

Consolidated Short-Term Work Program  
Athens-Clarke County Unified Government, 2008-2013

Short Term Work Plan Item	Year(s) To Be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Sources	Related Budget Item	Description / Notes
<b>COMMITMENT TO COMPREHENSIVE PLANNING PROCESS</b>						
Continue to promote community awareness, involvement, and development in land use issues.	FY 2009 - 2014	~ \$55,000 / year	Athens-Clarke County	N/A	N/A	Completed through funding of a Neighborhood Planner and the Neighborhood Notification Initiative (NNI).
<b>EDUCATION</b>						
Investigate the feasibility of establishing life long learning programs that are supported by partnerships with public and private entities.	FY 2012 - 2014	TBD	Athens-Clarke County	ACC General Fund	N/A	Completed - The Department of Human & Economic Development partners with the East Athens Development Corporation to fund a career job skills training and counseling program, with Goodwill to fund training for starting and existing businesses, and with Bread for Life to fund a bakery job training program. The Department of Leisure Services partners with the Ombudsman Work-Based Learning Program to provide high school students with work place experience, with the Clarke County School District to provide job training for 14- to 16-year-old students, and with the Northeast Georgia Regional Commission to provide summer job opportunities.
Continue the bi-annual meetings of the Clarke County School Board and the Athens-Clarke County Mayor and Commission.	FY 2009 - 2014	N/A	Athens-Clarke County	ACC General Fund	N/A	Completed - Joint annual meetings of the Clarke County Board of Education and the Athens-Clarke County Mayor and Commission are being conducted.
<b>ECONOMIC DEVELOPMENT</b>						

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Identify methods by which Athens-Clarke County can economically capitalize on the opportunities for medical research, training, and health care services.	FY 2012 - 2014	TBD	Athens-Clarke County	N/A	N/A	Underway - The Planning Department has completed a Prince Avenue corridor study and is subsequently considering rezoning proposals for appropriate medical facility sites. The Department of Human & Economic Development partnered with Artbio, LLC through the Athens-Clarke Growth Fund to purchase a protein purification system.
Develop and evaluate a regional economic plan in partnership with other area governments.	FY 2009 - 2011	N/A	Athens-Clarke County	N/A	N/A	Underway - In December of 2012 the Mayor and Commission created the Economic Development Department. Athens-Clarke County successfully worked with Oconee County and the City of Bogart on location of the Caterpillar assembly plant.
Establish a formal data measurement process to evaluate the effectiveness of economic-development incentives.	FY 2012 - 2014	TBD	Athens-Clarke County	N/A	N/A	Underway - In December of 2012 the Mayor and Commission created the Economic Development Department to continue working on this matter.
Additional support is needed for local artists and musicians. Investigate programs to support opportunities that promote self-sustainability for members of the local arts and music community.	FY 2012 - 2014	TBD	Athens-Clarke County	N/A	N/A	Underway - On-going support of the local arts and music community. A Public Art Advisory Council has been established.
<b>ENVIRONMENTAL RESOURCES</b>						
Develop, adopt, and implement a county energy plan.	FY 2009 - 2011	TBD	Athens-Clarke County	ACC General Fund	N/A	Completed by the Department of Central Services

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Explore incentives for fuel-efficient private vehicles.	FY 2012 - 2014	TBD	Athens-Clarke County	N/A	N/A	Underway - The Planning Department has drafted an electric vehicle parking and maintenance ordinance, which is currently under consideration by the Planning Commission.
Review the erosion and sedimentation ordinance to determine the need for additional regulations to assure water quality.	FY 2009 - 2011	~ \$5,000	Athens-Clarke County	ACC General Funds	N/A	Completed - The ordinance was revised and adopted by Mayor and Commission in FY 2010.
Review the current mass grading ordinance in order to determine its effectiveness.	FY 2009 - 2011	~ \$10,000	Athens-Clarke County	ACC General Funds	N/A	Completed - The Transportation & Public Works Department has been enforcing the ordinance and has found that it is effective in limiting the mass grading of subdivisions.
Consider amendments to strengthen the environmental areas ordinance that address vegetation and allowable structures so as to maximize floodplain function in a natural fashion.	FY 2012 - 2014	TBD	Athens-Clarke County	ACC General Funds	N/A	Underway - The Planning Department has drafted amendments to the environmental areas ordinance, which are currently under consideration by the Mayor & Commission.
Research and adopt a conservation rate pricing structure for water.	FY 2009 - 2014	~ \$20,000	Athens-Clarke County	ACC Enterprise Fund	N/A	Completed
Study the possibility of amending existing code to allow for the development of a gray water system county-wide.	FY 2012 - 2014	TBD	Athens-Clarke County	ACC General Funds	N/A	Completed - Private gray water systems are now allowed by the State of Georgia Plumbing Code.

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Collaborate with state agencies to explore the feasibility of a maintenance and monitoring ordinance for onsite wastewater management systems and to educate the public on the proper use and maintenance of septic systems.	FY 2012 - 2014	TBD	Athens-Clarke County	ACC General Funds	N/A	Underway - A septic system inventory by the Planning Department is on-going
Investigate methods to restrict the use of plastic bags at points of sale and the sale of plastic bottles.	FY 2012 - 2014	TBD	Athens-Clarke County	ACC General Funds	N/A	Underway - In 2010 the Mayor and Commission approved new waste reduction goals: 40% by 2015, 60% by 2018, and 75% by 2020. To achieve these goals, a plastic bag ban or fee is being considered. The ACC Recycling Division is providing reusable bag education, including school outreach programs. A "Share a Bag" program has been started at the Athens Farmers Market. Restrictions on plastic bags and bottles will continue to be considered.
<b>HISTORIC PRESERVATION AND CULTURAL RESOURCES</b>						
The Athens-Clarke County government should create a committee of urban church representatives and officials in charge of public buildings and parking to create innovative ways to share space for uses that operate on different days / hours.	FY 2009 - 2011	~ \$5,000	Athens-Clarke County	ACC General Funds	N/A	Underway - Dialogue is on-going between the Planning Department and the University of Georgia Fraternity Council. The budget covers in-house Athens-Clarke County staff time.
Consider an ordinance or policy to protect historic architectural materials, urban archaeology and historic landscapes.	FY 2012 - 2014	TBD	Athens-Clarke County	ACC General Funds	N/A	Underway - The Milledge Avenue Historic District was created and the Milledge Avenue Corridor Special District Overlay was adopted, which includes tree save areas. Consideration of neighborhood conservation districts is on-going.

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Pursue grants or other forms of funding to begin safely archiving historic public documents in a manner that allows them to be accessible to the public.	FY 2012 - 2014	TBD	Athens-Clarke County	ACC General Funds	N/A	Completed - On-going scanning and archiving of construction plans by the Building Permits and Inspections Department.
Establish a Public Art Advisory Council which can assist in developing design guidelines for public art, reviewing plans for proposed public art commissions, encouraging developers to incorporate public art in new construction, and researching and recommending funding strategies.	FY 2012 - 2014	TBD	Athens-Clarke County	ACC General Funds	N/A	Completed
Develop a Leisure Services open-house day where the community can tour the many facilities and learn more about what this program has to offer.	FY 2009 - 2011	N/A	Athens-Clarke County	ACC General Funds	N/A	Completed - "Get to Know Your Parks" tours take place weekly each summer. A series of programs for ACC employees was developed in conjunction with the Wellness Program to give exposure to the facilities and services offered by the Leisure Services Department.
<b>FACILITIES AND SERVICES / INTERGOVERNMENTAL COORDINATION</b>						
Develop a property management program for Athens-Clarke County with the purpose of identifying public land suitable for parks, pocket parks, linear parks, public squares and greens and for other purposes.	FY 2009 - 2011	~ \$25,000	Athens-Clarke County	ACC General Funds	N/A	Completed - The greenspace acquisition program was created. The Leisure Services Department has established a concept plan for the Middle Oconee River, North Oconee River, the Georgia Railroad (rail to trail), and Sandy Creek. SPLOST funding was approved to create connections along the North Oconee River and parts of the Georgia Railroad.

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<b>HOUSING</b>						
Perform periodic renter/home ownership survey—rents, new home prices, resale values, condos vs. real property, etc.	FY 2012 - 2014	TBD	Athens-Clarke County	ACC General Funds	N/A	Underway. The Department of Human & Economic Development and WfN Consulting, Inc. conducted an analysis of impedments to Fair Housing Choice in 2011.
Investigate standards whereby accessory dwelling units may be integrated with owner occupied housing in Single Family (RS) zones.	FY 2009 - 2011	~ \$50,000	Athens-Clarke County	ACC General Funds		Postponed due to work items given higher priority by the Mayor & Commission.
Explore inclusionary zoning as a means for increasing the mix of housing types.	FY 2012 - 2014	~ \$25,000	Athens-Clarke County	ACC General Funds	N/A	Completed
Athens-Clarke County should review of taxing mechanisms and other policies to address gentrification.	FY 2012 - 2014	TBD	Athens-Clarke County	ACC General Funds	N/A	Completed – In 2009 a discussion was held by the Mayor and Commission to consider tying property taxes with an owner's ability to pay.
<b>LAND USE</b>						
Continue to review codes and regulations affecting new development to ascertain if they present challenges to the attainment of mixed use, neo-traditional development.	FY 2009 - 2011	~\$50,000	Athens-Clarke County	ACC General Funds	N/A	Postponed due to the economic recession and slowdown in development.
Explore opportunities to amend Athens-Clarke County Code to enhance the protection of natural environmental features such as topography, mature forests, rock outcrops, historic sites and streams.	FY 2009 - 2011	~ \$10,000	Athens-Clarke County	ACC General Funds	N/A	Underway - The Planning Department has drafted amendments to the environmental areas ordinance, which are currently under consideration by the Mayor & Commission.

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Explore the desirability of using Form Based Codes within our development regulations.	FY 2012 - 2014	~\$25,000	Athens-Clarke County	ACC General Funds	N/A	Underway - Adoption of Milledge Avenue Corridor Special District Overlay with different design standards for that specific area. On-going consideration of neighborhood conservation districts.
Continue to develop the sidewalk network emphasizing connectivity and accessibility.	FY08 - FY27	~\$1,500,000	Athens-Clarke County (Transportation & Public Works / Engineering)	ACC General Fund, SPLOST,	Eden #:310-6453-52200-52003,330-6453-52200-52003, 340-6453-52200-52003	Underway - A continuing program to construct additional sidewalks at needed locations throughout Athens-Clarke County. The purpose of this project is to develop a comprehensive pedestrian system which provides enhanced safety and encourages this mode of transportation. This program includes the construction of sidewalks along arterial and collector streets to meet pedestrian needs for schools, shopping areas, recreation facilities and access to public transportation. This project is identified in the Madison Athens-Clarke Oconee Regional Transportation Study (MACORTS) Transportation Improvement Program.
Create design guidelines for compatible infill development.	FY 2009 - 2014	~\$50,000 - \$150,000	Athens-Clarke County	ACC General Funds	N/A	Underway - On-going consideration of neighborhood conservation districts and implementation of part two of the housing infill study recommendations.
Review Commercial Zoning Classifications (e.g. Commercial Neighborhood and Commercial General) and Future Development categories (e.g. Corridor Business) as they relate to one another.	FY 2012 - 2014	TBD	Athens-Clarke County	ACC General Funds	N/A	Underway - Several rezoning actions have been completed, including along the Jennings Mill Parkway, the Sandy Creek watershed, the McNutts Creeks subdivision, and the on-going consideration of a new C-NE (Commercial-Neighborhood Established) zoning classification.
Investigate rezoning of properties that are incompatible with the Future Development Map and/or existing uses.	FY 2009 - 2011	~\$25,000	Athens-Clarke County	ACC General Funds	N/A	Underway - Several rezoning actions have been completed, including along the Jennings Mill Parkway, the Sandy Creek watershed, the McNutts Creeks subdivision, and the on-going consideration of a new C-NE (Commercial-Neighborhood Established) zoning classification.

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Explore the possibility of using Crime Prevention Through Environmental Design (CPTED) in the review of proposed development projects.	FY 2009 - 2014	~\$25,000	Athens-Clarke County	ACC General Funds	N/A	Underway - Weed & Seed program by the Police Department and on-going consideration of involving the Police Department in the Plans Review process.
Protect working agricultural lands through various means which might include zoning, tax policies, easements, acquisition, and promotion of small-scale local farming.	FY 2009 - 2014	TBD	Athens-Clarke County	ACC General Funds	N/A	Underway - The greenspace acquisition program was created. Consideration of agriculture ordinance amendments is on-going.
Review and update the Recreation Master Plan.	FYO7 - FY09	~\$175,000	Athens-Clarke County (Leisure Services Division)	ACC General Fund	Eden #:310-6681-00000-59020	Completed. Utilizing data and other information from a paid consultant, the Government Overview Commission report, the ACC Comprehensive Plan, Mayor and Commission goals and objectives, professional best practices and staff input, Leisure Services presented to the Mayor and Commission in 2012 its comprehensive strategic concepts for the next 10 years, which are achieved through annual goals and objectives.
Explore opportunities for increased participation, including but not limited to the creation of neighborhood planning units or the expansion of the Neighborhood Notification Initiative (NNI).	FY 2009 - 2011	TBD	Athens-Clarke County	ACC General Funds	N/A	Underway -Registration of neighborhoods through the Neighborhood Notification Initiative (NNI) is on-going.
<b>TRANSPORTATION</b>						
Consider the creation of bicycle lanes or routes from the South Milledge / Loop 10 intersection to the Prince Avenue / Loop 10 intersection.	FY 2009 - 2011	~ \$100,000	Athens-Clarke County	ACC General Funds	N/A	Completed - The MACORTS Bicycle Map identifies this corridor as a proposed bicycle facility to ensure that should the corridor need other improvements, the addition of bicycle facilities will be considered by GDOT.



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Investigate the use of tiered parking fee system with higher costs and shorter time allowances within the downtown core to encourage pedestrian and bicycle travel.	FY 2012 - 2014	TBD	Athens-Clarke County	ACC General Funds	N/A	Completed. The Mayor and Commission periodically review downtown parking system rates based on recommendations by the Athens Downtown Development Authority. In June 2011 the Mayor and Commission approved increased rates and longer hours of operation for the downtown parking system.
Investigate regulations to reduce roadside glare and enhance user visibility.	FY 2012 - 2014	TBD	Athens-Clarke County	ACC General Funds	N/A	Completed in 2009 with adoption of new Code Chapter 9-19 - Outdoor Lighting and Glare Standards
Athens-Clarke County will continue to connect new and old sidewalk systems.	FY08 - FY27	~ \$1,500,000	Athens-Clarke County (Transportation & Public Works / Engineering)	ACC General Fund, SPLOST,	Eden #:310-6453-52200-52003,330-6453-52200-52003, 340-6453-52200-52003	Underway - A continuing program to construct additional sidewalks at needed locations throughout Athens-Clarke County. The purpose of this project is to develop a comprehensive pedestrian system which provides enhanced safety and encourages this mode of transportation. This program includes the construction of sidewalks along arterial and collector streets to meet pedestrian needs for schools, shopping areas, recreation facilities and access to public transportation. This project is identified in the Madison Athens-Clarke Oconee Regional Transportation Study (MACORTS) Transportation Improvement Program.
Athens-Clarke County in collaboration with the Clarke County School Board, the Northeast Georgia Regional Development Center (NEGRDC), and the Safe Routes to Schools Task Force will develop a Safe Route to Schools program at selected schools.	FY 2009 - 2014	~ \$50,000	Athens-Clarke County	ACC General Funds / Georgia State Funds / Federal Funds	Eden #:340-6453-52200-52003	Underway - The purpose for the SPLOST-funded Safe Routes to Schools Program is to provide infrastructure improvements immediately around elementary and middle schools that have a significant student population who live close enough (typically one mile) to walk or bike to school. Current ACC projects are at Barrow, Chase Street, Gaines, and Hillsman Elementary Schools. A total of \$310,783 was designated in FY12 and \$814,586 in FY13.

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Athens-Clarke County will study the principles found in “Context Sensitive Street Design” written by the Urban Design Collaborative for the Atlanta Regional Commission for potential local application.	FY 2012 - 2014	N/A	Athens-Clarke County	ACC General Funds	N/A	Completed with 2012 adoption of Complete Streets Policy
Investigate design standards for residential streets to minimize pavement width and enhance public safety.	FY 2009 - 2011	~ \$30,000	Athens-Clarke County	ACC General Funds	N/A	Completed - The Mayor and Commission adopted a Complete Streets Policy on December 4, 2012. The Complete Streets concept is an initiative to design and build roads that adequately accommodate all users (pedestrians, transit, and motorists) of a corridor to the extent appropriate to the land use or the context of the streets.
Map existing and proposed rights of way to determine the suitability and funding feasibility of each for inclusion in a connected system of bicycle and pedestrian pathways.	FY 2009 - 2014	~\$100,000	Athens-Clarke County	ACC General Funds	Eden #:310-6453-52200-52004	Underway - This is a program to construct and provide bicycle lanes and facilities at needed locations as identified in the Bicycle Master Plan for Athens-Clarke County. The purpose of this program is to continue developing a comprehensive bicycle network that enhances safety and encourages this mode of transportation. This program includes construction of bicycle lanes and installation of signs along streets identified in the Bicycle Plan. Funds will be used to leverage state and federal transportation dollars when possible. The FY2014-2020 budget years incorporate funding from the SPLOST 2011 referendum for improvements on College Station Road, Oglethorpe Avenue, and other projects. In 2010, Athens-Clarke County applied for and received bronze-level recognition as a Bicycle Friendly Community.

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Explore an active marketing program for the Athens Transit System aimed at familiarizing the entire community with the system and its use. Special focus will be given to marketing the program to University of Georgia students, Spanish-speaking members of the community, seniors and young people.	FY 2009 - 2011		Athens-Clarke County	ACC General Funds	N/A	Completed - A marketing program has been established.
Consider the feasibility of commercial advertising as a supplemental financing mechanism for the Athens Transit System.	FY 2009 - 2011					Completed - An advertising program has been established.
Evaluate the service area of “The Lift” and “The Link” for potential expansion beyond the one-mile radius from bus-stops.	FY 2009 - 2014					No longer being considered. A review recommended no service area expansion. The Link service was cancelled due to poor ridership and reduced funding.
Begin exploring the potential for expanding Athens Transit System into adjoining counties in order to promote movement among population, commercial and employment centers.	FY 2009 - 2014					No longer being considered. After a review was conducted, the potential expansion was not approved by the elected officials.