



# REGIONAL REVIEW NOTIFICATION

Atlanta Regional Commission • 40 Courtland Street NE, Atlanta, Georgia 30303 • ph: 404.463.3100 • fax: 404.463.3105 • www.atlantaregional.com

DATE: Mar 13 2006

ARC REVIEW CODE: P603131

TO: Mayor Patricia C. Vaughn  
ATTN TO: Pam Conner, Planning Director  
FROM: Charles Krautler, Director

NOTE: This is digital  
signature. Original on file.

The Atlanta Regional Commission (ARC) has received the following proposal and is initiating a regional review to seek comments from potentially impacted jurisdictions and agencies. The ARC requests your comments regarding related to the proposal not addressed by the Commission's regional plans and policies.

**Name of Proposal:** City of Powder Springs CIE for Public Safety, Parks and Recreation  
**Review Type:** Local Comprehensive Plan

**Description:** The addition of a Capital Improvements Element (CIE) for Public Safety and Parks and Recreation to the City's Comprehensive Plan for the City of Powder Springs.

**Submitting Local Government:** City of Powder Springs

**Action Under Consideration:** Approval

**Date Opened:** Mar 13 2006

**Deadline for Comments:** Mar 27 2006

**Earliest the Regional Review can be Completed:** May 12 2006

## THE FOLLOWING LOCAL GOVERNMENTS AND AGENCIES ARE RECEIVING NOTICE OF THIS REVIEW:

ARC LAND USE PLANNING  
GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS  
GEORGIA DEPARTMENT OF TRANSPORTATION  
CITY OF MARIETTA  
CITY OF ACWORTH

ARC TRANSPORTATION PLANNING  
GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS  
COBB COUNTY  
CITY OF SMYRNA  
GEORGIA CONSERVANCY

ARC ENVIRONMENTAL PLANNING  
GEORGIA REGIONAL TRANSPORTATION AUTHORITY  
CITY OF AUSTELL  
CITY OF KENNESAW  
NATIONAL PARK SERVICE

## Attached is information concerning this review.

If you have any questions regarding this review, Please call Mike Alexander, Review Coordinator, at (404) 463-3302. If the ARC staff does not receive comments from you by Mar 27 2006, we will assume that your agency has no additional comments and we will close the review. Comments by email are strongly encouraged.

The ARC review website is located at: <http://www.atlantaregional.com/qualitygrowth/reviews.html> .



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## **NOTICE OF LOCAL PLAN SUBMITTAL AND HEARING/COMMENT OPPORTUNITY**

<b>Submitting Local Government:</b>	City of Powder Springs	<b>Date Received:</b>	Mar 13 2006
<b>Local Contact:</b>	Pam Conner, Planning Director City of Powder Springs	<b>Public Hearing Date and Time:</b>	2006-03-27 9:00am
<b>Phone:</b>	770-943-1666	<b>E-Mail:</b>	<a href="mailto:planner@cityofpowdersprings.org">planner@cityofpowdersprings.org</a>
<b>Fax:</b>	770-943-8003	<b>Website:</b>	
<b>Street</b>	PO Box 46	<b>City State, Zip:</b>	Powder Springs, Georgia 30127

### **Department of Community Affairs Review Required**

<b>Review Title:</b>	City of Powder Springs CIE for Public Safety, Parks and Recreation
<b>Description:</b>	<p>The addition of a Capital Improvements Element (CIE) for Public Safety and Parks and Recreation to the City's Comprehensive Plan for the City of Powder Springs.</p> <p>Document can be viewed on the ARC website at: <a href="http://www.atlantaregional.com/qualitygrowth/compplanreviews.html">http://www.atlantaregional.com/qualitygrowth/compplanreviews.html</a> Click on the Regional Review Notice for the City of Powder Springs.</p>

**The submitted documents are available for review at the City and at ARC.**

### **Reviewing Regional Development Center:**

Atlanta Regional Commission  
40 Courtland Street, NE Atlanta, GA. 30303  
Phone 404.463.3302 FAX 404.463.3254

<b>Contact Person:</b>	Mike Alexander, Review Coordinator
<b>E-Mail</b>	<a href="mailto:malexander@atlantaregional.com">malexander@atlantaregional.com</a>

**RESOLUTION 2006-07**

**A RESOLUTION SUBMITTING A CAPITAL IMPROVEMENT ELEMENT FOR  
PUBLIC SAFETY AND PARKS AND RECREATION TO THE CITY'S  
COMPREHENSIVE PLAN TO THE ATLANTA REGIONAL COMMISSION  
AND DEPARTMENT OF COMMUNITY AFFAIRS FOR REGIONAL REVIEW**

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**WHEREAS** the City of Powder Springs has completed the addition of a Capital Improvement Element (CIE) for Public Safety and Parks and Recreation to the City's Comprehensive Plan;

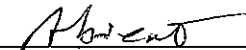
**WHEREAS** a public hearing was held on February 20, 2006 at 7:00 p.m. at City Hall;

**WHEREAS**, the Mayor and Council wish to submit this CIE to the Atlanta Regional Commission and the Department of Community Affairs for review;

**BE IT THEREFORE RESOLVED** that the Mayor and Council for the City of Powder Springs do hereby submit the Capital Improvement Element for Public Safety and Parks and Recreation prepared by Jerry Weitz and Associates, Inc. to the Atlanta Regional Commission and Department of Community Affairs for Regional review.

**SO RESOLVED** this 20<sup>th</sup> day of February, 2006

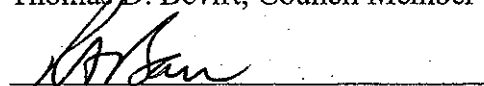
  
Patricia C. Vaughn, Mayor

  
James R. Farmer, Council Member

  
Al Thurman, Council Member

  
Nancy B. Arnold, Council Member

  
Thomas D. Bevirt, Council Member

  
Ra Barr, Council Member

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ATTEST:

Betty Brady  
Betty Brady, City Clerk

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**POWDER SPRINGS, GEORGIA  
CAPITAL IMPROVEMENT ELEMENT  
PUBLIC SAFETY AND  
PARKS AND RECREATION IMPACT FEES**

**February 20, 2006  
Revised Draft**

**Prepared For:**

**City of Powder Springs, Georgia**

**Prepared Under Contract By:**

**Jerry Weitz & Associates, Inc.  
Planning & Development Consultants  
With  
James Nicholas, Ph.D.  
Julian Juergensmeyer, JD**

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**POWDER SPRINGS, GEORGIA  
CAPITAL IMPROVEMENT ELEMENT  
PUBLIC SAFETY AND PARKS AND RECREATION IMPACT FEES  
February 20, 2006 Revised Draft**

This report is an amendment to the City of Powder Springs Comprehensive Plan. The purpose of this amendment is to provide the planning to support an impact fee program for public safety (police and municipal court) and parks and recreation.

**WHY A COMPREHENSIVE PLAN AMENDMENT IS NEEDED**

Powder Springs' comprehensive plan was prepared in 1995 and was adopted in 1996, with selected portions amended primarily to accommodate the Livable Centers Initiative (LCI) study. As such, the city's comprehensive plan is outdated and probably does not reflect entirely the current policies of the Powder Springs Mayor and City Council. It certainly does not reflect the substantial growth and annexation that has occurred during much of the last decade. The city's comprehensive plan at the time of adoption did not contemplate or anticipate the preparation of an impact fee program to implement the community facilities and services element.

During the preparation of this amendment, the city had engaged a planning consultant to prepare a complete rewrite of the comprehensive plan. Although this document amends the 1996 comprehensive plan, it should be made compatible with the city's larger, ongoing comprehensive planning effort and integrated into the new comprehensive plan as seamlessly as possible. Some organizational changes will be inevitable, however.

**Revision of Population and Employment Projections**

This plan amendment provides new (updated) population and employment projections, which are needed to calculate levels of service, set level of service standards, and allocate the costs of providing facilities to new (future) development.

The Powder Springs Comprehensive Plan (adopted 1995, amended 2004), Table 1, "Population, 1970-2015," Table 2, "Households, 1970-2020," and Table 3, "Persons Per Household" are hereby amended to the extent they conflict with this plan amendment. The population and housing unit projections provided in Table 1 of this plan amendment are hereby adopted and used for purposes of the impact fee program. The Powder Springs Comprehensive Plan (adopted 1996, amended 2004), Table 4, "City Age Distribution," which shows population projections by age, is probably not significantly affected by the amendment of the city's population projections, but it is noted here that updated age-specific population projections are not provided as a part of this plan amendment.

Employment projections are needed for the impact fee program because they form a part of the "functional" population, which is used to measure the level of service (and set the standard for) police facilities. There is not a single, reliable source for projections (or even current estimates) of employment within the city limits of Powder Springs. The 1996 comprehensive plan provides projections of employment for the Powder Springs "area" (see Table 25 of the 1996 comprehensive plan) which are based on census tract data. The "area" projections in the 1996 were based on the U.S. Census and data from the Atlanta Regional Commission.

## Prediction of the Next Twenty Years of Development

In addition to updated population and employment projections, it is necessary to quantify the amount of development that will pay impact fees. That information was not available in the city's comprehensive plan and an estimate had to be completed. Working with the city staff and the city's comprehensive plan consultant (Robert and Company), vacant and developable land was determined for this project based on an existing land use inventory prepared by Robert and Company and updated by city staff. Estimates of residential and non-residential capacity for new development and forecasts of growth were then prepared and are provided in this comprehensive plan amendment, which are used in the impact fee program.

## Administrative Rule Requirements for Capital Improvement Element (CIE)

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

## CURRENT ESTIMATE OF POPULATION, HOUSING UNITS, AND EMPLOYMENT

The official census estimate for the population of the City of Powder Springs as of July 1, 2004 was 14,300 persons, a significant increase since the year-2000 census count of 12,481.<sup>1</sup> According to data from the U.S. Census Bureau, within the City of Powder Springs in 2000, there were 2,808 total workers working in the city.<sup>2</sup> That estimate for 2000 is believed to be the most reputable and is therefore used as a base to estimate employment in the year 2006.

**Table 1**  
**Current Estimates of Population, Housing Units and Employment**  
**City of Powder Springs, 2000 and 2006**

	2000	2006
Population <sup>3</sup>	12,481	15,129
Housing Units	4,186	5,043
Average Household Size	3.06	3.00
Employment <sup>4</sup>	2,808	3,408

Source: Compiled by Jerry Weitz & Associates, Inc. (see footnotes).

<sup>1</sup> Population Division, U.S. Census Bureau. Release Date: June 30, 2005. Table 4: Annual Estimates of the Population for Incorporated Places in Georgia, Listed Alphabetically: April 1, 2000 to July 1, 2004 (SUB-EST2004-04-13).

<sup>2</sup> Source: Census 2000 PHC-T-40. Estimated Daytime Population and Employment-Residence Ratios: 2000. Table 3. Selected Places by State. More recent (year 2002) data are provided by the U.S. Census Bureau for the Powder Springs zip code, but the zip code encompasses a much larger area than the City of Powder Springs, and for the City of Powder Springs, but those data are incomplete due to withholding of reporting when there are a small number of establishments. Also see tables in the appendix for more information.

<sup>3</sup> Year 2006 estimate is based on the number of housing units added since April 2000 Census.

<sup>4</sup> Also see tables in the appendix for background data supporting employment estimates. From the City, it was determined that 25 commercial and 15 industrial permits/occupancy certificates issued between 2000 and 2006.

## LAND USE PROJECTIONS

The information in this section sets out the land use assumptions for the City of Powder Springs. These are developmental parameters that are used to prepare the public safety capital improvement program and impact fees.

### Residential Development

The new residential development expected during the next twenty years (2006-2026) is quantified in Table 2.

**Table 2**  
**Forecasted New Residential Development,**  
**Undeveloped and Developable Land**  
**City of Powder Springs, 2006-2026**

Future Land Use Plan Classification	Net Acres to be Developed 2006-2025	Density (Units Per Acre)	Total Units 2006-2025
Approved and/or In Process of Permitting <sup>5</sup>	n/a	n/a	687
Low Density Residential	106	2.3	243
Community Activity Center <sup>6</sup>	59.6	8.0	476
Downtown Activity (Town) Center <sup>7</sup>	n/a	n/a	250
Total, All Residential	n/a	n/a	1,656

Note: N/A = Not available. Source: Compiled by Jerry Weitz & Associates, Inc., based on map of undeveloped and developable lands prepared by Robert and Company, January 2006, and acreage estimates of parcels by future land use designation prepared by City of Powder Springs Planning Staff, Revised 2/20/06.

Table 3 provides a projection of the total population based on the new residential development quantified in Table 2 (revised 2/20/06).

<sup>5</sup> Calculated by the City of Powder Springs, 2/16/06.

<sup>6</sup> There are 149 acres of undeveloped or potentially redevelopable land designated as community activity center, a classification which is predominantly commercial but also allows medium (3-6 units per acre) and high-density (6-12 units per acre) residential land uses. The land use mix on these properties cannot be predicted with precision. It is anticipated the vast majority of the land area will be developed as commercial uses. Based on the mixed use zoning district, which is the zone most compatible with the city's community activity center land use designation, it is assumed that 40 percent, or 59.6 acres, will be developed residentially within properties designated community activity center. The average density is assumed to be 8 units per acre. (Footnote revised 2/20/06).

<sup>7</sup> The draft community assessment (prepared by Robert and Company in May, 2005) indicates under "infill development" (quality community objectives) that there will be approximately 250 townhouse and mixed-use units for living and working in the Town Center (see p. 15).

**Table 3**  
**Total Population and Housing Unit Projections, 2006-2026**  
**City of Powder Springs**

	2006	2011	2015	2020	2025	2026	20 Year Absolute Change
Housing Units Approved and/or in Process of Permitting		687	--	--	--	--	687
Other future housing units	--	242	194	242	242	49	969
Total Housing Units		929	194	242	242	49	1,656
Persons Per Unit		3.0	3.0	3.0	3.0	3.0	
Population added in time period		2,787	582	726	726	147	4,968
Total Population	15,129	17,916	18,498	19,224	19,950	20,097	4,968

Source: Jerry Weitz & Associates, Inc. Revised 2/20/06.

Although the 1,656 new housing units shown in Table 3 is a projected buildout, due to existing approved development and residential projects in the process of permitting, residential development will be more substantial in the first five years than during later time periods (i.e., 929 units will be added during the next five years). If past residential permit activity (See Appendix, Table A-4) is extended into the future (a reasonable prospect), then Powder Springs may exhaust its remaining residential land supply in approximately less than 10 years. However, it is assumed that the future residential growth not already approved or in the process of permitting will be distributed evenly during that twenty-year period (see "other future housing units" above). (Revised 2/20/06).

### **Non-residential Development**

The new non-residential development is quantified in Table 4. Table 5 provides a projection of new employment in Powder Springs. Both are based on land use assumptions documented in this plan amendment. In addition, the floor-area ratios are based on zoning categories compatible with the future land use plan categories, as provided by the City of Powder Springs planning staff.

**Table 4**  
**Projected New Non-residential Development,**  
**City of Powder Springs**

<b>Future Land Use Category</b>	<b>Acres</b>	<b>Floor-Area Ratio (FAR)</b>	<b>Total New Non-residential Square Footage (Gross)</b>
Community Activity Center <sup>8</sup>	89.4	0.50	1,947,132
Neighborhood Activity Center	5.0	0.25	54,450
Industrial Compatible Area <sup>9</sup>	102.9	0.75	3,361,743
<b>Non-residential Total</b>	<b>197.3</b>	<b>--</b>	<b>5,363,325</b>

Source: Jerry Weitz & Associates, Inc., Revised 2/20/06.

**Table 5**  
**Projected New Employment,**  
**City of Powder Springs, 2006-2026**

<b>Land Use Classification</b>	<b>Total New Non-residential Square Footage, 2006-2026 (Gross Square Feet)</b>	<b>Efficiency Ratio</b>	<b>Square Feet Per Employee</b>	<b>Total Employment at 100% Occupancy</b>
Community Activity Center	1,947,132	75.00%	500	2,920
Neighborhood Activity Center	54,450	75.00%	500	81
Industrial Compatible Area	3,361,743	95.00%	550	5,806
<b>Total, All Non-residential</b>	<b>5,363,325</b>	<b>--</b>	<b>--</b>	<b>8,807</b>

Source: Square feet from Table 5 above. Square feet per acre based on Tables 4-1 and 4-2 of *Planner's Estimating Guide: Projecting Land-Use and Facility Needs*, by Arthur C. Nelson. (Chicago: Planners Press, 2004). Revised 2/20/06.

### **Functional Population**

The functional population of the city (Table 6) is considered to be the population (houses) and the employees (businesses, industries, and institutions) that create demand for public safety services. For purposes of this Capital Improvement Element, the functional population is the resident population plus those employed in the jurisdiction (i.e., businesses, industries, and institutions). Even though much of the city's resident labor force leaves the city during the day

<sup>8</sup> There are 149 acres of undeveloped or potentially redevelopable land designated as community activity center, a classification which is predominantly commercial but also allows medium (3-6 units per acre) and high-density (6-12 units per acre) residential land uses. The land use mix on these properties cannot be predicted with precision. It is anticipated the vast majority of the land area will be developed as commercial uses. Based on the mixed use zoning district, which is the zone most compatible with the city's community activity center land use designation, it is assumed that 60 percent, or 89.4 acres, will be developed commercially. (Revised 2/20/06).

<sup>9</sup> A total of 115.8 acres of vacant and developable land is designated as Industrial Compatible Area (ICA) in the Powder Springs land use plan. However, the vacant land inventory prepared by the City of Powder Springs Planning Staff indicates that some of those tracts contain floodplain, and so the developable acreage in this category was reduced by 12.9 acres to account for development limitations due to floodplains (Revised 2/20/06).

for work, there is still the need to provide public safety services in their absence (i.e., protection of property from fire and crime). All residents benefit from Powder Springs' police protection services even if they work outside the city during the day. That is, the Police will respond to public safety calls whether or not residents are home. The data in Table 6, projections of the functional population, provide the basis for measuring the existing levels of service and establishing level of service standards for public safety.

**Table 6**  
**Functional Population Projections**  
**2006-2026**  
**City of Powder Springs**

<b>Component</b>	<b>2006</b>	<b>2011</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>	<b>2026</b>
Population	15,129	17,916	18,498	19,224	19,950	20,097
Employment	3,408	5,609	7,370	9,571	11,772	12,215
Total Functional Population	18,537	23,525	25,868	28,795	31,722	32,312

Source: Jerry Weitz & Associates, Inc., based on prior tables. Revised 2/20/06.

## **PUBLIC SAFETY**

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

### **Service Area**

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

### **Inventory of Facilities**

The existing police facility consists of approximately 8,000 square feet, plus two 10' x 20' storage units for documents, for a total building stock of 8,400 square feet. Those figures are shown in Table 7.

**Table 7**  
**Police Building Facility Inventory**  
**(Square Feet of Building)**

<b>Name of Police Facility</b>	<b>Building Space Square Feet</b>
Police Headquarters	8,000
Storage units	400
Total, All Facilities	8,400

Source: City of Powder Springs, October 2005.

### **Level of Service Measure**

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

### **Existing Level of Service**

Powder Springs' Police Department has 8,400 square feet of facility space. With a current (year 2006) functional population of 18,537, this equates with an existing level of service of 0.4531 square feet of police building space per functional population.

### **Assessment of Needs**

There are at least three ways of assessing the current space needs of the Police Department: (1) prior study; (2) professional judgment of the Police Chief; and (3) based on projected staffing needs. The latter approach, assessing needs for building space based on a projection of staffing needs into the future, is inadequate because the Police Department also consists of training, firearms shooting, secured evidence storage, needs for crime lab, customer service counters, and several other demands for physical space that cannot be captured in an assessment of administrative office space needs alone.

The police department has estimated the need for approximately 18,708 square feet of space, plus 1/8 to 1/4 acre of land needed to store vehicles and the 400 square feet of storage space, which are not included in the police department's need statement.<sup>10</sup> Based on that needs statement, the existing level of service of 8,400 square feet (0.4531 square feet of police building space per functional population) is not adequate now and will not adequate be in the future to meet population and employment growth in the city. See Table 8.

### **Level of Service Standard**

The City of Powder Springs adopts the following level of service standard for the police portion of the public safety impact fee: 0.5 square feet of police building space per functional population (Level of Service Standard Revised 2/16/06).

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<sup>10</sup> E-Memorandum from Pam Conner, 11/1/05.

**Table 8**  
**Projection of Building Space (Square Feet) Needs**  
**Based On Level of Service Standard**  
**2006-2026**  
**City of Powder Springs Police Department**

Component	2006	2011	2015	2020	2025	2026
Total Functional Population	18,537	23,525	25,868	28,795	31,722	32,312
Square Footage of Building Space Needed, Police Department at LOS standard (0.5 square feet)	9,268	11,726	12,934	14,397	15,861	16,156
Additional square footage from 2006 base needed to meet LOS standard	868	3,362	4,534	5,997	7,461	7,756

Note: Table Revised 2/20/06.

#### **How Police Facilities Have Been Financed in the Past**

On September 1, 2001, the Powder Springs Downtown Development Authority issued \$715,000 in serial revenue bonds and \$490,000 in term revenue bonds for the purpose of refinancing old debt incurred in the acquisition, construction, furnishing and equipping of a new police station in 1991. On September 1, 2001, the City and the Powder Springs Downtown Development Authority entered into an intergovernmental contract under which the old bond issue from the 1991 construction was paid. The contract obligated the City to make lease payments directly to the Trustee for the purpose of paying the principal and interest on the outstanding balance of the 2001 Revenue bonds issued by the Authority. The contract enabled the City to lease from the Authority the facilities constructed by the Authority. On March 30, 2004, the Authority issued \$680,000 in Series 2004 Revenue Refunding Bonds (Police Station Project) for the purposes of refunding the Authority's 2001 Revenue Bonds. On March 30, 2004, the City and the Powder Springs Downtown Development Authority entered into a new intergovernmental contract. The contract obligates the City to make lease payments directly to the Trustee for the purpose of paying the principal and interest on the outstanding balance of the 2004 refunding Revenue Bonds issued by the Authority. This contract enables the City to lease from the Authority the facilities constructed by the Authority. The contract will not expire until full payment of the bonds. Prior to expiration of the lease upon payment in full of the bonds outstanding, the City may purchase the project from the Authority for \$100.<sup>11</sup>

At June 30, 2004, the City had outstanding long-term debt (long-term portion of principal amount) as follows: \$680,000 intergovernmental agreement liability with the Powder Springs Downtown Development Authority for the police station built in 1991 and refinanced in 2001.<sup>12</sup> The gross amount of assets recorded under capital leases is \$1,180,542 for the police facility.<sup>13</sup>

<sup>11</sup> Powder Springs Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2004, p. 36.

<sup>12</sup> Powder Springs Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2004, p. 11.

<sup>13</sup> Powder Springs Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2004, p. 37.

### Schedule of Improvements for Police Facility Space

The draft 2005 community assessment (comprehensive plan) indicates that the 2002 Livable Centers Initiative (LCI) study called for a Town Center Project. Within the town center would be a municipal complex (renovated city hall) and a new police station. The existing police facility, under that plan, would be slated to go away upon construction of a new police station, freeing up space for downtown redevelopment.<sup>14</sup> However, during the course of reviewing this plan amendment, it was determined that building onto the current police building may be a more cost-effective alternative. In addition, the Development Impact Fee Committee suggested that municipal court might be moved out of the existing Police Building, thereby freeing up even more space for police operations.<sup>15</sup> For this reason, the schedule of improvements for police facility space includes two alternatives (see Tables 9a and 9b), one that would replace the existing facility and another that would add to the existing space. (Note: a decision on one or the other would be made prior to adoption, and the alternative not chosen would be deleted from this plan amendment).

The schedule of improvements (see Table 9a, first alternative) calls for construction of a new police headquarters consisting of 16,156 square feet, which will meet the city's projected needs through the year 2026 at the level of service standard. Of this total, 8,400 square feet are needed to replace the existing police facility. By setting the level of service standard higher than the existing level of service, a "deficiency" is created. As shown in Table 8, at the proposed LOS standard, 9,268 square feet of police space is needed as of the year 2006. Powder Springs needs to provide 868 square feet of additional space just to remedy the deficiency created by setting the LOS standard at 0.5 square feet of police facility space per functional population. This means that a total of 9,268 square feet of police space (57.37% of the total space) must be funded with sources other than impact fees (i.e., the existing space of 8,400 is replacement space, plus the 868 square feet of deficient space as of 2006). However, over a 20-year period, the costs of building 6,888 square feet (42.63%) of a new police facility (capital improvement) can be funded with impact fees (Revised 2/20/06).

The second alternative schedule of improvements (Table 9b) would expand the existing 8,400 square foot police facility by 7,756 square feet. While considerably less than that amount would be needed during the upcoming five-year period, it makes economic sense to the city to complete the entire improvement at one time, with enough space to serve the entire projected twenty-year needs.

As noted above, 868 square feet of the addition is needed to address the deficiency created by establishing the LOS standard higher than the existing level of service. This means that 6,888 square feet of the 7,756 square foot addition, or 88.80 percent of the facility costs, can be funded with impact fees. This alternative requires less property (approximate one acre rather than two) than the facility replacement alternative.<sup>16</sup> The improvement shown in Table 9b would serve the entire twenty years of growth, and the fees would be collected over that entire time period. To complete the facility before all impact fees were collected, the city would have to initiate an interim financing arrangement (e.g., bonding or borrowing for the improvement).

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<sup>14</sup> E-Memorandum from Dane Perry, City Manager, 10/27/05.

<sup>15</sup> This justifies a smaller building than the 19,000 square feet initially recommended by the Police Chief.

<sup>16</sup> There is only one parcel likely to accommodate expansion of the existing police facility (1.24 acres).

**Table 9a**  
**Schedule of Improvements, 2006-2010**  
**Police Facility Space**  
**City of Powder Springs Capital Improvement Element**  
**(Facility Replacement Alternative)**

Capital Improvement	2006	2007	2008	2009	2010	Total (2006-2010)	Long Range	Funding Sources
Impact fee program planning (prorated share)	\$17,250					\$17,250		100% impact fee eligible
Purchase land (2 acres) for new police headquarters (@ \$300,000 per acre for downtown location)	\$600,000					\$600,000		42.63% impact fees; capital funds; bonds; lease back option from development authority
Preliminary engineering and architecture for police headquarters building (@15% construction costs)		\$436,212				\$436,212		42.63% impact fees; capital funds; bonds; lease back option from development authority
Construct new police headquarters (16,156 square feet @ \$180 per square feet)			\$2,908,080			\$2,908,080		42.63% impact fees; capital funds; bonds; lease back option from development authority
<b>Total</b>	\$617,250	\$436,212	\$2,908,080			\$3,961,542		
Funding via impact fees <sup>17</sup>	\$273,030	\$185,957	\$1,239,714			\$1,698,701		
Funding via other sources	\$344,220	\$250,255	\$1,668,366			\$2,262,841		
Table revised 2/20/06.								

<sup>17</sup> This is the total amount that Powder Springs will receive from the impact fee program over a 20-year period. That is, not all of this amount will be collected during a 5-year period, and though the police facility will be constructed during the next five years, the public safety impact fee will continue to be charged and the city will have to initially fund more than the dollar amounts shown here, then pay itself back with impact fee proceeds that are received after the facility is constructed. (footnote added 1/24/06)

**Table 9b**  
**Schedule of Improvements, 2006-2010**  
**Police Facility Space**  
**City of Powder Springs Capital Improvement Element**  
**(Existing Facility Expansion Alternative)**

Capital Improvement	2006	2007	2008	2009	2010	Total (2006-2010)	Long Range	Funding Sources
Impact fee program planning (prorated share)	\$17,250					\$17,250		100% impact fee eligible
Purchase land (1.24 acre) for expansion of existing police headquarters (@ \$300,000 per acre for downtown location)	\$372,000					\$372,000		88.80% impact fees; capital funds; bonds; lease back option from development authority
Preliminary engineering and architecture for police headquarters building (@15% construction costs)		\$209,412				\$209,412		88.80% impact fees; capital funds; bonds; lease back option from development authority
Construct addition to existing police headquarters (7,756 square feet @ \$180 per square feet) (serves 20 year growth)			\$1,396,080			\$1,396,080		88.80% impact fees; capital funds; bonds; lease back option from development authority
<b>Total</b>	<b>\$389,250</b>	<b>\$209,412</b>	<b>\$1,396,080</b>			<b>\$1,994,742</b>		
Funding via impact fees	\$347,586	\$185,957	\$1,239,719			\$1,773,262		
Funding via other sources	\$41,664	\$23,455	\$156,361			\$221,480		

Table revised 2/20/06

## **PARKS AND RECREATION**

### **Service Area**

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

### **Inventory of Facilities**

Table 10 provides an inventory of Powder Springs' city parks. The inventory excludes the 70-75 acre Wild Horse Park (a Cobb County facility), as well as Tadmor Park which is west of Powder Springs and also a county park. County facilities are not included in the city inventory for purposes of impact fees.

**Table 10**  
**Park Acreage Inventory**  
**Powder Springs City Parks**

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

Source: City of Powder Springs, January 2006.

### **Level of Service Measure**

During the process of preparing this comprehensive plan amendment, the impact fee consultants considered establishing level of service measures for linear feet of multi-use trail and square feet of community center space per resident. However, given the primary intent of the City of Powder Springs is to fund development of Silver Comet Linear Park, the amount of developed and total acres per 1,000 residents is determined to be the most appropriate level of service measure.

### **Existing Level of Service**

With a current (year 2006) resident population of 15,129 and 14 acres of park land in its inventory, Powder Springs has an existing level of service of 0.9254 acres of developed park space per 1,000 population.

### **Assessment of Needs**

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

entire project. The first and second phases of the park master plan (adding 15 acres)<sup>18</sup> constitutes an appropriate level of service to meet future growth needs.

### Level of Service Standard

Given that Powder Springs wants to develop 15 acres of the 35-acre Silver Comet Liner Park (35 acres), and that the first two phases of the park and existing city park acreage will satisfy anticipated future demands in the short-term, this translates into a level of service standard of 1.6186 developed acres per 1,000 resident population. Powder Springs' impact fee program for parks and recreation adopts a level of service standard of 1.6186 acres of developed park land per 1,000 persons.

**Table 11**  
**Projection of Developed Park Acreage Needs**  
**Based On Level of Service Standard, 2006-2026**  
**City of Powder Springs**

	2006	2011	2015	2020	2025	2026
Population	15,129	17,916	18,498	19,224	19,950	20,097
Acres of developed parks at LOS standard of 1.6186 acres per 1,000 population	24.5	29.0	29.9	31.1	32.3	32.5
Additional developed park acreage needed from 2006 base	10.5	15.0	15.9	17.1	18.3	18.5

Source: Jerry Weitz & Associates, Inc. Revised 2/20/06.

### How Park and Recreation Facilities Have Been Financed in the Past

Capital Projects Fund. The final phase of Lucille Trail was partially funded in the Capital Projects Fund in 2004 and completed in 2005. The city also completed the Hopkins Road neighborhood park during fiscal year 2004 out of the Capital Projects Fund.<sup>19</sup>

Grants and federal programs were used for recreation capital projects in 2004.<sup>20</sup> Capital grants and federal dollars totaling \$1,513,129 were received for various projects during fiscal year 2004, including the final phase of Lucille Trail, Hopkins Road neighborhood park, the Marietta Street streetscape project and Shipp Road sidewalk project.<sup>21</sup>

<sup>18</sup> From the City of Powder Springs, 2/16/06.

<sup>19</sup> Powder Springs Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2004, p. 10.

<sup>20</sup> Powder Springs Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2004, p. 7.

<sup>21</sup> Powder Springs Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2004, p. 10.

### Schedule of Improvements

Table 12 provides a schedule of improvements based on adoption of a LOS standard of 1.6186 developed acres per 1,000 population. The capital improvement element schedule of improvements consists of a single facility, development of phases one and two, or 15 acres of the 35-acre Silver Comet Linear Park according to the *Silver Comet Trail Educational and Open Space Park Master Plan*, prepared by Jordan, Jones & Goulding in 2001.

Based on the level of service standard of 1.6186 acres of developed parks per 1,000 resident population, and a projected increase of 2,787 residents during the next five years, Powder Springs will need to serve that new, five-year residential development with 4.51 acres of developed parks. This means that, of the two phases (15 acres) of the park improvement proposed to be constructed in the next five years, 30.06% percent of the total cost of the first two phases of the linear park can be funded with a park and recreation impact fee. Powder Springs will have to fund the costs of providing 10.49 acres of the park improvement, or 69.9 percent, with a source of funds other than impact fees (Revised 2/20/06).

The cost estimates were prepared in 2001 and the cost estimates in the schedule of improvements have been revised upward based on the consumer price index to include inflation/net present value of those cost estimates.

**Table 12**  
**Schedule of Improvements, 2006-2010**  
**Parks and Recreation**  
**City of Powder Springs Capital Improvement Element**

Capital Improvement	2006	2007	2008	2009	2010	Total (2006-2010)	Long Range	Funding Sources
Impact fee program planning (prorated share)	\$17,250					\$17,250		Impact fees (100%)
Develop Silver Comet Linear Park according to master plan: Phase 1 (5 acres)			\$2,047,121			\$2,047,121		30.06% impact fee eligible; grants (see master plan), city capital improvement program
Develop Silver Comet Linear Park according to master plan: Phase 2 (10 acres)				\$1,695,404		\$1,695,404		30.06% impact fee eligible; grants (see master plan), city capital improvement program
Total	\$17,250		\$2,047,121	\$1,695,404		\$3,759,775		
Funding via impact fees	\$17,250		\$615,364	\$509,638		\$1,142,252		
Funding via other sources	0		\$1,431,757	\$1,185,766		\$2,617,523		

Note: See Silver Comet Trail Educational and Open Space Park Master Plan, prepared by Jordan, Jones & Goulding in 2001. Figures adjusted upward based on Consumer Price Index. U.S. Department Of Labor, Bureau of Labor Statistics, Consumer Price Index, All Urban Consumers - (CPI-U), U.S. city average, All items, 1982-84=100. <ftp://ftp.bls.gov/pub/special.requests/cpi/cpiua.txt>. The average for all months increased from 176.6 in 2001 to 193.2 (expressed in 1982-1984 dollars). A total increase of 16.6% in the year 2001 costs is reflected in this schedule of improvements. Table revised 2/20/06.

## APPENDIX

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

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

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

**Table A-2**  
**Establishments and Employment by Industry, 2002**  
**City of Powder Springs**

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

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

**Table A-3**  
**Establishment and Employment Data**  
**2002 and 2004, Cobb County**

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

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

**Table A-4**  
**Residential Permits/Occupancy Certificates Issued, 2000-Present**  
**City of Powder Springs**

Year	Residential (Single-family Units)	Commercial	Industrial
2000	109	4	-
2001	117	4	3
2002	238	4	-
2003	170	4	4
2004	135	6	5
2005 (thru Sept.)	117	3	3
Average, 2000-2004	154	4	4

Source: City of Powder Springs (Rodger Swaim), October 2005.