

**ANNUAL FINANCIAL REPORT FOR FY 2017 - CORRECTED**

<b>(1) Public Facility Type</b>	<b>Parks &amp; Recreation</b>	<b>Public Safety</b>	<b>Administration</b>	<b>Accrued Interest</b>	<b>Administrative Costs</b>	<b>Total</b>
<b>(2) Service Area</b>	City-Wide	City-Wide	City-Wide			
<b>(3) Beginning Impact Fee Fund Balance</b>	\$50,172.62	\$24,520.63	\$10,793.38	\$3,220.56	\$0.00	\$88,707.19
<b>(4) Impact Fees Collected FY17</b>	\$269,534.46	\$138,747.29	\$12,247.96			
<b>(5) Accrued Interest</b>						
<b>(6) Project Expenditures FY17</b>	120.00	58,580.19				
<b>(7) Administrative Costs</b>						
<b>(8) Impact Fee Refunds</b>						
<b>(9) Ending Impact Fee Fund Balance 063017</b>	\$319,587.08	\$104,687.73	\$23,041.34	\$3,220.56	\$0.00	\$450,536.71
<b>(10) Impact Fees Encumbered</b>						
<b>(11) Ending Impact Fee Fund Balance (unrestricted) 063017</b>	\$319,587.08	\$104,687.73	\$23,041.34	\$3,220.56	\$0.00	\$450,536.71

**ANNUAL FINANCIAL REPORT FOR FY 2018**

<b>(1) Public Facility Type</b>	<b>Parks &amp; Recreation</b>	<b>Public Safety</b>	<b>Administration</b>	<b>Total</b>
<b>(2) Service Area</b>	City-Wide	City-Wide	City-Wide	
<b>(3) Beginning Impact Fee Fund Balance</b>	\$319,587.08	\$104,687.73	\$23,041.34	\$447,316.15
<b>(4) Impact Fees Collected FY18</b>	\$136,514.18	\$294,169.33	\$12,906.68	\$443,590.19
<b>(5) Accrued Interest</b>	\$2,725.94	\$309.84	\$184.78	\$3,220.56
<b>(6) Project Expenditures FY18</b>	\$321,887.09	\$136,851.95	\$35,948.02	\$494,687.06
<b>(7) Administrative Costs</b>				\$0.00
<b>(8) Impact Fee Refunds</b>				\$0.00
<b>(9) Ending Impact Fee Fund Balance 063018</b>	\$136,940.11	\$262,314.95	\$184.78	\$399,439.84
<b>(10) Impact Fees Encumbered</b>				
<b>(11) Ending Impact Fee Fund Balance (unrestricted) 063018</b>	\$136,940.11	\$262,314.95	\$184.78	\$399,439.84

**Table 8**  
**Schedule of Improvements, 2019-2023**  
**Parks and Recreation Impact Fee Program**  
**City of Powder Springs**

<b>Capital Improvement</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total 2019-2023</b>	<b>% Eligible for Funding with Impact Fees</b>
Add 1.0 developed acre (TBD)		\$305,000				\$305,000	0%
Add 1.0 developed acre (TBD)			\$305,000			\$305,000	0%
Add 1.5 developed acre (TBD)	\$228,750	\$228,750				\$457,500	100%
<b>Total</b>	\$228,750	\$533,750	\$305,000			\$1,067,500	42.86% impact fees; 57.14% other sources

TBD = to be determined.

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

**Table 8**  
**Schedule of Improvements, 2019-2023**  
**Public Safety Impact Fee Program**  
**City of Powder Springs**

Capital Improvement	2019	2020	2021	2022	2023	Total 2019-2023
Repay principal and interest on Bonds Series 2014/2015 for public facility improvements already constructed	\$276,900	\$278,910	\$276,990	\$278,730	\$278,730	\$1,390,260

Public Safety project has been completed, and impact fees are used to repay the bonds. The original calculation for the project is as follows:

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

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

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

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

**Completed STWP Projects FY 2018, City of Powder Springs**

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
Economic Development	Host annual downtown business open house; Host annual reception for downtown property owners.			X		Delayed due to resources	Economic Development
Economic Development	Recruit sustainable development on Lewis Road and near U.S. 278		X				Economic Development
Economic Development	Market development of South Square		X				City Manager; Economic Development; DAPS; DDA
Economic Development	Market redevelopment areas		X				City Manager; Economic Development; DAPS; DDA
Economic Development	Public outreach: messenger; signage; brochures and cards, and website review to be conducted bi-monthly		X				City Manager; Economic Development; DAPS; DDA
Economic Development	Issue RFP for design/engineering of the Powder Springs town center and redevelopment area		X				City Manager; Economic Development; City Clerk
Economic Development	Develop and continue to refine South Square redevelopment area		X				Community Development; SPLOST Program Manager; Economic Development
Economic Development	Develop Economic Development Strategy – update annually, including evaluation of marketing to hits on city and economic development websites			X		Delayed due to resources	Community Development; Economic Development
Economic Development	Host annual meetings with local businesses, including those within industries recommended for recruitment in Fanning Report				X	Limited resources	City Manager; Economic Development; DAPS; DDA
Economic Development	Identify and attend industry events occurring within the region		X			City is working with Next Site to attend events for Retail.	City Manager; Economic Development; DAPS

**Completed STWP Projects FY 2018, City of Powder Springs**

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
Economic Development	Inventory and assess all potential and existing industrial and commercial properties		X				City Manager; Economic Development; DAPS
Economic Development	Create printed and electronic site information packets on potential development areas, vacant sites, and downtown properties. Create brochures for targeted industries.		X				Economic Development
Economic Development	Recruit developer for mixed use remodel of existing town square		X				Economic Development; DDA
Economic Development	Examine areas for potential industrial use		X				Economic Development; DAPS; Consultant
Economic Development	Continue training and strengthening capacity of DAPS and DDA		X				Economic Development; DAPS; DDA
Economic Development	Continue expanding relationships with Cobb County and external partners		X				Economic Development
Economic Development	Continue to refine and update incentives policy program			X		Limited resource	Economic Development
Economic Development	Market the economic development office as the "go-to" for local business owners in solving problems	X				Ongoing – Website updated. Staff presented at 2 state conferences presenting Business Liaison Team program	Economic Development
Economic Development	Continue to widely publicize the programs and services available through the Powder Springs Economic Development Department	X				Ongoing	Economic Development
Economic Development	Further develop the local business ambassador program		X				City Manager Economic Development; DAPS; DDA
Economic Development	Continue intentional, one-on-one outreach to local businesses		X				City Manager; Economic Development; DAPS; DDA
Economic Development	Develop and update an online business directory in partnership with the Powder Springs Business Group.	X				Business Directory placed on the website. Hard copy printed and mailed to business owners	City Manager; Economic Development; DAPS; DDA

**Completed STWP Projects FY 2018, City of Powder Springs**

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
Economic Development	Host business tours for community leaders			X		Limited resources	City Manager; Economic Development; City Clerk
Economic Development	Explore the potential to develop a mobile application to feature local businesses		X			Mobile application research completed	Community Development; SPLOST Program Manager; Economic Development
Economic Development	Continue helping local businesses engage with local schools		X			Attended Red Ribbon Week at Compton Elementary, Participate in McEachern High School Career Fair	Community Development; Economic Development
Economic Development	Continue to convene downtown business and property owners together on a regular basis			X		Limited resources	City Manager; Economic Development; DAPS; DDA
Economic Development	Host a tour of available properties with regional developers		X			Conducted upon request	Economic Development
Economic Development	Host a Developers Day			X		Limited resources	Economic Development; Community Development
Economic Development	Create an internship program			X		Limited resources	Economic Development
Economic Development	Create a video on "Why Powder Springs?"			X		Limited resources	Economic Development; Consultants
Economic Development	Explore resources available through Kennesaw State University			X		Limited resources	Economic Development
Economic Development	Convene real estate brokers and property owners for commercial and industrial properties		X			Downtown Development Authority is working with a real estate agent to sell current properties.	Economic Development
Economic Development	Support efforts/activities of the Powder Springs Business Group		X				Economic Development
Economic Development	Gather intelligence on "market holes" in Powder Springs		X			City of Powder Springs working with Next Site to market retail properties in Powder Springs.	Economic Development; Consultants

**Completed STWP Projects FY 2018, City of Powder Springs**

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
Economic Development	Explore the feasibility of developing a co-working space	X				The City has established a small coworking space in a building previously used as the museum. Three businesses occupy this space. DDA reviewed a proposal from a person who expressed interest in creating a coworking space.	Economic Development; Consultants
Economic Development	Develop a tutorial on how to do business in Powder Springs		X			Flow charts added to website	Economic Development; Community Development
Economic Development	Develop a small business resource guide	X				Small Business Handbook created. Need to distribute.	Economic Development; Community Development
Economic Development	Investigate potential for development of a TAD with county and school support			X		Limited resources	Economic Development; Community Development
Economic Development	Investigate the potential for a National Main Street and Georgia Main Street Designation			X		Limited resources	Economic Development; Community Development
Economic Development	Conduct a marketing and branding study that will research Powder Springs' target demographic(s), and create strategies for attracting new residents, business owners, tourists, and development.		X			New logos developed and City is currently in a branding campaign	Economic Development; Community Development
Economic Development	Recruit a catalytic business for the downtown		X			Recruitment ongoing	Economic Development; Community Development
Land Use	Annex parcels identified in the comprehensive plan			X		RFP issued for consultant to implement plan	All Departments
Land Use	Update City boundary map with actions through the General Assembly-annual submittals as appropriate		X			Ongoing	Community Development
Land Use	Town Square Development: trail head, land acquisition and development of multi-use trail, amphitheater lawn,		X			100% Construction Documents completed and under review. RFP to be issued.	Community Development, DAPS, DDA



**Completed STWP Projects FY 2018, City of Powder Springs**

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
	stage, play art, fountain, shared space with pavers, bocce						
Land Use	Continuously review the Unified Development Code and prepare additional updates as needed to eliminate discrepancies, make it more user friendly, and review and revise regulations	X				Ongoing	Community Development
Community Facilities & Services	Community Rating System to lower flood insurance premiums	X				Annual	Administration; Community Development
Community Facilities & Services	Facilitate functions and events on square	X	X			4 Races, 1 Festival, 2 Community Cleanup, Tree Lighting/Parade	Community Development Parks, Rec & Cultural
Community Facilities & Services	Develop an RFP for planning services for a greenspace master plan to identify locations for future parks, programming needs, current levels of service, and funding mechanisms to fund all identified improvements.			X		Current efforts focused on downtown redevelopment	Community Development Parks, Rec & Cultural Affairs
Community Facilities & Services	Implement sidewalk improvements based upon study recommendations			X		Funding and limited resources	Community Development; Public Works
Community Facilities & Services	Prepare appropriate redevelopment plan based on LCI study	X				Properties acquired by Downtown Development Authority. Renovations complete on two purchased properties. Two properties purchased and demolished and construction drawings completed for park project. Redevelopment is underway	Community Development; Economic Development; DDA
Community Facilities & Services	Infrastructure reporting implementation		X				Community Development; Public Works
Community Facilities & Services	Lancer Sidewalks Phase II			X		Funding	Public Works
Community Facilities & Services	Theatre and reception hall: market for events, schedule events, and maintenance	X	X			CAC 1 yr contract for management services, Bridal Expo, Fall Blast, Maintenance is ongoing.	Arts Commission; City Manager; Economic Development Park, Rec & Cultural

**Completed STWP Projects FY 2018, City of Powder Springs**

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
Community Facilities & Services	Citizen survey	X	X			Multiple surveys conducted during town hall meetings. Additional surveys planned	City Manager; City Clerk
Community Facilities & Services	Develop marketing and use strategy for city trails (5K; PD Bike Patrol; Cameras; etc.)		X			Set number of races allowed per trail per year, certified new courses on Lucille In progress - Police Department using increased patrols for all park areas. In addition to regular patrol shifts completing patrols the Community Affairs Officer completes patrols of the parks and trails several times a week. In the process of trying to develop and hire park police officers to dedicate to park patrols.	Community Development; Police Department; Economic Development; City Manager, Parks & Rec
Community Facilities & Services	Institute Community Policing Program to include CAP, Bridge Gap meetings, Business Watch, etc		X			In progress - The Police Department has continued with the CPA- Citizens Police Academy and CAP – Community and Police programs. The Bridging the Gap program was redeveloped and Re-named Pastors, Parks and Police – The program also includes the local schools and their administration.	Police Department Parks, Rec & Cultural
Community Facilities & Services	Institute Community Emergency Response Team program; update COOP		X			In progress - The CERT – Community Emergency Response Team is in progress. The classes had to be cancelled due to not enough registered participants. The Police Department has decided to incorporate the CERT class with the CPA offering both classes together. COOP update underway.	Finance; Police Department; Public Works; City Manager
Community Facilities & Services	Develop capital improvement plan for facilities, equipment, and infrastructure	X	X			In progress - Police Department budgeted to replace admin vehicles in order to move current vehicles to Patrol allowing older vehicles to be used as spare vehicles.  In progress - New AED's purchased to replace expiring units.  Complete – Upgraded the interview room camera system	Finance; Police; Public Works; City Manager Parks, Rec & Cultural

**Completed STWP Projects FY 2018, City of Powder Springs**

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
						In progress –facility inspections completed; capital improvement plan development underway with several improvements planned for 2018-2019 with SPLOST funds.	
Community Facilities & Services	Evaluate information technology back up resources and services	X					Information Technology
Community Facilities & Services	Implement E-billing option for residents to receive their monthly water bill				X	Limited resources	Utilities; Finance
Natural & Historic Resources	Seven Springs Walking Tour Markers; update and implement trail signage program.				X	Limited resources	Community Development; Economic Development Parks & Rec
Natural & Historic Resources	Phase II of park		x			Master plan completed; funding restricts implementation of all features. As impact fees are collected additional features to be added.	Community Development; Public Works; SPLOST Program Manager, Parks & Rec
Natural & Historic Resources	Phase IV of Linear Park		X			Master plan completed; funding restricts implementation of all features. Special needs playground installed; basketball court installed. As impact fees are collected additional features to be added.	Community Development; Public Works; SPLOST Program Manager, Parks & Rec
Natural & Historic Resources	Impact fee program update for linear park	X					Community Development; Economic Development
Natural & Historic Resources	Maintenance of Landscaping on parkway/roads & at newly landscaped areas		X			Schedule of ROW mowing/clearing underway	Public Works, Parks & Recreation
Natural & Historic Resources	Develop tourism strategy centered around recreation and entertainment to include Bodiford House				X	Limited resources	Community Development; Economic Development; City Manager, Parks & Rec?

**Completed STWP Projects FY 2018, City of Powder Springs**

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
Natural & Historic Resources	Investigate the potential for designating a local historic district and forming a historic preservation commission				X	Limited resources	Community Development, Parks & Recreation
Natural & Historic Resources	Conduct a signage and wayfinding study that builds off the branding study from ED41 and creates a strategy to increase awareness of Powder Springs for Silver Comet Trail users, increase wayfinding capabilities throughout the City's trail system, and create cohesive and attractive signage throughout the City.		X			Working with sign manufacturer to update existing signage and add new signage. Branding/logo completed; funding will be a restriction on full implementation.	Community Development Parks & Recreation
Transportation	Corridor study for Powder Springs Road		X			Study currently underway with Georgia Tech	Community Development
Transportation	Corridor study for Austell Powder Springs Road		X			Study currently underway with Georgia Tech	Community Development
Transportation	Butner Street Extension: Add 20' angled parking each side, add two 10' travel lanes		X			Construction Documents prepared, seeking easement for additional area	Community Development; Public Works
Transportation	Jackson Way Reconfiguration: two 10' travel lanes			X		Funding	Community Development; Public Works
Transportation	Hotel Avenue Extension: Add 20' angled parking on both sides, add two 10' travel lanes			X		Funding	Public Works; Private Developers
Transportation	Brownsville Road at Kroger			X		Funding	Public Works
Transportation	Curb cut off CH James Parkway to connect to Oglesby Road with signalization			X		Funding	Public Works
Transportation	Curb cut off CH James Parkway near Hill Road			X		Funding	Public Works
Transportation	Realignment of Flint Road at Powder Springs Road		X			Underway	Public Works
Transportation	10' Concrete Multi-Use Trail Alternative A: Retrofit sidewalk on Lynn Drive from Old Lost Mountain Road to parking lot off Jackson Way to serve as connector from Silver Comet			X		Funding	Community Development; Public Works Parks & Recreation?

**Completed STWP Projects FY 2018, City of Powder Springs**

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
	Trail off Old Lost Mountain Road to downtown.						
Transportation	10' Concrete Multi-Use Trail Alternative B: From Silver Comet Trail Connector along Old Lost Mountain Road to Oakview Drive to Downtown/Lewis Road			X		Funding	Community Development; Public Works Parks & Recreation
Transportation	Recreation Trails: 12' concrete trail from Brownsville Road south through floodplain			X		Funding	Community Development; Public Works, Parks & Rec
Transportation	Designate a Trail Head at the intersection of Oakview Drive and Jackson Street at existing parking lot		X			Trailhead has been relocated and is part of the downtown development amenity.	Community Development; Public Works, Parks & Rec
Transportation	Macedonia Road Pedestrian Improvements			X		Funding	Community Development; Public Works
Transportation	Flex Bus expansion		X			Cobb County reviewing options. Possible partnership with Uber/Lyft	Public Works; Community Development; CobbLink
Transportation	Widen New Macland Road				X	Removed – Not a current funded or prioritized project.	Public Works
Transportation	Curb cut off CH James Parkway near Florence Road				X	Removed – Not a current funded or prioritized project.	Public Works
Bicycle/ Pedestrian Improvements	Recreation Trails: 12' concrete trail from Brownsville Road south through floodplain				X	Removed – Not a current funded or prioritized project.	Community Development; Public Works; SPLOST Program Manager; Parks & Rec
Natural & Historic Resources	Develop tourism strategy centered around recreation and entertainment to include Bodiford House				X	Removed – Not a current funded or prioritized project.	Community Development; Economic Development; City Manager; Parks & Rec
Natural & Historic Resources	Investigate the potential for designating a local historic district and forming a historic preservation commission				X	Removed – Not a current funded or prioritized project.	Community Development; Parks & Rec

**Completed STWP Projects FY 2018, City of Powder Springs**

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
Community Facilities & Services	Expanded recreational facility: multi-use trails, 3 multi-purpose fields, 4 tennis courts, parking, restroom facility, landscaping				X	Removed – Not a current funded or prioritized project.	Community Development; Parks & Rec
Community Facilities & Services	Implement E-billing option for residents to receive their monthly water bill				X	Removed – Web payment option added	Utilities; Finance

**City of Powder Springs Short Term Work Plan (2019-2023)**

#	Project	2019	2020	2021	2022	2023	Responsible Party	Estimated Cost	Funding Source	Notes
<b>ECONOMIC DEVELOPMENT</b>										
ED1	Host annual downtown business open house; Host annual reception for downtown property owners.	x	x	x	x	X	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED2	Recruit sustainable development on Lewis Road and near U.S. 278	x	x	x	x	X	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED3	Market development of South Square	x	x	x	x	x	City Manager; Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
ED4	Market redevelopment areas	x	x	x	x	x	City Manager; Economic Development; DAPS; DDA	Expired	-	Part of the City's 2016-2020 STWP
ED5	Public outreach: messenger; signage; brochures and cards, and website review to be conducted bi-monthly	x	x	x	x	x	City Manager; Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
ED6	Issue RFP for design/engineering of the Powder Springs town center and redevelopment area	x					City Manager; Economic Development; City Clerk	\$25,000	General fund	Part of the City's 2016-2020 STWP
ED7	Develop and continue to refine South Square redevelopment area	x	x	x	x	x	Community Development; SPLOST Program Manager; Economic Development	\$26,500	General fund	Part of the City's 2016-2020 STWP
ED8	Develop Economic Development Strategy – update annually, including evaluation of marketing to hits on city and economic development websites	x	x	x	x	x	Community Development; Economic Development	\$30,000	General fund	Part of the City's 2016-2020 STWP
ED9	Host annual meetings with local businesses, including those within industries recommended for recruitment in Fanning Report	x	x	x	x	x	City Manager; Economic Development; DAPS; DDA	TBD	General fund	Part of the City's 2016-2020 STWP
ED10	Identify and attend industry events occurring within the region	x	x	x	x	x	City Manager; Economic Development; DAPS	Staff	-	Part of the City's 2016-2020 STWP
ED11	Inventory and assess all potential and existing industrial and commercial properties	x	x	x	x	x	City Manager; Economic Development; DAPS	Staff	-	Part of the City's 2016-2020 STWP
ED12	Create printed and electronic site information packets on potential development areas, vacant sites, and downtown properties. Create brochures for targeted industries.	x	x	x	x	x	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED13	Recruit developer for mixed use remodel of existing town square	x	x				Economic Development; DDA	TBD	TBD	Part of the City's 2016-2020 STWP
ED14	Examine areas for potential industrial use	x					Economic Development; DAPS; Consultant	TBD	TBD	Part of the City's 2016-2020 STWP
ED15	Continue training and strengthening capacity of DAPS and DDA	x	x	x	x	x	Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
ED16	Continue expanding relationships with Cobb County and external partners	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED17	Continue to refine and update incentives policy program	x					Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED18	Market the economic development office as the “go-to” for local business owners in solving problems	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED19	Continue to widely publicize the programs and services available through the Powder Springs Economic Development Department	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED20	Further develop the local business ambassador program	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED21	Continue intentional, one-on-one outreach to local businesses	x	x	x	x	x	Economic Development; Community Development	Staff	-	Part of the City's 2016-2020 STWP
ED22	Develop and update an online business directory in partnership with the Powder Springs Business Group.	x	x	x	x		Economic Development	TBD	General fund	Part of the City's 2016-2020 STWP
ED23	Host business tours for community leaders	x	x	x	x	x	Economic Development; Consultants	TBD	TBD	Part of the City's 2016-2020 STWP
ED25	Explore the potential to develop a mobile application to feature local businesses	x					Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED26	Continue helping local businesses engage with local schools	x	x	x	x	x	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP

#	Project	2019	2020	2021	2022	2023	Responsible Party	Estimated Cost	Funding Source	Notes
ED27	Continue to convene downtown business and property owners together on a regular basis	x	x	x	x	x	Economic Development	TBD	TBD	Carried over from current STWP
ED28	Host a tour of available properties with regional developers	x	x				Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED29	Host a Developers Day	x	x	x	x	x	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED30	Create an internship program	x					Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED31	Create a video on "Why Powder Springs?"	x					Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED32	Explore resources available through Kennesaw State University	x					Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED33	Convene real estate brokers and property owners for commercial and industrial properties	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED34	Support efforts/activities of the Powder Springs Business Group	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED35	Gather intelligence on "market holes" in Powder Springs		x				Economic Development; Consultants	TBD	TBD	Part of the City's 2016-2020 STWP
ED36	Explore the feasibility of developing a co-working space	x	x				Economic Development; Consultants	TBD	TBD	Part of the City's 2016-2020 STWP
ED37	Develop a tutorial on how to do business in Powder Springs	x					Economic Development; Community Development	Staff	-	Part of the City's 2016-2020 STWP
ED38	Develop a small business resource guide	x					Economic Development; Community Development	Staff	-	Part of the City's 2016-2020 STWP
ED39	Investigate potential for development of a TAD with county and school support	x					Economic Development; Community Development	Staff	-	Carried over from 2016 LCI Study
ED40	Investigate the potential for a National Main Street and Georgia Main Street Designation	x					Economic Development; Community Development	Staff	-	Carried over from 2016 LCI Study
ED41	Conduct a marketing and branding study that will research Powder Springs' target demographic(s), and create strategies for attracting new residents, business owners, tourists, and development.	x					Economic Development; Community Development	\$40,000	General fund	
ED42	Recruit a catalytic business for the downtown	x					Economic Development; Community Development	Staff	-	
<b>LAND USE</b>										
LU1	Annex parcels identified in the comprehensive plan	x	x	x	x		All Departments	Staff	-	All Departments
LU2	Update City boundary map with actions through the General Assembly--annual submittals as appropriates	x	x	x	x	x	Community Development	Staff	-	Part of the City's 2016-2020 STWP
LU3	Town Square Development: trail head, land acquisition and development of multi-use trail, amphitheater lawn, stage, play art, fountain, shared space with pavers, bocce	x	x				Community Development; DAPS; DDA, Parks & Rec	\$5,310,000	SPLOST; reserve fund; bonds	Carried over from 2016 LCI Study
LU4	Continuously review the Unifed Development Code and prepare additional updates as needed to eliminate discrepancies, make it more user friendly, and review and revise regulations	x	x	x	x	x	Community Development	Staff	General fund	
LU5	Minor comprehensive plan update			x	x		City Manager; Community Development	Staff	-	To be completed 5 years after this plan's adoption. Needs to include updated demographics and market study, a Report of Accomplishments for this STWP, and a new STWP to reflect all changes.
<b>COMMUNITY FACILITIES &amp; SERVICES</b>										
C1	Community Rating System to lower flood insurance premiums	x	x	x	x	x	Administration; Community Development	\$5,000	General fund	Part of the City's 2016-2020 STWP
C2	Facilitate functions and events on square	x	x	x	x	x	Community Development; Parks & Rec	\$20,000	General fund	Part of the City's 2016-2020 STWP



#	Project	2019	2020	2021	2022	2023	Responsible Party	Estimated Cost	Funding Source	Notes
C3	Develop an RFP for planning services for a greenspace master plan to identify locations for future parks, programming needs, current levels of service, and funding mechanisms to fund all identified improvements.		x				Community Development;Parks & Rec	TBD	TBD	Part of the City's 2016-2020 STWP
C4	Construct parking garage downtown			x	x		Community Development, Public Works, SPLOST Program Manager, Economic Development, DDA	\$3,600,000	SPLOST	Part of the City's 2016-2020 STWP
C5	Implement sidewalk improvements based upon study recommendations	x					Community Development; Public Works	TBD	TBD	
C6	Prepare appropriate redevelopment plan based on LCI study	x					Community Development; Economic Development; DDA	TBD	General fund	Part of the City's 2016-2020 STWP
C7	Infrastructure reporting implementation	x	x	x	x	x	Community Development; Public Works	TBD	General fund	Part of the City's 2016-2020 STWP
C8	Lancer Sidewalks Phase II					x	Public Works	TBD	General fund; SPLOST	Part of the City's 2016-2020 STWP
C9	Theatre and reception hall: market for events, schedule events, and maintenance	x	x	x	x	x	City Manager; Economic Development;Parks & Rec	TBD	TBD	Part of the City's 2016-2020 STWP
C10	Citizen survey	x	x	x	x	x	City Manager; City Clerk	Staff	-	Part of the City's 2016-2020 STWP
C11	Develop marketing and use strategy for city trails (5K; PD Bike Patrol; Cameras; etc.)	x	x	x	x	x	Community Development; Police Department; Economic Development; City Manager;Parks & Rec	\$40,000	General fund	Part of the City's 2016-2020 STWP
C12	Develop road rating system to serve as basis for road improvement projects and		x				Public Works	\$43,000	General fund	Part of the City's 2016-2020 STWP
C13	Institute Community Policing Program to include CAP, Bridge Gap meetings, Business	x	x	x	x	x	Police Department;Parks &	Staff	-	Part of the City's 2016-2020 STWP
C14	Institute Community Emergency Response Team program; update COOP	x	x	x	x	x	Finance; Police Department; Public Works; City Manager	Staff	-	Part of the City's 2016-2020 STWP
C15	Develop capital improvement plan for facilities, equipment, and infrastructure	x					Finance; Police; Public Works; City Manager;Parks & Rec	Staff	-	Part of the City's 2016-2020 STWP
<b>NATURAL &amp; HISTORIC RESOURCES</b>										
NR1	Seven Springs Walking Tour Markers; update and implement trail signage program.	x	x				Community Development; Economic Development;Parks & Rec	\$70,000	General fund	Part of the City's 2016-2020 STWP
NR2	Linear Park					x	Community Development; Public Works; SPLOST Program Manager;Parks & Rec	\$1,464,000	impact fees; other including SPLOST funds	Part of the City's 2016-2020 STWP
NR5	Maintenance of Landscaping on parkway/roads & at newly landscaped areas	x	x	x	x	x	Public Works;Parks & Rec	\$10,000	General fund	Part of the City's 2016-2020 STWP
NH8	Conduct a signage and wayfinding study that builds off the branding study from ED41 and creates a strategy to increase awareness of Powder Springs for Silver Comet Trail users, increase wayfinding capabilities throughout the City's trail system, and create cohesive and attractive signage throughout the City.	x	x				Community Development;Parks & Rec	\$40,000	General fund	
NH9	Implement the recommendations of the signage and wayfinding study		x	x	x		Community Development;Parks & Rec	TBD	TBD	
<b>TRANSPORTATION</b>										

#	Project	2019	2020	2021	2022	2023	Responsible Party	Estimated Cost	Funding Source	Notes
T1	C.H. James Parkway & Brownsville Road					x	Public Works	\$20,000	General fund; SPLOST	Project will include traffic study to retime traffic signal
T2	C.H. James Parkway & Hill Road					x	Public Works	\$20,000	General fund; SPLOST	Project will include traffic study to retime traffic signal
T3	Richard D. Sailors Parkway & Old Lost Mountain Road					x	Public Works	\$20,000	General fund; SPLOST	Project will include traffic study to retime traffic signal
T4	Brownsville Road & Hiram-Lithia Springs Road					x	Public Works	\$40,000	General fund; SPLOST	Project will include traffic study to retime traffic signal and install protected left signal phases
T5	Powder Springs Road at Richard D. Sailors Parkway			x			Public Works	\$15,000	General fund; SPLOST	
T6	Corridor study for Powder Springs Road	x					Community Development, City Manager	\$90,000	General fund; SPLOST	Study will examine a ~2 mile stretch of Powder Springs Road from Forest Hill Road to Anderson Farm Road. Partnership with City of Austell and Cobb County
T7	Corridor study for Austell Powder Springs Road	x					Community Development, City Manager	\$40,000	General fund; SPLOST	Study will examine a ~1 mile stretch of Austell Powder Springs Road from Powder Springs Road to Clay Road. Partnership with City of Austell and Cobb County
ROADWAY										
T8	Murray Avenue A (Hotel Avenue to Atlanta Street): Remains one way, add 20' angled parking on both sides					x	Community Development; Public Works	\$245,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
T9	Murray Avenue B (Atlanta Street to Lewis Road): Add 18', 90 degree parking on one side					x	Community Development; Public Works	\$200,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
T10	Butner Street Extension: Add 20' angled parking each side, add two 10' travel lanes					x	Community Development; Public Works	\$135,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
T11	Jackson Way Reconfiguration: two 10' travel lanes					x	Community Development, Public Works	\$120,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
T12	Hotel Avenue Extension: Add 20' angled parking on both sides, add two 10' travel lanes					x	Public Works, Private Developers	\$235,000	General fund; SPLOST	Carried over from 2016 LCI Study
T13	Florence Road at C.H. James Parkway					x	Public Works, GDOT	\$60,000	General fund; SPLOST	Project will include adding a right turn lane to southbound Florence Road
T14	Brownsville Road at Oglesby Road					x	Public Works	\$200,000	General fund; SPLOST	Project will include adding a left turn lane to southbound Brownsville Road
T15	New Macland Road at Publix and Home Depot					x	Public Works	\$120,000	General fund; SPLOST	Project will include signalization of New Macland Road at Publix and Home Depot shopping centers
T16	Brownsville Road at Kroger					x	Public Works	\$120,000	General fund; SPLOST	Project will include signalization of Brownsville Road at Kroger shopping centers or addition of two way left turn lane to Brownsville Road
T18	C.H. James striping and pavement marker improvements					x	GDOT	\$40,000	State of Georgia	Project will include replacing reflective pavement markers along C H James Parkway
T19	Curb cut off CH James Parkway at Hopeland Industrial to connect to Shipp Road					x	Public Works	TBD	TBD	
T20	Curb cut off CH James Parkway to connect to Oglesby Road with signalization					x	Public Works	TBD	TBD	
T21	Curb cut off CH James Parkway near Hill Road					x	Public Works	TBD	TBD	
T22	Realignment of Flint Road at Powder Springs Road	x	x				Public Works	TBD	TBD	
T24	Curb cut off C.H. James Parkway at Paulding County line, with access road connecting to Sterlingbrooke Drive and traffic light			x			Public Works, GDOT	\$570,000	General fund; SPLOST	
T25	New traffic signal at C.H. James Parkway at Sweetwater Avenue			x			Public Works, GDOT	\$150,000	General fund; SPLOST	

#	Project	2019	2020	2021	2022	2023	Responsible Party	Estimated Cost	Funding Source	Notes
BICYCLE/PEDESTRIAN IMPROVEMENTS										
T26a	10' Concrete Multi-Use Trail Alternative A: Retrofit sidewalk on Lynn Drive from Old Lost Mountain Road to parking lot off Jackson Way to serve as connector from Silver					x	Community Development, Public Works;Parks & Rec	TBD	SPLOST, LCI funding	
T26b	10' Concrete Multi-Use Trail Alternative B: From Silver Comet Trail Connector along Old Lost Mountain Road to Oakview Drive to Downtown/Lewis Road					x	Community Development, Public Works;Parks & Rec	TBD	SPLOST, LCI funding	Carried over from 2016 LCI Study
T28	Designate a Trail Head at the intersection of Oakview Drive and Jackson Street at existing parking lot	x					Community Development; Public Works;Parks & Rec	TBD	General fund, Cobb County, SPLOST, LCI funding, grant funding	
T29	Austell Powder Springs Road Pedestrian Improvements					x	Community Development; Public Works	\$3,600,000	General fund; LCI funding	From Marietta Street to City limits
T30	New Macland Road Pedestrian Improvements					x	Community Development; Public Works	\$8,500,000	General fund; LCI funding	From Marietta Street to City limits
T31	Macedonia Road Pedestrian Improvements					x	Community Development; Public Works	\$5,200,000	General fund; LCI funding	From New Macland Road to Hopkins Road
T32	Powder Springs Dallas Road Pedestrian Improvements					x	Community Development; Public Works	\$1,700,000	General fund; LCI funding	From Lucille Trail to Powder Springs Park and Ride Lot
T33	Hill Road Pedestrian Improvements					x	Community Development; Public Works	\$3,250,000	General fund; LCI funding	From City limit to Brownsville Road
T34	Carter Road Pedestrian Improvements					x	Community Development; Public Works	\$800,000	General fund; LCI funding	From Powder Springs Road to Silver Comet Trail
T35	Elliott Road Pedestrian Improvements					x	Community Development, Public Works	\$1,300,000	General fund; LCI funding; Cobb County	From Silverbrooke Crossing to Silver Comet Trail; joint project with County
T36	Powder Springs Creek Trail					x	Community Development; Public Works;Parks & Rec	\$2,200,000	General fund; LCI funding	From Powder Springs Dallas Road and Lucille Trail to Hill Road through Powder Springs Creek flood plain
T37	Lewis Road Landscape: median landscaping along whole corridor, inside median and at back of sidewalk			x			Community Development; Public Works;Parks & Rec	TBD	TBD	Carried over from 2016 LCI Study
T38	Butner Street Streetscape: landscaped planters, sidewalks			x			Community Development; Public Works;Parks & Rec	\$35,000	TBD	Carried over from 2016 LCI Study
T39	Jackson Way Streetscape: reconfiguration, landscaped planters, sidewalks, both sides			x			Community Development; Public Works;Parks & Rec	\$245,000	General fund, SPLOST, LCI funding, grand funding	Carried over from 2016 LCI Study
T40	Hotel Avenue Streetscape: landscaping, sidewalks from Murray Avenue to Butner Street					x	Community Development; Public Works;Parks & Rec	\$110,000	General fund, SPLOST, LCI funding, grand funding	Carried over from 2016 LCI Study
T41	Dillard Street Sharrow Markings: from Pineview Drive south to Atlanta Street			x			Community Development; Public Works	\$12,500	TBD	Carried over from 2016 LCI Study
T42	Atlanta Street Sharrow Markings: from Dillard Street to Old Austell Road			x			Community Development; Public Works	\$12,500	TBD	Carried over from 2016 LCI Study
T43	Marietta Street Sharrow Markings: from Dillard Street to Old Lost Mountain Road and Powder Springs Dallas Road intersection			x			Community Development; Public Works	\$18,500	TBD	Carried over from 2016 LCI Study
T44	Powder Springs/Dallas Road Sharrow Markings: from Old Lost Mountain Road to Lucille Creek Trail entrance			x			Community Development; Public Works	\$16,500	TBD	Carried over from 2016 LCI Study
T45	Grady Grier Drive Sharrow Markings: to Old Austell Road			x			Community Development; Public Works	\$17,500	TDB	Carried over from 2016 LCI Study
T46	Hopkins Road Sharrows			x			Community Development; Public Works	\$25,000	General fund	From Powder Springs Road to City Limits
T47	Brownsville Road Sharrows			x			Community Development; Public Works	\$20,000	General fund	From C.H. James Parkway to Marietta Street

#	Project	2019	2020	2021	2022	2023	Responsible Party	Estimated Cost	Funding Source	Notes
TRANSIT										
T48	MARTA connection bus			x			Public Works; MARTA; CobbLink	TBD	TBD	Project will include buss line connecting from Powder Springs Park & Ride Lot to Hamilton E. Holmes MARTA Station
T49	Flex Bus expansion		x				Public Works; CobbLink	TBD	TBD	Project will include expanding Flex Zone 1 service to the Powder Springs City Limits
<b>TOTAL</b>								<b>\$47,751,000</b>		