

HOLLY SPRINGS SHORT TERM WORK PROGRAM STATUS 2013

General Items-See specific tasks on following pages.

19.1 Economic and Downtown Development (EDD)

EDD-1	Assembly of Land in Town Center
EDD-2	Public-Private Partnering for Town Center Development
EDD-3	Urban Redevelopment Plan Implementation
EDD-4	Economic Development

19.2 Historic Preservation (HP)

HP-1	Intensive Historic and Architectural Resource Survey
HP-2	Historic District Boundary Confirmation or Refinement
HP-3	Seek Certified Local Government (CLG) Status
HP-4	National Register Nominations
HP-5	Develop Demolition Policies for the Certificate of Appropriateness Program
HP-6	Initiate Citywide Local Landmark Program
HP-7	Fund Historic Preservation Commission Training
HP-8	Conduct Workshops and Initiate Recognition Program

19.3 Urban Design

UD-1	Gateways Identification and Improvement
UD-2	Directional Signage Study and Way Finding Initiative
UD-3	Reconcile Design Guidance Documents and Regulations

19.4 Community Facilities and Services

CF-1	Capital Programming and Improvement
CF-2	Stormwater Program

19.5 Transportation

T-1	Local Road Improvements
T-2	Local Road Resurfacing
T-3	Sidewalk Improvements
T-4	Bikeways and Multi-use Trails
T-5	Railroad Greenway
T-6	Town Center Circulator Road
T-7	Downtown Parking
T-8	Traffic Calming Program
T-9	Evaluate Consistency Between City and County Road Standards
T-10	Public Transportation

19.6 Planning & Development

P-1	Personnel
P-2	Equipment & Facilities
P-3	Codes & Legislation
P-4	Short & Long Range Planning

19.7 Public Safety

PS-1	Personnel
PS-2	Equipment & Facilities
PS-3	Policy Updates & Studies

19.8 Technology

TN-1	Digital Archiving
TN-2	GIS
TN-3	E-Governance

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status	Comments
ECONOMIC AND DOWNTOWN DEVELOPMENT (EDD)						
EDD-1, 3	Holly Springs Town Center Development	2008-2010	General Staff and Authority Activities	DDA	Ongoing	Concept Approved
EDD-2	Public-Private Partnering for Town Center Development	2008-2012 (Ongoing)	General Staff and Authority Activities	DDA	Ongoing	In Progress
EDD-2, 3	Construct +/-1-2 acre "centerpiece" park	2010	\$1,100,000 Capital Budget	DDA	Ongoing	Concept Approved
EDD-3	Urban Redevelopment Plan Implementation – Phase 1 Holly Springs Town Center Development	2010	\$9,220,020 Tax Allocation District	DDA	Ongoing	Design Approved
EDD-3	Implement Rich & Associates Parking Study with Town Center Development	2008-2012	--	DDA	Ongoing	
EDD-3	Phase 2 TAD District Infrastructure – Streetscapes, Sewers, Roads and Drainage Improvements	2011	\$3,248,000 Tax Allocation District	DDA	Ongoing	
EDD-3	Phase 3 TAD District Infrastructure – Signage/wayfinding system, multi-use trail system, parking study	2012	\$847,000 Tax Allocation District	DDA	Ongoing	
EDD-2	Continue to Implement Livable Centers Initiative Project-Downtown	2008-2012 (Ongoing)	General Fund; Capital Budget; TAD; Grants	DDA; City Manager; City Planner	Ongoing	
EDD-4	Actively recruit new businesses-retail, office, and light industrial- to locate in the City of Holly Springs. Strive to achieve a sensible balance between commercial and residential uses.	2008-2012 (Ongoing)	--	City Planner; staff	Ongoing	
EDD-4	Encourage office uses and actively recruit employers to re-locate to the City of Holly Springs, working toward a jobs-housing balance of at least 1.5:1 or greater.	2008-2012 (Ongoing)	--	City Planner; staff	Ongoing	

EDD-4	In concert with promoting a jobs-housing balance of at least 1.5:1 or greater, coordinate and partner with local and regional technical colleges and institutions of higher learning to ensure the employment base is highly skilled (skills matching jobs).	2008-2012 (Ongoing)	--	City Planner; staff	Ongoing	
EDD-4	When feasible, partner and coordinate with the Development and Redevelopment Authorities of Cherokee County and nearby jurisdictions to bring industry and positive development opportunities to the City and Cherokee County.	2008-2012 (Ongoing)	--	City Manager; City Planner; staff	Ongoing	
EDD-4	Continue to promote village-type commercial centers for appropriate sites (parcel interconnectivity, ped oriented, open space, etc.)	2008-2012 (Ongoing)	--	City Planner; staff	Ongoing	

With lack of development and the economy, much of this section's progress has been delayed. Dates will be shifted to New STWP.

Reference #	Description	Target Completion Year	Estimated Cost if Applicable (\$) and Funding Sources	Responsible Party	Status	Comments
HISTORIC PRESERVATION (HP)						
HP-1	Intensive Historic and Architectural Resource Survey	2008	\$30,000 General Fund; Possible State grant	HPC	Postponed	Due to the economic downturn, this section was postponed to be implemented in the New STWP.
HP-2	Historic District Boundary Confirmation or Refinement	2009	--	HPC	Postponed	See above.
HP-3	Seek Certified Local Government (CLG) Status	2008	--	HPC	Postponed	See above.
HP-4	National Register Nominations	2008-2012 (Ongoing)	\$5,000 or more per nomination General Fund	HPC; consultant	Postponed	See above.
HP-5	Develop Demolition Policies for the Certificate of Appropriateness Program	2008	--	HPC	Postponed	See above.
HP-6	Initiate Citywide Local Landmark Program	2009	\$20,000 General Fund	HPC; consultant	Postponed	See above.
HP-7	Fund Historic Preservation Commission Training	2008-2012 (Ongoing)	\$2,000 annually General Fund		Ongoing	Ongoing
HP-8	Conduct Workshops and Initiate Recognition Program	2008-2012 (Ongoing)	--	HPC	Ongoing	Ongoing
HP-1, 2, 5	Continue to Engage Architectural/ Historical Consultant to Advise the HPC and City Staff	2008-2012 (Ongoing)	\$5,000-\$10,000 annually General Fund	HPC; City Planner	Ongoing	Ongoing
HP-2, UD[1]-1	Gateways Identification and Improvement (various locations)	2008-2012 (Ongoing)	\$150,000 annually General Fund	City Planner	Ongoing	Ongoing
HP-2, UD-3	Reconcile Design Guidance Documents and Regulations	2008	\$15,000 General Fund	City Planner; Consultant	Ongoing	Ongoing

HP-6	Renovate & restore original gas station (Sid's) into a City Welcome Center and/or Museum	2010-2012	\$250,000 Various Grants; Capital Budget	HPC; City Planner; Consultant	Postponed	Due to the economic downturn, this section was postponed to be implemented in the New STWP.
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[1] UD = "Urban Design" See p. 81

Reference #	Description	Target Completion Year	Estimated Cost if Applicable (\$) and Funding Sources	Responsible Party	Status	Comments
COMMUNITY FACILITIES (CF)						
CF-1	Capital Programming and Improvement	2008-2012 (ongoing)	See Specifics Capital Budget; GO Bond Issue; SPLOST	City Manager	Ongoing	
CF-1	City Hall Complex completion	2010	Unknown	City Manager	Completed	
CF-1	Construction of Building Department (Planning, Engineering, Building) (w/City Hall Complex Project)	2010	Unknown	City Manager	Completed	
CF-1	Expand and/or Acquire Additional Facilities for public works personnel	2008-2009	Unknown	City Manager	Cancelled	Additional Facilities are not needed at this time.
CF-1, UD-2	Directional Signage Study and Way Finding Initiative	2009	\$100,000	DDA/City Manager	Postponed	This will be implemented in the New STWP in conjunction with the Town Center project.
CF-1	Complete and Occupy Harmony on the Lakes City Hall/PD Annex	2008-2009	Unknown--Developer Funding; Capital Budget; General Fund	City Manager	Completed	
CF-1	Coordinate with Cherokee County School District to find and plan suitable school sites	2008-2012 (Ongoing)	--	City Manager; City Planner; City Engineer	Ongoing	
CF-1	Continue allowing developers/builders to coordinate with the Cherokee County School District, to mitigate the impact of additional students added, per new housing unit constructed	2008-2012 (Ongoing)	--	City Planner	Ongoing	
CF-1	Coordinate with Sequoyah Library System to plan, construct, and occupy new library facility (branch) within city limits	2011-2012	Unknown	City Manager; City Planner	Cancelled	Library system funding has been reduced and there are no plans to expand at this time.
CF-1	Acquire approximate 30 acre site inside city limits for city park (active & passive recreation)	2009-20010	\$2,000,000	City Manager	Completed	
CF-1	Acquire approximate 30 acre site outside city limits, for city park (to be annexed) (active & passive recreation)	2011-2012	\$2,000,000	City Manager	Postponed	The research for and purchase of this park will be completed during the New STWP.
CF-1	Master Plan for two municipal parks (30 acres each)	2009-2012	\$100,000	City Manager	Completed	
CF-1	Site Preparation and Park Development, one park	2011-2012	\$750,000	City Manager	Postponed	Site plans have been approved and the project is scheduled for bid.
CF-2	Stormwater Program; NPDES; Continue compliance activities, coordinating with EPD and the Metro North GA Water Planning Dist.	2008-2012 (Ongoing)	\$75,000 -- \$200,000 Annually General Fund or Proprietary Fund	City Engineer	Ongoing	

CF-1	Continue to put forth projects for future SPLOST initiatives (facilities and transportation projects)	2009-2012	--	City Manager	Ongoing	
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Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status	Comments
TRANSPORTATION (T)						
T-1	Local Road Improvement Program	2008-2012 (ongoing)	\$250,000 to \$750,000 annually (Capital Budget)	City Engineer	Ongoing	
T-2	Local Road Resurfacing Program	2008-2012 (ongoing)	\$150,000 to \$350,000 annually LARP	City Engineer	Now LMIG Ongoing	
T-3	Pedestrian Network Phase I: Holly Springs Parkway, from PD to Crossroads School; North side of Hickory Road from Palm to Hickory Springs Ind.; and Holly Street 1/8 mile from alignment project	2008-2011	\$2,800,000 LCI Transportation Funding; Capital Budget; various grants	City Planner; City Engineer	Postponed	This project is currently in the ROW phase and is scheduled for construction during GDOT fiscal year 2015.
T-3	Pedestrian Network Phase II: Holly Street to Marble Quarry; Palm to Old Magnolia	2010-2012	Unknown Capital Budget; various grants	City Planner; City Engineer	Postponed	Economic recession has resulted in this project being delayed.
T-3	Pedestrian Network Phase III: Palm Street from Old Magnolia to Jetta; Walnut St. (one side); Poplar St. (one side, sidewalk only); Barnet Dr. (one side, sidewalk only); Old Magnolia Way	2012	Unknown Capital Budget; various grants	City Planner; City Engineer	Postponed	Economic recession has resulted in this project being delayed.
T-3	Additional Sidewalk Improvements (Table 25)	2008-2012 (ongoing)	\$350,000 -- \$500,000 Capital Budget; various grants	City Engineer	Ongoing	
T-4	Seek LCI Supplemental Funding to study and develop plan for multi use trail system	2008	\$30,000- \$45,000 Grants; Capital Budget	City Planner	Completed	
T-4	Bikeways and Multi-use Trails, Engineering, Implementation, Construction	2008-2012 (ongoing)	\$150,000 -- \$650,000 Capital Budget; various grants	City Engineer	Ongoing	
T-5	Railroad Greenway	2009	\$500,000 Capital Budget; various grants	City Engineer; DDA; HPC	Ongoing	
T-6	Town Center Circulator Road (industrial connector/bypass) (right-of-way acquisition)	2008	\$850,000 Capital Budget; state and federal	City Engineer	Postponed	Economic recession has resulted in this project being delayed.

T-6	Industrial Bypass Connector Road (Town Center Circulator) (Preliminary engineering/construction)	2008-2011	\$2,000,000 Capital Budget; state and federal	City Engineer	Postponed	Economic recession has resulted in this project being delayed. PE will begin during 2013.
T-7	Downtown Parking (Implement Parking Study)	2009	\$750,000 Tax Allocation District	City Engineer	Ongoing	
T-8	Traffic Calming Program	2008-2012 (ongoing)	\$200,000 annually Capital Budget	City Engineer	Ongoing	
T-9	Evaluate Consistency Between City and County Road Standards.	2008	--	City Engineer	Ongoing	
T-10	Public Transportation (Promoting multi-modal transportation options)	2008-2012 (ongoing)	Discussion; coordination	City Planner	Ongoing	
T-1	Plan & Install Pinecrest Road Railroad Crossing Warning Equipment	2009-2010	Grants; Capital Budget	City Engineer	Cancelled	Economic recession has resulted in this project being deleted.
T-1	Plan & Install Additional Street Lighting on Pinecrest Road	2009-2010	\$150,000 Grants; Capital Budget	City Engineer	Cancelled	Economic recession has resulted in this project being deleted.
T-1	Institute plan to evaluate all existing corrugated metal pipe infrastructure that passes under city roadways.	2008-2010 (ongoing)	--	City Engineer	Ongoing	
T-1	Resurfacing of existing roadways in our older developments that are twenty plus years old.	2008-2010 (ongoing)	--	City Engineer; Consultants	Ongoing	
T-1	Seek TE Funding to finance various transportation projects	2010; 2012	--	City Planner; City Engineer	Ongoing	
T-1	Conduct yearly traffic studies (counts and speeds) of all arterial and collector streets	2008-2012	\$2,000 annually	City Engineer; staff	Ongoing	

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status	Comments
PLANNING & DEVELOPMENT (P)						
P-1	Hire additional development inspector	2009	\$65,000 General Fund	City Engineer	Postponed	Dependent on Economy
P-1	Hire additional planner	2011	\$50,000 General Fund	City Planner	Postponed	Dependent on Economy
P-1	Hire additional building/code inspector	2010	\$65,000 General Fund	Chief Building Inspector	Postponed	Dependent on Economy
P-1	Hire additional building/code inspector	2012	\$65,000 General Fund	Chief Building Inspector	Postponed	Dependent on Economy
P-2	Purchase three new trucks	2009-2012	\$20,000 yearly General Fund	City Planner	Cancelled	Due to economy development staff has been reduced.
P-2	Replace two trucks	2012	\$40,000 General Fund	City Planner	Postponed	Plans to replace these truck will be implemented during the next cycle of the STWP.
P-3	Propose amendments to the zoning ordinance to coincide with future trends and community needs	2008-2012 (Ongoing)	--	City Planner; staff	Ongoing	
P-3	Propose amendments to the development regulations to coincide with future trends and community needs	2008-2012 (Ongoing)	--	City Engineer; staff	Ongoing	
P-4	Conduct and implement strategy to service newly annexed areas.	2008-2012 (Ongoing)	--	City Manager; Department Heads	Ongoing	
P-4	Update Census information, data, & TIGER Maps, as requested	2008-2012	--	City Planner; staff	Ongoing	
P-4	Participate in the 2010 Census with the LUCA Project and other similar programs	2008-2010	--	City Planner; staff	Completed	

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status	Comments
PUBLIC SAFETY (PS)						
PS-1	Add 5-6+ police officers and equip, based on growth	2008-2012 (Ongoing)	\$500,000 General Fund	Police Chief	Ongoing	
PS-2	Add police cars with additional officers	2008-2012 (Ongoing)	\$180,000 General Fund	Police Chief	Ongoing	
PS-2	Add 2 bikes for patrol of subdivisions	2008-2009	\$1,000 General Fund	Police Chief	Completed	
PS-1, 2	Add Community Outreach Unit and Equipment for the TRACE Program	2008-2011	Unknown General Fund	Police Chief	Completed	
PS-2	Equip all police cars with wireless laptop computers for reporting	2008-2012	Unknown General Fund	Police Chief	Completed	
PS-2	Add Software to the City Website for Citizens to complete reports	2009	Unknown General Fund	Police Chief	Postponed	Project is scheduled to be implemented in 2014-2015.
PS-2	Update all radio equipment in all police cars (mandated by 2010 by the State)	2008-2010	Unknown General Fund	Police Chief	Ongoing	
PS-1	Add 1 Civilian Staff as an Evidence/ Supply/Certification position	2009	\$40,000 General Fund	Police Chief	Completed	
PS-1	Add 1 Civilian Staff as a Secretary/ Clerk	2010	\$40,000 General Fund	Police Chief	Postponed	Economic recession resulted in the postponement of this item.
PS-3	Maintain pay levels on a competitive basis with surrounding agencies to secure current staffing levels and recruit qualified candidates	2008-2012 (Ongoing)	--	Police Chief	Ongoing	
PS-3	Create pay incentives for advanced/formal education, shift differential, advanced management certifications, lateral entry, and specialized positions.	2008-2012 (Ongoing)	--	Police Chief	Ongoing	
PS-3	Create a Career Advancement Program with incentives	2008-2012 (Ongoing)	--	Police Chief	Ongoing	
PS-2, 3	Foundation Partnership program to enhance equipment and training opportunities.	2008-2012 (Ongoing)	--	Police Chief	Ongoing	

PS-1, 2, 3	Renew Fire Services Contract with the Cherokee County Government; or create and implement new Fire Services Department**	2008	Unknown	City Manager	Completed	Contract renewed with Cherokee County.
PS-2	Acquire building and equipment from Cherokee County (Fire Services)	2008-2012	Unknown	City Manager	Cancelled	Contract renewed.
PS-2	Purchase Fire Service Vehicles & Equipment	2008-2009	Unknown	City Manager	Cancelled	Contract renewed.
PS-1	Hire Fire Service Officials	2008-2012	Unknown	City Manager	Cancelled	Contract renewed.
PS-2	House Fire Services Department	2008	Unknown	City Manager	Cancelled	Contract renewed.
PS-2	Preliminary design and site preparation (for Fire Services facilities)	2008-2009	\$150,000 Capital Budget; GO Bond Issue	City Manager	Cancelled	Contract renewed.
						Contract renewed.
PS-2	Construction of Station; Purchase fire truck	2010	\$1,000,000 Capital Budget; GO Bond Issue	City Manager	Cancelled	Contract renewed.
						Contract renewed.

** Should the contract be renewed, the following fire service objectives are null.

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status	Comments
TECHNOLOGY (TN)						
TN-1	Create and maintain a digital archive of City records (plats, construction plans, building plans, tax bills, bonds, etc.)	2008	\$25,000	City Engineer; City Planner; GIS Tech	Ongoing	
TN-2	Expand GIS program from two (2) single computers to a citywide GIS serving all departments AND the public.	2009-2010	\$20,000 General Fund	City Engineer; GIS Tech	Postponed	Economic recession impacted this item. The City will coordinate with Cherokee County under the new STWP to establish additional services
TN-2	Add GIS coordinator position; this person will maintain City databases and handle data/project requests from City Departments and the public.	2008-2009	\$45,000 General Fund	City Manager	Cancelled	Economic recession and decreased development impacted this position.
TN-2	Have GIS viewing, querying, and analysis capabilities in each department.	2010	\$50,000 General Fund	City Engineer; GIS Tech	Postponed	Economic recession impacted this item. The City will coordinate with Cherokee County under the new STWP to establish additional services.
TN-2	Have a GIS leader in each department to serve as the "go to" person for minor GIS needs; these people need to be trained in GIS, but could have this as a secondary job responsibility; these people can also work with the City GIS Coordinator to build GIS applications that will better serve the departments.	2011-2012	Unknown	City Engineer; GIS Tech	Cancelled	Reduced staffing and economic recession has resulted in less need for implementation.
TN-2	Establish a computer server to store GIS data only	2009	\$20,000 General Fund	City Engineer; GIS Tech	Completed	
TN-2	Setup shared GIS database with Cherokee County and the Cities of Woodstock and Canton	2009-2010	Unknown	City Engineer; GIS Tech	Completed	
TN-2, 3	Provide access to City GIS data to the public on the web using a "GIS Portal" type program	2008-2009	\$5,000 General Fund	City Engineer; GIS Tech	Postponed	Economic recession impacted this item. The City will coordinate with Cherokee County under the new STWP to establish additional services
TN-3	Enhance City Website, adding more information, making more user friendly	2008-2009	--	City Manager; staff	Completed/ Ongoing	
TN-3	Develop City Website into an E-Government full service interactive site	2009	\$10,000 General Fund	City Manager; staff	Postponed	Economic recession impacted this item but will be pursued and implemented under the new STWP.

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UD-3	Reconcile Design Guidance Documents and Regulations

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TN-2	GIS
TN-3	E-Governance

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
ECONOMIC AND DOWNTOWN DEVELOPMENT (EDD)				
EDD-1, 3	Pursue development opportunities for the Holly Springs Town Center Development	2013-2017	General Staff and Authority Activities	DDA
EDD-2	Public-Private Partnering for Town Center Development	2013-2017 (Ongoing)	General Staff and Authority Activities	DDA
EDD-2, 3	Construct +/-1-2 acre "centerpiece" park	2013-2017	\$100,000 Public/Private Partnership	DDA
EDD-3	Urban Redevelopment Plan Implementation – Phase 1 Holly Springs Town Center Development	2014-2017	\$7,100,000 Tax Allocation District	DDA
EDD-3	Implement elements of Rich & Associates Parking Study with Town Center Development	2014-2017	--	DDA
EDD-3	Phase 2 TAD District Infrastructure – Streetscapes, Sewers, Roads and Drainage Improvements	2015	\$3,450,000 SPLOST/LCI/CMAQ	DDA
EDD-3	Phase 3 TAD District Infrastructure – Signage/wayfinding system, multi-use trail system, parking study	2014-2017	\$847,000 Tax Allocation District	DDA
EDD-2	Continue to Implement Livable Centers Initiative Project-Downtown	2013-2017 (Ongoing)	General Fund; Capital Budget; TAD; Grants	DDA; City Manager; Comm. Development Director
EDD-4	Develop a new business recruitment program for retail, office, and light industrial to locate in the City of Holly Springs. Strive to achieve a sensible balance between commercial and residential uses working toward a jobs-housing balance of 1.5:1 or greater.	2013-2017 (Ongoing)	--	Community/Economic Development; DDA

EDD-4	In concert with promoting a jobs-housing balance of at least 1.5:1 or greater, coordinate and partner with local and regional technical colleges and institutions of higher learning to ensure the employment base is highly skilled (skills matching jobs).	2013-2017 (Ongoing)	--	Community/Economic Development; DDA
EDD-4	When feasible, partner and coordinate with the Development and Redevelopment Authorities of Cherokee County and nearby jurisdictions to bring industry and positive development opportunities to the City and Cherokee County.	2013-2017 (Ongoing)	--	Community/Economic Development; DDA
EDD-4	Revise design guidelines/zoning ordinance to promote village-type commercial centers for appropriate sites (parcel interconnectivity, ped oriented, open space, etc.)	2013-2017 (Ongoing)	--	Community Development; DDA

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
HISTORIC PRESERVATION (HP)				
HP-1	Intensive Historic and Architectural Resource Survey	2015	\$30,000 General Fund; Possible State grant	HPC
HP-2	Historic District Boundary Confirmation or Refinement	2015	--	HPC
HP-3	Seek Certified Local Government (CLG) Status	2015	--	HPC
HP-4	National Register Nominations	2013-2017	\$5,000 or more per nomination General Fund	HPC; consultant
HP-5	Develop Demolition Policies for the Certificate of Appropriateness Program	2014	--	HPC
HP-6	Initiate Citywide Local Landmark Program	2015	\$20,000 General Fund	HPC; consultant
HP-7	Fund Historic Preservation Commission Training	2013-2017 (Ongoing)	\$2,000 annually General Fund	
HP-8	Conduct/Attend Workshops and Initiate Recognition Program	2013-2017 (Ongoing)	--	HPC
HP-1, 2, 5	Continue to Engage Architectural/ Historical Consultant to Advise the HPC and City Staff	2013-2017 (Ongoing)	\$5,000-\$10,000 annually General Fund	HPC; Community Development Director

HP-2, UD[1]-1	Gateways Identification and Improvement (various locations)	2013-2015 (Ongoing)	\$150,000 annually General Fund	DDA; Community Development Director
HP-2, UD-3	Reconcile Design Guidance Documents and Regulations	2013-2015	\$15,000 General Fund	Community Development Director; Consultant
HP-6	Explore renovation/restoration original gas station (Sid's) into a City Welcome Center and/or Museum	2015-2017	\$250,000 Various Grants; Capital Budget	HPC; Community Development Director; Consultant

[1] UD = "Urban Design" See p. 81

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
COMMUNITY FACILITIES (CF)				
CF-1	Capital Programming and Improvement	2013-2017 (ongoing)	See Specifics Capital Budget; GO Bond Issue; SPLOST	City Manager
CF-1, UD-2	Directional Signage Study and Way Finding Initiative/Town Center District	2013-2015	\$100,000	DDA/City Manager
CF-1	Coordinate with Cherokee County School District to find and plan suitable school sites	2013-2017 (Ongoing)	--	City Manager; Community Development Dir.; City Engineer
CF-1	Continue allowing developers/builders to coordinate with the Cherokee County School District, to mitigate the impact of additional students added, per new housing unit constructed	2013-2017 (Ongoing)	--	Community Development Director
CF-1	Acquire approximate 30 acre site outside city limits, for city park (to be annexed) (active & passive recreation)	2015-2016	\$2,000,000	City Manager
CF-1	Master Plan for future 30 acre park	2016-2017	\$100,000	City Manager
CF-1	Site development of Hickory Road Park.	2013-2014	\$1,500,000	City Manager
CF-2	Hire additional staff member to help manage the Stormwater Program; NPDES; and continue compliance activities, coordinating with EPD and the Metro North GA Water Planning Dist.	2013-2014 (Ongoing)	\$45,000 Annually Stormwater Utility Fund	Community Development Director; City Engineer
CF-1	Continue to put forth projects for future SPLOST initiatives (facilities and transportation projects)	2013-2017	--	City Manager

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
TRANSPORTATION (T)				
T-1	Local Road Improvement Program--Identify roads annually for enhancement	2013-2017 (ongoing)	\$250,000 to \$750,000 annually (Capital Budget/SPLOST)	City Manager/City Engineer
T-2	Local Road Resurfacing Program--Identify roads annually to be resurfaced	2013-2017 (ongoing)	\$85,000 LMIG	City Manager/City Engineer
T-3	Pedestrian Network Phase I: Holly Springs Parkway, from PD to Ace Academy; North side of Hickory Road from Palm to Hickory Springs Ind.;	2013-2016	\$2,890,000 LCI Transportation Funding; SPLOST; TE grant	Community Development Director; City Engineer
T-3	Pedestrian Network Phase II: Ace Academy to I-575	2013-2016	\$852,700 SPLOST; CMAQ Funding	Community Development Director; City Engineer
T-3	Pedestrian Network Phase III: Holly Street to Marble Quarry; Palm to Old Magnolia	2015-2016	Unknown Capital Budget; various grants	Community Development Director; City Engineer
T-3	Pedestrian Network Phase IV: Palm Street from Old Magnolia to Jetta; Walnut St. (one side); Poplar St. (one side, sidewalk only); Barret Dr. (one side, sidewalk only); Old Magnolia Way	2017	Unknown Capital Budget; various grants	Community Development Director; City Engineer
T-3	Additional Sidewalk Improvements (Table 25)	2013-2017 (ongoing)	\$350,000 -- \$500,000 Capital Budget; various grants	Community Development Director; City Engineer

T-4	Bikeways and Multi-use Trails, Engineering, Implementation, Construction	2013-2017 (ongoing)	\$150,000 -- \$800,000 Capital Budget; various grants	Community Development Director; City Engineer
T-5	Railroad Greenway--Design concept and identify funding sources	2015-2017	\$500,000 Capital Budget; various grants	City Engineer; DDA; HPC
T-6	Industrial Bypass Connector Road (Town Center Circulator) (Preliminary Engineering)	2013-2015	\$450,000 Capital Budget; state and federal	City Engineer
T-6	Town Center Circulator Road (industrial connector/bypass) (right-of-way acquisition)	2013-2016	\$900,000 Capital Budget; state and federal	City Engineer
T-6	Industrial Bypass Connector Road--Bridge (PE/Construction)	2017	Capital Budget; state and federal	City Engineer
T-7	Downtown Parking (Implement Parking Study)	2014-2017	\$750,000	City Engineer
T-8	Traffic Calming Program--Annually evaluate traffic issues and coordinate solutions with the traffic calming ordinance procedures	2013-2017 (ongoing)	\$200,000 annually Capital Budget	City Engineer
T-9	Evaluate Consistency Between City and County Road Standards.	2013-2017 (ongoing)	--	City Engineer
T-10	Public Transportation (Promoting multi-modal transportation options-GRTA)	2013-2017 (ongoing)	Discussion; coordination	Community Development Director
T-10	Explore Park-n-Ride options	2013-2015	Discussion; coordination	Community Development Director

T-1	Institute plan to evaluate all existing corrugated metal pipe infrastructure that passes under city roadways.	2013-2017 (ongoing)	--	City Engineer
T-1	Resurfacing of existing roadways in older developments that are twenty plus years old.	2013-2017 (ongoing)	--	City Engineer; Consultants
T-1	Seek TE Funding to finance various transportation projects	2013-2017	--	City Planner; City Engineer
T-1	Conduct yearly traffic studies (counts and speeds) of all arterial and collector streets	2013-2017	\$2,000 annually	City Engineer; staff

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
PLANNING & DEVELOPMENT (P)				
P-1	Hire additional building/development inspector	As economy dictates	\$65,000 General Fund	Community Development Director
P-1	Hire additional planner	As economy dictates	\$50,000 General Fund	Community Development Director
P-2	Replace two trucks	2014-2017	\$40,000 General Fund	Community Development Director
P-3	Evaluate zoning ordinance annually and propose amendments to coincide with future trends and community needs	2013-2017 (Ongoing)	--	Community Development Director
P-3	Annually evaluate and propose amendments to the development regulations to coincide with future trends and community needs	2013-2017 (Ongoing)	--	Community Development Director; City Engineer; staff
P-4	Evaluate the needs and implement strategy to service newly annexed areas	2013-2017 (Ongoing)	--	City Manager; Department Heads
P-4	Update Census information, data, & TIGER Maps, as requested	2013-2017 (Ongoing)	--	City Planner; staff

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
PUBLIC SAFETY (PS)				
PS-1	Add 5-6+ police officers and equip, based on growth	2013-2017 (Ongoing)	\$500,000 General Fund	Police Chief
PS-2	Add police cars with additional officers	2013-2017 (Ongoing)	\$180,000 General Fund	Police Chief
PS-2	Add Software to the City Website for Citizens to complete reports	2014-2015	Unknown General Fund	Police Chief
PS-2	Update all radio equipment in all police cars	2013-2017	Unknown General Fund	Police Chief
PS-2	Add Off-Road vehicle for patrol of parks and trails	2013-2015	\$20,000 General Fund	Police Chief
PS-2	Add 1 Motorcycle for Patrol-Traffic enforcement	2014-2015	\$25,000 General Fund	Police Chief
PS-1	Add 1 Civilian Staff as a Secretary/ Clerk	2015-2017	\$40,000 General Fund	Police Chief
PS-3	Evaluate annually pay levels of surrounding agencies to remain competitive and secure current staffing levels and recruit qualified candidates	2013-2017 (Ongoing)	--	Police Chief
PS-3	Evaluate annually types of incentives, i.e. compensation for employees with advanced/formal education, shift differential, advanced management certifications, lateral entry, and specialized positions.	2013-2017 (Ongoing)	--	Police Chief
PS-3	Create a Career Advancement Program with incentives	2013-2017 (Ongoing)	--	Police Chief
PS-2, 3	Police Foundation Partnership program to enhance equipment and training opportunities.	2013-2017 (Ongoing)	--	Police Chief

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
TECHNOLOGY (TN)				
TN-1	Create and maintain a digital archive of City records (plats, construction plans, building plans, tax bills, bonds, etc.)	2013-2017 (Ongoing)	\$25,000	Community Development Dir.
TN-1, 2, 3	Purchase/Implement government management software package for all departments	2013-2015	Unknown	City Manager; staff
TN-2, 3	Coordinate with Cherokee County to provide access to City GIS data to the public on the web using a "GIS Portal" type program	2013-2015	Unknown	Community Development Dir.
TN-2	Have GIS viewing, querying, and analysis capabilities in each department-to be coordinated with above item.	2013-2015	Unknown	Community Development Dir.
TN-2	Continue to share GIS database with Cherokee County and the Cities of Woodstock and Canton	2013-2015	Unknown	Community Development Dir.
TN-3	Evaluate annually the community informational needs to enhance City Website, i.e. adding more information, making more user friendly	2013-2017	--	City Manager; staff
TN-3	Develop City Website into an E-Government full service interactive site	2015-2017	Unknown	City Manager; staff

**A RESOLUTION OF THE
CITY OF HOLLY SPRINGS MAYOR AND CITY COUNCIL
AUTHORIZING THE ADOPTION
OF THE UPDATE TO THE
SHORT TERM WORK PROGRAM (2013-2017)
PURSUANT TO STATE OF GEORGIA
LOCAL PLANNING REQUIREMENTS CHAPTER 110-12-1-.08**

WHEREAS, a comprehensive plan is required for municipalities and counties in the State of Georgia in order to maintain their Qualified Local Government Status; and

WHEREAS, one of the requirements in the comprehensive planning process under Rules of the Georgia Department of Community Affairs, Chapter 110-12-1, is to complete a 5 year update to the Short Term Work Program; and

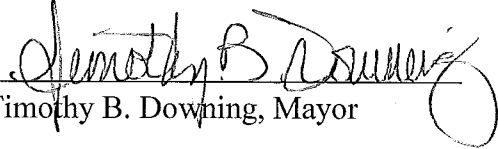
WHEREAS, the City of Holly Springs, Georgia, approved the transmittal of the updated Short Term Work Program (2013-2017) to the Atlanta Regional Commission for review; and

WHEREAS, the Atlanta Regional Commission after review has determined that the submittal is in compliance with the Minimum Standards and Procedures for Local Comprehensive Planning; and

NOW, THEREFORE, IT IS HEREBY RESOLVED by the Mayor and City Council of the City of Holly Springs, Georgia, that the update to the Short Term Work Program (2013-2017), is hereby adopted and shall be submitted as the final approved document to the Atlanta Regional Commission pursuant to the Rules of the Georgia Department of Community Affairs; and


This Resolution adopted this 16th day of December, 2013.

CITY OF HOLLY SPRINGS



Timothy B. Downing, Mayor

Attest:



Karen Norred, City Clerk
(Seal)