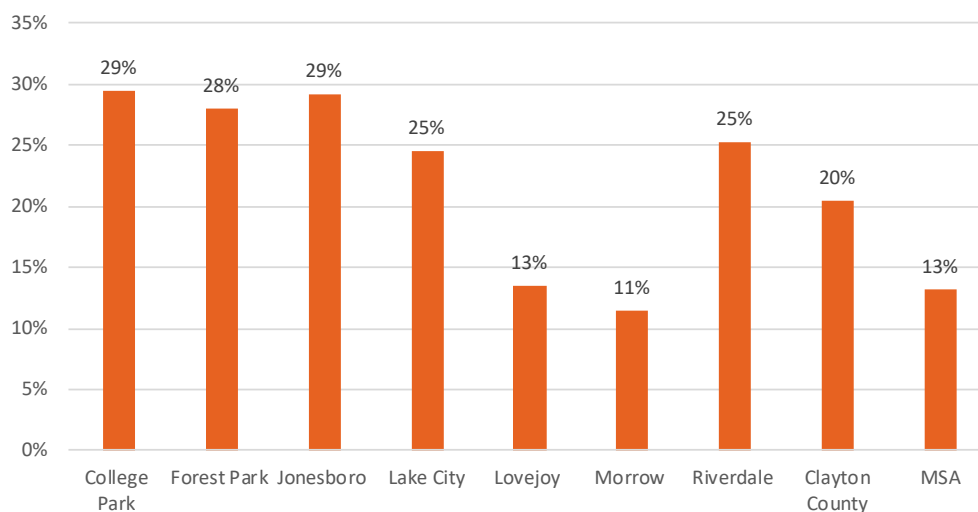
2017 Median Household Income
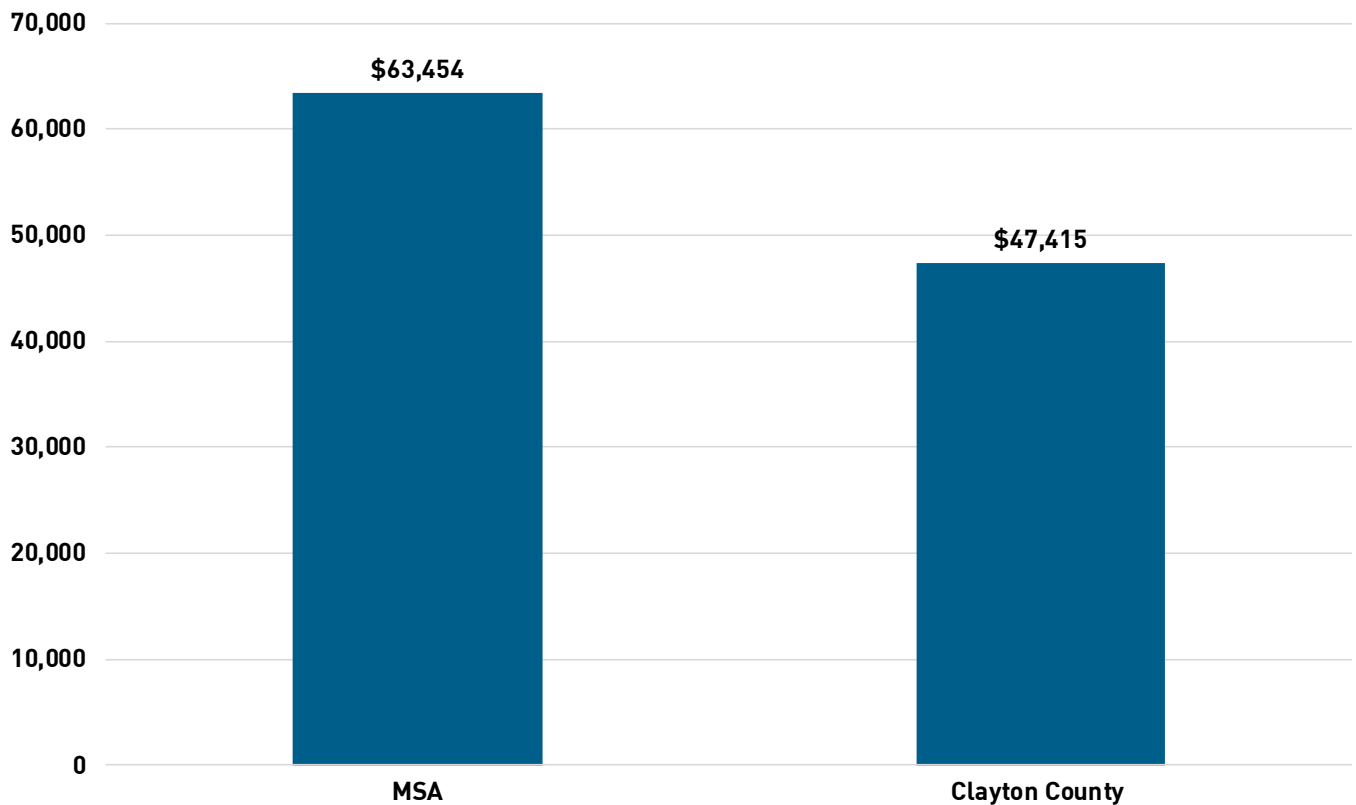
Clayton County has a lower median household income than the Atlanta region.

Data Source: US Census American FactFinder

Median Household Income Comparison - Clayton and Adjacent Cities
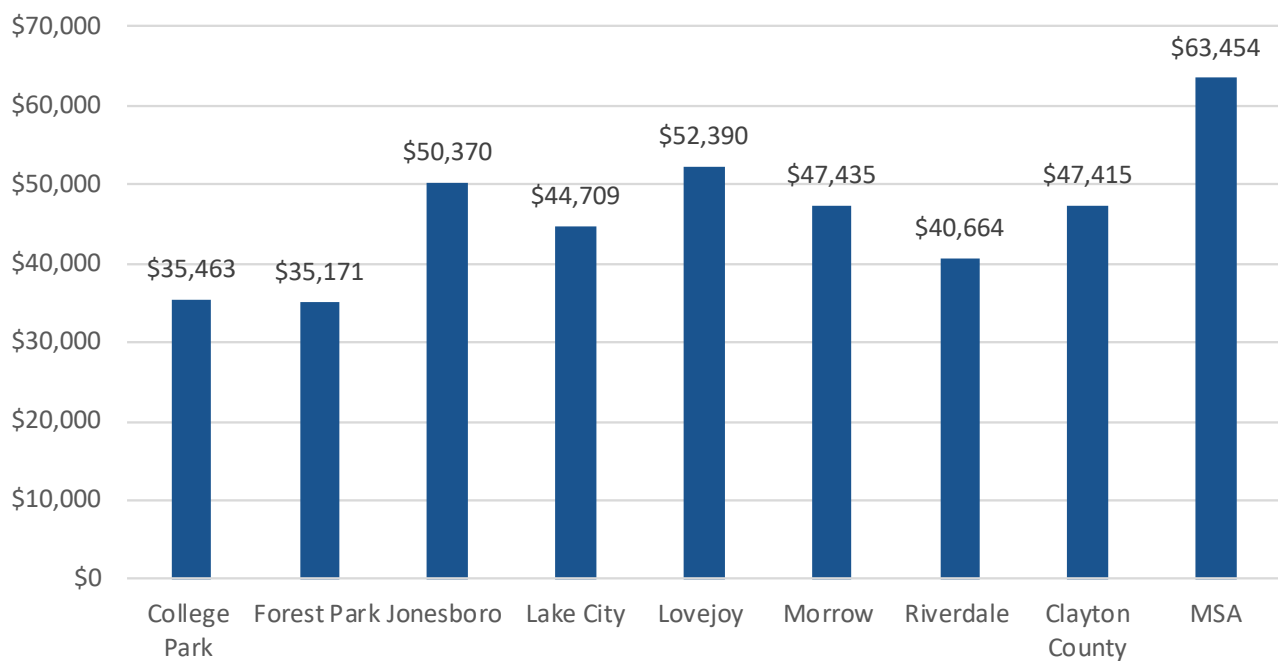
What Jobs are in Clayton County?

Industry	Jobs
Utilities	1,070
Finance & Insurance	2,078
Real Estate	1,775
Professional, Scientific, & Technical Services	2,126
Manufacturing	4,818
Construction	4,945
Other Services	4,019
Public Administration	5,790
Wholesale Trade	6,204
Educational Services	10,136
Health Care & Social Assistance	9,297
Retail Trade	11,952
Accommodation & Food Services	10,386
Waste Management	8,664
Transportation & Warehousing	38,688

Workplace Area Characteristics (WAC) describe the jobs that are available within a given study area. Most jobs are available in Transportation and Warehousing, Retail Trade, Educational Services and Health Care and Social Assistance.

Industry Growth in Clayton County

Legend: ☐ 2008 ☐ 2018 ☐ 2028
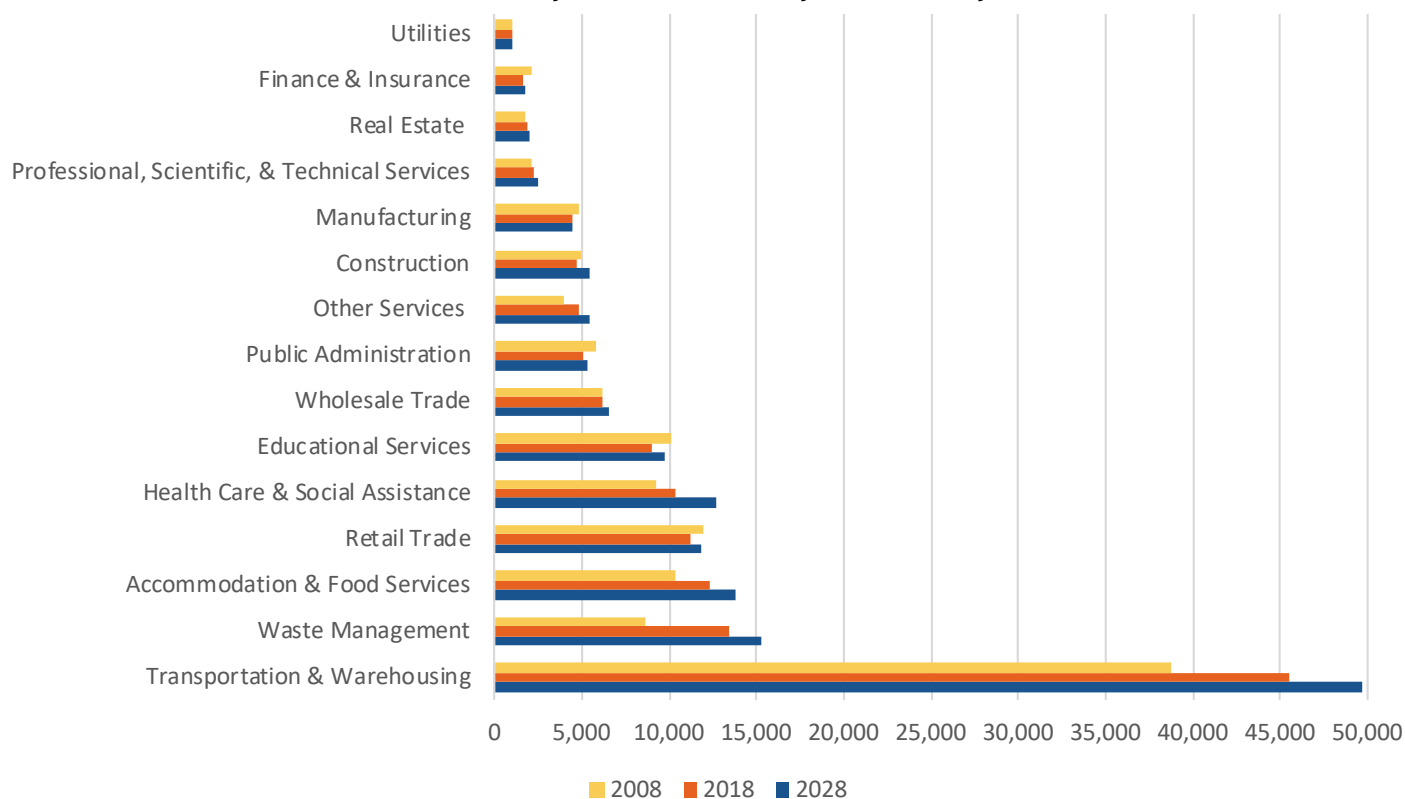
Unemployment Rate Comparison - Clayton and Adjacent Cities
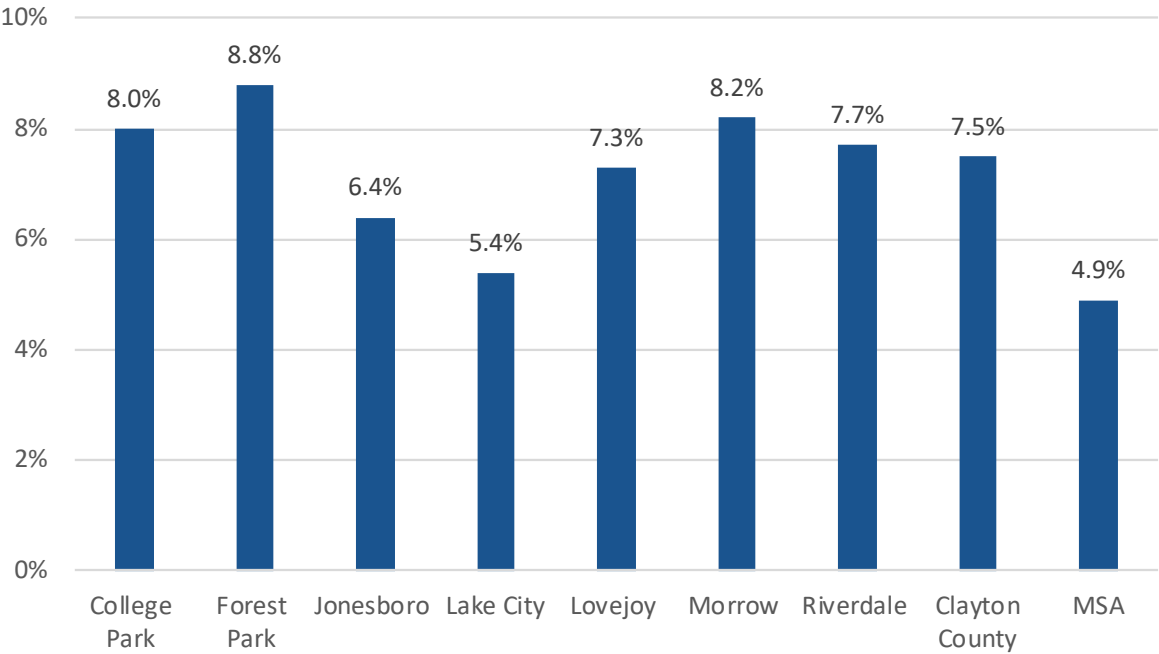
Educational Attainment - Age 25+

Categories (top to bottom):
- Graduate/Professional Degree
- Bachelor's Degree
- Associate's Degree
- Some College/No Degree
- GED/Alternative Credential
- 9-12th Grade/No Diploma
- Less than 9th Grade

X-axis: 0.00% 5.00% 10.00% 15.00% 20.00% 25.00% 30.00%

Legend: ■ MSA ■ Clayton County

Percent High School Graduate
- Less than 40%
- 40% - 75%
- 75% - 85%
- 85% - 90%
- More than 90%
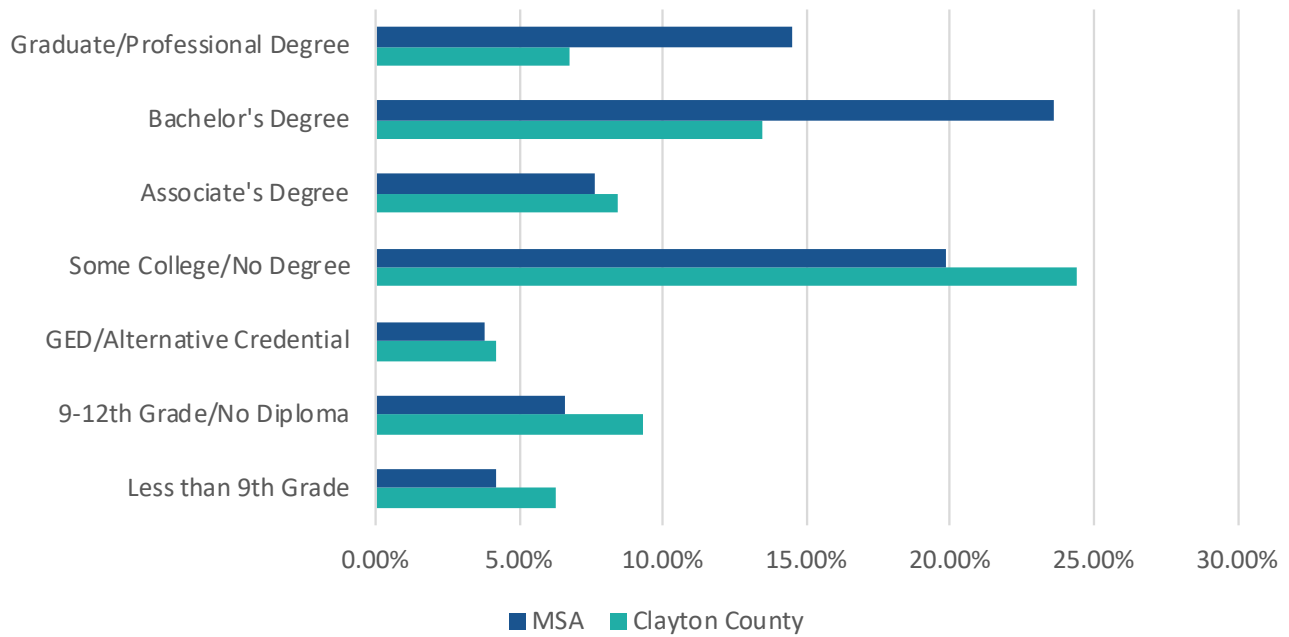
Clayton County trails Metro Atlanta in the percent of population obtaining a bachelors, graduate or professional degree. More Clayton residents start a college program, but do not complete their degree. Clayton trails metro Atlanta in the number of students who do not complete high school, but have a higher number of students completing their GED or alternative program.

Data Source: US Census American Fact Finder

Work Commutes

Commute In to Clayton County

75,820

Live and Work in Clayton County

23,024
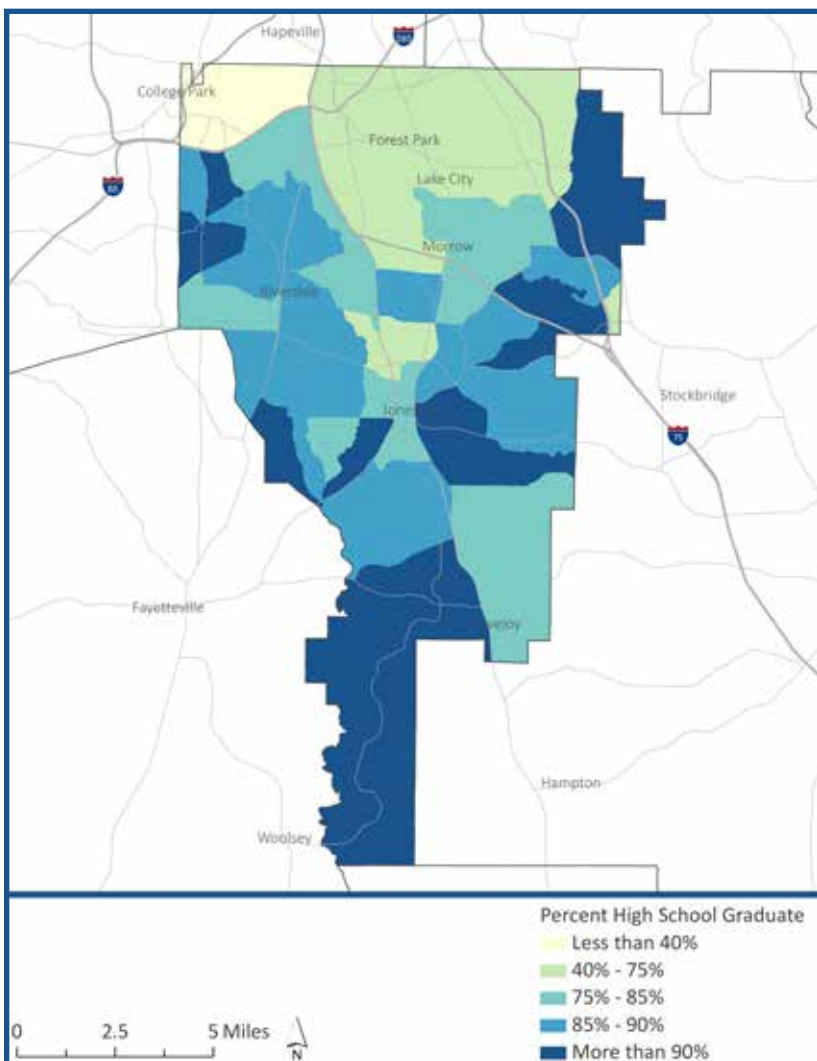
Commute Out of Clayton County

77,712
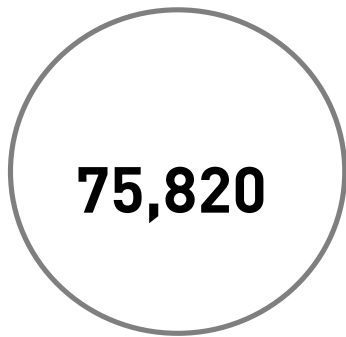
Data Source: US Census American Fact Finder

Mode of Transportation

- **Drive Alone**
- **Carpool**
- **Public Transportation**
- **Walk**

78% · 12% · 3% · 1%
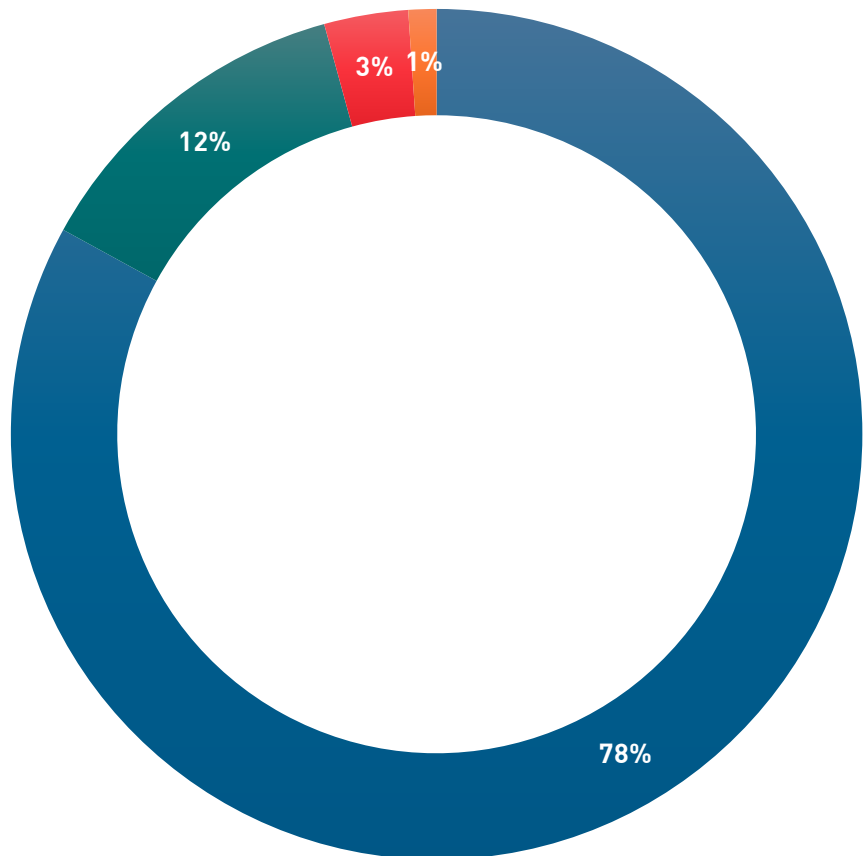
78% of people drive a single occupancy vehicle to and from work every day.

Data Source: US Census American Fact Finder

Commute Distance

7.8% Travel 50 + Miles

16.5 % Travel 25-50 Miles

41.9 % Travel 10-24 Miles

33.8 % Travel ← 10 Miles

The majority of Clayton residents are able to drive less than 25 miles to their place of employment each day

Data Source: US Census American Fact Finder

CHAPTER 3

Community Goals

Community Goals

The Community Goals help identify the community's direction for development. Regular update of the Community Goals is not required, although communities are encouraged to amend the goals whenever appropriate. Community Goals were reviewed as a part of the 2019 Comprehensive Plan update. The 2014 plan provided the baseline information for comment and feedback. Through a series of Steering Committee and public meetings, the 2014 Goals were largely affirmed with few amendments. Feedback mostly focused on preserving the rural areas of the Clayton panhandle, protecting existing single family neighborhoods from encroaching non-residential development (including warehouses), encouraging mixed use development and continuing to foster economic development opportunities in the County. These goal statements are supported with policies at the beginning of relevant chapters of the plan.

Land Use

1. Ensure the quality of new development
2. Encourage well-coordinated development
3. Improve quality of life for all residents
4. Encourage sustainable development practices
5. Improve coordination of planning mechanisms
6. Effectively manage implementation of land use policies
7. Protect and conserve existing natural resources
8. Identify and protect cultural resources
9. Connect resources to development decisions
10. Utilize natural resources to improve quality of life

Economic Development

1. Improve the employment options for residents
2. Increase opportunities for workforce development
3. Undertake business development and promotion
4. Improve coordination of economic development and planning
5. Improve and maintain quality of educational services
6. Improve quality of life through focus on health, safety and welfare of residents
7. Improve and maintain access to arts and culture
8. Ensure and improve quality of amenities and public services
9. Improve local identity and public relations

Housing

1. Ensure quality of residential development
2. Ensure the provision of housing for all residents
3. Maintain the quality of existing housing
4. Coordinate housing and economic development

Transportation

1. Improve walkability and connectivity
2. Improve provision of transit services
3. Improve traffic flow and quality of roadways
4. Effectively manage implementation of transportation projects

Intergovernmental Coordination

1. Improve coordination between the Comprehensive Plan and local decision-making
2. Improve communication between local governments
3. Improve and maintain existing processes

CHAPTER 4

Assets & Challenges

Assets and Challenges

Land Use

Assets

- Areas adjacent to the airport can be redeveloped with uses that are complementary to the Airport and the hospitality industry.

- Transit-Oriented Development (TOD) opportunities could exist if the MARTA transit system expands with high capacity transit in the County.

Challenges

- The County's future population growth is projected to grow at a much lower rate than adjacent jurisdictions.

- There are undeveloped or underutilized sites south of Hartsfield-Jackson Atlanta International Airport.

- There is a general lack of attractions and entertainment venues in the County, particularly around Hartsfield-Jackson Atlanta International Airport.

- There are concerns along major commercial corridors that include:
  - Lack of pedestrian friendly development
  - Over-concentration of specific uses
  - Underutilization of land
  - Inappropriate and unsightly uses
  - Number of declining commercial developments

- There are noise disturbances from the Airport

Economic Development

Assets

- The County has close proximity to major transportation corridors such as I-75, I-675, I-285, and I-85.

- The County has the opportunity to establish businesses and activities with more entertainment, shopping and dining options particularly in the evening hours.

- The County has several Tax Allocation Districts to assist in economic development of targeted areas.

- Partnership opportunities exist with Clayton State University, as well as other metro area universities and colleges to raise the post-secondary educational attainment of the County.

- The County participates in the Atlanta Aerotropolis Alliance and has the Hartsfield Jackson Atlanta International Airport within its jursdictional boundaries.

Challenges

- There is a limited variety (Job Sectors) of available job opportunities. A significant proportion of the jobs available in the County are Airport and airport-related fields, primarily in the service industries.

- Workforce development and post-secondary educational attainment levels could be improved.

- Median household income levels for the County are lower when compared to the region.

- The number of commercial vacancies in key corridors, including Tara Boulevard, Highway 42, and Highway 85 needs to be addressed.

- A high number of existing shopping centers are in decline or are dilapidated.

- The County's young adult population desires to live/move out of the county.

Housing

Challenges

- There is a high rate of vacant housing units in the County.

- There is a high percentage of rental units in the County.

- There are concerns for the high number of small housing lots and substandard housing construction.

- The County has a growing senior population.

Transportation and Facilities

Assets

- The County has existing parks that are underutilized.

- The county is now a part of the MARTA transit and is working with the agency to study potential rapid transit alternatives.

- Clayton County has an award winning, sustainable Water Authority.

- The County can better promote its natural and historic resources.

Challenges

- The County needs more mulit-use trails, sidewalks and safe options for pedestrians, cyclists and wheelchair users.

- Crime and the negative publicity associated with it pose a challenge to the County.

- The appearance and cleanliness of certain areas of the County need improvement.

Intergovernmental Coordination

Challenges

- Planning and development coordination between the County and it's seven cities can be improved.

- Better coordination is needed between the County and Hartsfield-Jackson Atlanta International Airport around growth, economic development and airport related issues.
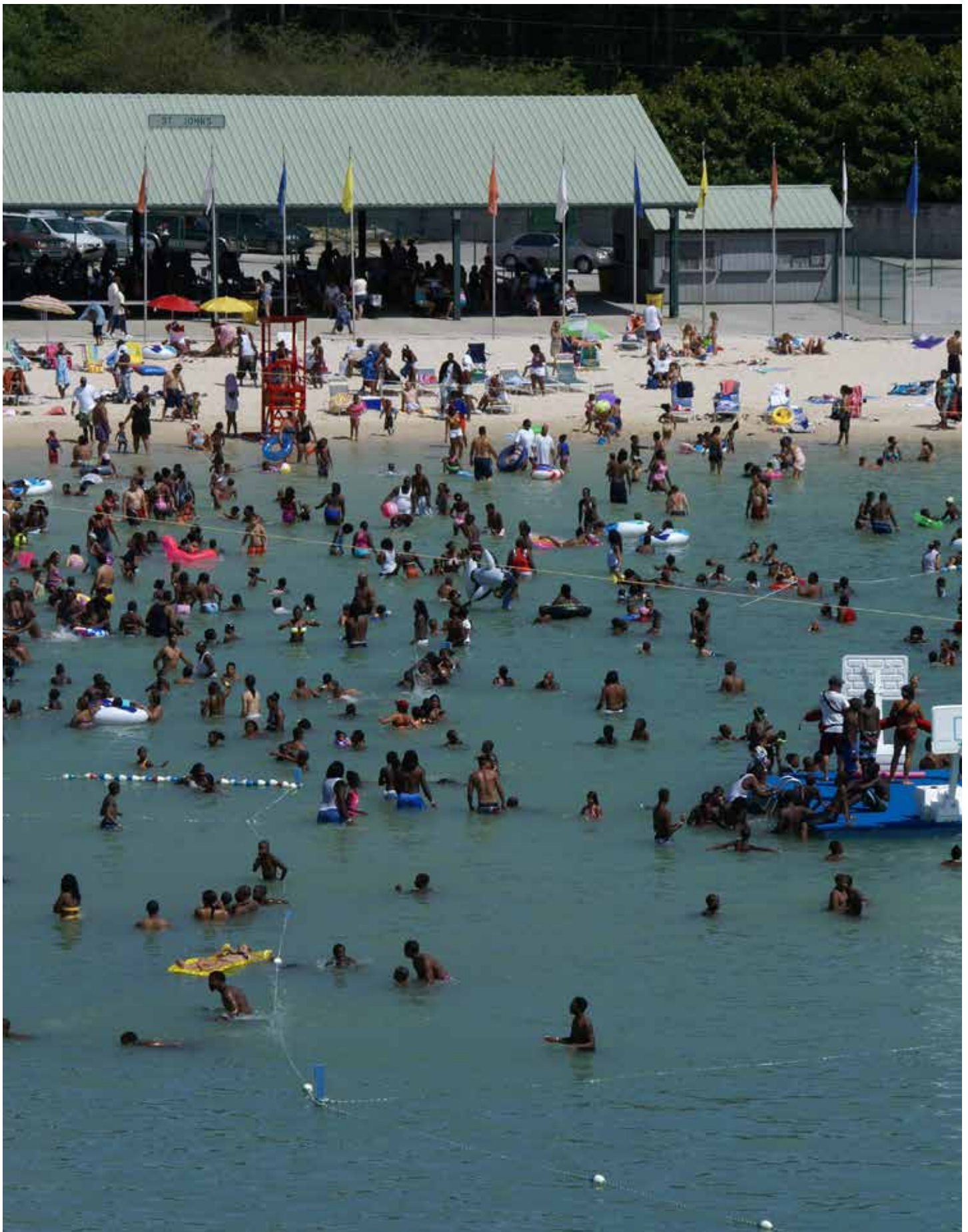
Beach at Clayton County International Park

Broadband Access

Broadband Access

Senate Bill 402, known as the ACE Act (Achieving Connectivity Everywhere), directs local communities to address broadband availability in local comprehensive plans. The local government must make an objective determination of whether it is served by broadband service. Appropriate follow-up steps must be identified based on the community's determination of whether it is served by broadband.

The following map identifies broadband service in Clayton County:
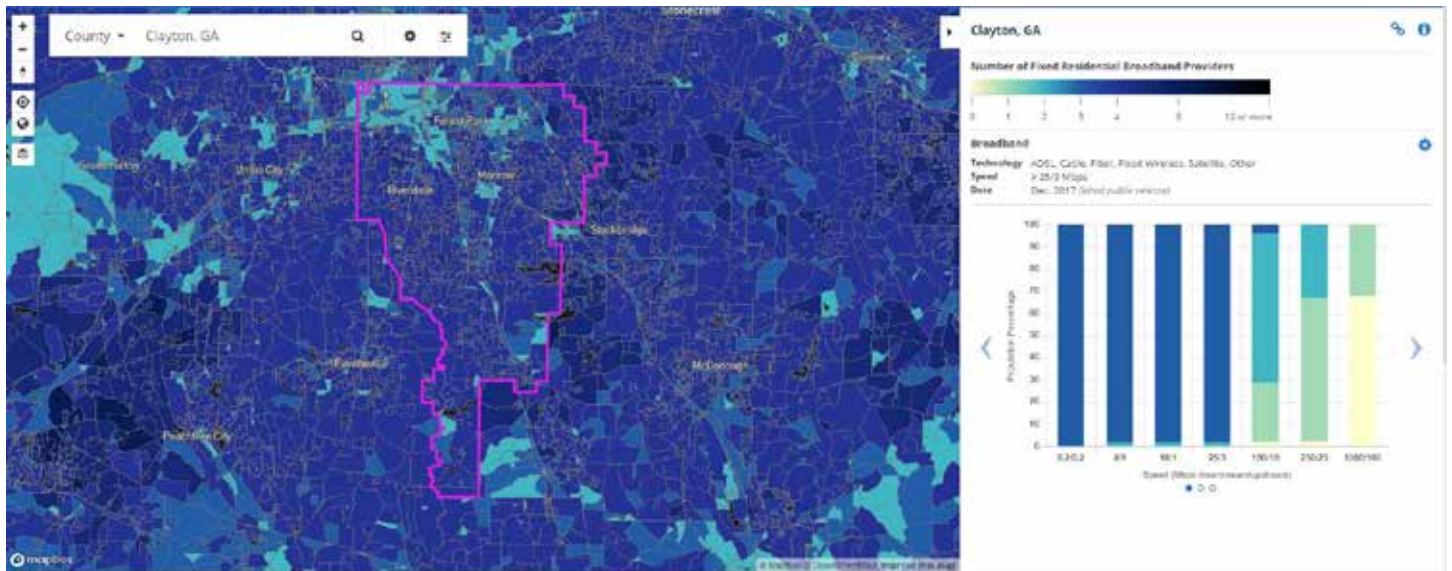
As used in this section: "Broadband services" means a wired or wireless terrestrial service that consists of the capability to transmit at a rate of not less than 25 megabits per second in the downstream direction and at least 3 megabits per second in the upstream direction to end users and in combination with such service provides:

- Access to the Internet; or

- Computer processing, information storage, or protocol conversion.

And "Broadband services provider" means any provider of broadband services or a public utility or any other person or entity that builds or owns a broadband network project.

Metro Atlanta, and Clayton County, generally enjoy widespread access to broadband technology from at least two to four service providers. However, feedback from the community indicated that residents would like better service and a greater number of options in service providers. As the market for broadband technology continues to expand and improve throughout the region and the State, Clayton County seems positioned to ensure that access to the technology will be available in their market.

Economic Development

Economic Development Goals and Policies

The Community Goals help identify the community's direction for development. Regular update of the Community Goals is not required, although communities are encouraged to amend the goals whenever appropriate. Community Goals were reviewed as a part of the 2019 Comprehensive Plan update. They were reaffirmed by the Steering Committee and the public. The policy statements that accompany each goal provide greater direction for implementation of the community's vision.

Improve employment options for residents	• Attract a greater diversity of jobs to Clayton County to create more options for Clayton County residents desiring to work in the County. • Promote and encourage industries related to local strengths, like water-based industries or film industries. • Take advantage of the County's proximity to major roadways, rail lines, and Hartsfield-Jackson Atlanta International Airport to encourage industry to locate in the County.
Revisit current zoning to encourage better options for higher employment opportunities.	• Support, publicize, and as appropriate develop new educational and training opportunities for County residents that are beneficial both to local and prospective employers and employees. • Focus training and educational opportunities for high income careers.
Undertake business development and Promotion	• Provide incentives, training, and networking opportunities for small business owners. • Provide economic outreach programs to businesses. • Increase tourism awareness inside and outside of Clayton County. • Publicize available land and buildings for development and redevelopment opportunities. • Develop and formalize an economic development toolbox that addresses all aspects of the development process.
Improve coordination of economic development and planning	• Coordinate planning for land use and transportation in order to provide economic development opportunities. • Locate and regulate new businesses and industries so as to improve the quality of life in Clayton County. • Support redevelopment of specific areas of the County such as identified on the Future Land Use Map and in coordinated redevelopment plans.
Improve and maintain quality of educational services	• Provide a quality educational environment for all Clayton County public school students. • Maintain and expand upon the County's reputation as a center for excellence in higher education. • Coordinate the County's development and future growth with the Clayton County School Board's plans for provision of public schools to ensure that demand for school facilities does not outpace capacity.

Improve quality of life through focus on health, safety and welfare of residents	• Maintain a public safety force that meets or exceeds the service need of the County's population. • Reduce instances of crime and drug use in Clayton County. • Expand the County's parks and recreation offerings to meet the needs of all residents and to increase citizen's accessibility to parks and other recreation facilities • Expand and develop new public buildings and other facilities in a manner that enhances the quality of the surrounding community, conserves natural resources, and produces the maximum benefit for the investment of public funds.
Improve and maintain access to arts and culture	• Continue to provide first class outlets for performing arts in Clayton County that attract patrons from the region and beyond. • Improve and expand the Clayton County Library System to meet the needs of the current and future population.
Ensure and improve quality of amenities and public services	• Continue to deliver safe, potable water of an approved quality at a reasonable cost to the residents of Clayton County. • Maintain Clayton County's tradition of natural treatment systems and publicize the County as a model of excellence in this regard. • Maintain a cost effective sewer service delivery that protects the health and welfare of the County's households, businesses, and institutions. • Reduce the amount of solid waste received at the County's landfill by promoting source reduction policies such as reuse and recycling. • Maintain solid waste treatment and disposal facilities that meet all regulatory requirements, have the ability to meet capacity requirements during the ten-year planning horizon and have limited impacts on surrounding communities. • Improve coordination of fire and ambulance services and reduce response times. Continue to improve fire and emergency medical services (EMS). • Assist Southern Regional Medical Center in maintaining its reputation as the premiere health care facility in the Southern Crescent Region. • Maintain a Countywide fire protection ISO rating of 3. • Identify and contract with sanitation companies to service neighborhoods for waste pick up and require residential recycling. • Create impact fees for infrastructure.
Improve local identity and public relations	• The County's media relations staff should work with local media outlets to publicize the successes and opportunities in the County. • Taking advantage of the County's excellent Parks and Recreation facilities, explore methods to generate additional revenue for the County. • Publicize the County's Senior Services assets to encourage residents to stay in the County.

Clayton County Strategic Economic Development Plan

In 2013, the Georgia Institute of Technology's Enterprise Innovation Institute prepared a Strategic Economic Development Plan for Clayton County, the Development Authority of Clayton County, and the Clayton County Chamber of Commerce. Over a nine-month period, Georgia Tech developed the plan using a combination of stakeholder feedback, community engagement and technical analysis.

The plan defines the following economic development vision and mission statement to guide its recommendations:

Vision: Build upon our strengths, resources, and collaborative efforts to create an environment where business and residents thrive.

Mission Statement:

Clayton County will advance economic development by:

- *Working collaboratively across city and county lines to market, promote, and grow business and employment opportunities;*

- *Building a supportive relationship between our public and private sector;*

- *Strengthening our educational system and workforce; and*

- *Embracing our diversity to foster an inclusive economy.*

The plan establishes six long-term economic development goals and offers corresponding recommendations to meet these goals:

1. **Goal**: Improve the internal and external image of Clayton County.

    - **Recommendation**: Develop formal agreement and approach between cities and county to collectively shape a positive image for Clayton County.

2. **Goal**: Develop a better and broader relationship between the private and public sector in Clayton County.

    - **Recommendation**: Elevate importance of retailing and expanding existing industry in Clayton County. Broaden number of people formally involved in the effort to visit, retain, and expand existing industry.

3. **Goal**: Create more opportunities for Clayton County residents to find and retain employment.

    - **Recommendation**: Prioritize workforce development as a key economic development tool for improving family and self-sufficiency and reducing unemployment.

4. **Goal**: Refine targeted industry sectors for business recruitment.

    - **Recommendation**: Target business sectors based on the Business Opportunities Assessment and broad community support.

5. **Goal**: Recognize the importance of entrepreneurship and small businesses in Clayton County.

    - **Recommendation**: Build upon existing activities that promote entrepreneurship and strengthen the small business community in Clayton County.

6. **Goal**: Grow the impact of Public Higher Education Institutions on Clayton County's economic development.

    - **Recommendation**: Develop a framework for engagement between Clayton State University, Atlanta Technical College, and community/economic development organizations within Clayton County. Develop additional partnerships between Clayton State University and Atlanta Technical College.

CATLYST

CATLYST is the regional competitiveness strategy for the 10-county Metro Atlanta region, including Clayton County. It serves as the Comprehensive Economic Development Strategy (CEDS) in accordance with the U.S. Economic Development Administration's requirements and was adopted in 2017. The vision of the CATLYST Strategy is to have a competitive economy and region that works for everyone.

The CATLYST Strategy is built on four pillars and their relevant policies to focus on the needs of individual residents in the metro region:
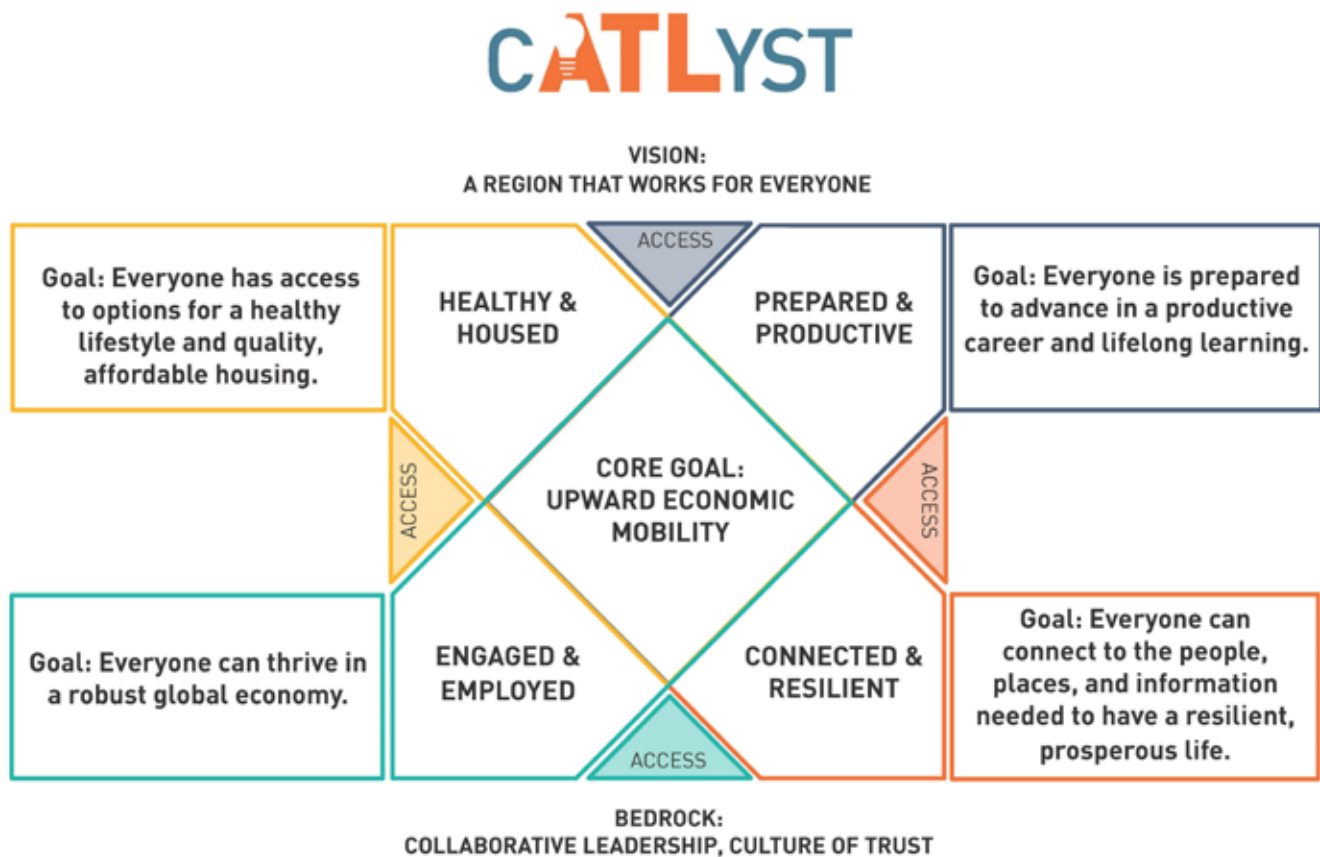
Engaged and Employed

- Expand the regional economic development marketing alliance's activities.
- Further amplify and activate Aerotropolis Atlanta.
- Promote and expand resources available for entrepreneurs and small businesses.
- Establish an entrepreneurial platform dedicated to solving regional problems.
- Expand programs that connect corporations and MWSBEs.

Prepared and Productive

- Fully support Learn4Life and replicate similar cradle-to-career initiatives throughout metro Atlanta.
- Raise awareness viable STEAM career tracks among K-12 students and their parents.
- Increase early childhood education funding and quality programming.
- Continue to expand the region's involvement in HDCI, creating sector partnerships & programming.
- Support the development of entrepreneurial thinking among the region's youth.

- Increase businesses' engagement in schools across the region.
- Address gaps in education, workforce development, and social support offerings across the region.
- Establish a collective impact approach to re-engage disconnected workers across the region.
- Expand expungement programs for nonviolent criminal offenders.

Connected and Resilient

- Study and take action on the inheritance of poverty and its negative impacts.
- Establish an organization dedicated to advancing diverse leadership across the region.
- In a comprehensive regional approach, protect and connect future greenspaces.
- Seek funding diversity for the LCI to support broader efforts.
- Expand ARC's Regional Public Art Program and similar programs.
- Increase area counties' participation in a regional transit network.
- Host regional forums to ensure the region is prepared for autonomous vehicles and other disrupters.

Healthy and Housed

- Facilitate a regional housing strategy.
- Build the capacity of non-profits and other organizations dedicated to housing.
- Provide local governments with a toolkit to address poverty.
- Expand resources to help communities improve healthy, safe lifestyles for their residents.
- Update requirements of ARC's programs to reflect the spirit of the CATLYST Strategy.

Metro Atlanta Opportunity Zones

Created by the Tax Cuts and Jobs Act of 2017, Federal Opportunity Zones are to provide new incentives to spur private investments in low-income areas. The 10-County Atlanta Region has 52 areas designated as Opportunity Zones, 3 of which are located in census tracts within Clayton County (Census Tracts 13063040306, 13063040415, and 13063040303).

Clayton County participated in developing the Metro Atlanta Opportunity Zone Prospectus, participated in several OZ related events and hosted an OZ event with developers, brokers and other stakeholders.

Key Demographics - Comparison of Metro Atlanta Opportunity Zones and Clayton County

	Black/African American	Hispanic	Foreign Born	Poverty	Median Household Income	% BA+	% Some College	% No HS Degree	% Under 18	% Over 65	Unemployment
Atlanta MSA	34.3%	10.8%	13.6%	12.5%	$63,454	38.1%	27.5%	10.8%	24.2%	12.0%	4.9%
10-County Region	39.1%	12.0%	15.7%	12.3%	$63,627	41.5%	27.1%	9.9%	23.9%	11.6%	5.0%
Opportunity Zones in the 10 County Region	66.4%	18.1%	17.9%	30.2%	$32,438	19.6%	26.0%	23.1%	26.0%	10.7%	9.5%
State (GA)	31.8%	9.7%	10.0%	15.7%	$54,785	30.9%	28.2%	13.3%	23.6%	13.6%	5.0%
U.S.	12.9%	18.3%	13.4%	13.8%	$58,100	31.8%	29.0%	12.3%	22.2%	16.0%	4.8%
Clayton County	70.3%	13.1%	13.9%	18.7%	$47,415	20.0%	33.0%	16.0%	26.0%	9.5%	7.5%

The Aerotropolis Atlanta Blueprint

In 2016, the Aerotropolis Atlanta Alliance (AAA) and the Atlanta Regional Commission (ARC) partnered to develop the Aerotropolis Atlanta Blueprint (the Blueprint). The Blueprint provides a strategic, overarching framework to guide growth and development for the next 5 years that leverages Hartsfield-Jackson Atlanta International Airport (the airport). The document is intended to serve as a resource for policymakers to help guide development decisions that further the economic and quality of life interests of the area.

The six month process included:

- Visioning with a subset of AAA members dedicated to the Blueprint.
- Interviews with AAA members and key area stakeholders over a two day time period.
- Existing conditions analysis that build upon ARC's Inventory and Assessment Report.
- Week-long workshop to bring together interested stakeholders and the AAA under a joint strategy.
- Consensus around an action plan that includes:
  1. Organizational recommendations for the AAA;
  2. Real estate development strategies for identified key corridors and catalytic sites;
  3. Land use recommendations along key corridors and within catalytic areas;
  4. Identification of key transportation projects and priorities to unlock future development and enhance existing overall mobility; and
  5. Identification of key industries.

The Airport's location within Clayton County presents a unique economic development opportunity. The County's continued participation with the Blueprint and the AAA will allow the County to leverage this asset for its own economic development.

Comprehensive Development Strategy to Implement the Atlanta Aerotropolis: Recommendations for the Mountain View Area

The Mountain View Livable Centers Initiative (LCI) area is a key gateway into Clayton County and is crucial to the County's long-term vision for economic development. Therefore, the Clayton County Community Development Department contacted the Urban Land Institute Atlanta and requested technical assistance for a comprehensive development strategy to determine how Clayton County can maximize economic development, properly brand the area to create a positive perception, create an entertainment district, and ultimately establish Mountain View as a major regional economic engine. The Mountain View LCI area is located at the northeast intersection of Interstates 75 and 285, east of the HartsfieldJackson Atlanta International Airport (HJAIA) and Interstate 75, and currently consists of 408 parcels within 712+/- acres zoned primarily light industrial. Property ownership ranges from Clayton County Government (4%) and the City of Atlanta (12%) to private property owners (82%). Due to this prominent location within the Aerotropolis Atlanta area, Mountain View has the potential to become a major economic driver for Clayton County, the Atlanta region, and beyond.

Community Choices- Mountain View Area Existing Conditions

In 2016, Clayton County received technical assistance through the ARC's Community Choices program to evaluate the existing conditions of the Mountain View area. Community Choices provides cities and counties with the tools, technical assistance, and resources to help them create communities that best suit their visions.

As a part of the project, the Community Choices team provided input on the following planning-related items:

- Reviewed the Mountain View area's land use and zoning policies for consistency with the county's economic development goals, the Mountain View LCI and the Aerotropolis Blueprint.

- Assessed existing barriers and restrictions to development that may exist on properties within Mountain View; and

- Provided recommendations for regulatory changes and redevelop

Northwest Clayton Redevelopment Areas and Tax Allocation Distirct

The Northwest Clayton Tax Allocation District Redevelopment Plan provides Clayton County with an effective tool for achieving full realization of Northwest Clayton's commercial and residential development potential. With its proximity to Hartsfield-Jackson Atlanta International Airport, the Northwest Clayton TAD is a key instrument for Clayton County's participation in the Aerotropolis Alliance and its plans for offices, warehouse and logistics centers, residences and shopping districts, as well as convention and hospitality facilities. A TAD is necessary to redevelop Northwest Clayton into a vibrant, mixed-use regional activity center, a community that will attract individuals to live, work and play.

The Northwest Clayton Tax Allocation District (TAD) was created to strengthen Clayton County's ability to promote truly balanced economic growth by directing one of its key economic development tools – a TAD– toward revitalizing old growth areas and economically challenged properties that have been identified by Clayton County as being in need of such support.

In creating this TAD, the County focused on an area with high potential for redevelopment and development within the northwest corner of Clayton County and Mountain View. The Northwest Clayton area currently faces significant challenges; however, many of these challenges may be overcome by taking advantage of substantial opportunities. The TAD will enable Northwest Clayton to become a regional center that contributes to the overall economic health of Clayton County and metro Atlanta's south side.

The goals of the Northwest Clayton Tax Allocation District Redevelopment Plan include:

1. Realize the economic potential of its location adjacent to Hartsfield-Jackson Atlanta International Airport
2. Develop a hub for business, commercial, residential and recreational activities with strong regional and international identity
3. Address air quality, mobility and accessibility needs of the residents, employees, businesses and visitors
4. Mitigate the potential impact of airport noise on adjacent land uses
5. Achieve long-term, constructive change as a result of cooperative efforts of Clayton County, College Park, Hartsfield-Jackson Atlanta International Airport and other governmental and private entities

The following eight principles were adopted as the core objectives for any redevelopment in the Northwest Clayton area:

1. Encourage quality infill development and redevelopment
2. Provide redevelopment incentives
3. Increase employment opportunities
4. Enhance retail opportunities
5. Increase mix of housing alternatives
6. Expand transportation options, county-wide and regionally
7. Improve options for pedestrians and bicyclists
8. Enhance public spaces and parks

Transportation

Transportation Goals and Policies

The Community Goals help identify the community's direction for development. Regular update of the Community Goals is not required, although communities are encouraged to amend the goals whenever appropriate. Community Goals were reviewed as a part of the 2019 Comprehensive Plan update. They were reaffirmed by the Steering Committee and the public. The policy statements that accompany each goal provide greater direction for implementation of the community's vision.

Improve walkability and connectivity	• Provide and maintain multi-use trails and paths, sidewalks, and walking paths throughout the County.
Install sidewalks along County roadways, with the highest priority given to major thoroughfares and roadways near schools; Improve provision of transit services	• Expand and provide transit services in the County. • Provide reliable, consistent transportation opportunities utilizing current availability of both personnel and transport device.
Improve traffic flow and quality of roadways	• Achieve and maintain safe operating speeds, comfort and convenience on Clayton County roadways. • Propose land development regulations and incentives to mitigate congestion and to achieve the minimum LOS [Level of Service] standards for all roadways.
Effectively manage implementation of transportation projects	• Prioritize construction projects involving all County departments, while being consistent with adopted policies and plans. • Identify the different transportation needs of the County to appropriately budget for each item. • Develop a line item budget for transportation improvements. • Create guidelines to determine how to prioritize construction projects throughout the County. • Increase coordination within County departments.

Clayton County Comprehensive Transportation Plan

Clayton County adopted an updated Comprehensive Transportation Plan (CTP) in August 2018. This plan acts as a roadmap for future development of the County's transportation network based on assessed needs.

Primary goals identified include:

- Enhance and maintain the transportation to meet existing and future needs
- Ensure the transportation system promotes and supports appropriate land use and development
- Encourage and support safety and security
- Improve connectivity and accessibility
- Enhance mobility for all users of the transportation system
- Promote and support economic development and redevelopment
- Improve quality of life, preserve the environment, and protect neighborhood integrity
- Engage the public with effective outreach strategies

Clayton County conducted a thorough analysis of projected changes in population, employment, and land use to determine the County's future transportation needs. The County is expected to grow in both population and employment while maintaining its predominantly suburban development pattern. These two conditions indicate that traffic volumes and demand on existing transportation infrastructure will grow. To accommodate this increased demand, the plan highlights making key north-south and east-west connections. North-south connections facilitate trips between Fulton and Henry Counties while east-west connections facilitate intra-county trips.

In addition to County-wide connectivity, the CTP emphasizes that more transportation projects should accommodate pedestrians and bicyclists, particularly around County's growing mixed-use developments. The plan recommends that the County adopt 'Complete Streets' approach near mixed-use developments to enhance the County's safety and livability.

Furthermore, the CTP recommends coordination between land use policy, economic development strategies, and transportation plans and projects. Recent changes to the County's zoning ordinance encourage economic redevelopment through new zoning districts that allow more compact, mixed use development. Transportation planning and projects should support these new land uses and accommodate all users.

Priority Transportation Projects

Project recommendations resulting from the CTP Update have been prioritized and grouped into project tiers for funding and delivery.

Five Year Action Plan (2021-2025)						
Project ID	Category	Project Name	Cost	Primary Funding Source	County Share %	County Share $
MAINTENANCE	Maintenance	Maintenance Program for County-Owned Roads	$78,210,000	Local	100%	$78,210,000
BRIDGE	Safety	Bridge Repair Program - Short Range	$1,500,000	Local	100%	$1,500,000
FREIGHT	Safety	Freight Safety Study	$300,000	Local	100%	$300,000
SIDEWALK	Pedestrian Improvements	Pedestrian improvements as needed on County Roads	$11,420,000	Local	100%	$11,420,000
ECONDEV	Quality of Life	Infrastructure Support for Development	$4,570,000	Local	100%	$4,570,000
COUNTYROAD	County Road	County Road Safety Program	$22,631,500	Local	100%	$22,631,500

Five Year Action Plan (2021-2025)						
SIGNAL	Roadway Safety	Signal Warrant Analyses at 3 locations	$100,000	Local	100%	$100,000
6C	Roadway Safety	SR 54/Jonesboro Road @ Battlecreek Road Intersection Improvement	$1,506,000	State/Federal	50%	$753,000
9C	Roadway Safety	Upper Riverdale Road @ Lees Mill Road Safety Improvement, includes consolidation of Lees Mill Road Connections at Upper Riverdale Road	$500,000	Local	100%	$750,000
3102	Operations	Huie Road/Harper Drive/Rex Road from Jonesboro Road to US 23/SR 42 Install Fiber-Optic Trunk Line with Signal Communication Equipment and CCTV Cameras	$921,000	Local	100%	$921,000
3104	Operations	South Main Street from US 19/41/Tara Boulevard to College Street Install Fiber-Optic Trunk Line with Signal Communication Equipment and CCTV Cameras	$617,000	Local	100%	$617,000
TOTAL						$121,772,500

Mid-Range 2026-2030						
Project ID	Category	Project Name	Cost	Primary Funding Source	County Share %	County Share $
MAINTENANCE	Maintenance	Maintenance Program for County-Owned Roads	$78,210,000	Local	100%	$78,210,000
BRIDGE	Safety	Bridge Repair Program - Short Range	$1,500,000	Local	100%	$1,500,000
FREIGHT	Safety	Freight Safety Study	$1,000,000	Local	100%	$1,000,000
SIDEWALK	Pedestrian Improvements	Pedestrian improvements as needed on County Roads	$11,420,000	Local	100%	$11,420,000
ECONDEV	Quality of Life	Infrastructure Support for Development	$4,570,000	Local	100%	$4,570,000
COUNTYROAD	County Road	County Road Safety Program	$22,631,500	Local	100%	$22,631,500
2B	Roadway Safety	SR 85 @ Webb Road/Warren Drive Safety Improvement	$1,506,000	State/Federal	50%	$753,000
7C	Roadway Safety	SR 138 @ Mt. Zion Road Safety Improvement	$1,506,000	State/Federal	50%	$753,000

		Mid-Range 2026-2030				
2G	Operations	SR 85 @ Garden Walk Boulevard Capacity and Operational Improvement - Provide a WB RT lane on Garden Walk Boulevard, Perform signal optimization and retiming, Provide sidewalks	$391,000	State/Federal	50%	$395,000
2H	Operations	SR 85 @ Forest Parkway Capacity and Operational Improvement - Add another eastbound RT lane on Forest Pkwy/Clark Howell Hwy	$120,000	State/Federal	50%	$60,000
7E	Operations	SR 138 W @ Fielder Road/ Autumn Woods Drive Traffic Engineering Study	$110,000	State/Federal	50%	$55,000
7G	Operations	SR 138 E @ N McDonough Street Traffic Engineering Study, Add eastbound right-turn lane on SR 138	$721,000	State/Federal	50%	$360,500
4405	Capacity	Denny Drive: Extend to Pleasant Hill Road	$770,000	Local	100%	$770,000
3103	Operations	Stagecoach Road: West Panola Road to Rex Road - Install Fiber-Optic Trunk Line with Signal Communication Equipment and CCTV Cameras	$268,000	Local	100%	$268,000
3956	Operations	Conkle Road at Mt. Zion Road/ Mt. Zion Boulevard	$72,000	Local	100%	$72,000
TOD	Studies	TOD Station Area Scoping Studies at Forest Park, Lake City, Morrow, Jonesboro, and one unincorporated Clayton County	$1,500,000 (5 @ $300,000 each)	Local	100%	$1,500,000
Total						$124,318,000

		Long Range 2031-2040				
Project ID	Category	Project Name	Cost	Primary Funding Source	County Share %	County Share $
MAINTENANCE	Maintenance	Maintenance Program for County-Owned Roads	$156,420,000	Local	100%	$156,420,000
SIDEWALK	Pedestrian Improvements	Pedestrian improvements as needed on County Roads	$22,840,000	Local	100%	$22,840,000

		Long Range 2031-2040				
ECONDEV	Quality of Life	Infrastructure Support for Development	$9,140,000	Local	100%	$9,140,000
COUNTYROAD	County Road	County Road Safety Program	$38,000,000	Local	100%	$38,000,000
4C	Capacity	SR 314 Widening	$45,392,000	State/Federal	20%	$9,078,400
3504	Operations	Conley Road Operational Upgrades - SR 54/Jonesboro Road to Cherokee Trail	$12,966,000	Local	50%	$12,966,000
Total						$248,444,400

	Five-Year Plan Transit Projects funded by the Clayton County-MARTA Sales Tax					
Project ID	Category	Project Name	Cost	Primary Funding Source	County Share %	County Share $
AR-485A	Transit	Clayton County High-Capacity Transit Initiative Phase 1 From East Point to Jonesboro: Recommended 1st segment to Mountain View	$300,000,000 ($100,000,000 for segment)	Local/Federal	50%	$150,000,000 ($50,000,000 for segment)

	Mid-Range Transit Projects funded by the Clayton County-MARTA Sales Tax					
Project ID	Category	Project Name	Cost	Primary Funding Source	County Share %	County Share $
AR-485A	Transit	Clayton County High-Capacity Transit Initiative Phase 1 From East Point to Jonesboro: Recommended Second Segment from Mountain View to Jonesboro	$300,000,000 ($200,000,000 for segment)	Local/Federal	50%	$150,000,000 ($100,000,000 for segment)

	Long Range Transit Projects funded by the Clayton County-MARTA Sales Tax					
Project ID	Category	Project Name	Cost	Primary Funding Source	County Share %	County Share $
AR-485B	Transit	Clayton County High-Capacity Transit Initiative Phase 2 From Jonesboro to Lovejoy	$100,000,000	State/Federal	50%	$50,000,000

Unconstrained Projects						
Project ID	Location	Category	Project Name	Description	Cost	Recommended Funding Source
2A	Riverdale/ County	Roadway Safety	SR 85 Corridor from Forest Parkway to Webb Road/Warren Drive	Road Safety Audit	$342,000	State/Federal
3A	Riverdale/ County	Roadway Safety	SR 139 Corridor Road Safety Audit	Road Safety Audit	$259,000	State/Federal
2E	County	Roadway Safety	SR 85 @ Forest Parkway/ Clark Howell Highway Safety Improvement	Guide lane assignments by providing mini-skip lines at the intersection, Realignment of the intersection	$4,068,000	State/Federal
7A	Jonesboro/ County	Roadway Safety	SR 138 Road Safety Audit	Road Safety Audit	$132,000	State/Federal
2C	County	Roadway Safety	SR 85 @ SR 138 Safety Improvement	Add sidewalks connecting to crosswalks	$846,000	State/Federal
5I	County	Operations	Access Management along Forest Parkway between SR 42/US 23/ Moreland Avenue to the I-675 interchange	Consolidate driveways to meet the GDOT minimum driveway spacing requirement	$181,000	Local
3952	County	Operations	SR 139/Riverdale Road	At Flat Shoals Road	$71,000	State/Federal
3C	County	Operations	Access Management along SR 139 near I-285 interchange	Consolidate signalized intersections to meet the GDOT minimum signal spacing requirement	$200,000	State/Federal
3D	County	Operations	Access Management along SR 139 between Shoreham Drive and Kingswood Circle	Consolidate driveways to meet the GDOT minimum driveway spacing requirement	$24,000	State/Federal
2F	County	Operations	SR 85 @ SR 138 Operational Improvement	EB RT lane on SR 138, Perform signal optimization and retiming	$409,000	State/Federal
3957	County	Operations	SR 138	At I-675 North	$80,000	State/Federal
3958	County	Operations	SR 139	At I-675 South	$80,000	State/Federal

MARTA Transit Expansion Projects - Clayton County

On November 4, 2014, voters in Clayton County approved a referendum to dedicate a one-cent sales tax for the expansion of MARTA service to the County. Approval of the one-cent sales tax provides for the implementation of MARTA Bus and Mobility service, currently in operation, and future high capacity transit service throughout the County. An environmental review is expected to be underway in the summer of 2019.

Clayton County Transit Initiative Fact Sheet
Spring 2018

▶ **Project Area**

Legend
Clayton County

Potential Corridors
- Norfolk Southern Line
- Eastside - SR 42 - Moreland Ave
- SR 54 - Jonesboro Rd
- SR 85
- Riverdale Rd
- US 41 - Tara Blvd
- Westside - Fayetteville Rd
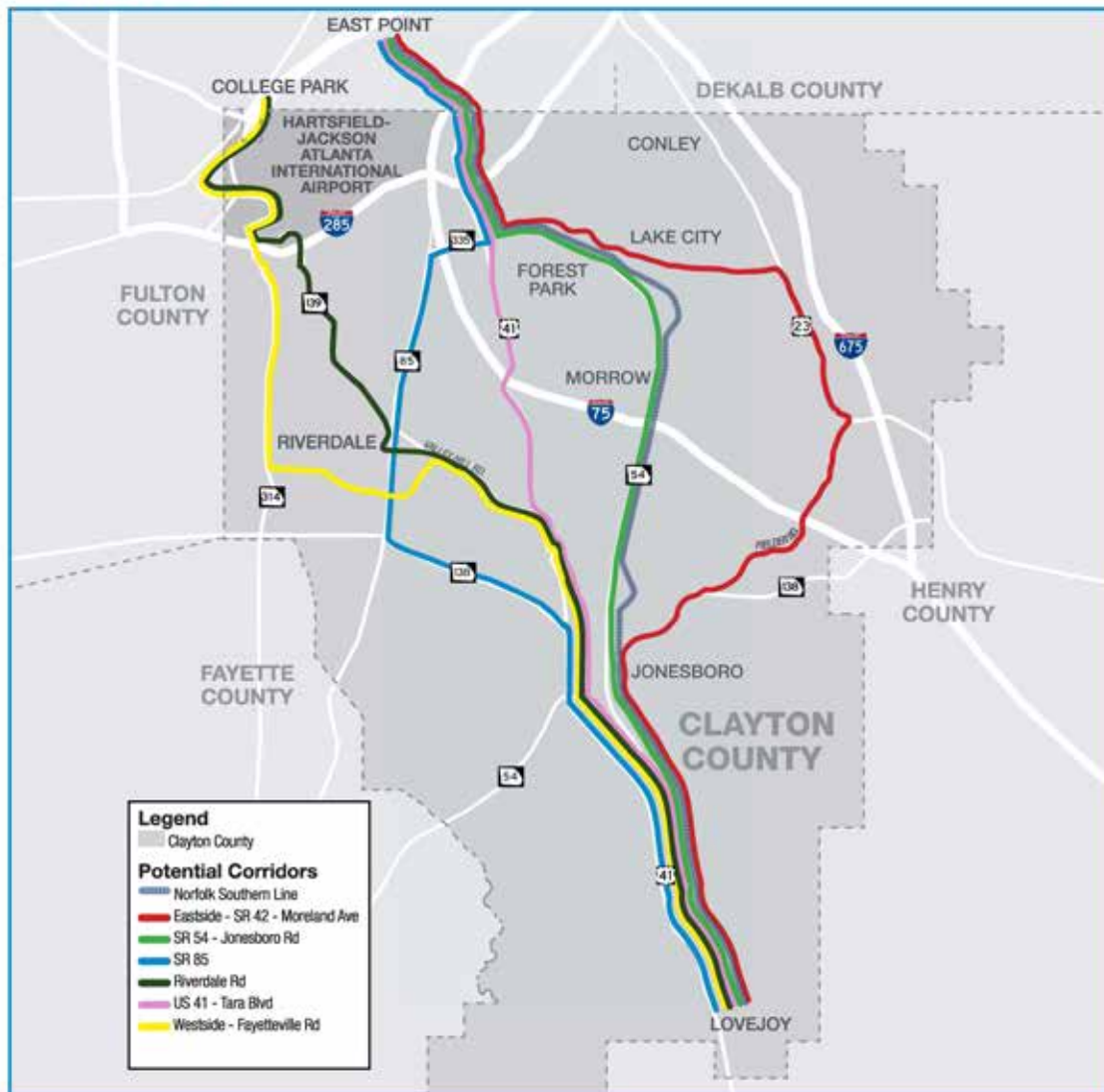
Contact Us
Tracie Roberson
404.848.5023 | troberson@itsmarta.com

On the Web
http://www.itsmarta.com/clayton-corridor-overview.aspx

Housing

Housing Goals and Policies

The Community Goals help identify the community's direction for development. Regular update of the Community Goals is not required, although communities are encouraged to amend the goals whenever appropriate. Community Goals were reviewed as a part of the 2019 Comprehensive Plan update. They were reaffirmed by the Steering Committee and the public. The policy statements that accompany each goal provide greater direction for implementation of the community's vision.

Ensure quality of residential development	• Maximize public safety, health and convenience in all residential areas, regardless of value or location. • Strictly monitor the type and quantity of higher density residential development as it relates to the impacts on infrastructure and quality of life. • Enhance local funding and permit expedition to encourage applicable and quality development and revitalization projects. • Entice quality builders both local and national with incentive programs.
Ensure the provision of housing for all residents	• Provide a wide variety of quality housing options to meet the current and projected needs of all Clayton County residents regardless of age, income, or disabilities. • Ensure a good balance between single family housing, rental units and Section 8 housing stock. • Prevent the occurrence of discrimination in housing based on race, color, religion, sex or national origin.
Maintain the quality of existing housing	• Prevent the encroachment of incompatible land uses into established residential land use areas. • Stabilize and enhance the County's existing housing stock by promoting conservation practices, supporting revitalization plans, and encouraging the replacement of dilapidated structures.
Coordination of housing and economic development	• Have new residential development, particularly higher- density residential development, to occur in areas where adequate transportation facilities and commercial and public services exist or are planned • Locate these uses in close proximity to centers of employment and higher education. Consider higher density housing near employment centers.

Clayton County HUD Consolidated Plan

In 2018, Clayton County conducted a consolidated plan to coordinate the investments of its three HUD grants: Community Development Block Grant, HOME, and Emergency Solutions Grant. The primary goal of these programs is to develop viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunities principally for low- and moderate-income persons. The plan outlines the following objectives:

- Increase access to affordable housing
- Provide senior facilities and facilities for the homeless
- Assist homeless persons to move towards stable, economically sustainable, long-term housing
- Continue to implement code enforcement
- Support the revitalization of communities to benefit low- and moderate-income persons

Key elements of the County's plan for addressing decent housing include assisting both the homeless and those at risk of becoming homeless; increasing the stock of affordable housing in standard condition and retaining existing housing units. A need to increase the supply of housing with supportive services needed for persons with special needs was also identified.

A suitable living environment improves the health, safety and livability of neighborhoods. It encourages mixed income neighborhoods, access to facilities, revitalization of existing neighborhoods and conserves existing natural, historic and character defining features of a community.

Economic opportunity ensures that consideration is given to creation and retention of jobs; encouragement of small business; supports mortgage financing for low income persons and encourages non-discriminatory lending practices and access to capital.

According to the American Community Survey (2017) approximately 40% of Clayton County's housing has been built since 1990. Single family structures make up 69% of the housing units in Clayton County. 11% of housing units are vacant. The remaining housing units are split fairly evenly with 47% owner occupied and 41% renter occupied. The median home value in Clayton County is $89,400 and median rent is $921 (2017).

Housing Occupancy - Clayton and adjacent cities
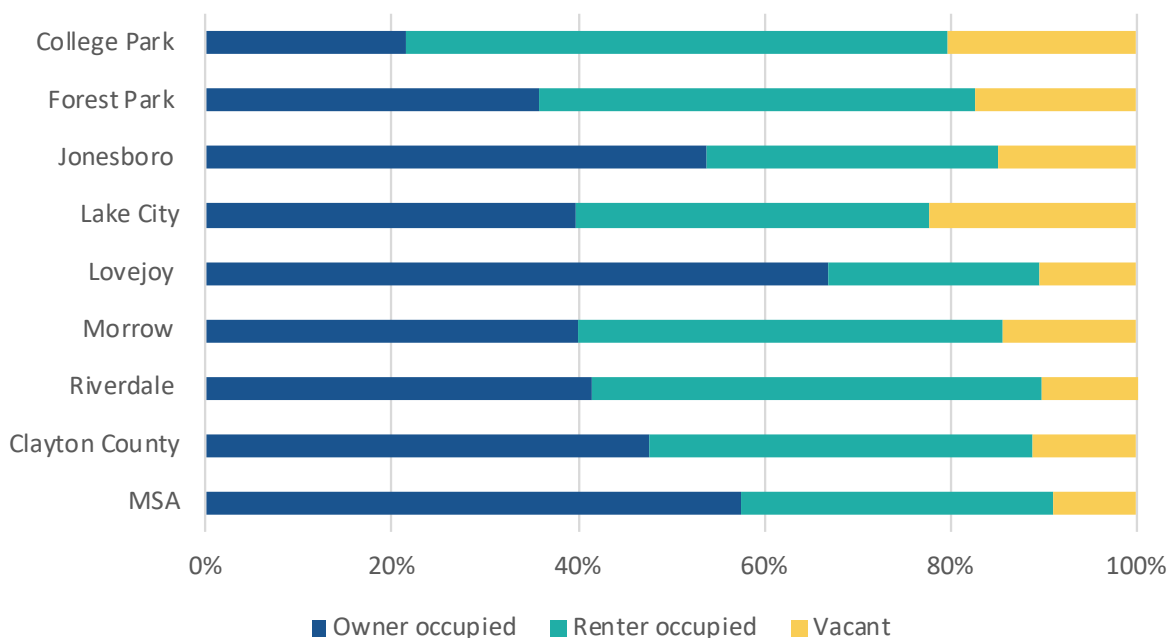
Prevalence of Single Family Homes - Clayton County

Percent Single Family Homes
- Less than 20%
- 20% - 50%
- 50% - 75%
- 75% - 90%
- More than 90%

0   2.5   5 Miles

N
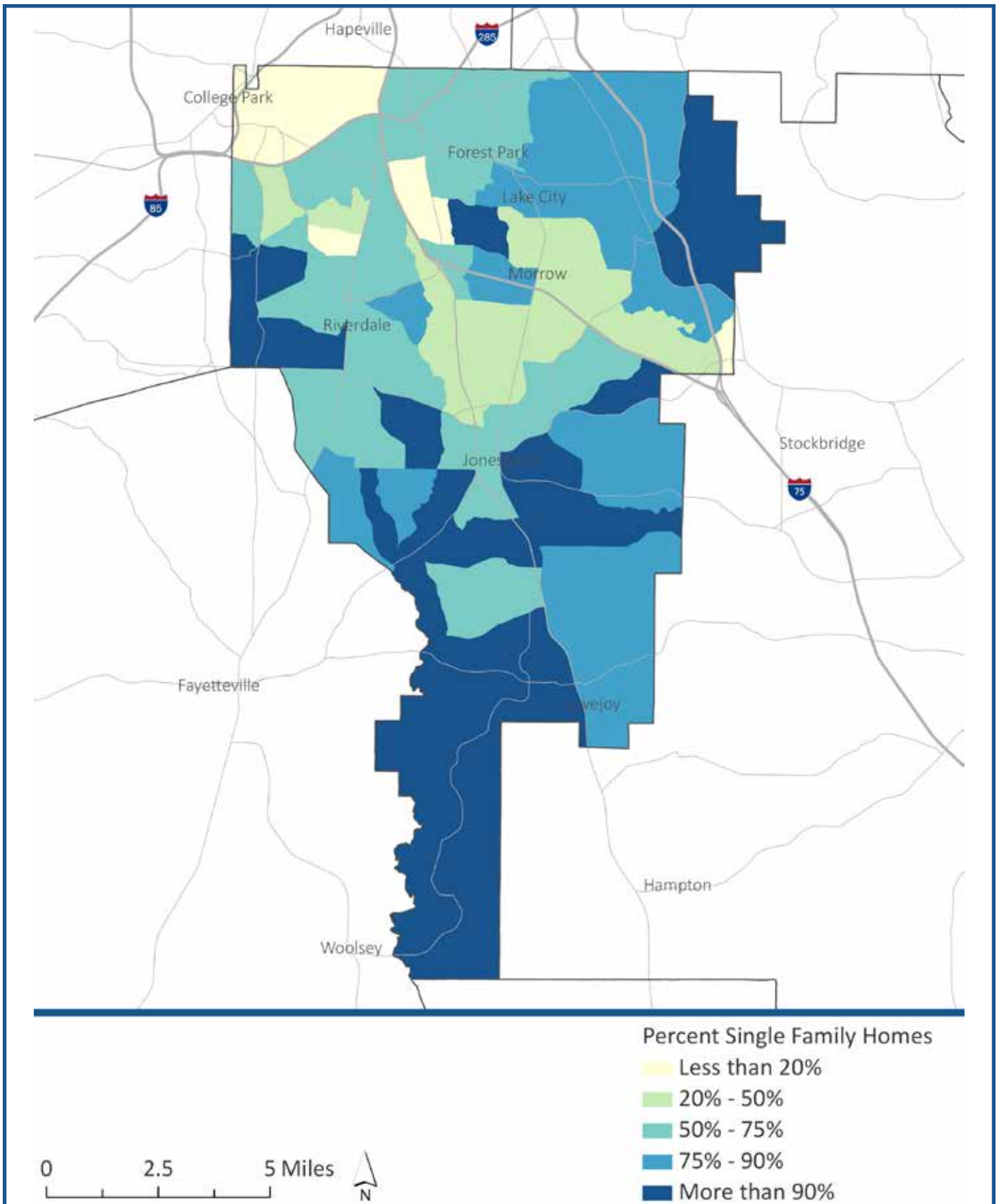
Construction of Housing By Year - Clayton County

Parcels by Year Built

No Data

Before 1940

1940 - 1960

1960 - 1980

1980 - 2000

After 2000

0   2.5   5 Miles

N
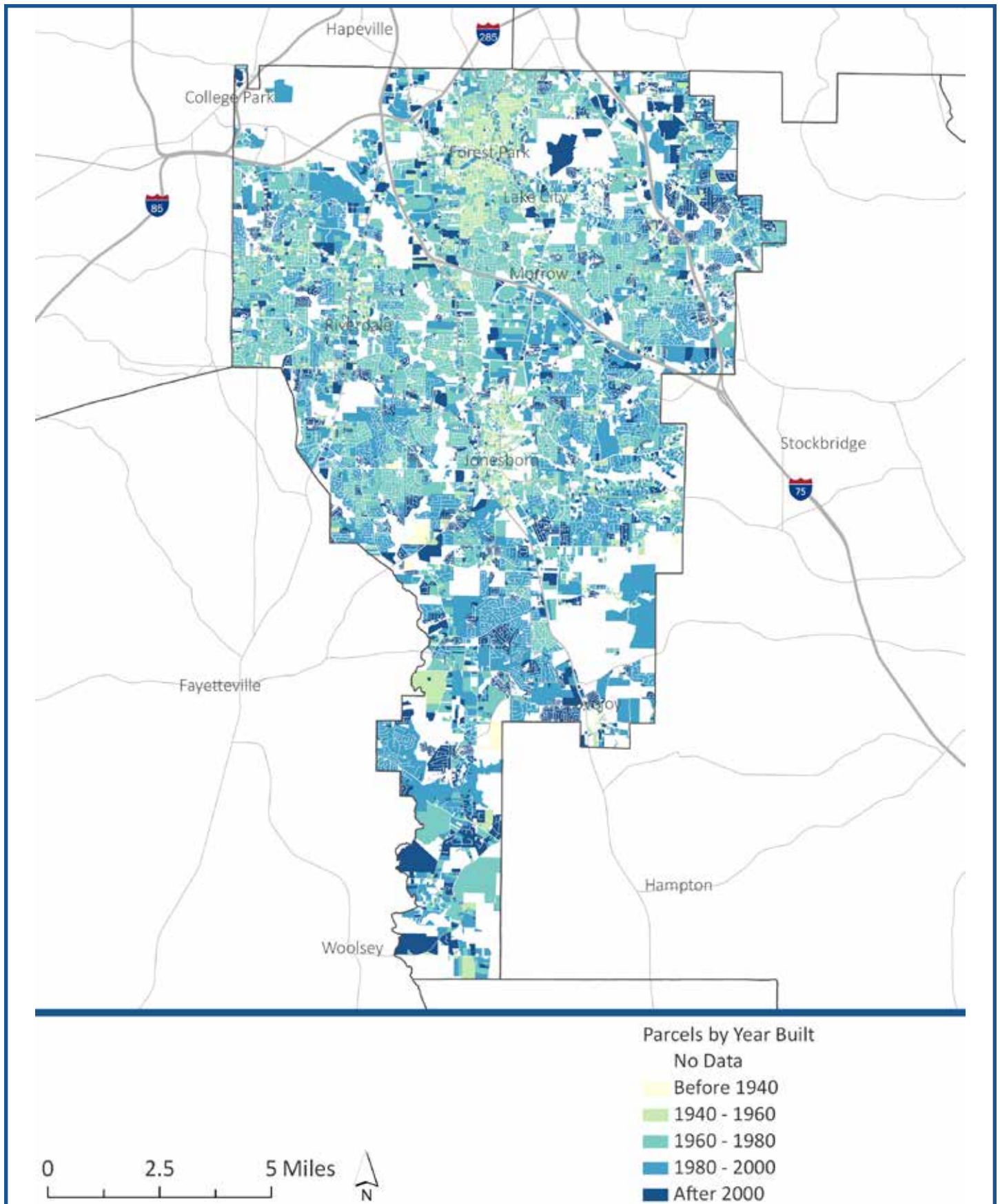
Lee Street Park Amphitheater

Land Use

Land Use Goals and Policies

The Community Goals help identify the community's direction for development. Regular update of the Community Goals is not required, although communities are encouraged to amend the goals whenever appropriate. Community Goals were reviewed as a part of the 2019 Comprehensive Plan update. They were reaffirmed by the Steering Committee and the public. The policy statements that accompany each goal provide greater direction for implementation of the community's vision.

Ensure the quality of new development	• Ensure that the development/redevelopment along Clayton County's major commercial corridors, older commercial nodes, and undeveloped sites is conducted in an orderly manner that enhances the quality of life and retail options of Clayton County residents. • Maintain a healthy living environment and high quality of life in all neighborhoods regardless of the income level or age of neighborhood. • Ensure that the remaining large development sites in Clayton County are developed in a manner that increases the quality of the surrounding communities and the County as a whole.
Encourage well-coordinated development	• Coordinate planning for land use and transportation in order to provide economic development opportunities. • Encourage industrial growth that provides quality employment opportunities, makes effective use of the County's resources, and does not negatively impact the quality of life in Clayton County. • Establish and maintain a balanced relationship between industrial, commercial and residential growth to ensure a stable and healthy tax base in Clayton County. • Ensure that new residential development, particularly higher-density residential development, occurs in areas where adequate transportation facilities and commercial and public services exist or are planned. Locate these uses in close proximity to centers of employment and higher education.
Improve quality of life for all residents	• Ensure that new residential development is designed to be safe, efficient (in terms of land consumption and traffic flow) and attractive to all residents. • Increase the proximity and accessibility of parks and recreation facilities to the citizens of Clayton County. • Minimize the adverse effects of traffic and parking associated with new development on the quality of life, environment, economy and visual attractiveness of Clayton County.
Encourage sustainable development practices	• Adopt mixed use development as a preferred development pattern for new development and redevelopment in Clayton County in accordance with the Future Land Use Map. • Manage future land use and development activity to minimize negative impacts on the natural environment and conserves open space. • Limit to the extent possible the encroachment of incompatible development into well established residential and industrial areas. • Encourage all new developments to be designed at a human scale including residential, retail and/or professional uses within an easy walk of one another.

Improve coordination of planning mechanisms	• Improve public awareness and knowledge of planning and zoning mechanisms. • Improve land use regulation and planning processes and mechanisms to protect and enhance the quality of life in Clayton County. • Increase publicity for land use and zoning meetings and create additional opportunities for the public to comment on requests for development approval and/or zoning changes. • Ensure that the individuals responsible for planning and zoning decisions are provided with adequate training to make the best decisions possible for Clayton County. Provide training for the Clayton County Board of Commissioners in land planning best practices and new land use laws and/or case decisions.
Effectively manage implementation of land use policies	• Ensure that current County taxpayers are not required to bear the costs of providing the infrastructure and public services necessary to support new development. • Protect the County's zoning decisions from legal challenges. • Ensure that the Future Land Use Map is utilized as the development blueprint for the County.
Protect and conserve existing natural resources	• Protect Clayton County's rivers, streams, watersheds, wetlands and other water resources in order to insure adequate water supply and water quality. • Protect natural resources from development which would create significant negative environmental or economic impacts. Floodplains, steep slopes, rock outcroppings and soils with high shrink/swell ratios are natural features that, when developed, could create significant negative impacts on the surrounding environs. • Conserve and protect Clayton County's tree cover. • Protect and improve air quality in Clayton County.
Identify and protect cultural resources	• Identify locations of historic interest and value • Preserve and protect Clayton County's historic resources for the education and enjoyment of current and future County residents and visitors.
Connect resources to development decisions	• Create impact fees for infrastructure. • Achieve efficient use of multi-purpose greenspace which help to define development concentrations, serve as buffers between dissimilar developments and/or protect sensitive natural areas. • Develop a listing of historic and natural resources to promote locations for the Film Industry. • Adopt Best Management Practices (BMPs) that enhance the built environment.
Utilize natural resources to improve quality of life	• Ensure the availability and accessibility of a variety of recreational opportunities for all persons. • Secure adequate future sites for recreation activities by identifying land and water areas having the best combinations of natural features, size and location suited for the type of experience to be provided.

2019 Future Land Use Map

Legend

2014 Future Land Use
- Agriculture
- Conservation Residential
- Low Density Residential
- Medium Density Residential
- High Density Residential
- General Commercial
- Neighborhood Commercial
- Office/Business
- Mixed Use
- Mixed Use Commercial Industrial
- Light Industrial
- Heavy Industrial
- Public/Institutional
- Transportation/Utilities
- Parks/Recreation/Conservation
- Lakes and Ponds

Future Land Use Map Classifications

Agriculture

This is a low density land use primarily including agriculture uses, forestry and estate residential areas. Appropriate zoning categories include Agriculture (AG).

Conservation Residential

The lowest density of residential uses, intended for single family housing without use of public utilities. Densities are lower than 2 dwelling units per acre (du/ac). Appropriate zoning categories include Estate Residential (ER) and Agriculture (AG)

Low Density Residential

Low density residential development, which may or may not use public utilities. Densities range from 2 to 4 du/ac. Appropriate zoning categories include Residential District (RS-180), and Residential District (RS-110)

Medium Density Residential

Moderate density residential housing, including some duplex housing with densities ranging from 4 du/ac to 8 du/ac. Appropriate zoning categories include Residential District (RG-75)

High Density Residential

Highest single-use residential density in unincorporated Clayton County, with densities from 8 to 14 du/ac. Appropriate zoning categories include Multiple Family Residential District (RM), and Mobile Home District (RMH)

General Commercial

Intended for land dedicated to non-industrial business uses including retail sales, service and entertainment facilities. General commercial is the most intense, allowing facilities that may target larger businesses and be less appropriate near residential uses. Appropriate zoning categories include Community Business (CB), General Business (GB)

Neighborhood Commercial

Retail and service uses that are smaller in scale that General commercial described above, in contrast Neighborhood Commercial is intended to serve smaller markets and thus have smaller uses more applicable to being located near residential uses. Appropriate zoning categories include Neighborhood Business (NB), Community Business (CB)

Office/ Business

Land use dedicated to office, banking, or other personal business services and not focused on retail uses. Appropriate zoning categories include Office Institutional (OI)

Light Industrial

This category is for land dedicated to assembly, warehousing, wholesale trade facilities, and other industrial uses which could coexist with some business uses. Corresponding Zoning Districts: Light Industrial (LI)

Heavy Industrial

This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses. These uses are often loud, disruptive, or whose effects may be felt by nearby uses. Corresponding Zoning Districts: Heavy Industrial (HI).

Public Institutional

This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc.

Transportation/ Communication/ Utilities

This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.

Parks Recreation Conservation

This category is for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.

Mixed Use

Allows a mixture of retail, residential, and office uses in a town center style. Uses may include residentially compatible retail uses such as grocery stores, drugstores, banks on ground floors or fronting on commercial streets. There may also be a residential component including lofts, condominiums, apartments, town homes, and smaller single-family houses located above commercial uses or in other portions of the development. Residential densities of 4 to 16 units per acre are appropriate. Higher densities may be allowable if the mix of uses results in a town center style development which can be expected to cut down the number of car trips that would otherwise be generated. A key method for reducing car trips would be balancing the likely jobs with supplied appropriately priced housing. Mixed-use development must be designed to encourage walking and bicycling as well as be designed to be transit-ready. Corresponding Zoning Districts: Medical Mixed Use (MMX), Neighborhood Mixed Use (NMX), Regional Mixed Use (RMX)

Mixed Use Commercial-Industrial

Allows a mixture of office, commercial, and light industrial uses as well as possible recreational uses. Industrial uses should be oriented towards producing value rather than extracting it, and industrial uses that undermine office uses such adult-oriented businesses, landfills, etc. should look elsewhere. Mixed-use Commercial-Industrial development must be designed to encourage walking and bicycling between uses as well as be designed to be transit-ready. Open space and green space areas, should be networked to create corridors of recreational areas, further layering the allowed uses. Corresponding Zoning Districts: Medical Mixed Use (MMX), Neighborhood Mixed Use (NMX), Regional Mixed Use (RMX), Light Industrial (LI), future zoning categories that support the aim of the Mixed Use Commercial-Industrial designation

Matrix of Zoning and Land Use Classifications

Future Land Use Designation	Zoning Classifications															
	AG	ER	RS-180	RS-110	RG-75	RM	RMH	OI	GB	CB	NB	LI	HI	MMX	NMX	RMX
Agriculture	X															
Conservation Residential	X	X														
Low Density Residential			X	X												
Medium Density Residential					X											
High Density Residential						X	X									
General Commercial									X	X						
Neighborhood Commercial										X	X					
Office/ Business								X								
Light Industrial												X				
Heavy Industrial													X			
Public/Institutional								X								
Transportation/ Communication/ Utilities	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Parks/ Recreation/ Conservation	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X
Mixed Use														X	X	X
Mixed Use Commercial-Industrial												X		X	X	X

Development Nodes

The public participation process helped identify several areas which could be targeted for investment. Since many of these areas were located within City boundaries, only those located within the unincorporated areas of the County have been dealt with in this section. It is important to note that any development in these areas be carried out in collaboration with nearby Cities to promote sustainable development and regional connectivity. These areas, or "future development nodes", are shown in the map.

As described in the Future Land Use section, these areas have been zoned for mixed-use development that allows for a variety of commercial and industrial developments with multi-family housing included where appropriate. The following nodes can accommodate multiple uses and serve as a springboard for future growth.

Airport South

This node includes the area south of Interstate 285 and the Atlanta Hartsfield Jackson International Airport, down to East Fayetteville Road. The MXI zoning allows for the creation of a mix of commercial and industrial uses that would benefit from and contribute to the airport. This area is also the site of the proposed "Aerotropolis", which would provide a similar mix of uses. The dense development and proximity to MARTA rail offers a good opportunity to focus on clustered developments that allow some pedestrian or bike connections between the various uses. This node would help transition smoothly between the high volume airport uses and the existing residential uses nearby.

Mountain View

To the area east of the Airport, bordered by Interstate 285 to the south and east, Interstate 75 to the East and DeKalb County to the north, is the Mountain View area. In addition to being designated as a Tax Allocation District (TAD), the location of large areas of industrial zoning close to the Airport provides an excellent opportunity for development as part of the proposed Aerotropolis. The possibility of MARTA rail expansions indicates the strong possibility of development as a transit hub, and good transit oriented development should thus be a high priority.

Tara Boulevard

The area along Tara Boulevard near the intersection of Interstate 75 and including Mount Zion Road and Upper Riverdale Road is a nexus of road traffic as opposed to rail and has potential to function as a commercial hub. Proximity to the interstate for access as well as existing commercial and residential areas allow for development of this node as a livable mixed-use center.
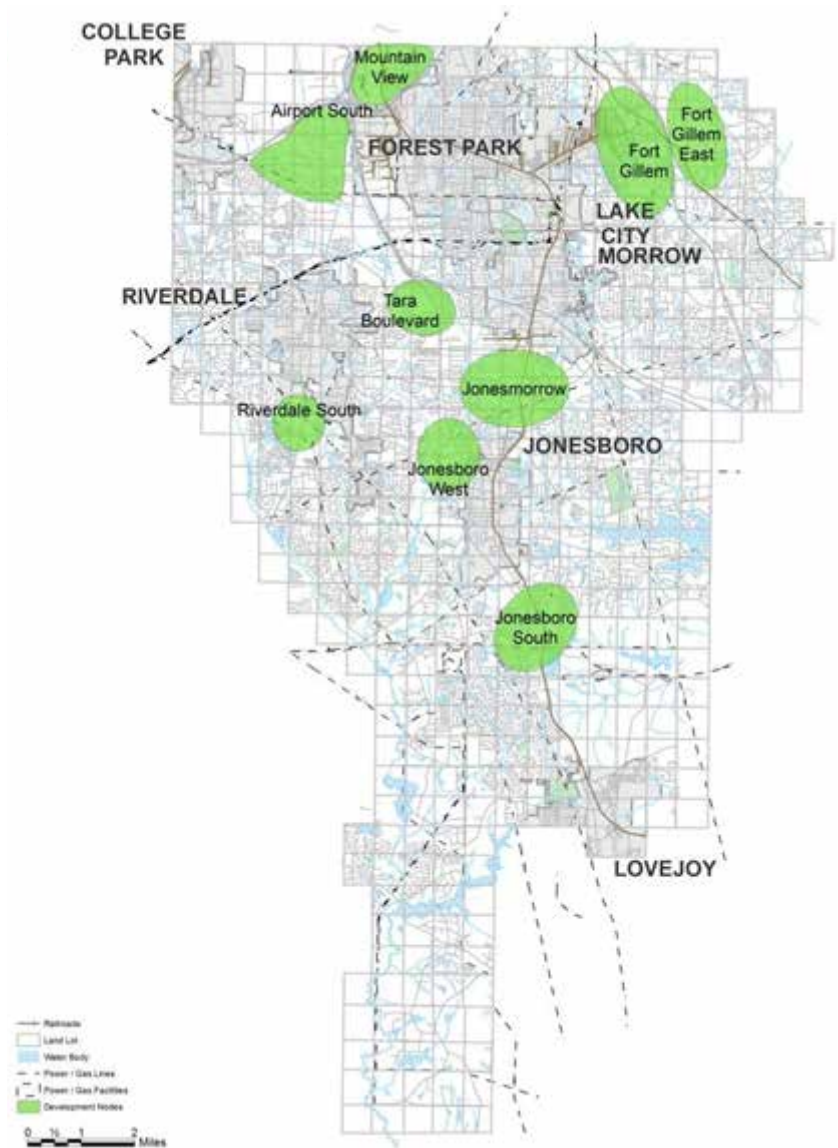
Riverdale South

The intersection of Highway 85 and Highway 138 just south of the City of Riverdale creates another commercial nexus. The volume of traffic and the difficulty of access across the highways need to be addressed, while creating viable quality development. Any development in this area must focus heavily on connections across the highways to facilitate connectivity.

"Jonesmorrow"

The stretch of Highway 54 between Morrow and Jonesboro contains a range of industrial and commercial uses that could be maximized to the County's gain. The area is currently dominated by strip commercial uses, but focused and planned investment will help create an area with commercial, industrial, and residential uses. Industrial uses that provide jobs should be a central focus, with the inclusion of workforce housing.

Jonesboro West

Highway 138 near its intersection with Tara Boulevard provides another junction that would be served well by mixed-use development. The addition of amenities and activities would attract new residents while business centers would help increase the tax base and provide local employment.

Fort Gillem

The County will build on the concepts put forward by the City of Forest Park to transform Fort Gillem into an industrial and business center. The area along highway 23 from Rock Cut Road down to slightly south of Forest Parkway is included in this node. There is currently a concentration of industrial uses in this area due to convenient interstate access, and the MXI zoning will allow for greater numbers of high-value commercial and light industrial uses, as well as high density residential as required. A focus on compact development that focuses on walkability and access would help create "live, work, play" environments that transition to the lower density residential uses in the surrounding areas.

Fort Gillem East

To the east of Interstate 675 is another block of Commercial and Industrial zoned property, adjacent to the large Mixed Use Ellenwood Planned United Development (PUD). Any industrial development in this area should take into consideration the commercial and residential uses of the PUD nearby. Future plans and development should establish better physical connections and complementary land uses.

Jonesboro South

Along Tara Boulevard, near Noah's Ark Road and Mundy's Mill, is a small commercial nexus that has the potential to be redeveloped as a small town mixed use center. Although there is a mix of uses in the surrounding area, the lack of connection prevents this area from developing into a more robust mixed use destination. In keeping with the lower density land uses in surrounding areas, any development should be designed to create a sense of place and gradual increase in density.

Mountain View LCI

In 2014, Clayton County and its partners completed Livable Centers Initiative (LCI) study of the Mountain View area. The LCI acts as visionary redevelopment strategy for the Mountain View area, a well-positioned yet under-developed economic activity center immediately east of the Hartsfield-Jackson Atlanta International Airport. The plan offers recommendations for economic development, the transportation network, and land uses within the study area. The study:

- presents the baseline development strategy for the Mountain View area to provide context and a summary of the current approach to area redevelopment;

- contains highlights current market and economic conditions in the Mountain View area and the market's potential in the near future;

- provides the recommended redevelopment strategy based on the LCI planning process. This strategy is based on analysis of existing land use, transportation, and economic conditions as well as input from stakeholder interviews and the Core Team;

- provides an overview of the input received through stakeholder interviews and the Core Team throughout the study process and;

- provides a series of recommended investments and policies needed to achieve the desired redevelopment.

Finding the Flint

As one of the longest free-flowing rivers in the nation, and the state's second longest river, the Flint provides water for farms and families across the state. The Flint River runs 1.5 miles inside airport property, emerges on the southern edge of Hartsfield-Jackson towards Clayton, then runs 344 miles to the Florida state line where it joins the Chattahoochee to create the Apalachicola River. It is also home to several threatened and endangered species. The Flint is the "F" in the ACF River Basin, which is the subject of decades of litigation in the "water wars." The health of the Flint touches the entire region.

In 2013, the Flint River was ranked on one of America's Most Endangered River's list. In that same year, the Upper Flint River Working Group was formed, and began examining the issues causing the low flow of the upper Flint River basin. Clayton County contains the large majority of the urbanized headwaters of the river, and is a critical area in the long range planning for the Flint River. Continued planning efforts will continue into the term of this Comprehensive Plan Update.

Intergovernmental Coordination

Intergovernmental Coordination Goals and Policies

The Community Goals help identify the community's direction for development. Regular update of the Community Goals is not required, although communities are encouraged to amend the goals whenever appropriate. Community Goals were reviewed as a part of the 2019 Comprehensive Plan update. They were reaffirmed by the Steering Committee and the public. The policy statements that accompany each goal provide greater direction for implementation of the community's vision.

Improve coordination between Comprehensive Plan and local decision-making	• Maintain coordination between the vision, goals, and policies set forth in the Comprehensive Plan and the land use planning and facility siting actions of all local governments in Clayton County and the Clayton County Board of Education. • Maintain coordination between the vision, goals, and policies of the Comprehensive Plan and the programs and requirements of all applicable regional and state programs.
Improve communication between local governments	• Resolve land use conflicts with other local governments through the established dispute resolution process included in the Clayton County Service Delivery Strategy. • Ensure coordination between County and City officials for development policies that are complementary within the region.
Improve and maintain existing processes	• Refine the notification and implementation process for annexation. • Continue to adopt the Service Delivery Strategy.

Adjacent Local Governments

Clayton County is situated in south metro Atlanta, immediately south of the City of Atlanta and the Hartsfield-Jackson Atlanta International Airport. The County is bordered by Fulton County to the northwest, DeKalb County to the northeast, Henry County to the east, Spalding County to the south, and Fayette County to the west. There are seven (7) municipalities located within Clayton County, including the Cities of Forest Park, Riverdale, Morrow, Lake City, Jonesboro, Lovejoy, and a small portion of the City of College Park. As required by the Georgia Department of Community Affairs, a Service Delivery Strategy is in place with all the Cities within Clayton County.

Regional and State Government Entities

Clayton County participates with several regional and state governmental entities in order to coordinate efforts with other jurisdictions in the region and the state as appropriate.

Atlanta Regional Commission

The Georgia Department of Community Affairs (DCA) has established Regional Commissions, formerly known as Regional Development Centers, throughout the state to ensure implementation of the Georgia Planning Act. Regional Commissions provide a variety of services to the local jurisdictions that they serve, including:

- Assistance with preparation of local Comprehensive Plans, solid waste management plans, and service delivery strategies, among others;
- Review of local government plans to identify potential implications to surrounding jurisdictions;
- Assisting, as necessary, with mediation of intergovernmental conflicts;
- Maintenance of geographic information system (GIS);
- Assistance with plan implementation activities;
- Provide innovative solutions to regional concerns; and
- Enhancing and protecting regionally important resources.

Clayton County participates in the Atlanta Regional Commission (ARC), which serves the following ten (10) Counties and their Cities: Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale. ARC first emerged in 1947 as the Metropolitan Planning Commission (MPC), serving DeKalb and Fulton Counties, as well as the City of Atlanta. This was the first publicly supported multi-County planning agency in the United States. That agency evolved over the years to become today's Atlanta Regional Commission, coordinating planning efforts for its membership, including ten (10) Counties and 68 municipalities.

As indicated in the mission stated on the ARC website, "The Atlanta Regional Commission (ARC) serves as a catalyst for regional progress by focusing leadership, attention and planning resources on key regional issues. This is accomplished through professional planning initiatives and the provision of objective information. In addition, it is made possible through the involvement of the community in collaborative partnerships that encourage healthy economic growth compatible with the environment, improve the region's quality of life and provide opportunities for leadership development."

Metropolitan North Georgia Water Planning District

In 2001, the Georgia General Assembly established the Metropolitan North Georgia Water Planning District (MNGWPD) to help manage and protect the region's water resources. Serving 15 Counties, 90 Cities, and seven (7) independent water authorities, the MNGWPD promotes intergovernmental coordination of water issues, and plans for the preservation of water resources. MNGWPD also develops regional and watershed-specific plans for stormwater management, wastewater treatment and water supply and conservation. Jurisdictions and utilities are responsible for implementing the plans at the local level.

In addition to developing plans and promoting intergovernmental coordination of water issues, MNGWPD works to raise awareness of water issues. Through programs such as the Clean Water Campaign and Water Use it Wisely, the general public is made aware of the importance of preserving the area's water resources. Television advertising, outdoor advertising, brochures, workshops, seminars, and primary and secondary education programs have been utilized to heighten public awareness of water matters.

The Water District's June 2017 Water Resource Management Plan provides guidance to water management in Clayton County through policies and action items for integrated water resource management as well as policies and action items specifically addressing water supply planning and water conservation, wastewater, and watershed management, as well as public education.

The Clayton County Water Authority has adopted all of the Model Watershed Ordinances required under the plan.

Georgia Department of Transportation

In 1972, the Georgia Department of Transportation (GDOT) was established to plan, construct and maintain roads and bridges throughout the state, as well as to provide planning for other modes of transportation such as mass transit and airports. GDOT is also responsible for waterways throughout the state, ports in Savannah and Brunswick, and rail transit.

Clayton County works closely with GDOT to maintain and improve state and federal highways in the County. Funding is also provided through GDOT to the County for road improvements. This coordination is expected to continue through the planning period.

Georgia Department of Natural Resources

As specified in its mission statement, the mission of the Georgia Department of Natural Resources (DNR) is to, "…sustain, enhance, protect and conserve Georgia's natural, historic and cultural resources for present and future generations, while recognizing the importance of promoting the development of commerce and industry that utilize sound environmental practices." DNR assists the County, as necessary, with its water conservation, environmental protection, wildlife preservation, and historic preservation efforts. This coordination is expected to continue through the planning period.

Georgia Department of Community Affairs

The Georgia Department of Community Affairs (DCA), established in 1977, provides grant funding; leads state housing finance and development initiatives; and provides planning and research assistance to local governments,

among other functions. DCA is also responsible for reviewing local Comprehensive Plans for compliance with the Minimum Planning Standards. It is anticipated that the Department will continue to offer technical assistance and grant funding to the County through the planning period.

School Board

The Clayton County Board of Education oversees Clayton County Public Schools, which serves public school students residing in Clayton County and its local jurisdictions. The Board adopts courses of study; approves school attendance boundaries; approves budgets, financial reports, audits and major expenditures; funds the operation of the school system; and sets standards for the operation and improvement of the school system, among other responsibilities.

Most recently, Clayton County Public Schools developed the CCPS Strategic Improvement Plan 2012-2017, which was the direct result of the work of multiple stakeholder groups. This document is the roadmap to systemic improvement in the school district. It supports the comprehensive local education agency improvement plan and its addendum, which are required by the state and federal governments under the Elementary Secondary Education Act (formerly No Child Left Behind legislation). The Strategic Improvement Plan is the foundation of Key Performance Indicators for all areas and provides a clear direction for the education of the district's students. The Plan is based on six (6) strategic goals, including the following:

- Strategic Goal Area I: To increase academic achievement for all students in Clayton County Public Schools as evidenced by state, national, and international assessment results.

- Strategic Goal Area II: To provide and maintain a safe, orderly and secure learning environment.

- Strategic Goal Area III: To create an environment that promotes active engagement, accountability, and collaboration of all stakeholders to maximize student achievement.

- Strategic Goal Area IV: To effectively communicate the system's vision and purpose and allow stakeholder involvement in an effort to build understanding and support.

- Strategic Goal Area V: To provide high quality support services delivered on time and within budget to promote student academic success in Clayton County Public Schools.

- Strategic Goal Area VI: To recruit and retain highly qualified and effective staff.

To have a positive impact in the future development and growth of the County, it is critical that Clayton County Public Schools implements the strategic goals, objectives, and initiatives identified in the CCPS Strategic Improvement Plan. In addition, Clayton County government must continue and expand an open dialogue and cooperation with the Clayton County Board of Education for the overall betterment of the School District and the County.

Development Authority of Clayton County

The Development Authority of Clayton County provides taxable and tax-exempt bond financing opportunities, as well as a variety of economic development services, to unincorporated Clayton County, as well as its municipalities. The Authority can also provide tax breaks, venture capital programs, tax abatements and enterprise zones, as well as buy and sell property and construct buildings.

Hartsfield-Jackson Atlanta International Airport

Given that large portions of Hartsfield-Jackson Atlanta International Airport are located within Clayton County, and that the Airport is not only the largest employer in the state of Georgia, as well as the world's busiest airport, coordination of Airport and County initiatives is critical. In order to better facilitate coordination between the County and the Airport, as well as to assess the impacts of the Airport on the County, the County should consider appointing and/or employing a Director of Airport Affairs. Coordination between the County and the Airport is expected to continue through the planning period.

Clayton County Water Authority

The Clayton County Water Authority (CCWA) was created by an Act of the Georgia General Assembly on March 7, 1955 to provide water and sewer services to residents of Clayton County. Since then, the Authority has grown to provide water, sewer and storm water services to more than a quarter of a million people throughout Clayton County and its seven (7) Cities through approximately 75,000 customer accounts. CCWA is recognized throughout the world for its sustainability practices and has been named one of the 'Top Water Wise Communities' in the U.S.

Airport Area Chamber of Commerce

The Clayton County Office of Economic Development and Community Development Department participate in the Airport Area Chamber of Commerce (AACOC). Established more than 50 years ago, AACOC strives to promote the growth of businesses in the airport area. AACOC provides a number of benefits for its members, including monthly luncheons, advertising assistance, networking events, an annual directory, and a newsletter.

Clayton County Chamber of Commerce

Founded in 1953, CCCOC promotes business growth throughout Clayton County, including its municipalities. CCCOC provides several benefits to its members, including monthly breakfast and luncheon meetings, networking events, training opportunities, and an annual directory. CCCOC also organizes Leadership Clayton annually.

Service Delivery Strategy

The Service Delivery Strategy Act (HB489) was passed in 1997, requiring local governments throughout Georgia to develop a Service Delivery Strategy (SDS). This document identifies the services provided by various governmental entities, assigns responsibility for the provision of services and the location of service areas, identifies funding sources, and specifies the contracts, ordinances, and other appropriate measures to ensure the implementation of the SDS. The Service Delivery Strategy addresses police services, jails, fire protection, EMS, 911, roadway construction and maintenance, animal control, parks and recreation, and building services.

The Clayton County Service Delivery Strategy was adopted and submitted for compliance review in October 1999. Subsequently, the SDS was extended for three (3) additional years in April 2000, in April 2004, in May 2006, and in October 2011 it was extended through December 2012. Most recently, the SDS and Local Option Sales Tax agreements were adopted by Clayton County and its Cities on July 25, 2013 for a period of ten (10) years.

The table below provides an outline of services provided in Clayton County and any inconsistencies with the Service Delivery Strategy.

Service Provided	Provider	Inconsistencies
911	Clayton County	None
Animal Control	Clayton County	None
Building Inspection and Permits	Clayton County	None
Building Maintenance	Clayton County	None
Code Enforcement	Clayton County	None
Courts	Clayton County	None
District Attorney	Clayton County	None
Drug Task Force	Clayton County, GBI, DEA, Hartsfield-Jackson International Airport-DEA agreement	None
Economic Development	Clayton County	None
Elections	Clayton County	None
Electricity	Private Utilities	None

Service Provided	Provider	Inconsistencies
EMS	Clayton County	None
Engineering	Clayton County	None
Environmental Health	Clayton County	None
Fire	Clayton County	None
GIS (Mapping)	Clayton County	None
Law Enforcement	Clayton County	None
Library	Clayton County	None
Medical Examiner	Clayton County	None
Parks and Recreation	Clayton County	None
Physical Health	Clayton County	None
Planning and Zoning	Clayton County	None
Purchasing	Clayton County	None
Recycling	Clayton County	None
Senior Services	Clayton County	None
Stormwater	Clayton County Water Authority	None
Street Construction	Clayton County	None
Street Maintenance	Clayton County	None
Tax Assessment	Clayton County	None
Waste Collection	Clayton County	None
Wastewater Treatment and Collection	Clayton County Water Authority	None
Water	Clayton County Water Authority	None

Coordination and communication between the various governmental entities that operate within the boundaries of Clayton County is necessary to ensure that individual long-term plans align well with each other, and with overarching goals and objectives of the County.

For instance, the Mountain View area is under its own tax allocation district, is expected to be part of the mixed use development surrounding the airport, and has been designated by MARTA as a potential rail stop and transit oriented development. However, it currently lacks adequate water and sewer infrastructure for extensive development. A comprehensive strategy with service provision will help create more holistic development.

The coordination of future growth areas in the County through comprehensive plans between Transportation and Land Use divisions and the Water and Sewer Authority would help ensure that areas which show future growth have sufficient infrastructure to support it.

CHAPTER 11

Report of Accomplishments

Economic Devlopment

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
1	Trade Center and Small Business Incubator -Class A office building at the entrance to Clayton State University to attract		X			Two suitable sites have been identified. The original intended site is no longer valid. We are currently doing a cost analysis of the second site to determine if it is more cost effective to build new or renovate.
2	Welcome to Clayton County Signage strategically placed at North, South, East, and West entrances into the County. The signs are anticipated to measure approximately 10 to 20 feet in width and be constructed of brick, stone or concrete. The greeting signs will showcase the County's new brand and image.			X		Awaiting available funding source due to funds reprogramming; completion date 2022
3	Develop formal agreement and approach between the Cities and County to collectively shape a positive image for Clayton County, both internally and externally			X		Emphasis has been on informal relations and actively working projects.
4	Elevate importance of retaining and expanding existing industry in Clayton County. Broaden the number of people formally involved in the effort to visit, retain and expand existing industry		X			The new structure of the Development Authority has two individuals who's primary goal is to conduct retention and expansion visits. The Authority also works closely with partners at the Cities, Chamber of Commerce and GA Power to coordinate retention visits.
5	Broaden responsibility for industry retention and expansion by organizing committee of outreach participants within an existing economic development organization		X			The Chamber of Commerce has also engaged the business community to increase business industru retention + expansion.
6	Formalize goals of business retention and expansion outreach efforts	X				The Development Authority has target goals for retention and expansion.
7	Set policies and procedures for scheduling outreach visits	X				The Development Authority has target goals for scheduling outreach.

Economic Devlopment, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
8	Track progress using basic database system (Excel, Access, etc.), that can be easily shared and used across multiple organizations		X			The Development Authority is exploring a more user friendly data base management system for this purpose.
9	Prioritize workforce development as a key economic development tool for improving family self- sufficiency and reducing unemployment		X			The Development Authority is making workforce development a priority to help reduce unemployment.
10	Coordinate with Atlanta Career Rise in efforts to create career-ladder pathways within the logistics industry			X		Focus has been on developing relationships with state project managers and building business development leads.
11	Evaluate success of Atlanta Career Rise logistics initiative as a model for other industrial sector in Clayton County			X		Focus has been on developing relationships with state project managers and building business development leads.
12	Develop separate webpages for each initiative (Tourism, Film, Production, Recruitment, etc.) of the Clayton County Office of Economic Development's website outlining the work being done in each area			X		Most brand development activates has been paused while the county researches a new brand model. Only activities with very specific outcomes have ben funded by the Development Authority.

Economic Devlopment, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
13	Create a new initiative around Clayton County's water resources. Clayton County's existing food and beverage industry concentration, internationally recognized water system, and transportation network makes the case for finding more ways to leverage Clayton's water resources		X			The Development Authority is actively promoting food manufacturing/ prep as a key industry.
14	Build upon existing activities that promote entrepreneurship and strengthen the small business community in Clayton County		X			The Development Authority has plans to support a Small Business Saturday raffle and has developed new loan programs targeted toward small businesses.
15	Measure number and type of small business support activities occurring in Clayton County			X		Need to better define the data to be collected.
16	Formally outline roles for existing organizations focused on supporting small businesses		X			Funds have been redirected to internal progress for Small Business Association (SBA). There has been a signed agreement outlining roles between the DA and the SBA.
17	Develop a revolving-loan fund for small-to-medium sized businesses that are looking to expand	X				Loan funds have been established.
18	Develop and implement incentives and programs to encourage redevelopment of vacant and underutilized commercial properties	X				Loan program which targets HUBZones has been created.

Economic Devlopment, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
19	Coordinate with the City of Morrow to address the decline of Southlake Mall and the loss of businesses in commercial areas on Mt. Zion Road			X		The existing stores in Southlake Mall are doing phenomenal in their categories. The outreach that is needed is to change the perception of the area as not having disposable income.
20	Develop a framework within Clayton State University that fosters internal collaboration and external engagement towards the benefit of community and economic development initiatives		X			The Development Authority continues to work with CSU on development topics and activates, serving on committees and, supporting events.
21	Promote the formation of Community Improvement Districts, especially near the airport, industrial districts, and along major commercial corridors			X		More work needs to be done to develop the intended goals/ projects of such districts.
22	Encourage establishment of businesses and activities that will provide for activity in the evening hours, particularly entertainment, shopping and dining options			X		The funds for this action has been redirected to retention and attraction of small and large-scale businesses.
23	Conduct redevelopment studies for declining or vacant strip shopping centers and "big-box" commercial structures throughout the County		X			The Development Authority is researching companies to complete leakage studies on shopping activities.
24	Establish and market incentives for developers that purchase and redevelop blighted shopping centers in Clayton County	X				The Development Authority sponsored an OZ workshop that focused on existing shopping center owners.

Economic Devlopment, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
25	Form and coordinate business associations for each of the County's commercial corridors				X	Priorities have shifted for this project and this effort has been rolled into daily activities, as DA meets with the Small Business Association on a quarterly basis.
26	Develop a current marketing plan for the County which determines the most effective media for promoting opportunities in Clayton County; i.e. magazines, Web sites, advertising, etc.		X			With a new Communications Office,a branding/ marketing plan for the County has been launched. The Communications Office is working with each Department to boost the social media reach.
27	Identify and develop plans for the revitalization of declining or vacant strip shopping centers and "big-box" commercial structures throughout the County		X			We are working with Community Development Department on this effort. A Commercial Code Enforcement Division has been created as of July 1, 2019 to monitor and cite property owners of declining commercial cooridors throughout the County as part of the Quality of Life Task Force initiative.
28	Pursue funding assistance for the continuation of efforts to improve the Tara Boulevard entrance to Clayton County		X			This project has been reprogrammed into the SPLOST 2020.

Intergovernmental Coordination

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
1	Officially launch the Clayton County Economic Development Collaborative (CCEDC) which was started in 2013 by the COO which will allow the County and Cities to unite to build the economic landscape for the County and monitor the progress of the economic development strategic plan		X			This is an ongoing; meeting take place with the City Managers on a bi-monthly basis.
2	Create a coordinated channel between the County and Cities to be updated on the progress of the 2009-2015 SPLOST programs for projects that are executed in the Cities and unincorporated areas		X			Ongoing coordination in relation to those projects that overlap within the City and County jurisdictions. The County website is kept up to date of SPLOST projects also.
3	Create coordinated channels for economic development between County and surrounding Counties to plan economic landscape for the region		X			The County meets quarterly with Hartsfield-Jackson Atlanta International Airport staff, and meets with surrounding jurisdictions to discuss major projects as they arise.
4	Develop a County-wide recycling and sanitation program to assist with beautification across the County			X		2023
5	Assess and amend the County's current dispute resolution process as needed to ensure its effectiveness		X			This project is ongoing. The Civil Service Board continuously updates the codes regarding dispute resolution matters; completion date 2021

Community Development

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
1	Establish unique design guidelines for redevelopment in commercial corridors to be adopted as Economic Development Overlay Districts	X				
2	Examine Arc's 2040 Plan to determine how to implement elements pertinent to Clayton County that would promote growth	X				
3	Determine land use requirements that would support the concept of Aerotropolis		X			Continue to work with Aerotropolis in the redevelopment of Mountain View. Adopted Mountain View Overlay District with development standards and design guidelines. (12/18/2018)
4	Revise residential building codes to increase minimum quality level acceptable		X			Ongoing. Currently using zoning conditions to regulate Residential building materials upgrade.
5	Conduct a feasibility study and if appropriate implement an expedited approval and permitting process for new residential developments that exceed the County's minimum residential standards	X				Created a Concierge permitting and license process.
6	Develop a website and online code violation reporting capability for the County's Code Enforcement office	X				Has an online Citizen Service Portal
7	Foster the development of a County-wide association of Homeowner's Associations to function as a citizen advisory group for planning related matters				X	Remove from Community Work Program (CWP). Citizen are utilized in various boards as BOC appointees.
8	Conduct a neighborhood study to identify a priority list of neighborhoods in need of revitalization and recommend specific revitalization strategies.				X	Remove from CWP. This coordination may be better conducted in coordination with HUD efforts.

Community Development, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
9	Conduct a study to determine the feasibility and appropriate process for establishing impact fees for new residential development				X	Remove. The establishment of impact fees at this time may interfere with affordability of housing costs.
10	Review and revise the land use plan amendment policy and process to allow three possible times for an amendment per year				X	Remove from CWP. The delay of land use amendments in companion with rezoning s could slow development
11	Expand the Zoning Advisory Group to include two (2) "at large" posts to be filled with individuals holding professional training and/or experience in fields applicable to planning				X	The Zoning Advisory Group has 7 members appointed by the Board of Commissioners
12	Develop, Implement, and Train staff to conduct all of the County's current and long range planning using GIS	X				
13	Establish planning education standards for all Zoning Advisory Group (ZAG) members and County Commissioners to ensure that group members and commissioners have the ability to make the bestdecisions possible in terms of land use and zoning	X				
14	Develop a Planning Handbook to be used as an educational tool and quick reference by the Zoning Advisory Group and County Commissioners			X		This project will be postponed until comprehensive edits are completed with the Zoning Code.
15	Pursue funding assistance for the continuation of efforts to improve the Tara Boulevard entrance to Clayton County			X		This project has been reprogrammed into the SPLOST 2020.

Community Development, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
16	Pursue funding for streetscape improvements to enhance the visual quality of Clayton County's major roadways			X		This project has been reprogrammed into the SPLOST 2020.
17	Develop a formal forum for coordination between the Clayton County Board of Education and Clayton County with regard to new schools and residential developments deemed to have a significant impact on school capacity		X			This currently exists and ongoing through the coordination of a standing committee - Clayton County Government and Clayton County Board of Education intergovernmental corporation.

Transportation

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
1	Roadway Capacity Improvements - Battle Creek Road from Southlake Pkwy to Valley Hill Road		X			Expected completion through 2024
2	Roadway Capacity Improvements - Mt. Zion Blvd from Southlake Pkwy to Lake Harbin Rd.				X	Expected completion through 2024

Transportation, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
3	Roadway Capacity Improvements - Flint River Rd. from Glenwood Rd. to Kendrick Rd				X	This project is routine maintenance and/or improvements performed by the county government and has been removed from the work program. Refer to the referenced Clayton County Transportation and Development Comprehensive Transportation Plan (CTP), updated in 2018 for transportation projects. https://www.claytoncountyga.gov/government/transportation-and-development
4	Conley Road/Aviation Blvd Extension from I-285 to St R 3		X			Expected completion through 2024
5	Roadway Capacity Improvements - Anvil Block Road 5 lane section to Bouldercrest Road				X	This project is routine maintenance and/or improvements performed by the county government and has been removed from the work program. Refer to the referenced Clayton County Transportation and Development Comprehensive Transportation Plan (CTP), updated in 2018 for transportation projects. https://www.claytoncountyga.gov/government/transportation-and-development
6	Roadway Capacity Improvements – Anvil Block Road from Bouldercrest Road to Allen Road				X	This project is routine maintenance and/or improvements performed by the county government and has been removed from the work program. Refer to the referenced Clayton County Transportation and Development Comprehensive Transportation Plan (CTP), updated in 2018 for transportation projects. https://www.claytoncountyga.gov/government/transportation-and-development

Transportation, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
7	Roadway Capacity Improvements – Godby Road from Southampton Rd. to SR 314	X				
8	Roadway Capacity Improvements – Panola Road from Bouldercrest Road to Bailey Drive	X				
9	Clark Howell Highway at SR 85 (Sullivan Road) Roadway Operational Upgrades	X				
10	Road improvements to support other SPLOST Capital Projects	X				
11	Traffic Signal, Signing and Pavement marking-related improvement in unincorporated areas		X			SPLOST projects are underway with varying dates of completion.
12	Countywide sidewalk construction	X				It is the County's initiative to provide pedestrian connections in residential and commercial communities.
13	C-Tran Buses, paratransit vehicles and bus shelters		X			SPLOST projects are underway with varying dates of completion.
14	Miscellaneous safety improvements in unincorporated areas		X			Ongoing improvements to address occurring safety issues.

Transportation, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
15	Bridge/culvert upgrades and replacements in unincorporated areas				X	This project is routine maintenance and/ or improvements performed by the county government and has been removed from the work program. Refer to the referenced Clayton County Transportation and Development Comprehensive Transportation Plan (CTP), updated in 2018 for transportation projects. https://www.claytoncountyga.gov/ government/transportation-and-development
16	CEI Services for projects				X	This project is routine maintenance and/ or improvements performed by the county government and has been removed from the work program. Refer to the referenced Clayton County Transportation and Development Comprehensive Transportation Plan (CTP), updated in 2018 for transportation projects. https://www.claytoncountyga.gov/ government/transportation-and-development
17	Street Resurfacing in unincorporated areas Maintenance		X			This is a routine maintenance project; completed as needed
18	Widen and resurface Woolsey Road	X				SPLOST projects are underway with varying dates of completion.
19	Stockbridge Road - 5-Foot Sidewalks and Accessible Crossings along ARC Regionally Significant Transportation System (RSTS) Routes North McDonough Street to Walt Stephens Road		X			Expected completion through 2024
20	C.W. Grant Parkway (Aviation Boulevard) – Pedestrian improvements for transit corridor From International Parkway to US 19/41-SR 3 (Old Dixie Highway)		X			Expected completion through 2024

Transportation, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
21	Flint River Road – Pedestrian improvements for transit corridor From Taylor Road to Flint River Crossing		X			Expected completion through 2024
22	Godby Road – Pedestrian improvements to fill gaps in system From Southampton Road to Phoenix Parkway		X			Expected completion through 2024
23	C.W. Grant Parkway Grade Rail Separation At Norfolk Southern RR Line - Includes realignment of Conley Road and US 19/41 in vicinity				X	This project is routine maintenance and/or improvements performed by the county government and has been removed from the work program. Refer to the referenced Clayton County Transportation and Development Comprehensive Transportation Plan (CTP), updated in 2018 for transportation projects. https://www.claytoncountyga.gov/government/transportation-and-development
24	Roadway Maintenance and Resurfacing				X	This project is routine maintenance and/or improvements performed by the county government and has been removed from the work program. Refer to the referenced Clayton County Transportation and Development Comprehensive Transportation Plan (CTP), updated in 2018 for transportation projects. https://www.claytoncountyga.gov/government/transportation-and-development

Transportation, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
25	Traffic Signals, Signage and Striping				X	This project is routine maintenance and/or improvements performed by the county government and has been removed from the work program. Refer to the referenced Clayton County Transportation and Development Comprehensive Transportation Plan (CTP), updated in 2018 for transportation projects. https://www.claytoncountyga.gov/government/transportation-and-development
26	Bridge/Culvert upgrades, Repairs and Replacements				X	This project is routine maintenance and/or improvements performed by the county government and has been removed from the work program. Refer to the referenced Clayton County Transportation and Development Comprehensive Transportation Plan (CTP), updated in 2018 for transportation projects. https://www.claytoncountyga.gov/government/transportation-and-development
27	Roadway Safety Improvements		X			SPLOST projects are underway with varying dates of completion
28	Sidewalk Installation		X			SPLOST projects are underway with varying dates of completion.

Transportation, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
29	Valley Hill Rd. Widening (Battle Creek Rd. to City of Riverdale)				X	This project is routine maintenance and/or improvements performed by the county government and has been removed from the work program. Refer to the referenced Clayton County Transportation and Development Comprehensive Transportation Plan (CTP), updated in 2018 for transportation projects. https://www.claytoncountyga.gov/government/transportation-and-development
30	Gilbert Rd. Reconstruction (Mountain View Area)				X	This project is routine maintenance and/or improvements performed by the county government and has been removed from the work program. Refer to the referenced Clayton County Transportation and Development Comprehensive Transportation Plan (CTP), updated in 2018 for transportation projects. https://www.claytoncountyga.gov/government/transportation-and-development
31	Landscaping/Lighting		X			SPLOST projects are underway with varying dates of completion
32	Transit Capital				X	This project is routine maintenance and/or improvements performed by the county government and has been removed from the work program. Refer to the referenced Clayton County Transportation and Development Comprehensive Transportation Plan (CTP), updated in 2018 for transportation projects. https://www.claytoncountyga.gov/government/transportation-and-development

School System

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
1	Eddie White Elementary School 14		X			This project is going out to bid in October 2019
2	New 57 Classroom Middle School (Forest Park)			X		Priority changes in projects; postponed until 2022
3	Middle School #8				X	Funds have been reprogrammed for other more pertinent projects
4	Riverdale HS Auxiliary	X				Completed in 2017
5	Lovejoy HS Auxiliary				X	Funds have been reprogrammed for other more pertinent projects
6	General Renovations at Existing Schools		X			On-going for multiple school facilities

Parks and Recreation

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
1	(Rex Equestrian Park) Develop a dog park				X	A radio tower was installed on the site and no longer conducive for a park atmosphere. Additional funds will be required to build a dog park in the general area.
2	(Pine Circle Park) More directional signage to the park	X				This was completed in 2016
3	(Morrow/Lake City Park) Convert the concrete pad behind the concession building to a basketball court			X		Additional research is being completed to determine if this is the direction of the park.
4	(Reynolds Nature Preserve) Create and install interpretive signage throughout the preserve to educate hikers on plants and animals	X				
5	(Rex Park) Make the playground ADA accessible from the parking lot	X				Ramps were installed to allow wheelchairs to access the area.
6	(Jim Huie Recreation Center) Educational Program area			X		Additional research is being completed to determine if this is the direction of recreation site.
7	(Independence Park) Landscaping around park to assist with crime prevention.	X				We continue to keep clear the line of sight on the trail and walking areas,

Parks and Recreation, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
8	(JW Arnold Park) Improve Landscaping around current parking area to prevent erosion.	X				Additional stone was laid to help with erosion and was completed in 2019.
9	(Jesters Creek Park) Directional signage to the park	X				A total overhaul was completed on the trail, to include signage, paint stain and water seal the entire trail. Replacement of benches and trash cans. Completed in 2019.
10	10 additional swing sets needed throughout the County (specifically for toddlers)			X		Additional funds are needed to accomplish this task.
11	Toddler play features in parks adjacent to existing playgrounds	X				Research is being conducted as to the need of infant areas, We have installed infant swings in many parks.
12	Continuation of Greenspace and Trails Acquisition and Development Program (started with 2009 SPLOST)	X				2019 funds have been expended to complete over 6 miles of trail in Clayton County. Additional funds are needed to continue.

Library System

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
1	New Headquarters Library			X		Awaiting available funds; we will request again in a future SPLOST; 2022
2	Build more meeting rooms at Headquarters, move Jonesboro to Headquarters library location			X		This would occur when new Headquarters is built; complete 2024
3	Landscape all libraries			X		The county does not have a contracted landscaping service; 2023
4	Repair roof at Headquarters	X				Additional work needs to be done on the Library roof.
5	Repair roof at Morrow	X				Additional work needs to be done on the Library roof.
6	Repair bathroom wall at Riverdale	X				Bathroom and Meeting Rm walls & ceiling were repaired.
7	Renovate bathrooms at Headquarters			X		This will be done from HUD funds in 2021
8	Family Computer Lab	X				Completed and being used.

Library System, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
9	Repair Circulation Desk at all Branch Locations	X				Circ Desk & Reference Desk repaired at Headquarters Only.
10	Paint library interior at all locations			X		Still seeking funding to make this happen; 2024
11	Purchase additional volumes for each branch to meet the State's minimum level of service standards		X			Ongoing update of the library's collection at all branches.
12	Implement a plan to replace public and staff computers at the County's public libraries every three years		X			Currently get grant money that we use to update computers; 2022
13	Construct 20,000 sq. ft. Library in NW Clayton County (land acquisition, new books, design and construction)		X			Set to open March 2020.
14	Improvement and renovation of existing Libraries		X			Improvements have been made with State Grant funding and HUD funds; to be completed 2022.

Police Department

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
1	Grant funding for hiring of police officers				X	This was a COPS (Community Oriented Policing Services) grant that we had previously received, but are no longer receiving .
2	Police vehicles w/equipment		X			We have received approximately 80 vehicles from the SPLOST and we still have several orders outstanding. To be completed in June 2020.
3	Police helicopter replacement			X		The replacement of the helicopter was postponed due to the needs of the vehicle fleet and overall cost of new helicopter.
4	Police mobile command vehicle		X			The replacement of the Police Mobile Command Vehicle is currently being purchased through LDV and is being funded by UASI.
5	Construction of a Sector 2 Police Precinct located in the NW section of Clayton County		X			The Sector 2 (Previously known as Sector 1) Precinct is under construction on Riverdale Road. The projected date of completion is January 2020.
6	Construction of a new Sector 1 Police Precinct located in the NE section of Clayton County	X				Sector 1 (Previously known as Sector 2) Precinct located on Anvil Block Road was completed March of 2016
7	Construction of a new Animal Control facility	X				The new Clayton County Animal Control Adoption Center was completed in November of 2016.
8	Upgrade Public Safety Communications system. Projected completion in July or August of 2014	X				We converted the entire CAD system from CPU8 to Central Square. We had to conduct training and fix minor issues that set back the complete implementation until March of 2015.

Fire and EMS

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
1	Develop and implement new EMS Delivery Model for Clayton County		X			CCFES has implemented three of the four phases of the EMS system delivery model. Phase four was funded partly in FYE 19 and fully in FYE 20. Phase four of the EMS delivery system is currently in the planning phase and will be rolled out in January of 2020.
2	Develop and deliver customer service training program to CCFES employees	X				Completed in 2015
3	Implement vehicle replacement initiative for EMS and Fire		X			CCFES along with Transportation and Development has successfully replace a large portion of the Fire and EMS Fleet over the years indicated and continue the initiative into FYE 20. We have purchased in excess of 17 transport units, 5 Engines, Three mini-pumpers. one new 100' Aerial, and several utility support vehicles and staff cars. CCFES and Fleet maintenance remain committed to assessing and replacing vehicles to ensure a safe operating environment for our employees and citizens.
4	Build new fire stations to address 2012 ISO evaluation. (Stockbridge and Lovejoy)		X			Needs assessment and risk analysis study completed by the department, coupled with the addition of Lake City to our coverage area changed the plans for these two stations. The department is currently in the process of relocating Fire Station #9 and will be constructing Fire Station #15 in the City Limits of Lake City. Total cost estimated $6.5 million. The department will still seek to add additional station in Stockbridge and Lovejoy to meet the needs of the 2016 Standard of Cover Report as funding is identified and positions allocated by the BOC.

Fire and EMS, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
5	Obtain Fire department accreditation	X				Accreditation achieved July 28, 2017. We are now in the five-year self-assessment period for re-accreditation.
6	Renovate Fire Stations 1,2, 11 and rebuild Fire Station 6	X				CCFES completed roof replacements on stations 1,2,3,7,8, and 11 in FYE 2019. We also completed a full remodel and addition to fire station #6 in FYE 20.

Water Authority

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
1	Strategic Master Plan 5 Yr. Update	X				On-going master plan updated every 5 years
2	Emergency Generator – Hooper WPP			X		Currently under design, completion 2020
3	Headquarters Parking Expansion	X				Completed in 2015
4	Sewer system rehabilitation		X			On-going programs; funding provided each year

Water Authority, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
5	Galvanized Water Main Replacement		X			On-going programs; funding provided each year
6	Stormwater System Rehabilitation		X			On-going programs; funding provided each year
7	Emergency Generators - all Water Facilities			X		All Emergency Generators for all facilities has been postponed. Funds are redirected to the WJ Hopper Facility only. Completion date 2020

Building Maintenance

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
1	Renovate Old 911 Building 7946 N. McDonough St. Jonesboro, GA 30236			X		Based on funding availability, the renovations will be likely 2021 will be the proposed year;
2	Adopt a County wide policy of using multi-story construction for all public buildings when feasible	X				
3	Replace Roof on Historic Courthouse	X				Completed 2015
4	Recondition roof surface at the Prison	X				Completed 2015
5	Waterproof exterior walls at FD Headquarters and Station #11	X				Completed 2016

Building Maintenance, continued

	Action	Completed	Currently Underway	Postponed	Not Accomplished	Comments
6	Electrical and UPS upgrade to properly maintain system	X				Completed 2016
7	Annex remodel of 3rd and 4th floors		X			3rd floor; 4th floor renovation to be complete 2020
8	Remodel old Police Academy building				X	1560 Commercial Court, Jonesboro, GA -- This property was sold in 2016
9	Range #2 upgrades	X				Complete 2015
10	Rebuilding Training Course at the Firing Range	X				Complete 2015
11	Firing Range - bring up to Code, replace roof and remodel	X				Completed 2015
12	DFACS - carpet and VCT flooring replacement	X				Complete 2015
13	Commissioner's Building - New roof	X				Complete 2019
14	HR Building (120 Smith) - New roof				X	No identified funding for this project; not an active area of concern, 2023
15	Jonesboro Library - New roof			X		Increase in project cost due to discovery of asbestos abatement; 2023
16	HR Building (134 Spring) - New roof	X				Complete 2016
17	123 N. Main Street - New roof			X		Increase in project cost, by , need to identify additional funding sources, 2023

CHAPTER 12

Community Work Program

Economic Development

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
1	Trade Center and Small Business Incubator -Class A office building at the entrance to Clayton State University to attract	X	X	X	X	X	$1-10 million, depending on size and build-out detail	Econ. Dev./ CCDA/Private	SPLOST/ Private
2	Welcome to Clayton County Signage strategically placed at North, South, East, and West entrances into the County. The signs are anticipated to measure approximately 10 to 20 feet in width and be constructed of brick, stone or concrete. Te greeting signs will showcase the County's new brand and image.		X	X			$100,000-200,000	Econ. Dev./Public Works	SPLOST
3	Develop formal agreement and approach between the Cities and County to collectively shape a positive image for Clayton County, both internally and externally	X	X	X	X	X	0 - $100,000/year for County	County/Cities/ Econ. Dev. Offices/City and County Mgr. Offices	County/Cities/ Tourism funds
4	Elevate importance of retaining and expanding existing industry in Clayton County. Broaden the number of people formally involved in the effort to visit, retain and expand existing industry	X	X				Staff Time	Chamber of Commerce/ Econ. Dev. Dept./ Dev. Auth./ Existing Industry Committee	County Econ. Dev./ Dev. Auth.

Economic Development, continued

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
5	Broaden responsibility for industry retention and expansion by organizing committee of outreach participants within an existing economic development organization	X	X	X	X	X	Staff Time	Chamber of Commerce/ Econ. Dev. Dept./ Dev. Auth./ Existing Industry Committee	County Econ. Dev./ Dev. Auth.
6	Track progress using basic database system (Excel, Access, etc.), that can be easily shared and used across multiple organizations	X	X	X	X	X	$4,000	Econ. Dev. Dept./ Chamber	County Econ. Dev./ Dev. Auth.
7	Prioritize workforce development as a key economic development tool for improving family self-sufficiency and reducing unemployment	X					Staff Time	Atlanta Career Rise Working Group/Econ. Dev. Dept.	County Econ. Dev./ Dev. Auth.
8	Coordinate with Atlanta Career Rise in efforts to create career-ladder pathways within the logistics industry	X	X	X	X	X	Staff Time	Atlanta Career Rise Working Group/Econ. Dev. Dept.	County Econ. Dev./ Dev. Auth.
9	Evaluate success of Atlanta Career Rise logistics initiative as a model for other industrial sector in Clayton County			X	X	X	Staff Time	Atlanta Career Rise Working Group/Econ. Dev. Dept.	County Econ. Dev./ Dev. Auth.
10	Develop separate webpages for each initiative (Tourism, Film, Production, Recruitment, etc.) of the Clayton County Office of Economic Development's website outlining the work being done in each area	X	X				$5000-15,000	County Econ. Dev./ Dev. Auth.	County Econ. Dev./ Dev. Auth.

Economic Development, continued

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
11	Create a new initiative around Clayton County's water resources. Clayton County's existing food and beverage industry concentration, internationally recognized water system, and transportation network makes the case for finding more ways to leverage Clayton's water resources			X	X		$10,000-50,000	County Econ. Dev./Clayton County Water Authority	County/ Clayton County Water Authority
12	Build upon existing activities that promote entrepreneurship and strengthen the small business community in Clayton County			X	X		$10,000	County Econ. Dev./Chamber of Commerce	County/ Chamber of Commerce
13	Measure number and type of small business support activities occurring in Clayton County	X	X	X	X		Staff Time	County Econ. Dev./Chamber of Commerce	County Econ. Dev./ Dev. Auth.
14	Formally outline roles for existing organizations focused on supporting small businesses			X	X		Staff Time	County Econ. Dev./Chamber of Commerce	Included in Staff Time
15	Develop a revolving-loan fund for small-to-medium sized businesses that are looking to expand					X	$200,000-$2 million	Collaborative decision on whether housed in government (Econ. Dev.), quasi-government, (Dev. Auth.) nonprofit or for profit entity	Typically requires one public source for initial capitalization, plus private or philanthropic funds. Will requires funds for new personnel to manage the RLF

Economic Development, continued

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
16	Develop and implement incentives and programs to encourage redevelopment of vacant and underutilized commercial properties	X	X	X	X	X	Varied, but could be significant depending on consensus	County Econ. Dev./ County/ Chamber/Dev. Auth.	County/ Chamber/Dev. Auth.
19	Coordinate with the City of Morrow to address the decline of Southlake Mall and the loss of businesses in commercial areas on Mt. Zion Road	X		X		X	Staff Time	County Econ. Dev./ County/ Chamber/Dev. Auth.	County/ Chamber/Dev. Auth.
20	Develop a framework within Clayton State University that fosters internal collaboration and external engagement towards the benefit of community and economic development initiatives		X	X	X	X	Staff Time	Clayton State Univ./County/ County Econ. Dev/Chamber	County/ Chamber/Dev. Auth
21	Promote the formation of Community Improvement Districts, especially near the airport, industrial districts, and along major commercial corridors	X		X		X	Staff Time	County/County Econ. Dev./ Chamber/Private	Private/County
22	Encourage establishment of businesses and activities that will provide for activity in the evening hours, particularly entertainment, shopping and dining options	X		X		X	TBD (could range from minimal $ for ordinance/ overlay re-write to more $ for targeted recruitment and marketing effort)	County Econ. Dev./ P&Z/ Chamber	County/ Tourism funds
23	Conduct redevelopment studies for declining or vacant strip shopping centers and "big-box" commercial structures throughout the County	X		X			$20,000 per study	Clayton County Development Authority	General Fund / Grants / ARC – LCI Program

Economic Development, continued

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
24	Form and coordinate business associations for each of the County's commercial corridors			X		X	Staff Time	County Econ. Dev.	Grants/Staff Time
25	Develop a current marketing plan for the County which determines the most effective media for promoting opportunities in Clayton County; i.e. magazines, Web sites, advertising, etc.	X					Staff Time	Clayton County Public Information Office, Clayton County Office of Economic Development Chamber of Commerce	County/ Chamber
26	Identify and develop plans for the revitalization of declining or vacant strip shopping centers and "big-box" commercial structures throughout the County	X		X			Staff Time	Planning and Zoning/ Clayton County Development Authority (CCDA)	General Fund
27	Pursue funding assistance for the continuation of efforts to improve the Tara Boulevard entrance to Clayton County	X		X		X	Staff Time	Planning and Zoning / CCDA	Included in Staff Time

Community Development

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
1	Determine land use requirements that would support the concept of Aerotropolis	X	X	X	X	X	Staff Time	Community Development	General Fund
2	Revise residential building codes to increase minimum quality level acceptable	X	X	X	X	X	$50,000	Community Development	General Fund
3	Develop a Planning Handbook to be used as an educational tool and quick reference by the Zoning Advisory Group and County Commissioners	X	X	X	X	X	$5,000	Community Development	General Fund
4	Pursue funding assistance for the continuation of efforts to improve the Tara Boulevard entrance to Clayton County	X					Staff Time	Community Development/ CCDA	General Fund
5	Pursue funding for streetscape improvements to enhance the visual quality of Clayton County's major roadways	X					Staff Time	Community Development/ Transportation	General Fund
6	Develop a formal forum for coordination between the Clayton County Board of Education and Clayton County with regard to new schools and residential developments deemed to have a significant impact on school capacity	X	X	X	X	X	Staff Time	Community Development/ CCPS	General Fund

Transportation

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
1	Roadway Capacity Improvements - Battle Creek Road from Southlake Pkwy to Valley Hill Road	X	X	X	X	X	$6,826,000.00	Transportation / GDOT	2014-2019 TIP/County
2	Roadway Capacity Improvements - Mt. Zion Blvd from Southlake Pkwy to Lake Harbin Rd.	X	X	X	X	X	$6,370,000.00	Transportation / GDOT	2014-2019 TIP/County

Transportation, continued

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
3	Roadway Capacity Improvements - Flint River Rd. from Glenwood Rd. to Kendrick Rd	X					$2,600,000.00	Transportation / GDOT	2014-2019 TIP/County
4	Conley Road/Aviation Blvd Extension from I-285 to St R 3	X	X	X	X	X	$11,150,000.00	Transportation / GDOT	2014-2019 TIP/County
5	Roadway Capacity Improvements – Godby Road from Southampton Rd. to SR 314	X	X	X	X	X	$3,085,000.00	Transportation	2014-2019 TIP/County
6	Road improvements to support other SPLOST Capital Projects	X	X	X	X	X	$1,000,000.00	Transportation	SPLOST
7	Traffic Signal, Signing and Pavement marking-related improvement in unincorporated areas	X	X	X	X	X	$5,500,000.00	Transportation	SPLOST
8	Countywide sidewalk construction	X	X	X	X	X	$5,500,000.00	Transportation	SPLOST
9	C-Tran Buses, paratransit vehicles and bus shelters	X	X	X	X	X	$7,000,000.00	Transportation	SPLOST
10	Miscellaneous safety improvements in unincorporated areas	X	X	X	X	X	$2,000,000.00	Transportation	SPLOST
11	Bridge/culvert upgrades and replacements in unincorporated areas	X	X	X	X	X	$4,000,000.00	Transportation	SPLOST
12	CEI Services for projects	X	X	X	X	X	$1,000,000.00	Transportation	SPLOST
13	Street Resurfacing in unincorporated areas Maintenance	X	X	X	X	X	$60,000,000.00	Transportation	SPLOST
14	Stockbridge Road - 5-Foot Sidewalks and Accessible Crossings along ARC Regionally Significant Transportation System (RSTS) Routes North McDonough Street to Walt Stephens Road	X					$99,266.00	Transportation / GDOT	2004 SPLOSTCC

Transportation, continued

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
15	C.W. Grant Parkway (Aviation Boulevard) – Pedestrian improvements for transit corridor From International Parkway to US 19/41-SR 3 (Old Dixie Highway)	X	X	X	X	X	$152,113.00	Transportation / GDOT	2014-2019 TIP/County
16	Flint River Road – Pedestrian improvements for transit corridor From Taylor Road to Flint River Crossing	X	X	X	X	X	$124,032.00	Transportation / GDOT	2014-2019 TIP/County
17	Godby Road – Pedestrian improvements to fill gaps in system From Southampton Road to Phoenix Parkway	X	X	X	X	X	$3,085,000.00	Transportation / GDOT	2014-2019 TIP/County
18	C.W. Grant Parkway Grade Rail Separation At Norfolk Southern RR Line - Includes realignment of Conley Road and US 19/41 in vicinity	X	X	X	X	X	$36,781,418.00	Transportation / GDOT	2014-2019 TIP/County
19	Roadway Maintenance and Resurfacing	X	X	X	X	X	$32,400,000.00	Transportation	2015-2020 SPLOST
20	Traffic Signals, Signage and Striping	X	X	X	X	X	$44,650,000.00	Transportation	2015-2020 SPLOST
21	Bridge/Culvert upgrades, Repairs and Replacements	X	X	X	X	X	$4,750,000.00	Transportation	2015-2020 SPLOST
22	Roadway Safety Improvements	X	X	X	X	X	$3,500,000.00	Transportation	2015-2020 SPLOST
23	Sidewalk Installation	X	X	X	X	X	$13,500,000.00	Transportation	2015-2020 SPLOST
24	Valley Hill Rd. Widening (Battle Creek Rd. to City of Riverdale)	X	X	X	X	X	$17,300,000.00	Transportation	2015-2020 SPLOST
25	Gilbert Rd. Reconstruction (Mountain View Area)	X	X	X	X	X	$4,750,000.00	Transportation	2015-2020 SPLOST
26	Landscaping/Lighting	X	X	X	X	X	$684,279.00	Transportation	2015-2020 SPLOST
27	Transit Capital	X	X	X	X	X	$5,000,000.00	Transportation	2015-2020 SPLOST

School System

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
1	Eddie White Elementary School 14		X				$15,000,000	CCPS Board of Education	SPLOST & CAPITAL OUTLAY
2	New 57 Classroom Middle School (Forest Park)			X			$15,500,000	CCPS Board of Education	SPLOST
3	Middle School #8	X					$18,000,000	CCPS Board of Education	SPLOST
4	Lovejoy HS Auxillary			X			$16,000,000	CCPS Board of Education	SPLOST & CAPITAL OUTLAY
5	General Renovations at Exisitng Schools	X	X	X	X	X	$95,000,000	CCPS Board of Education	SPLOST & CAPITAL OUTLAY

Intergovernmental Coordination

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
1	Officially launch the Clayton County Economic Development Collaborative (CCEDC) which was started in 2013 by the COO which will allow the County and Cities to unite to build the economic landscape for the County and monitor the progress of the economic development strategic plan	X	X	X	X	X	Staff Time	County Commission/ COO's Office	General Fund
2	Create a coordinated channel between the County and Cities to be updated on the progress of the 2009-2015 SPLOST programs for projects that are executed in the Cities and unincorporated areas	X	X	X	X	X	Staff Time	COO's Office	General Fund

Intergovernmental Coordination, continued

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
3	Create coordinated channels for economic development between County and surrounding Counties to plan economic landscape for the region	X	X	X	X	X	Staff Time	County Commission., COO's Office, Econ. Dev. Depart, neighboring Counties.	General Fund
4	Develop a County-wide recycling and sanitation program to assist with beautification across the County	X	X	X	X		Staff Time	County Commission. COO's Office	General Fund
5	Assess and amend the County's current dispute resolution process as needed to ensure its effectiveness	X	X				Staff Time	County Commission	General Fund

Parks and Recreation

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
1	(Morrow/Lake City Park) Convert the concrete pad behind the concession building to a basketball court		X				$10,000.00	Parks and Recreation	General/ SPLOST/REC
2	(Jim Huie Recreation Center) Educational Program area			X			Cost determined at time of scope	Parks and Recreation	General/ SPLOST/REC
3	(Independence Park) Landscaping around park to assist with crime prevention.	X	X	X	X	X	Cost to be determined at time of scope	Parks and Recreation	General/ SPLOST/REC
4	10 additional swing sets needed throughout the County (specifically for toddlers)		X				$30,818.00	Parks and Recreation	General/ SPLOST/REC

Parks and Recreation, continued

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
5	Toddler play features in parks adjacent to existing playgrounds	X	X	X			Cost to be determined at time of scope	Parks and Recreation	General/ SPLOST/REC

Library

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
1	New Headquarters Library	X	X	X	X	X	Cost to be dterminted at time of scope	Clayton County Library System	To be determined
2	Build more meeting rooms at Headquarters, move Jonesboro to Headquarters library location			X	X	X	Cost to be determined at time of scope	Clayton County Library System	To be determined
3	Landscape all libraries	X	X				Cost to be determined at time of scope	Clayton County Library System	To be determined
4	Repair roof at Headquarters	X					$47,000	Clayton County Library System	SPLOST/GPLS
5	Repair roof at Morrow	X					$23,000	Clayton County Library System	SPLOST/GPLS
6	Repair bathroom wall at Riverdale	X					$23,000	Clayton County Library System	SPLOST/GPLS
7	Renovate bathrooms at Headquarters	X	X				Cost to be determined at time of scope	Clayton County Library System	SPLOST
8	Family Computer Lab	X	X				Cost to be determined at time of scope	Clayton County Library System	To be determined

Library, continued

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
9	Repair Circulation Desk at all Branch Locations	X					Cost to be determined at time of scope	Clayton County Library System	General Fund
10	Paint library interior at all locations	X					Cost to be determined at time of scope	Clayton County Library System	General Fund
11	Purchase additional volumes for each branch to meet the State's minimum level of service standards	X	X	X	X	X	$638,000/yr. ($441,838 proposed)	Clayton County Library System	General Fund
12	Implement a plan to replace public and staff computers at the County's public libraries every three years			X	X	X	Cost to be determined at time of scope	Clayton County Library System	General Fund
13	Construct 20,000 sq. ft. Library in NW Clayton County (land acquisition, new books, design and construction)	X	X				$7,650,000	Clayton County Library System	2009 SPLOST
14	Improvement and renovation of existing Libraries	X	X	X	X	X	$55,000	Clayton County Library System	2009 SPLOST & State Funds

Police Department

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
1	Police vehicles w/equipment	X	X	X	X	X	$20 million	Clayton County Police Department	SPLOST 2015

Police Department, continued

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
2	Police helicopter replacement				X	X	$4.5 million	Clayton County Police Department	SPLOST 2015
3	Police mobile command vehicle	X					$1.3 million	Clayton County Police Department	SPLOST 2015
4	Construction of a Sector 2 Police Precinct located in the NW section of Clayton County	X					Cost to be determined at time of scope	Clayton County Police Department	To be determined

Fire and EMS

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
1	Develop and implement new EMS Delivery Model for Clayton County	X	X	X	X	X	Will vary based on model.	Clayton County Fire & Emergency Services	General Fund
2	Implement vehicle replacement initiative for EMS and Fire	X	X	X	X	X	$8,000,000	Clayton County Fire & Emergency Services	2015 SPLOST/ Fire tax/General Fund
3	Build new fire stations to address 2012 ISO evaluation. (Stockbridge and Lovejoy)	X	X	X	X	X	$4,000,000	Clayton County Fire & Emergency Services	Fire tax/ General Fund

Water Authority

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
1	Emergency Generator – Hooper WPP		X				$300,000	CCWA	User Fees
2	Sewer system rehabilitation	X	X	X	X	X	$1,000,000/yr	CCWA	User Fees/ General Fund
3	Galvanized Water Main Replacement	X	X	X	X	X	$1,000,000/yr	CCWA	User Fees
4	Stormwater System Rehabilitation	X	X	X	X	X	$1,000,000/yr	CCWA	User Fees
5	Emergency Generators - all Water Facilities	X					$3,000,000	CCWA	User Fees

Building Maintenance

	Action	2020	2021	2022	2023	2024	Estimated Cost	Responsible Department/ Agency	Funding Source
1	Renovate Old 911 Building 7946 N. McDonough St. Jonesboro, GA 30236	X	X	X	X	X	$130,000-$150,000	Buildings and Maintenance	General Funds
2	Adopt a County wide policy of using multi-story construction for all public buildings when feasible		X	X	X	X	Staff Time	Building and Maintenance/ CCPS	General Funds
3	Annex remodel of 3rd and 4th floors	X					$467,000	Building and Maintenance	TBD
4	Jonesboro Library - New roof				X	X	$195,000	Building and Maintenance	TBD
5	123 N. Main Street - New roof			X	X	X	$35,000	Building and Maintenance	TBD

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CHAPTER 13

Appendix

Appendix A - Community Engagement

The community engagement process included several techniques and opportunities for meaningful input. The input was used to guide the plan development and build upon the goals, needs and policies of the 2014 Comprehensive Plan. A steering committee was established including citizens, business owners and county officials. This committee helped to review the development of the plan. During the plan process, three steering committee meetings were held, as well as two opportunities for public input.

The following community engagement techniques were used:
- Comprehensive Plan Overview – A board described the Comprehensive Plan Update process and DCA Regulations
- Data and Demographics - Information was presented as a snapshot of current population, housing, income and employment characteristics. Trends for the future were also included.
- Future Land Use and reas Needing Attention – Maps of Clayton County were provided for participants to indicate areas within the city that they liked/preferred and areas that needed change/attention.
- Assets and Challenges – Participants were asked to review Assets and Challenges developed from discussions with the Steering Committee and city Staff. They were asked whether or not they agreed with the items and what should be added in addition.
- Goals and Policies - Steering Committee members and the community were asked to review Goals from the 2014 Comprehensive Plan. They were asked whether the items were still relevant and what should be added in addition. Relevant policies from the 2014 Plan were included in this update.
- Community Budgeting -Participants are given a finite amount of planning dollars to allocate among multiple community priorities.

Steering Committee Meeting #1: July 22, 2019
- Introduced the Comprehensive Plan Update, discussed the county demographics, and examined the development nodes from the 2014 plan.
- Had steering committee discuss whether the 2014 Assets and Challenges were 'Still a Priority' or 'No longer a Priority'

Steering Committee Meeting #2/ Public Meeting #1: August 19, 2019
- Presented to the Public the 2014 Assets and Challenges and had them perform the same exercise as the Steering Committee on 7/22.
- Both the Public and Steering Committee provided comment on what they thought of the 14 Future Land Uses.

Steering Committee #3/ Public Meeting #2: September 9, 2019
- Presented the 2014 Goals and had them provide feedback. Priorities were determined using an interactive voting exercise.
- Reviewed relevant data and demographic information as well as Future Land Use.
- Provided feedback on broadband access in Clayton County.

Examples of Community Engagement Boards used in Steering Commitee and Public Meetings
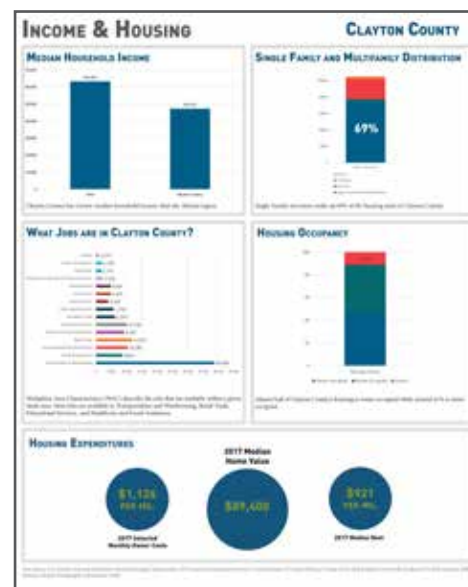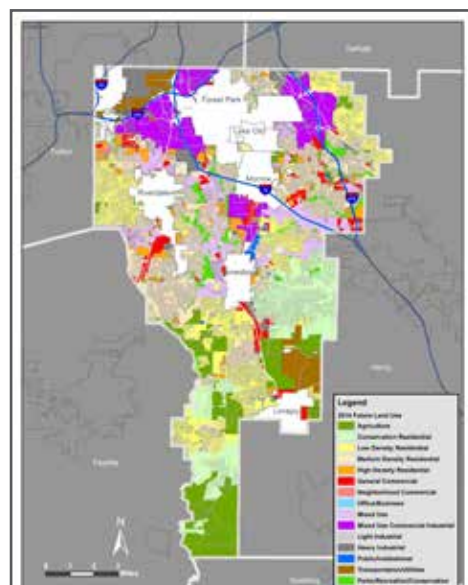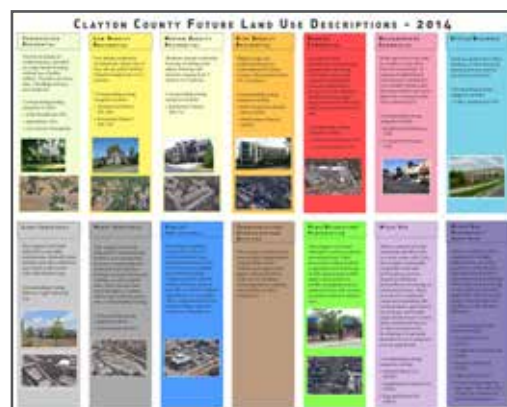
CLAYTON COUNTY BOARD OF COMMISSIONERS

Regular Business Meeting   March 19, 2019
6:30 PM
A G E N D A

1.   Call to order.

2.   Invocation and Pledge of Allegiance to the flag.

3.   Adoption of the agenda.

4.   PROCLAMATION:

       1.   Proclamation for "March is Procurement Month"

             **Proclamation presented by Chairman Turner to Central Services Department
             for recognition of March is Purchasing Month.** The month of March has been
             designated as Procurement Month by the National Institute of Governmental
             Purchasing (NIGP) and Purchasing organizations throughout the world engage in
             efforts during the month to inform the public about the important role performed by
             procurement professionals.

5.   PRESENTATION:

       1.   PRESENTATION: MARTA Citizen Advisory Group Update (Presented by Mr.
             Keith Parker)

       2.   CP/FLUM-1901-0001 - Kick-Off for Comprehensive Plan & FLUM

             CP/FLUM-1901-0001 - The **Clayton County Board of Commissioners**,
             initiates the official kick-off for the Comprehensive Plan and Future Land Use
             Map 2019 Update.

6.   PUBLIC COMMENT:

       Citizens will be given a three (3)-minute maximum time limit to speak before the Board
       of Commissioners about various topics, issues, and concerns. Following thirty minutes
       of hearing from the public, the Board of Commissioners will allow the remainder of
       citizens who have signed up to be heard at the next Tuesday business meeting.

7.   CONSENT AGENDA:

       A.   Approval of the March 5, 2019 Regular Business Meeting Minutes.

       B.   **Monthly report of contracts, contract modifications and/or change orders
             authorized by the Director of Central Services and/or the Chairman or Chief
             Operating Officer for February 2019**

ARC
Atlanta Regional Commission

Clayton County Comprehensive Plan Update
Steering Committee Meeting #1
Clayton County Commissioners Board Room
July 22, 2018

AGENDA

1. Welcome and Introductions

2. Presentation on Plan Process, Data & Demographics

3. Interactive Exercise on Assets and Challenges

4. Discussion of 2014 Development Nodes

5. Questions and Next Steps
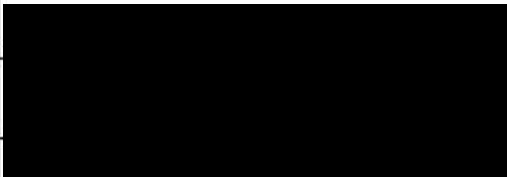
atlantaregional.org

International Tower
229 Peachtree St, NE | Suite 100
Atlanta, Georgia 30303

ARC

Clayton County Comprehensive Plan Update
Steering Committee Meeting
Sign In Sheet
Monday, July 22, 6:30 p.m.

Name	Email Address
Ron W McMillian	
Shirley Davis	
Khalfani Stephens	
Jeff Metarko	
Nicole Horne	
Dee Haney	
Tim Hynes	
Jeremy Shatten	
Jim Crissey	
Stan Reecy	
Malika Washington	

ARC

Clayton County Comprehensive Plan Update
Steering Committee Meeting
Sign In Sheet
Monday, July22, 6:30 p.m.

Name	Email Address
~~James Caisley~~	
Malika Washington	

Clayton County Comprehensive Plan Update
Steering Committee Meeting #2
Clayton County Commissioners Board Room
August 19, 2018

AGENDA

1. Welcome and Introductions

2. Presentation on Assets & Challenges / Land Use

3. Interactive Exercise on Land Use

4. Questions and Next Steps

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Atlanta, Georgia 30303

Atlanta Regional Commission

Clayton County Comprehensive Plan Update
Public Meeting #1 / Clayton County Commissioners Board Room / August 19, 2018

AGENDA

Open House Activities

The activities for this open house are designed to engage the community and gather feedback to inform the Comprehensive Plan Update. There will be additional opportunities for public feedback and comment throughout this process.

1. **Tell Us Where You Are From** – Please place a dot on your home or business, so we can have a sense of the geographic representation from throughout the community.

2. **Assets and Challenges** – Through a review the 2014 Comprehensive Plan and feedback from the Steering Committee, we have a list of assets and challenges. These boards summarize the feedback received during that process and provide the opportunity for you to respond.

   - Do you think these statements are correct?
   - Are they still a priority today?
   - What else is on your mind?

3. **Future Land Use** – Please provide feedback on the current Future Land Use Map for Clayton County. A description is included found in the existing Comprehensive Plan. Share any ideas that you have about Future Land Use goals & uses that should be included or excluded.

   - How would you describe them?
   - Are there things that you like or dislike?
   - How do these areas need to be improved in the future?
   - What types of development do you want to see in these areas?

**Staff from both ARC and Clayton County will be available to answer any questions you have. There is no formal presentation, and events can be completed at your leisure.

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Atlanta, Georgia 30303

Steering Committee #2 and Public Meeting #1 - combined Sign In Sheet: August 19, 2019
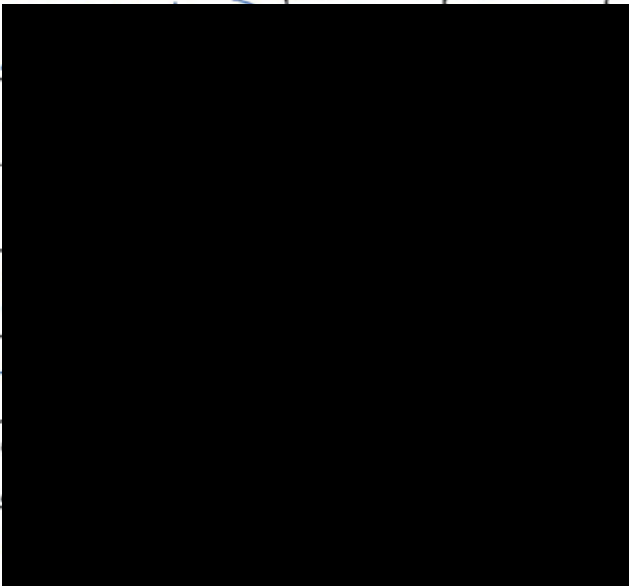
SIGN-IN | 8/19/2019)   (SC = STEERING COMMITTEE)
1) Jim Crissey - SC
8. Nicole Horne - OLS
3) Kevin Lewis
1) Marolyn Spann - CD Staff
5) Don McMillian Jr
6) Tim Hynes
7) Khelfani Stephens
8) Dee Haney
9) Jeremy Stratton
10) Donna Mullins
11) Katy Williams
2) CHERYL JACKSON
13) Carolyn Hay

Clayton County Planning and Zoning

Sign-In Sheet

Name/Company	Date	Issue	Address	Phone	Email
Pat Hussey					
Tina Shiflett		Future Land use Panhandle			
Addie Whittaker	8/19/2019	Future Land use Envir Blk Rd			
Shirley Davis	08/19/2019	CCB Committee member (Steering Comm)			
Sparkle Adams					
Donna Mullins	8/19/9	Safety M HI Zoning			
Cheryl Jackson	8/19/19	Zoning			

"COMP PLAN UPDATE*

Clayton County Planning and Zoning

PUBLIC INPUT

Sign-In Sheet

Name/Company	Date	Issue	Address	Phone	Email
LARRY BLACKMON	19	—	—	—	—
Frank CoBBS					
Laronda Dawson					
Linda G. Jones					
Margie Trawick C					
Orentha Early					
CARL William					
Myla Chapman	8/19/19				
Elsie Adamson	8/19/2019				

Myla. Chapman ▮▮▮▮▮▮▮▮▮▮ (Interested in Census Steering)

Atlanta Regional Commission

Clayton County Comprehensive Plan Update
Public Meeting #1 / Clayton County Commissioners Board Room / August 19, 2018

AGENDA

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   - Do you think these statements are correct?
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   - How would you describe them?
   - Are there things that you like or dislike?
   - How do these areas need to be improved in the future?
   - What types of development do you want to see in these areas?

**Staff from both ARC and Clayton County will be available to answer any questions you have. There is no formal presentation, and events can be completed at your leisure.

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Clayton County Comprehensive Plan – 5-YR Update
Steering Committee Meeting

September 9, 2019
Sign-In Sheet

Name	Agency	Phone Number & Email Address
Dee Haney	FCCC	
JEFF METARICO	CC T+D	
Khalfani Stephens	DACC	
MADOLYN SPANN	C. Dev.	
Altimese Dees	The Real Estate Gallery of GA	████████

Clayton County Comprehensive Plan Update
Public Meeting
Sign In Sheet
Monday, September 9, 2019

Name	Email Address
Mickey Garber	
Barbara Walker	
Pat Bueci	
Carolyn Cause	
Melody Toten	
LARRY WILLIAMS	
Thaleena Chhoeurm	
Jodie Rambers	
Altimese Dees	
DEMBAT DAVIS	
Dannelle Crowe	

CLAYTON COUNTY BOARD OF COMMISSIONERS

Regular Business Meeting   September 17, 2019
6:30 PM
A G E N D A

I.   CALL TO ORDER:

II.   INVOCATION AND PLEDGE OF ALLEGIANCE TO THE FLAG:

III.   ADOPTION OF THE AGENDA:

IV.   PROCLAMATIONS:

        1.   Proclamation to Stanley Scandrett Commissioner Warner would like to
              congratulate Stanley Scandrett for 31 years of service to Clayton County Public
              Schools

V.   PUBLIC COMMENT:

        Citizens will be given a three (3)-minute maximum time limit to speak before the Board
        of Commissioners about various topics, issues, and concerns. Following thirty minutes
        of hearing from the public, the Board of Commissioners will allow the remainder of
        citizens who have signed up to be heard at the next Tuesday business meeting.

VI.   CONSENT AGENDA

        1.   Approval of the September 3, 2019 Regular Business Meeting Board Minutes.

        2.   **Monthly report of contracts, contract modifications and/or change orders
              authorized by the Director of Central Services and/or the Chairman or Chief
              Operating Officer for August 2019.**

              Pursuant to Section 2-107 (d) of the Clayton County Code of Ordinances,
              General Purchasing Methods. Authority and Responsibility of the Director of
              the Department of Central Services. Periodic Reporting to the Board of
              Commissioners.

        3.   **Recommendation for Award: RFP #19-23 Brokerage Services for Property
              and Casualty Insurance Annual Contract for Clayton County, Georgia.**

              **$88,650.00 / Edgewood Partners Insurance Center Brokers and
              Consultants, located in Duluth, Georgia.** Funding is available through the
              County's General Funds. **Pursuant to Section 2-114** of the Clayton County
              Code of Ordinances, General Purchasing Methods. **Competitive sealed
              proposal process.** Acquisitions greater than $74,999.99. Unless otherwise
              provided herein, formal sealed proposals must be obtained for any item or
              service which is expected cost in excess of $74,999.99 or is expected to

generate revenue greater than $74,999.99, for which the competitive sealed bid process is either not applicable or is determined by the director not to be in the best interest of the county.

4. **Recommendation for Annual Contract: ITB #19-50 Pharmaceutical Supplies for Clayton County Fie & Emergency Services.**

    Multi-Award: Bound Tree Medical, LLC, located in Dublin, Ohio; and Henry Schein, Inc., located in Irmo, South Carolina. Funding is available through the Fire Department and Emergency Services General Fund. As requested by the Department of Fire/EMS Services. **Pursuant to Section 2-113** of the Clayton County Code of Ordinances, General Purchasing Methods. **Competitive sealed bidding process.** Acquisitions greater than $74,999.99. Any commodity, good or service that is expected to cost in excess of $74,999.99 or is expected to generate revenue greater than $74,999.99 shall be acquired through the competitive sealed bid process except as otherwise provided in this Purchasing Code.

5. **Recommendation for Award: RFP #19-64 Cooling Treatment Maintenance Services Annual Contract for Clayton County, Georgia**

    NALCO Company, LLC, located in Naperville, Illinois. Funding is available through the Building Maintenance Department's General Funds. As requested by the Department of Building Maintenance. **Pursuant to Section 2-114** of the Clayton County Code of Ordinances, General Purchasing Methods. **Competitive sealed proposal process.** Acquisitions greater than $74,999.99. Unless otherwise provided herein, formal sealed proposals must be obtained for any item or service which is expected cost in excess of $74,999.99 or is expected to generate revenue greater than $74,999.99, for which the competitive sealed bid process is either not applicable or is determined by the director not to be in the best interest of the county.

6. **Recommendation for Cooperative Purchase: CP #19-193 HVAC Products and Services for Clayton County, Georgia.**

    To utilize US Communities ONMIA Partners Cooperative Purchasing Contract with Trane, located in Davidson, North Carolina. Funding is available through the Building Maintenance Repair and Maintenance Budgets. As requested by the Department of Building Maintenance. **Pursuant to Section 2-119** of the Clayton County Code of Ordinances, General Purchasing Methods. **Cooperative purchase.** The county may participate in a cooperative purchase for commodities, equipment and services when determined by the director that it is in the best interest of the county. The sponsoring entity, whether federal, state or local must have performed a competitive procurement process and

entered into a contract that stipulates allowance for other governmental entities to purchase the same commodity, equipment or service from the supplier at the same price and under the same terms and conditions as extended to sponsoring entity. If such arrangement has not been made a part of the contract, written permission from the sponsoring entity and the awarded supplier must be obtained. The director or his/her designee must certify that the acquisition of the commodities, equipment or services are consistent with the contract commodities, equipment and services, and of equal or lesser price, of those commodities, equipment and services offered to the sponsoring entity. Documentation to substantiate this decision will be maintained by the department of central services. Cooperative purchases where cost is in excess of $74,999.99 or is expected to generate revenue greater than $74,999.99 shall be approved by the board of commissioners.

7. Information Technology Additional Positions

8. Budget Amendment 4-11/ FYE 6/30/2019 /2015 SPLOST To amend the budget to recognize revenue for the cost of countywide SPLOST signal lighting, road resurfacing and sign production in the amount of $1,968,446.

9. Budget Amendment 4-12/ FYE 6/30/2019 2009 SPLOST Fund To amend the budget for Transportation and Development salaries and benefits related to work performed on SPLOST projects in the amount of $1,450,615.

10. Budget Amendment 4-13 SPLOST To amend the budget for payments received from the City of Forest Park for road repair and maintenance work performed by Transportation and Development based on the Service Delivery Agreement in the amount of $378.

11. Budget Amendment 2-44 / FY19 Pension Fund To amend the budget to cover the cost of part-time salaries and benefits which were paid throughout fiscal year 2019 in the amount of $25,548.

12. Request for CCPD to accept forfeited vehicle and assign to Clayton County Police-Drug Task Force. Vehicle seized: 2005 Ford F-150 XLT Pick-Up, Blue in color, VIN: 1FTRX12W65NA19687.

13. 2018 HUD Comprehensive Annual Performance & Evaluation Report (CAPER)

    2018 HUD CAPER

14. Ordinance 2019-111- An ordinance to amend the Code of Clayton County, Georgia, as amended, specifically Part I - Related Laws Pertaining to Clayton County, Chapter 70 – Personnel, Article II. – Code of Ethics, so as to amend the process for hearing ethics complaints; to repeal conflicting laws, ordinances, and resolutions; to provide for severability; to provide for an effective date of this ordinance; and for other purposes.

Page 3

Synopsis: This ordinance amends Part I - Related Laws Pertaining to Clayton County, Chapter 70 – Personnel, Article II. – Code of Ethics, Section 70-79(8). – Board of ethics; creation; duties, by deleting subsection (j)(8) and replacing it with a new subsection (j)(8) and Section 70-80. – Complaint Process, by deleting subsection (i) and replacing it with a new subsection (i).

15. Resolution 2019-112-A resolution of the Board of Commissioners of Clayton County, Georgia concerning tax credit financed family affordable multi-family projects; to provide an effective date of this resolution; and for other purposes.

   Synopsis: This resolution declares that new construction and development of family affordable multi-family projects funded using the low-income housing tax credit ("LIHTC") program are disfavored by the County.

16. Resolution 2019-114-A resolution of the Board of Commissioners of Clayton County, Georgia to support the Susan G. Komen More Than Pink Project hosted by Parks & Recreation Department to held on October 19, 2019 at the Clayton County Fall Festival; to consent to proceeds collected by the County to be donated to the Susan G. Komen Foundation; to authorize the County and its departments to perform all acts necessary to accomplish the intent of this resolution; to authorize the Chairman to perform all acts necessary to accomplish the intent of this resolution; to authorize the Chief Financial Officer to amend the budget where necessary to reflect an appropriate revenue source and expense; to provide an effective date of this resolution; and for other purposes.

   Synopsis: This resolution hereby supports the Susan G. Komen "More than Pink" project and consents to a transfer of the total collection of $25.00 vendor fees made by attendees at the Event to the Susan G. Komen Foundation. The Event will be held in conjunction with the Clayton County Fall Festival on October 19, 2019 at Flat Shoals Park, 1915 Flat Shoals Road, Riverdale, Georgia 30296 between 1pm – 4pm.

17. Resolution 2019-115-A resolution authorizing Clayton County to terminate the Intergovernmental Agreement with the Development Authority of Clayton County for the promotion of economic development in the County; to authorize the Chairman to perform all acts necessary to accomplish the intent of this resolution; to authorize the Chief Financial Officer to amend the budget where necessary to reflect an appropriate revenue source and expense relating thereto; to provide an effective date of this resolution; and for other purposes.

   Synopsis: This resolution terminates the Intergovernmental Agreement with the Development Authority of Clayton County for the Authority to provide economic development services for the County. Said termination shall also immediately de-authorize the transfer to the Authority of any funds currently in the Mountain

View Tax Allocation District (Number 5) account, and shall de-authorize the transfer to the Authority the funds currently in the Central Clayton Commercial Corridors Tax Allocation District (Number 3) account.

18.   Resolution 2019-116- A resolution authorizing the Clayton County Board of Commissioners to remove certain board and authority appointees for violations of the Clayton County ethics code; to authorize the Chairman to perform all acts necessary to accomplish the intent of this resolution; to provide an effective date of this resolution; and for other purposes.

Synopsis: This resolution authorizes the removal of noncompliant members from Mental Health/Development Disability/Addictive Diseases Community Service Board and the Tourism Authority.

19.   Transmittal of Comprehensive Plan 5-Year Update to DCA

VII.   END OF CONSENT AGENDA

A.   REZ-1903-0019-Rezone 4 parcels from RS180 to GB for a commerical retail building

REZ-1903-0019 - The Applicant Kevin Edmondson on the behalf of Purple Martin Group, LLC., is requesting a Rezoning four (4) parcels of land from RS-180 Residential District (Article 3, Section 3.6) to GB- General Business District (Article 3, Section 3.31) for a commercial retail building. The subject parcels are located near the intersection of Bouldercrest Road and Anvil Block Road; and otherwise known as parcel numbers 12215B D002, 12215B D008, 12215B D009, and 12215B D010. The subject property consists of 2.05+/- acres of land with proposed 262 ft. of road frontage on Bouldercrest Road and 290 ft. on Anvil Block Road.

Commissioner District 2 – Gail B. Hambrick

ZAG RECOMMENDED WITHDRAWAL

B.   FLUM-1903-0004-Amend the Future Land Use Map from MDR to GC of 4 parcels

FLUP-1903-0004 – The Applicant Kevin Edmondson on the behalf of Purple Martin Group, LLC., is requesting to Amend the Future Land Use Map designation of four (4) parcels of land located near the intersection of Bouldercrest and Anvil Block Road; and otherwise known as parcel numbers 12215B D002, 12215B D008, 12215B D009, and 12215B D010. The requested change is from MDR - Medium Density Residential to GC - General Commercial.

Commissioner District 2 – Gail B. Hambrick

Steering Committee
Meeting #1
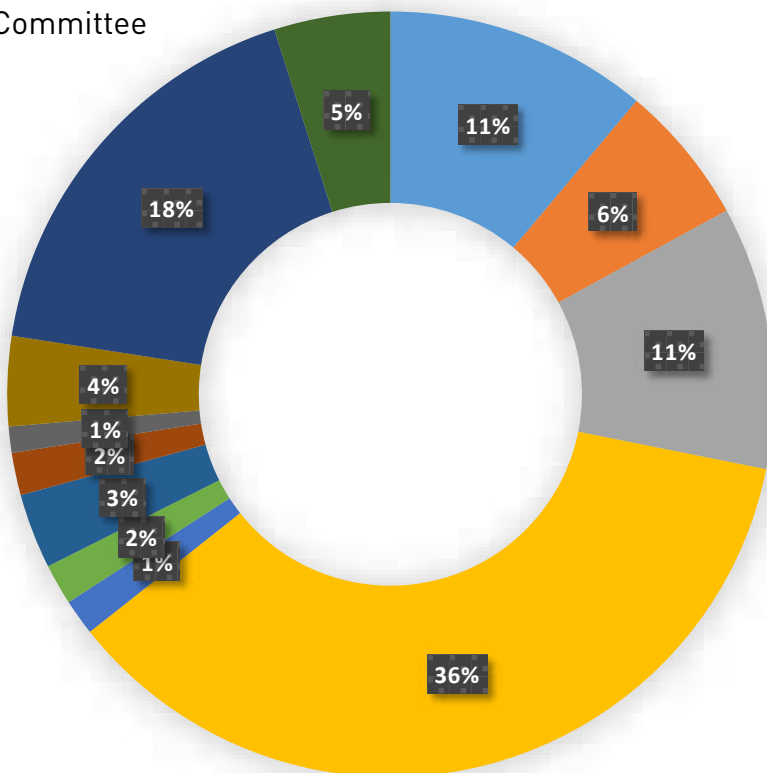July 22, 2019

Steering Committee #2
August 19, 2019

Public Meeting #1
August 19, 2019

Steering Committee #3/
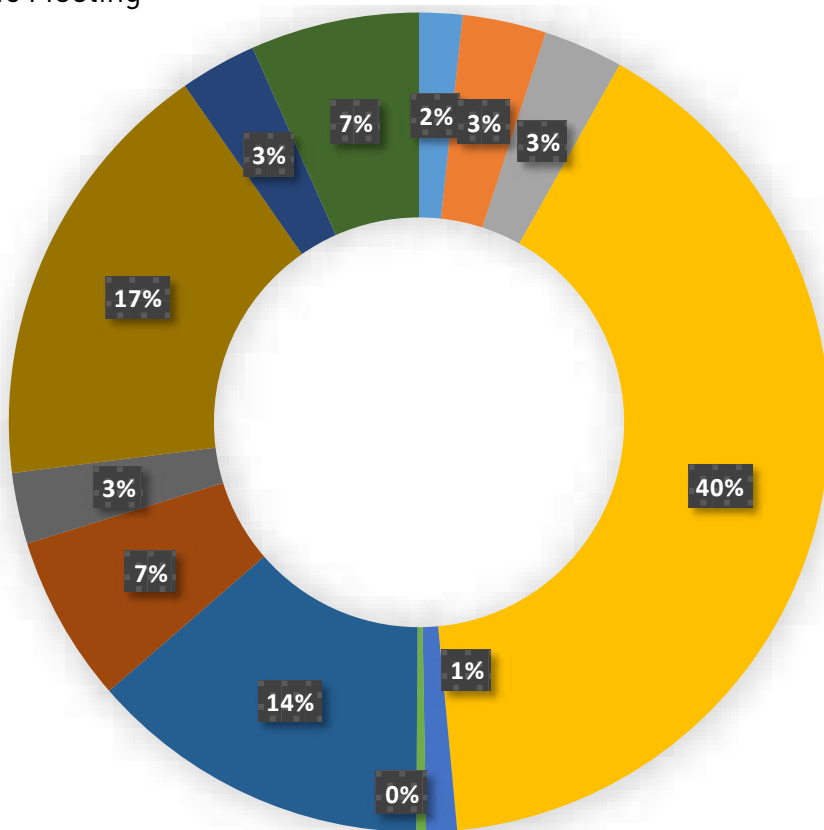Public Meeting #2
September 9, 2019

Steering Committee #3/ Public Meeting #2 - Budgeting Priorities Exercie Results: September 9, 2019

Steering Committee

Participants are given a finite amount of planning dollars to allocate among multiple community priorities. Planning dollars come in different denominations with larger values representing greater priority. The summaries identify the allocation of resources directed to each priority.

- Arts and Culture
- Code Enforcement
- Community Aesthetics
- Economic Development
- Events
- Parks
- Public Safety
- Senior Services
- Trails and Greenways
- Transportation Networks
- Youth Services
- Housing

Public Meeting

Steering Committee #3/ Public Meeting #2 - Budgeting Priorities Exercie Results: September 9, 2019

Combined

Legend:
- Arts and Culture
- Code Enforcement
- Community Aesthetics
- Economic Development
- Events
- Parks
- Public Safety
- Senior Services
- Trails and Greenways
- Transportation Networks
- Youth Services
- Housing

Pie chart values: 6%, 4%, 7%, 39%, 1%, 9%, 4%, 2%, 11%, 10%, 6%
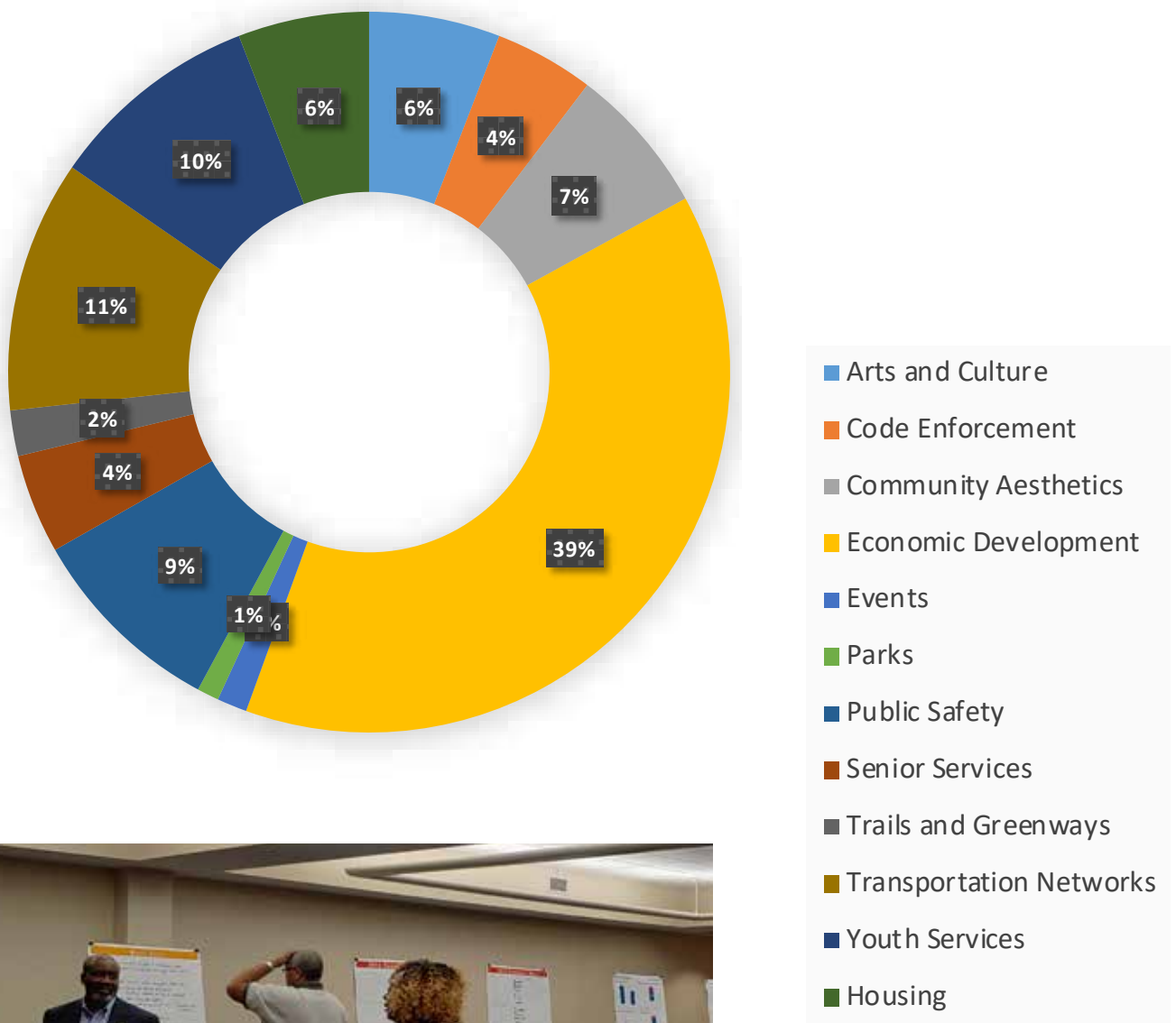
Participants undertaking budgeting priorities exercise at the public meeting