

2012-2017 Short Term Work Program (STWP) & Annual Work Program Updates

Project Number	Description	Comments by Leader/Division, Implementation Strategy	NOTES
		Bob Hughes, Economic Development	
ED 01	Initiate S.W.O.T. Analysis of Madison and Morgan County as it relates to industrial recruitment and tourism development.	COMPLETED.	
ED 02	Research the potential for City/ County re-designation of I1, I2, and/or C5 properties as it relates to industrial recruitment incentives and taxation.	COMPLETED.	
ED 03	Examine the potential for public-private partnership, utility relocation, and other site-related activities for a speculative building on the county property for industrial purposes.	COMPLETED.	
ED 04	Update Community Assessment for economic development.	POSTPONED. Postponed until supplemental funding can be procured.	
ED 05	Assess the potential to develop a viable rail site for Madison and Morgan County industrial development.	COMPLETED: 2016 Only site identified is in County.	
ED 27	Explore value added tax abatement for speculative buildings and/or infrastructure improvements via state legislation.	COMPLETED.	
ED 28	Create brochure for new businesses, guiding them through due diligence for opening/expanding.	POSTPONED. Postponed until supplemental funding can be procured.	
ED 29	Establish and provide mentoring assistance for new businesses.	COMPLETED. Note - After program establishment, ongoing items are not listed in the STWP.	

2012-2017 Report of Accomplishments
 City of Madison, Georgia

Ellen Ianelli, Convention & Visitors Bureau	
ED 06	Develop more extensive technology platform to further extend reach and impact to potential visitors through new mediums.
ED 07	Explore hosting a Marketing Seminar such as (Maximum Contact/SBDC) for the inclusion of Chamber Community Members to assist us in maximizing our marketing efforts.
ED 08	Explore cooperative upgrade of Architectural Walking Tour, specifically print and mobile application development.
ED 09	Research the feasibility of marketing tourism products - such as brochures, guides and other such products - in the Welcome Center.
ED 30	Hold social workshop for Chamber for Commerce members in conjunction with GEDCe.
ED 31	Work with City/County Officials to establish improved filming parameters policy.
ED 32	Develop tourism literature to promote the regional (7-county) bicycle trail being developed by the Antebellum Trail Association.
ED 33	Create a Visitor Guide Mobile App and create a Visitor Guide Book.
ED 34	Host Social Media workshops quarterly, assisting hospitality outreach and increasing home grown tourism and local consumerism.
	COMPLETED.
	COMPLETED. Chamber/MainStreet item. <i>Note - Similar items to be relocated to MainStreet.</i>
	COMPLETED.
	COMPLETED.
	COMPLETED. Chamber item. <i>Note - Similar items to be relocated to Chamber.</i>
	COMPLETED: 2016 Development of local filming fee schedule drafted and adopted.
	COMPLETED.
	COMPLETED.
	COMPLETED.

2012-2017 Report of Accomplishments
City of Madison, Georgia

Project Number	Description	NOTES Comments by Leader/Division, Implementation Strategy
ED 10	Install and update community entrance signage (HWY 441 N & S).	COMPLETED: 2016 Both oversized community gateway directional signage installed. Ann Huff, Special Projects & Main Street
ED 11	Promote city's natural resources (e.g. historic gardens, trails, scented garden, sustainable garden containers) as a tourism product.	ABANDONED. <i>Note - Previously noted as completed as scented garden refurbished and flower boxes featured; however, overall marketing effort deleted.</i>
ED 12	Bring specialized training opportunities to the Downtown business community.	COMPLETED: 2016 Three trainings: 1 w/CVB (hospitality training), 1 w/Chamber for downtown merchants (generational marketing), 1 w/DDA for real estate professionals and property owners. <i>Note - After program establishment, sans a specific push ongoing items are not</i>
ED 13	Explore designation of Downtown as an Antiques, Cultural Arts, and Entertainment District.	COMPLETED: 2017 Arts & Entertainment Overlay Supplemental alcohol service parameters adopted.
ED 14	Acquire the Madison Town Park Event Facility from the DDA.	COMPLETED.
ED 15	Develop special event programming for Downtown's outdoor event facility – Town Park.	COMPLETED.
ED 16	Initiate new niche marketing efforts for Downtown - special event rentals and co-operative effort as Madison as a wedding destination.	COMPLETED.
ED 17	Explore public-private partnership for shopping/tourism shuttle for Downtown.	COMPLETED.
ED 35	Initiate campaign to improve coordination and communication in and between Downtown merchants via MS Advisory Board, social media tools, and website development.	COMPLETED.
ED 36	Identify new refuse container for sidewalk recycling for Downtown sidewalk cafes.	COMPLETED: 2017 Sidewalk cafes refuse & recycling cans installed. <i>NEXT - Five year phased installation to address remaining single cans (@\$12,000 per annum).</i>
ED 37	Explore cross-marketing and advertising for Downtown Madison with two proposed county tourism sites (441S & 83S).	POSTPONED: 2017 Postponed until supplemental funding can be procured. <i>NEXT - Support CVB request for 2% Hotel/Motel for destination cross-marketing and other supplemental marketing.</i>

Project Number	Description	NOTES	
		Comments by Leader/Division, Implementation Strategy	Monica Callahan, Community Development
ED 18	Develop parking strategy, including short-, mid-, and long-term planning options for DDA.	COMPLETED.	
ED 19	Facilitate funding and support the Façade Grant Program matching façade improvement funds to downtown businesses in the DDA.	COMPLETED. <i>Note - After program review and update, ongoing items are not listed in the STWP.</i>	
ED 20	Work with Main Street to fulfill their request to fund, purchase, and install bike racks and pet amenities throughout the DDA.	COMPLETED.	
ED 21	Request and repurpose surplus properties – W. Washington, N. Second Street, and College Street – within the DDA and DURA.	COMPLETED.	
ED 22	Explore partnerships and initiate renewal programs in the DURA to develop a Revitalization Area Strategy in order to obtain preferred grant status.	COMPLETED.	
ED 23	Outline and formalize the accelerated zoning process for redevelopment within the DURA.	ABANDONED.	
ED 24	Amend the URP to include Overall Plan & Build Out Maps for all remaining areas of the DURA, completing design charrettes or workshops as necessary for neighborhood commercial areas.	COMPLETED: 2017 Concept plans for new park, transportation, and housing options prepared. NEXT – Prepare 5 year update with Build Out maps – post-Comp Plan in tandem with any proposed URPs.	
ED 25	Seek intergovernmental agreement, partnerships, and grants to implement prioritized revitalization	COMPLETED.	
ED 26	Identify opportunities to utilize the slum and blight tool of DCA – the Redevelopment Fund – and to use the grant/loan option to garner a local revolving fund for local businesses.	COMPLETED.	
ED 38	Redevelop the Gilmore House property to remove slum and blight and invest in smaller-scale revitalization of the Canaan Historic Neighborhood.	COMPLETED: 2016 Complete and fully occupied; community room in use as rental.	
ED 39	Relocate and stabilize the Central of Ga depot as a catalyst project in W. Washington St. Gateway.	COMPLETED.	
ED 40	Explore use and draft proposal for pilot Transfer of Development Rights (TDR) program.	COMPLETED.	

Project Number	Description	NOTES Comments by Leader/Division, Implementation Strategy
ED 41	Engage in property management and prepare redevelopment proposals for BoomTown Block.	COMPLETED: 2016 Sold building to investor and assisted with historic designation and tax credit applications; future parking partnership facilitation.
ED 42	Rehabilitate and repurpose the Central of Ga depot with Public Boardwalk as a catalyst project in the W. Washington St. Gateway.	COMPLETED: 2016 Completed PHASE I: exterior restoration and fundraising for Phase II initiated. <i>NEXT – Insure PHASE II: interior rehabilitation seeks funding sources and protects historic interior of freight room.</i>
ED 43	Address stormwater, transportation, and connectivity in the W. Washington St. Gateway.	COMPLETED: 2017 Planning and engineering phase complete. GEFA funding and IGA between City-DDA to finance \$2.0M project. <i>NEXT – Remediation first; scope unknown as yet. Then, schedule procurement, cost engineer, and construct stormwater facility.</i>
ED 44	Prepare RFP for future residential housing opportunities – affordable, senior, and continuum of care options.	COMPLETED: 2016 Standardized RFP drafted. <i>NEXT – Finalize assembly and secure secondary site for new housing opportunities in the DURA.</i>
ED 45	Seek business operator and funding for construction of the Canaan Corner Store.	COMPLETED: 2017 Construction nearing finish line and local entrepreneur begins tenancy in Spring 2017.
ED 46	Establish parking and finish last business incubator unit at the Gilmore Property.	COMPLETED: 2017 USDA grant applied for and received to construct parking lot for several businesses and community room upgrades. <i>NEXT – Schedule procurement and construction.</i>
ED 47	Facilitate demolition of unfit building and donation of property to contribute to redevelopment objectives for N. Main Street Neighborhood.	COMPLETED: 2017 Requisite acquisition of empty residences for demolition(s) finished. Two elective residences beyond budget. <i>NEXT – For plan implementation, final desired (but not requisite) is a historic residence for rehabilitation objectives.</i>
ED 48	Complete environmental remediation, cleanup, and pre-development activities to create marketable lots on N. Second Street (W/RII & III).	IN PROGRESS: 2017 Remediation for on-site, above-ground storage tanks commenced - well(s) drilled and EPD reports. 2018 Testing ongoing. <i>Note – Indications are this will be an ongoing item.</i>

Project Number	Description	Comments by Leader/Division, Implementation Strategy	NOTES
NC 01	Acquire and protect large areas of undeveloped land to protect environmentally sensitive resources (riparian areas, tree canopy, wildlife habitat) and to conserve significant greenspace and open space.	COMPLETED: 2016 Use of new SPLOST funds has been prioritized and in progress. 2017 Full allocation of funds has been allotted, though not fully expended to date; leverage report pending. <i>NEXT – New items to be added to future STWP for new allocations if next SPLOST passes.</i>	Mollie Bogle, Greenspace Conservation
NC 02	Revise existing regulations to prevent clear-cutting prior to development and require the retention of certain types and/or quantities of trees and specify appropriate canopy levels of either existing or planned trees at the completion of the project.	IN PROGRESS: 2016 Consultant or additional volunteer time needed for completion. 2017 Draft revisited by committee and is not likely to be completed by end of FY16-17. <i>NEXT – Item to be transferred to STWP 2017-2022.</i>	
NC 03	Establish a passive park and trails plan, to insure all residential areas enjoy an established minimum level of service and to provide connectivity of such.	POSTPONED: 2014 Part I (Spine w/ Trailhead) of plan completed. 2015 Part II in committee work, in tandem with City-County Bike-Ped Plan; draft completed. 2016 No further progress. 2017 Postponed while project specific work draws focus. <i>NEXT – Item to be added to future STWP.</i>	
NC 04	Identify and acquire a 5-acre neighborhood park in one of the two underserved areas - District 1&4.	COMPLETED: 2015 Lot 1 (of 3) acquired. 2016 Lot 2 (of 3) acquired. 2017 Successive attempt to acquire Lot 3 (of 3) have been fruitless; moving on with Plan B approach. <i>NEXT - District 4 park is a 10 YR objective, not a 5 year work item and is no longer include with this work item.</i>	
NC 05	Install park amenities in in existing neighborhood park – Gilbert Park (formerly Washington Park).	COMPLETED: 2016 Parking to be shared by park and storm shelter installed with gravel for interim use.	
NC 06 {CIE-04}	Acquire and develop first tot lot, a small playground park for safe play for children 6 and under.	IN PROGRESS: 2015 Lot acquired on Whitehall Street (\$6,500 SPLOSTpe1). 2016 POSTPONED . Postponed for availability of funds; Impact Fee funds no longer available for leverage. 2017 Equipment money in hand; lot development fundraising planned. <i>NEXT – Item to be transferred to STWP 2017-2022.</i>	
NC 07 {CIE-03}	Develop one component of the trail system, identified to promote community health through passive recreation (too general as crafted by public input; modified to be project specific).	IN PROGRESS: 2016 POSTPONED . Postponed availability of funds; Impact Fee funds no longer available for leverage; grant funding in progress. 2017 Planning and design started. <i>NEXT – Item to be transferred to STWP 2017-2022.</i>	
NC 15	Establish a Transferable Development Rights (TDR) ordinance, program, and land bank to allow for greenspace conservation.	COMPLETED. <i>Note - Previously in Land Use items.</i>	
NC 16	Acquire land for one component of the trail system, identified to promote community health through passive recreation.	COMPLETED.	

2012-2017 Report of Accomplishments
City of Madison, Georgia

Project Number	Description	Comments by Leader/Division, Implementation Strategy
NC 17	Pursue funding and acquire and protect large areas of undeveloped land to protect environmentally sensitive resources (riparian areas, tree canopy, wildlife habitat) and to conserve significant greenspace and open space.	NOTES COMPLETED: 2016 Some acquisition and gifts of property. 2017 SPLOST funding passed for \$700,000 for greenspace leverage; \$400,000 acquisition funds \$300,000 improvement funds. NEXT – Update <i>Greenprint assets and Greenspace Acquisition policy</i> .
NC 18	Develop N. Main Park, including all neighborhood park basics (cleanup, signage, picnic area, etc.).	IN PROGRESS: 2017 Concept Plan finished and engineering budgeted for FY 18-19. NEXT – Item to be transferred to <i>STWP 2017-2022</i> .
NC 19	Develop Trailhead at the Central of Georgia Depot.	IN PROGRESS: 2017 Phase I completed – exterior renovation. Partner engaged in fundraising. NEXT – Item to be transferred to <i>STWP 2017-2022</i> .
NC 20	Acquisition for trail system, identified to promote community health through passive recreation.	IN PROGRESS: 2017 Identification of “model mile” complete and conceptual plan complete. Acquisition discussion begun with five landholders. NEXT – Item to be transferred to <i>STWP 2017-2022</i> .
NC 21	Evaluate the TDR program for citywide benefits.	COMPLETED.
Ken Kocher, Design Services - Historic Preservation, Corridor Management, Sign Coordination, Public Arts		
NC 08	Implement new designs for gateways (441 intersection corners).	COMPLETED.
NC 09	Update regulations to continue to address sign clutter and protect scenic viewsheds and community character.	IN PROGRESS: 2017 Interim sign revisions for individual sections underway; delayed by Comp Plan rewrites and staff reallocation to Building Office duties; pending additional rewrites. NEXT – Item to be added to <i>future STWP</i> .
NC 10	Identify and gain designation for significant historic properties or areas in Madison that are outside of the current historic district boundaries.	COMPLETED: 2015-2016 Mid-century resources in district re-evaluated. 2017 Historic windshield survey conducted for mid-century resources beyond district boundaries to determine resources, costs, and future surveys.
NC 11	Identify and access significance of mid-century modern resources – downtown, district, beyond.	COMPLETED.
NC 12	Partner with cultural and historic entities, school system, Main Street, etc. to initiate public awareness campaign and local heritage education.	COMPLETED: 2016 Determine range of agencies and activities to be considered. 2017 Three (3) projects/activities planned per annum (MCHS, MCLS, Cultural Center, MCAAM, and others HMIMF, etc.). <i>Note - After annual calendar establishment, ongoing items are not listed in the STWP.</i>

Project Number	Description	Comments by Leader/Division, Implementation Strategy
NC 22	Identify potential landmark properties, framework for their designation, and potential benefits for the TDR Ordinance.	COMPLETED: 2016 Rules of procedure for “Landmark Registration” adopted. 2017 Historic properties identified/not identified in Greenprint to be re-evaluated utilizing criteria and GreenPrint opportunities updated
NC 23	Identify alternative development standards and potential community benefits for rural heritage/scenic preservation and eco-tourism friendly development parameters (83 Interchange).	IN PROGRESS: 2017 Rural-friendly zoning research in progress as well as eco-oriented development standards. NEXT – Item to be transferred to STWP 2017-2022.
NC 13	Analyze and implement alternative vegetative buffer around the perimeter of the cemeteries.	COMPLETED. Bynce Jaeck, Cemetery Stewardship
NC 14	Identify and plan as necessary future expansion areas for cemetery.	COMPLETED: 2016 Cemetery Expansion Master Plan finalized and approved; Budgeted for geo-tech survey for FY17-18. NEXT – Request budget for engineering and construction documents.
NC 24	Update heritage literature for the cemetery and outdoor sculpture.	IN PROGRESS: 2016 Literature revised and distributed; research regarding history and artisans continued. 2017 Cemetery heritage website created for history and future obituary project. NEXT – Item to be transferred to STWP 2017-2022.
NC 25	Install new perimeter fence on Kolb Street.	COMPLETED: 2016 Completed last leg and trimmed up trees the rest of the way to the railroad until future funding for additional fencing secured.
NC 26	Repair tree root damage for vehicular access from Central Ave Gate to CSX Railroad.	IN PROGRESS: 2017 Some root mitigation completed; root removal and repaving project for Central Avenue possible by end of FY 16-17. 2018 Completed.
NC 27	Install removable bollards in Old Cemetery and New Cemetery to forestall additional vehicular damage.	COMPLETED: 2017 Installed in New Cemetery; Old Cemetery bollards are postponed for reconsideration.
NC 28	Identify funding sources for headstone maintenance; sponsor fundraiser and request city matching allocation (proposed Biennial program).	COMPLETED: 2017 Fundraiser success and matching funds budgeted; grant with Colonial Dames; focus Old Cemetery repairs.

2012-2017 Report of Accomplishments
 City of Madison, Georgia

Project Number	Description	NOTES Comments by Leader/Division, Implementation Strategy
		Rusty Johnson, Utility Infrastructure & Distribution
CF 01	Extend/improve water service in County and municipalities to ensure adequate fire flows to meet fire-fighting needs.	COMPLETED. Note - After service strategy review and update, ongoing items are not listed in the STWP.
CF 02	Review service delivery boundaries for water and wastewater service established under HB 489.	IN PROGRESS: 2017 Extension applied for and negotiation in underway with County. 2018 Status - COMPLETED.
CF 03	Complete feasibility examination to extend gas service in surrounding vicinity in a similar manner to current southeastern extensions.	COMPLETED: 2016 PROGRESS. Extended, Mission Rd area. 2017 PROGRESS. Extended, 2mi, HWY278 toward Greensboro. Note - After service strategy review and update, ongoing items are not listed in the STWP.
CF 04	Upgrade the low pressure distribution system within the city from 40 psi to 50 psi to better provide existing and future customers.	COMPLETED.
CF 05	Phase in radio read technology for water and gas meters.	COMPLETED. 2013 STARTED. 2014 PROGRESS. 2015 PROGRESS. 2016 PROGRESS. Multi-year phased project, anticipated to take another 36 months. 2017 PROGRESS. 50% complete with water and gas meters. 2018 BUDGETED. Hiring vendor for 100% completion of water and gas by end of FY 18-19.
CF 21	Expand 16" main from Mary Magnum to Bethany Road.	NOT STARTED: 2017 NOT STARTED. 5YR objective; funds and other priorities have prevented to date. 2017 NOT STARTED. Same comment. 2018 NOT STARTED. Same comment. NEXT – Item to be added to future STWP.
CF 22	Relocate mains on state and county roads.	COMPLETED. Note - After service strategy review and update, ongoing items are not listed in the STWP.
CF 23	Relocate sewer in Beacon Heights area.	IN PROGRESS: 2016 BUDGETED. To be completed in FY 16-17. 2017 NOT STARTED. Same comment. 2018 BUDGETED. To be completed in FY 18-19.

Wayne Ghann, Utility Facility Management	
CF 24	Convert Northside Wastewater Treatment facility to a pump station. IN PROGRESS: 2016 STARTED. Conversion of facility underway with anticipated FY 16-17 completion. 2017 STARTED. Construction still in progress. 2018 COMPLETED. Placed into service Spring 2018.
CF 25	Add a de-chlorinator. COMPLETED.
CF 26	Add a rotary press sludge disposal (Southside Wastewater Treatment Plant and Northside Wastewater Treatment Plant). COMPLETED.
CF 27	Add SCADA system for Lions Club Water Tower & Chlorine analyzer. COMPLETED.
CF 28	Install V- Notch Flow Channel w/ transmitter – Indian Creek Water Reclamation Facility. IN PROGRESS: 2015 STARTED. 2016 PROGRESS. Alternative engineering in progress to consider repairs at 10% of anticipated cost. 2018 BUDGETED. Installation to be completed prior to end of FY18-19 (\$45,000).
CF 29	Re-Valve, insulate & heat trace filter air system and trace water piping – ICWRF. COMPLETED.
CF 30	Upgrade SCADA for remaining facilities: Phase-in SCADA upgrade for all wastewater lift stations (6 total: High School, CR Bard, 4 th St, Northside, Bi-Lo, Municipal Bldg/"New" Barn). IN PROGRESS: 2017 BUDGETED. 2018 STARTED. Installation to be completed prior to end of FY18-19 (\$75,000).
CF 31	Installation of Sludge Press at South Side Waste Water Treatment Plant. COMPLETED.
CF 32	Complete SCADA system for all two Water Towers (Woodcraft and Co-Op) (5 total: see CF #26), upgrading 3 existing SCADA and including MR system. Co-Op/S.Main, Flat Rock, Woodcraft/GP). IN PROGRESS: 2016 COMPLETED. Installed at Woodcraft and Co-Op. 2017 BUDGETED. 2018 STARTED. Installation to be completed prior to end of FY18-19 (\$160,000).
CF 33	Rehabilitate booster pump at Georgia Pacific. IN PROGRESS: 2017 BUDGETED. 2018 COMPLETED. Spring 2018.
CF 34	Add SCADA system for Water Tower (College Dr) and add chlorine analyzer and construct building (College Dr Water Tower). 2017 COMPLETED.
CF 35	Replace lift station at High School. IN PROGRESS: 2017 BUDGETED. 2018 Status - COMPLETED.

Project Number	Description	NOTES
	Erin Tewksbury, Public Works - Street, Sidewalks, Sanitation Services, Facility & Grounds Maintenance	Comments by Leader/Division, Implementation Strategy
CF 06	Explore disposal options for municipal solid waste other than landfills.	COMPLETED.
CF 07	Install 2-3 additional neighborhood traffic calming devices on streets with 35 mph or lower.	IN PROGRESS: 2016 NOT STARTED. Have yet to adopt developed policy and number per year; list specific projects per annum to include. 2017 STARTED. Whitehall, Acadmey and Larkmartin complete. <i>NEXT – Add every other year specific list of item only.</i>
CF 08	Install 2-3 speed comparison signs on arterial roads through residential and high-pedestrian areas where the speed limit is 35 mph or lower (N. Main, S. Main, W. Washington/Wellington).	IN PROGRESS: 2016 NOT STARTED. Waiting for DOT response. 2017 STARTED. Using funds to install others on local streets while awaiting action from DOT. <i>NEXT – Item to be added to future STWP.</i>
CF 09	Install infill sidewalks and address accessibility in a comprehensive and continuous fashion, with a 5yr plan for sidewalk compliance with ADA.	IN PROGRESS: 2016 PROGRESS. Infill projects permitted (441N Interchange and Beacon Heights) to be budgeted in FY 16-17. 2017 PROGRESS. 441N Interchange and Beacon Heights completed. <i>NEXT – Add every other year specific list of item only. 2018 PROGRESS. Secured annual line item addition to budget of \$50,000 dedicated to sidewalks.</i>
CF 10	Determine feasibility of restoration/reconstruction of only city bridge crossing the railroad tracks.	IN PROGRESS: 2017 NOT STARTED. Utility lines have been removed; Norfolk-Southern is owner and have relationship with short line tenant. 2018 STARTED. <i>Feasibility study completed and contact initiated; cost estimated in progress and anticipated prior to end of FY18-19.</i>
CF 36 {CF-02}	Make improvements to the US 278, SR 24 SPUR & US 441 intersection .	ABANDONED: 2016 Postponed for GDOT action and availability of funds; impact Fee funds no longer available for leverage.
CF 37	Add a hook lift hoist.	COMPLETED.

Project Number	Description	NOTES	
		Comments by Leader/Division	Implementation Strategy
		Bill Ashburn, Public Safety – Police	
CF 11	Complete Phase II of the Public Safety Building (Wellington Building) for new facilities for the Police Department and Municipal Court Office.	COMPLETED.	
CF 12	Add defibrillators to all police cars strategic public locations and some police cars.	COMPLETED.	
CF 13	Introduce taser technology as a non-lethal option for law enforcement.	COMPLETED.	
CF 14	Complete Phase III of the Public Safety Building (Wellington Building) for final facilities for Police and Fire departments.	COMPLETED.	
CF 38	Add a new position in lieu of an Assistant Chief.	COMPLETED.	
CF 39	Add car to fleet, through retention of a car instead of sending to surplus.	COMPLETED.	
CF 40	Add anonymous tip line to the city website.	COMPLETED.	
CF 41	Establish a combined training program for all City and municipal law enforcement and emergency response agencies.	COMPLETED.	
CF 42	Purchase body cameras for uniform division.	POSTPONED: 2016 POSTPONED. Technology considerations. 2016 POSTPONED. Concerns about data storage to be addressed. 2017 NOT STARTED. 2018 Status - COMPLETED.	
CF 43	Equipment all sworn police vehicles with a rifle.	COMPLETED: 2016 NOT STARTED. 2017 COMPLETED.	
CF 44	Purchase 15 sets of armor plate sets, utilizing 50% grant funding.	IN PROGRESS: 2017 STARTED. Grant application and award. 2018 Status - COMPLETED.	
CF 45	Purchase code enforcement vehicle.	IN PROGRESS: 2017 BUDGETED. 2018 Status - COMPLETED.	

2012-2017 Report of Accomplishments
 City of Madison, Georgia

Tim Carter, Public Safety – Fire Gene Port – Fire Marshal Services	
CF 15	Make the part-time firefighter position into a full-time position, becoming the Training Officer and Assistant Inspector. COMPLETED.
CF 16	Acquire needed equipment to staff a Rapid Entry Team (RET) at all the structural fires to improve the safety of firefighters. COMPLETED.
CF 17	Explore potential and options for possible reduction of ISO rating by one category. COMPLETED.
CF 46	Complete feasibility study for a second Madison fire station in the southern part of the City. COMPLETED: 2018 UPDATE. Station 2 construction for ladder truck and special operations equipment completed.
CF 47	Investigate the possibility of establishing a separate full time Fire Marshal position. ABANDONED.
CF 48	Explore adoption of reimbursement program to enable volunteers to take extended length classes, especially the public safety departments. ABANDONED.
CF 49	Explore cooperative effort with County to Acquire, store, and staff an aerial device. COMPLETED: 2012 ABANDONED. [REPRISE] 2016 City-initiated acquisition of ladder truck.
CF 50	Add a thermal imager to the equipment roster. COMPLETED.
CF 51	Explore potential and options for possible reduction of ISO rating by one category. COMPLETED.
CF 52	Add a thermal imager to the equipment roster. COMPLETED.
CF 53	Add part-time Firefighter to offset full-time position's non-firefighting work (Fire Marshal - annual business inspections, accelerated plan review, construction inspections, community education and awareness programs, etc.). ABANDONED.

Project Number	Description	NOTES Comments by Leader/Division, Implementation Strategy
		Sherry MacKean, Public Safety – Animal Control
CF 18*	Complete a disaster preparedness and evacuation plan for Madison’s animal population.	COMPLETED.
CF 19*	Offer additional public awareness programs (i.e. dog bite prevention class for school system).	COMPLETED.
CF 54	Establish public-private partnership to extend neutering into low-mod neighborhoods.	COMPLETED.
CF 55	Update Animal Control Disaster Plan.	COMPLETED.
		Philip Malcom, Public Safety – Code Enforcement

Project Number	Description	NOTES Comments by Leader/Division, Implementation Strategy
		Ken Kocher – Public Information
CF 56	Increase online services offered to the community via the website.	COMPLETED.
CF 57	Continue to utilize monthly newsletter and utility inserts to communicate and educate the public.	COMPLETED. Note - After review of current use and update, ongoing items are not listed in the STWP.
		Ashley Hawk – Public Records
CF 20*	Digitize all archival records of the Clerk’s Office.	POSTPONED. Clerk Position and duties being updated and divided. NEXT – Item to be transferred to STWP 2017-2022.
		Karen Stapp – Public Finances
CF 58	Refine installation of employee time-clock system for all employees.	COMPLETED.

Project Number	Description	NOTES Comments by Leader/Division, Implementation Strategy Bryce Jaeck, Housing Opportunity
HO 01	Formalize the organizational structure and purpose of Madison AHOC and encourage the ongoing development of high quality housing for households of all income brackets and ages, and those with special needs.	COMPLETED.
HO 02	Amend ordinances and regulations to provide incentives for an affordable housing component in all new developments – traditional single-family subdivisions, multi-family developments, and planned unit developments.	POSTPONED: NEXT - To be revisited post-data collection and analysis determining what “affordable” means locally. NEXT – item to be revisited in future STWP.
HO 03	Amend ordinances and regulations to ensure that multi-family development develops in pattern, manner, and pace that reflects the community’s sense of place and regional identity, respects the scale of traditional neighborhoods and established pace of development, and locates in areas of	COMPLETED.
HO 04	Strengthen ordinance and regulations to ensure that planned unit developments with housing options are allowed alternative mixtures and/or density of land use only in conjunction with preservation of significant natural or cultural resources and efficiency of energy, land, and services.	COMPLETED. TNDs removed and PDD site dimensions altered and “Shared Benefits Test” incorporated. Note - No directive yet to revisit succession of regressive zoning actions now impairing intent and purpose of flexible zoning tool – limiting mixture and/or density of land use, introducing unprecedented buffers, banning SF housing alternatives in historic areas, increasing procedural requirements, and housing price point concerns for stock less than \$350,000.
HO 05	Research and develop plan/program for the construction and/or renovation of identified low- and moderate-income housing options, focusing on Areas of Disinvestment (PHASE I-DURA):	IN PROGRESS: Adoption of first URA, incorporating two Areas of Disinvestment. Construction: Formation of private sector partnerships – (1) Habitat – affordable SF, (2) Parallel Housing/WODA – affordable MF (seniors). Renovation: Receipt of first housing grant funds (CHIP; \$306,000) (CDBG; \$500,000). 2018 CHIP complete; CDBG completion anticipated by end of FY18-19.
HO 06	Amend ordinance and regulations to ensure that traditional subdivisions with more than 25 units must seek review to insure adequacy of connectivity, greenspace, and infrastructure.	POSTPONED: Postponed due to potential legal exposure and additional zoning work load; awaiting resolution to schedule policy updates. 2018 Legal action remains.
HO 07	Complete field inventory to collect reliable and comprehensive data on the state of housing.	COMPLETED: Citywide inventory complete; baseline for comprehensive housing policy and code enforcement.
HO 08	Complete residential study, augmented with household, economic, public safety, recreation, etc.	COMPLETED: Provided housing data for Comp Plan.
HO 09	Formalize housing team and apply for Georgia Initiative for Community Housing to educate local housing leadership.	COMPLETED: 2017 Successful completion of program.

Project Number	Description	NOTES Comments by Leader/Division, Implementation Strategy
HO 10	Hold a series of housing workshops prior to next GICH Retreat to educate local housing leadership.	COMPLETED: 2017 Workshops aided networking and establishing partnerships with housing-related agencies.
HO 11	Develop methodology and strategy for identifying and addressing scope of heirs property in DURA.	IN PROGRESS: 2017 Test cases are in progress in tandem with housing grants to determine range of issues and potential solutions; HOC currently facilitates will workshops for pro bono legal assistance. 2018 Strategy to be drafted by end FY18-19.
HO 12	Devise “Age-in-Place” brand with strategies to incentivize conversion and/or construction of aging-friendly housing.	IN PROGRESS: 2017 Fact sheets in progress with new policy research for 2018. 2018 Strategy to be drafted by
HO 13	Actively pursue homelessness data, investigate anecdotal reports, interview service providers, and prepare fact sheet.	IN PROGRESS: 2017 In progress with fact sheets in progress and to be completed by end FY18-19. 2018 Field investigation annual inspections and upon request.

Project Number	Description	NOTES Comments by Leader/Division, Implementation Strategy
	Monica Callahan, Comprehensive Planning Mollie Bogle,	Comments by Leader/Division, Implementation Strategy
LU 01	In conjunction with the County, develop existing regulations and ordinances to establish an area adjacent to Madison's limits [aka: Service Delivery Area, Halo Area, Greater Madison Area, Transitional Area, Census Tract Area] with shared zoning, design, and service agreements for mutual benefit.	ABANDONED. Completed independently by County. <i>NEXT - Add an independent growth study for transitional area.</i>
LU 02	In conjunction with the County, review and where appropriate strengthen codes and ordinances related to construction and design (design guidelines) in order to preserve the high quality and integrity of the built environment.	POSTPONED. Postponed due to Building Office and Planning & Zoning additional work load. <i>NEXT - Item to be revisited in future STWP.</i>
LU 03	Revise ordinances to require buffering or transitional spaces between adjacent higher and lower intensity land uses.	POSTPONED. Postponed due to potential legal exposure and additional zoning work load; awaiting resolution to schedule policy updates. 2018 Legal action remains.
LU 04	Improve negative stormwater conditions in at least one low-moderate income neighborhood.	COMPLETED. 2013 stormwater installation completed in Canaan Historic Neighborhood.
LU 05	Review and amend as necessary ordinances to prevent the filling, obstruction or destruction of natural drainage areas.	POSTPONED. Postponed due to Building Office and Planning & Zoning additional work load. <i>NEXT - Item to be revisited in future STWP.</i>
LU 06	Revise regulations and ordinances to require that all new developments manage storm water runoff so that they hold the first inch of rainfall on site, runoff at build-out is not greater than that prior to development, and contaminants are not introduced into water bodies.	POSTPONED. Postponed due to Building Office and Planning & Zoning additional work load. <i>NEXT - Item to be revisited in future STWP.</i>
LU 07	Revise regulations and ordinances to establish parking design standards and appropriate limits on the number of spaces.	POSTPONED. Postponed due to Building Office and Planning & Zoning additional work load. <i>NEXT - Item to be revisited in future STWP.</i>
LU 08	Implement the <i>Major Thoroughfare Plan (2007)</i> with consideration given to the <i>East Georgia Multi-County Transportation Plan (2007)</i> to address transportation and traffic-calming issues in a comprehensive and community-oriented manner.	NOT STARTED. Implementation requires City Manager and Street Department buy in and scheduling. <i>NEXT - 5YR Update.</i>
LU 09	Revise regulations and ordinances to incentivize and require as necessary those aspects of transportation planning necessary to promulgate a distributed road network (grid system) as identified in the thoroughfare plan.	POSTPONED. Postponed due to Building Office and Planning & Zoning additional work load. <i>NEXT - Item to be revisited in future STWP.</i>
LU 10	Revise regulations and ordinances to limit the number of access points and curb cuts on major thoroughfares arterials, and major collector roads by requiring new developments provide for shared driveways, larger frontages, frontage roads and other appropriate means in order to maintain efficient traffic flow on the roadways.	POSTPONED. Postponed due to potential legal exposure and additional zoning work load; awaiting resolution to schedule policy updates. 2018 Legal action remains.

2012-2017 Report of Accomplishments
City of Madison, Georgia

Project Number	Description	NOTES Comments by Leader/Division, Implementation Strategy
LU 11	Implement the <i>Green Print (2003)</i> and the <i>Green Print Addendum (2008)</i> plan as guide for a comprehensive environmental protection program, in amendments to the Land Use Plan and as a factor in analyzing environmental impacts.	COMPLETED. Utilized as a baseline planning tool for several projects, policy, processes – Trails Projects, TDR Policy, Greenspace Acquisition Policy, Zoning Reports, etc. <i>NEXT – Integrate hydrology and update assets and opportunities.</i>
LU 12	Revise environmental ordinances to provide additional protection for wetlands (zero wetlands loss), riparian, and groundwater recharge areas.	IN PROGRESS: 2016 Flood damage ordinance updated. 2017 Alternative compliance measures requisite to balance more stringent policies in progress and to be completed FY18-19.
LU 13	Develop implementation plan for the use of innovative land conservation tools and funding sources for greenspace protection.	COMPLETED. Adopted by Council; piloted by DDA; adopted policy expansion for citywide use.
LU 14	Establish a permanent city policy for the perpetual management and protection of land set aside for conservation.	COMPLETED. Establishment of land bank and/or land trust considered as well as developing partnership/tools with existing agencies.
LU 15	Initiate a lot build out analysis to determine the number of existing buildable sites for residential and non-residential development in Madison.	COMPLETED. All developed lots (legal lot of record, road frontage, utility access) identified and mapped, also coded by valuation area. <i>NEXT – Focus upon undeveloped residential-zoned parcels.</i>
LU 16	Create an ADA compliance plan for the city.	COMPLETED. Adopted by Council as first ADA Plan with objectives and a program of work. <i>NEXT – 5YR Update.</i>
LU 17	Apply for PlanFirst Program, recognizing comprehensive planning and implementation.	COMPLETED. Three (3) year designation (1 of inaugural 10).
LU 18	Establish Madison’s first independent Planning & Zoning Commission and host legal training workshop for appointed and elected officials.	COMPLETED: 2016 New board appointed and trained; Planner I to staff and train new commission.
LU 19	Adopt mirror building codes/fees, contract labor for building official services, incorporate building tech, plan review, and permitting processes, and secure land disturbance issuing authority status.	COMPLETED: 2016 Planning Dept absorbed work load; SafeBuilt retained.
LU 20	Host public input process and prepare independent Comprehensive Plan (20YR vision; 5YR agenda).	COMPLETED: 2016 Yearlong public engagement performed. 2017 Analysis and draft (with 6-8 months hiatus) and full redraft. 2018 Presentation and supplemental public hearings.

* Numbers may differ slightly from Annual Reports to address duplication error(s).

Notes represent reports from 2016 interviews and 2017 updates. 2018 reports have been added in red. Grey indicates completed items reported and items contracted/anticipated to be completed within current FY 2018-2019.

2017-2022
Short Term Work Program

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
LEADERSHIP & VISION										
Public Administration										
WP.01-17	Finalize Service Delivery Strategy within the extension period with joint-jurisdictions.	X	-	-	-	-	Manager	N/A	N/A	
Public Records										
Public Finances										
Community Promotion										
WP.51-17	Heritage Tourism Grants Determine if Heritage Tourism grants should return to a reward-based program instead of a subsidy.	-	-	X	-	-	Special Projects	N/A	N/A	
WP.57-17	Marketing Budget Determine other revenue sources for funding if augmented marketing and/or event activity is desired.	X	X	-	-	-	Special Projects	\$30,000	H-M	
Community Outreach										
WP.03-17	Volunteer Training Supplement training opportunities for citizen planning boards.	X	X	X	X	X	City Planner	\$2,000	GF	
Human Resources										
WP.02-17	Wellness Committee Increase focus on mental health issues by the employee Wellness Committee.	-	X	X	-	-	Human Resources	\$1,000	GF	
Public Information										
WP.35-17	Website Re-Branding Update website for more public friendly options and new look.	X	X	-	-	-	Information Officer	Staff Time	N/A	
Facilities Management										
WP.52-17	Welcome Center Allocate restoration funds to rehabilitate Welcome Center (City Hall & Fire Station / CVB Offices.	-	-	X	X	X	Manager	\$80,000 \$20,000	GF H-M	

2017-2022
Short Term Work Program

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
RECREATION & BEAUTIFICATION										
Greenspace Conservation										
WP.04-17	Land Acquisition Policy Update Prioritize acquisition of land or easements for environmentally sensitive land.	X	X	X	X	X	P&D GCC	\$400,000	SPLOST /grant(s)	
WP.05-17	Openspace Requirements Draft openspace requirements where the first allocation is a public or communal ownership of the buffer.	-	X	-	-	-	P&D GCC	N/A	N/A	
WP.12-17	Model Easement Bundle Develop a model bundling program for smaller conservation easements.	X	X	X	-	-	P&D GCC	N/A	N/A	
WP.14-17	SPLOST Leverage Report Leverage every dollar allocated for acquisition in the new SPLOST (\$1 to \$3).	X	X	X	X	X	P&D GCC	\$400,000	SPLOST GF/grant	
WP.15-17	Tot Lot Complete design, funding, and development of model tot lot (Martin Tot Lot).	X	X	-	-	-	P&D GCC	\$45,000	SPLOST GF/grant	
WP.16-17	Neighborhood Park Complete design, funding, and development of final quadrant neighborhood park (Lambert Park).	-	X	X	-	-	P&D GCC	\$125,000	SPLOST GF/grant	
WP.17-17	Trail Leverage current land donations to complete acquisition for "model mile" (Horse Branch Trail EAST).	X	X	X	X	X	P&D GCC	\$100,000	SPLOST GF/grant	
WP.18-17	Beautification Point Complete design, funding, and development of beautification point (Clark Park).	-	-	X	X	X	P&D GCC	\$15,000	SPLOST GF/DDA	
WP.19-17	Vegetation Ordinance Update tree canopy regulations.	X	X	-	-	-	P&D GCC	N/A	N/A	
RECREATION & BEAUTIFICATION										
Corridor Management										
WP.60-17	Night Sky Pollution Establish a citywide dark-sky fixture policy.	-	-	X	-	-	P&D CDC	N/A	N/A	
WP.61-17	Landscape Plan Bring code enforcement to bear where businesses are failing to honor approved landscape plans.	-	-	X	-	-	COD CDC	N/A	N/A	

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
SAFETY & SERVICE										
Public Works										
WP.21-17	HWY83 Bypass Seek County support and request DOT outline next steps to accelerate the 83N bypass (2034).	X	X	X	X	X	City Manager	UNK	UNK	
WP.22-17	Speed Awareness Signs Install speed awareness signs that would slow traffic at high volume and high incident locations.	-	-	X	X	X	S&S	\$6,000	GF	
WP.24-17	Sidewalk Budget Allot annual budget for sidewalk infill and extension.	X	X	-	-	-	City Manager S&S	\$50,000 per annum	GF	
WP.25-17	Historic Bridge Develop plan to restore and reopen the Norfolk-Southern bridge (bike/ped/passenger vehicle).	-	X	X	-	-	P&D S&S GCC	UNK	TBD	
WP.26-17	HWY441S Sidewalks Infill western side of Eatonton Road sidewalks.	X	X	-	-	-	S&S	\$120,000 / \$6,500	SPLOST / LDF	
WP.27-17	Infill Sidewalks Prioritize infill sidewalk segments, as already identified in the <i>Major Thoroughfare Plan</i> .	X	X	X	X	X	City Manager S&S	\$50,000	SPLOST /grant	
WP.28-17	Accessibility Upgrades Improve accessibility of sidewalks (uneven, roots, etc.).	X	X	X	X	X	S&S	\$5,000 per annum	GF	
WP.29-17	Downtown Tree Grates Install tree grates, in lieu of tree curbing, for all brick sidewalks (but not tree islands) in Downtown Madison.	X	X	X	X	X	S&S	\$10,000 per annum	GF	
Fire										
WP.30-17	Volunteer Pay Scale Raise pay for volunteer fire force.	X	X	-	-	-	City Manager MFD	\$15 >> \$20 per call	GF	
Police										
WP.31-17	Equipment Study Complete feasibility study to determine appropriate version and costs relative to equipment/technology to modernize police services.	X	X	-	-	-	MPD	N/A	N/A	
Code Enforcement [no items provided]										
Animal Control [no items provided]										
Public Utilities										
WP.08-18	FOG Public Awareness Implement FOG waste public awareness campaign.	X	X	-	-	-	UT PI	\$500	ENT	
WP.09-17	Water First Designation Seek WaterFirst designation.	X	X	-	-	-	UT P&D	N/A	N/A	
WP.10-17	Stormwater Feasibility Study Compete a new feasibility study for a new stormwater utility.	-	-	X	X	-	Consultant UT	\$12,000	GF	

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
SAFETY & SERVICE (CON)										
WP.32-17	SCADA Implementation Implement SCADA system at two (2) water facilities: Madison Water Plant (N. Second St) and Oconee Water Plant (Briar Ln).	X	X	-	-	-	UT	\$160,000	ENT	
WP.33-17	City Full Service Capacity Complete full build-out as-zoned study to determine service of existing zoned properties.	-	-	X	X	X	P&D UT	N/A	N/A	
Public Utilities (continued)										
WP.34-17	Sewer Ordinance Draft a Sewer Ordinance to aid water treatment compliance and limit plant upgrade costs.	X	X	-	-	-	City Manager UT	N/A	N/A	
Broadband										
WP.36-17	Telecom Update Study Prepare a telecom technology refresh study for current systems.	X	X	-	-	-	Consultant City Manager	N/A	GF	
WP.37-17	Rural Broadband Study Initiate feasibility study for rural broadband and attend the International Data Center Series Conference.	-	-	X	X	X	Consultant City Manager	N/A	GF	

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
HOME & NEIGHBORHOOD										
WP.39-17	Residential Rental Policy Review Document single-family rental properties and review policies for short-term rentals and property management.	-	-	X	X	X	P&D P&Z; HOC	N/A	N/A	
WP.40-17	Housing Rehabilitation II Pursue housing rehabilitation funds to stabilize housing in Primary Target Area (PHASE II-DURA).	-	-	X	X	X	Consultant P&D; HOC	\$15,000	DCA /in-kind donations	
WP.41-17	Affordable-Workforce Housing Program Develop housing program/policy to incentivize affordable housing and workforce housing in areas of similar valuation.	-	-	X	X	-	P&D HOC	N/A	N/A	
WP.42-17	Workforce Housing Complex Facilitate one (1) mixed-income, family-oriented complex utilizing tax incentive programs (LIHTC/FHB) for DURA.	X	X	X	X	X	P&D DDA; HOC	N/A	N/A	

2017-2022
Short Term Work Program

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
HERITAGE & TOURISM										
Historic Preservation										
WP.45-17	Mid-Century Resources Survey and prepared National Register paperwork (HPIFs) regarding mid-century resources (in and out of extant district).	-	X	-	-	-	P&D HPC Intern	N/A	N/A	
WP.46-17	Non-Residential Resources Develop a program for documenting and promoting the history of non-residential resources.	X	X	-	-	-	MSS HPC	\$2000	N/A	
WP.53-17	Depot Preservation Insure preservation of the Central of GA Depot's interior historic spaces of heightened integrity.	X	X	X	-	-	P&D HPC DDA; GCC	\$250	GF	
Cemetery Stewardship										
WP.48-17	Obituary Project Initiate a collection of obituaries, website storage/access, and document all known burials.	X	X	X	X	-	P&D CSC	\$250	GF	
WP.49-17	Cemetery Expansion Area Complete engineering for cemetery expansion and Phase I construction documents.	-	X	-	-	-	P&D CSC	\$15,000	GF	
WP.50-17	Policy Manual Addendum Draft a policy manual with design guidelines for the cemetery expansion area.	-	-	X	X	X	P&D CSC	N/A	N/A	
Tourism										
WP.47-17	Interpretive Product Updates Revise and add interpretive programs (not solely based on residential architecture).	X	X	X	X	-	MMS HPC	N/A	N/A	
WP.54-17	GA Safari Park Support the development of the Safari Park by funding a grant writer to secure funding for utility extension.	-	X	-	-	-	Consultant	\$20,000	GF One GA	
Public Arts										
WP.55-17	Public Arts Initiative Establish a Public Arts Commission (PAC) and inventory known public art.	X	-	-	-	-	P&D PAC	N/A	N/A	
WP.56-17	Interim Public Art Create a temporary installation program for interim use during the development of a Public Arts Master Plan.	-	X	-	-	-	P&D PAC	\$1,500	GF Grants Donations	
Special Events										
WP.58-17	Arts & Entertainment Uses Determine which businesses lend themselves toward accessory uses not traditionally customary or incidental.	-	X	X	-	-	MMS P&D PZC	N/A	N/A	

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
REVITALIZATION & GROWTH										
Economic Development										
WP.59-17	Industrial Style Study Complete a feasibility study for development of the northern zoned industrial area into an industrial park.	-	-	X	-	-	P&D COC	\$7,500	Consultant	
Downtown Development										
WP.62-17	Fire Prevention Initiative Develop a cooperative fire detection program for shared party wall structures in Downtown.	X	X	-	-	-	MMS MFD DDA	UNK	Grant	
WP.63-17	Store Insert Initiative Work with property owners to implement temporary storefront insert program for Downtown.	-	-	X	-	-	MMS DDA	\$3,000	GF	
WP.64-17	Over-Under Study Complete a retail over-under study to determine the change in Downtown land use.	-	X	-	-	-	MMS DDA	N/A	N/A	
Urban Renewal										
WP.65-17	W. Washington Gateway Plan Complete implementation of the W. Washington Gateway Plan.	X	X	-	-	-	P&D DDA	\$2.0M	GEFA	
WP.66-17	Middle School Site Redevelopment Plan Establish a partnership with the BOE to prepare a redevelopment study for the Middle School Site.	-	X	X	-	-	P&D DDA HOC	\$75,000	BOE DDA	
WP.67-17	South Madison URA Plan Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Area of Disinvestment 3 (i.e., South Madison URA).	-	X	-	-	-	P&D PZC DDA & HOC	N/A	N/A	
WP.68-17	East Madison URA Plan Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Area of Disinvestment 4,5,6 (i.e., East Madison Area).	-	-	X	X	-	P&D PZC DDA & HOC	N/A	N/A	
WP.69-17	Walton Park & Blue Star Memorial Establish a partnership with the Hospital Authority to secure park land for passive recreation and veterans' memorial.	-	-	X	X	-	P&D GCC	N/A	N/A	

2017-2022 Short Term Work Program

Community Agenda

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
PLANNING & DEVELOPMENT										
WP.06-17	Stormwater Regulations Draft alternative ordinance compliances measures for stormwater management facilities and/or devices.	-	X	-	-	-	P&D PZC	N/A	N/A	
WP.07-17	Halo Area Water Impact Study Evaluate potential impact of county's development suitability map and zoning policy for the halo, upon sensitive hydrological resources.	-	-	X	X	-	P&D PZC	N/A	N/A	
WP.11-17	Lot Coverage Regulations Draft alternative ordinance compliances measures for lot coverage for land-locked industries.	-	X	-	-	-	P&D PZC	N/A	N/A	
WP.13-17	Greenprint Plan Update Incorporate hydrology data collection and update the Madison Greenprint.	-	X	-	-	-	P&D	N/A	N/A	
WP.20-17	Environmental Regulations Draft alternative compliance measures for environmental ordinances for development-impaired properties.	X	X	-	-	-	P&D GCC	N/A	N/A	
WP.23-17	Thoroughfare Plan (2007) Update and implement <i>Major Thoroughfare</i> , requesting same of DOT's Plan.	-	-	-	X	-	Consultant P&D	\$10,000	GF	
WP.38-17	Residential Build-Out Study Complete full build-out, as-zoned study.	-	-	X	X	X	P&D P&Z; HOC	N/A	N/A	
WP.43-17	Rural Residential Zoning District Create a new rural residential zone, prioritizing low infrastructure requirements in exchange for conservation.	-	X	-	-	-	P&D PZC	N/A	N/A	
WP.44-17	Halo Area Zoning Coordination Coordinate city and county zoning ordinance updates for property along the city limit border.	-	-	X	X	X	City Manager P&D PZC	N/A	N/A	
WP.70-17	Policy Conflict Resolution Evaluate and clarify as necessary any conflicts between the Comprehensive Plan (2017), addressing prior plan addendums and other city policy documents.	-	X	-	-	-	P&D PZC	N/A	N/A	
WP.71-17	Land Use Table Update Reconcile use-specific zoning and add definitions to reflect NACIS classifications.	-	X	X	-	-	P&D PZC	N/A	N/A	
WP.72-17	Community Planning Workshops Conduct a series of workshops to determine public interest in community planning districts.	-	-	X	X	-	P&D PZC; HOC	\$500	GF	
WP.73-17	Plan First Designation Reapply for PlanFirst Designation.	-	X	-	-	-	P&D	N/A	N/A	

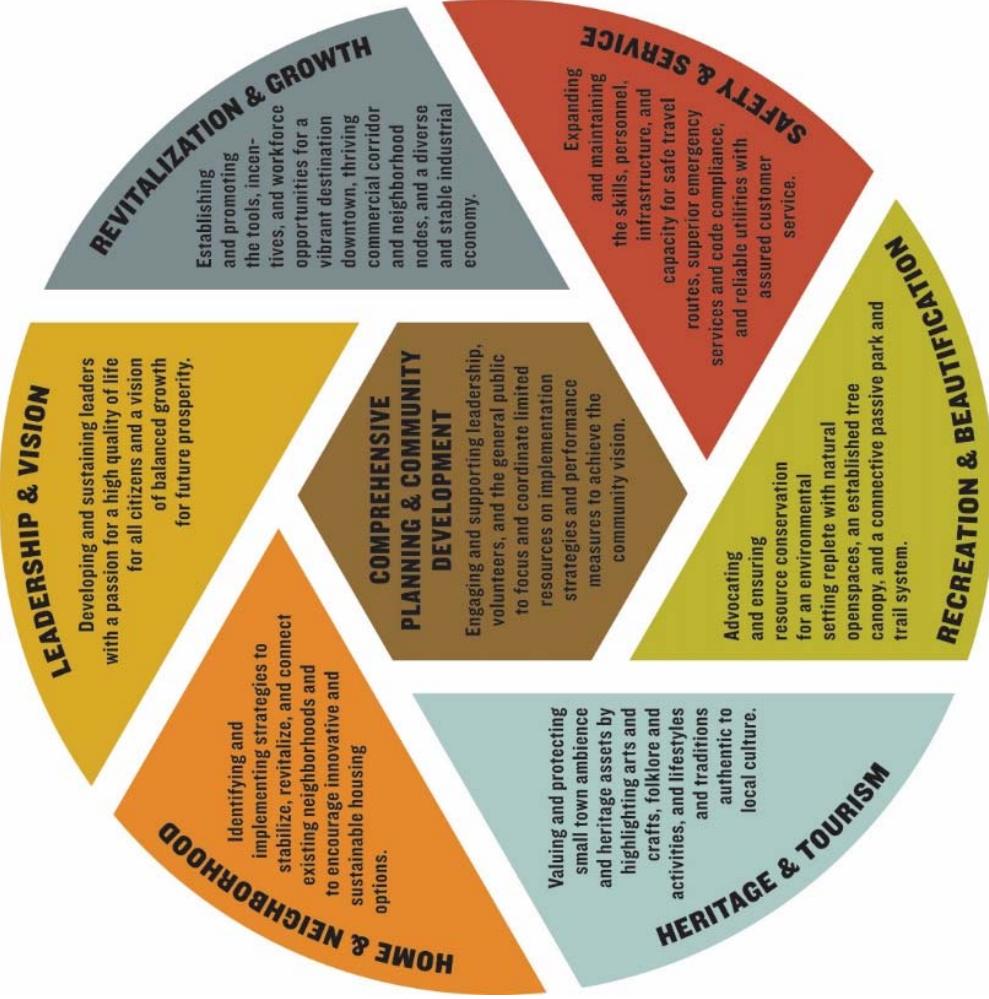
ACRONYM & ABBREVIATION KEY

REFERENCES: Leader • Departments • Boards

- CM City Manager Office
- CC City Clerk Office
- COC Chamber of Commerce
- COD Code Enforcement Office/Officer
- CSC Cemetery Stewardship Commission
- CVB Convention & Visitors Bureau
- DDA Downtown Development Authority
- FD Finance Director Office
- GCC Greenspace Conservation Commission
- HPC Historic Preservation Commission
- HOC Housing Opportunity Commission
- HR Human Resources Office/Officer
- M&C Mayor & Council
- MFD Madison Fire Department
- MPD Madison Police Department
- MIMS Madison Main Street Office/Officer
- P&D Planning & Development Department
- PAC Public Arts Commission
- PI Public Information Office/Officer
- PZC Planning and Zoning Commission
- S&S Street & Sanitation Department
- UT Utility Department – Distribution

REFERENCES: Estimate • Costs • Grant

- CDBG Community Development Block Grant
- CHIP Community Home Investment Program
- DDA Downtown Development Authority
- FHB Federal Home Bank
- GEFA Georgia Environmental Finance Authority
- GF General Funds
- H-M Hotel-Motel Pass Through Tax
- In-Kind Donation of Materials and/or Labor
- LIHTC Low Income Housing Tax Credit
- LDF Local Development Funds
- OneGA One Georgia Grant Funds
- SDS Service Delivery Strategy
- SPLOST Special Purpose Local Option Sales Tax
- ENT Enterprise Funds (Sewer, Water, Gas)



REFERENCES: Places • Districts • Overlays

- A&E Arts & Entertainment Overlay
- DURA Downtown Urban Redevelopment Area

2018 STWP Report
11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
LEADERSHIP & VISION										
Public Administration										
WP.01-17	Finalize Service Delivery Strategy within the extension period with joint-jurisdictions.	X	X	-	-	-	Manager	N/A	N/A	2018 COMPLETED. Extension received (FY17-18); City-County approved – awaiting signatures (Dec '18).
WP.74-18	Joint Building Office Services Negotiate supplemental service arrangement for Building Inspection Services for singular Regional Tourism Attraction (GA Safari Park).	-	X	-	-	-	City Manager	Staff Time	N/A	2018 COMPLETED. County agreed to provision of plan review/permits/inspections for single project; adopted mirror zoning district (Dec '18).
WP.75-18	Relationship Building Implement a regular meeting schedule with local governments (City, County, BOE).	-	-	X	X	X	City Manager	Staff Time; Official Time	N/A	
Public Records										
WP.76-18	Open Records Efficiency Determine w/ IT method to enable Clerk to independently access all city emails.	-	X	-	-	-	City Clerk	Consultant	GF	2018 COMPLETED. Clerk can now process all staff email to speed ORAR processing.
WP.77-18	Meeting Facilitation Acquire agenda management software for scheduling of M&C docket.	-	-	X	-	-	City Clerk	\$2,000	GF	
WP.78-18	Record Management Establish electronic filing system; remodel long-term storage; inventory physical records.	-	-	X	X	X	City Clerk	\$3,000; Intern Time	GF	2018 STARTED EARLY. Conditioned long-term storage to be complete by end of FY18-19.
Public Finances										
WP.79-18	OS Management Migrate from Access OS to an online OS, migrating six current data systems for proficiency.	-	X	X	-	-	Finance Director	\$10,000	GF	2018 STARTED. Two systems to be completed by end of fiscal year (Jun '19).
WP.80-18	Online Payments Expand online payment types to include: permit fees, license rentals, vendors, etc.	-	X	X	-	-	Finance Director	TBD	GF	2018 NOT STARTED. Awaiting website rebranding and re-initialization (Jan '19).
WP.81-18	Accounts Payable Add a full-time position to allow for a dedicated Human Resource Officer & Payroll Clerk.	-	-	-	X	X	Finance Director	\$35,000	GF	
Community Promotion										
WP.51-17	Heritage Tourism Grants Determine if Heritage Tourism grants should return to a reward-based program instead of a subsidy.	-	-	X	-	-	Special Projects	N/A	N/A	
WP.57-17	Marketing Budget Determine other revenue sources for funding if augmented marketing and/or event activity is desired.	X	X	-	-	-	Special Projects	\$30,000	H-M	2018 STARTED. 2% approved by Council (FY17-18); Local decision not supported by State Representative. 2018 IN PROGRESS. 1% approved by Council (Dec '18); State Representative support unknown.
Community Outreach										
WP.03-17	Volunteer Training Supplement training opportunities for citizen planning boards.	X	X	X	X	X	City Planner	\$2,000	GF	2018 STARTED. Zoning Worksession (Frank Jenkins – FY17-18); Complete Streets Worksession (NEGARC – Dec '18).

2018 STWP Report 11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
LEADERSHIP & VISION (CONTINUED)										
WP.83-18	Public Service Internship Re-implement the annual co-op civic service internship(s) with BOE.	-	X	X	X	City Planner	\$5,000 (\$2,500@)	GF		
WP.84-18	Civic Awareness Develop a Civic Academy, improving knowledge of local government and public participation.	-	-	X	X	City Planner	\$1,000	GF		
Human Resources										
WP.02-17	Wellness Committee Increase focus on mental health issues by the employee Wellness Committee.	-	X	-	-	Human Resources	\$1,000	GF	2018 STARTED. Held successful Mental Health Month event (Mar '18) and has planned Wellness Fair for 3 rd Q (Jan-Mar).	
WP.85-18	Benefits Package Establish Health Savings Accounts system to augment benefits program.	-	-	X	-	Human Resources	Staff Time	N/A		
WP.86-18	Intra-Net Portal Establish website portal for human resource and payroll services and train personnel.	-	-	X	X	Information Officer	Staff Time	N/A		
Public Information										
WP.35-17	Website Re-Branding Update website for more public friendly options and new look.	X	X	-	-	Information Officer	Staff Time	N/A	2018 COMPLETED. Design (FY17-18), data transferal (Nov '18); training (Dec '18); live (Jan '18).	
WP.87-18	Live Video Stream Implement live streaming of Mayor & Council meetings.	-	X	-	-	Information Officer	Staff Time	N/A	2018 NOT STARTED. Awaiting website rebranding and re-initialization (Jan '19).	
WP.88-18	Welcome Packet Upgrade to branded digital welcome packet and post online.	-	-	X	X	Information Officer	Staff Time	N/A		
Facilities Management										
WP.52-17	Welcome Center Allocate restoration funds to rehabilitate Welcome Center (City Hall & Fire Station / CVB Offices).	-	-	X	X	Manager	\$80,000 \$20,000	GF H-M	2018 NOT STARTED. Budgeted for FY18-19 – but no work started as additional funding not secured.	
WP.82-18	Town Park Usage Review and update special event rental policy for advent of city ownership.	-	-	X	X	Special Projects	N/A	N/A		
WP.89-18	Custodial Staff Add a full-time position for property management services to cover all city facilities.	X	X	-	-	Finance Director	\$35,000	GF	2018 COMPLETED. Hired new position (Oct '18).	
WP.90-18	Meeting Hall Usage Review and update the facility use policy and forms for the public Meeting Hall.	-	X	-	-	City Clerk	N/A	N/A	2018 COMPLETED. Updated facility use policy at M&C Work-session; adopted (Dec '18).	
WP.91-18	Town Park Phased [4YR] repairs/maintenance: PHASE 1 – Fountain & Gazebo; PHASE 2 – Pavilion & Cottage; PHASE 3 – Fence (center and top side); PHASE 4 – Fence (3 sides).	X	X	X	-	Finance Director	\$15,000 per annum	GF	2018 STARTED. Fountain serviced/painted and Gazebo painted (FY17-18). 2018 PROGRESS. Pavilion and Cottage painted.	
WP.92-18	Smith Cottage Design and rehabilitate Smith Building to relocate some administration functions (P&D Department).	-	-	X	-	City Manager	\$50,000	GF	2018 STARTED EARLY. Usage program and layout in progress.	
WP.93-18	City Hall Implement Phase II for City Hall for administrative functions (Manager/Clerk/Finance and Utility Offices).	-	-	-	X	City Manager	\$1,000,000	SPLOST GF		

2018 STWP Report 11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
RECREATION & BEAUTIFICATION										
Greenspace Conservation										
WP.04-17	Land Acquisition Policy Update Prioritize acquisition of land or easements for environmentally sensitive land.	X	X	X	X	X	P&D GCC	\$400,000	SPLOST /grant(s)	2018 STARTED. SPLOST approved \$400,000 for greenspace acquisition; policy update pending.
WP.05-17	Openspace Requirements Draft openspace requirements where the first allocation is a public or communal ownership of the buffer.	-	X	-	-	-	P&D GCC	N/A	N/A	2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18).
WP.12-17	Model Easement Bundle Develop a model bundling program for smaller conservation easements.	X	X	X	-	-	P&D GCC	N/A	N/A	2018 STARTED. Met twice with Athens Land Trust, an amenable partner; parameters and draft discussed for standardized transferable easement.
WP.14-17	SPLOST Leverage Report Leverage every dollar allocated for acquisition in the new SPLOST (\$1 to \$3).	X	X	X	X	X	P&D GCC	\$400,000	SPLOST GF/grant	2018 STARTED. Draft of report on last SPLOST in progress with brainstorming on new leverage.
WP.15-17	Tot Lot Complete design, funding, and development of model tot lot (Martin Tot Lot).	X	X	-	-	-	P&D GCC	\$45,000	SPLOST GF/grant	2018 STARTED. Engineering completed; neighborhood challenge fundraiser completed and matching donor presentation for Spring build.
WP.16-17	Neighborhood Park Complete design, funding, and development of final quadrant neighborhood park (Lambert Park).	-	X	X	-	-	P&D GCC	\$125,000	SPLOST GF/grant	2018 STARTED. Conceptual re-design complete; engineering budgeted for 3 rd Q (Jan-Mar) with spring grading and baseline element installation.
WP.17-17	Trail Leverage current land donations to complete acquisition for "model mile" (Horse Branch Trail EAST).	X	X	X	X	X	P&D GCC	\$100,000	SPLOST GF/grant	2018 STARTED. Discussion initiated with 4/5 of properties owners; presentation for potential donation approval (Spring '19).
WP.18-17	Beautification Point Complete design, funding, and development of beautification point (Clark Park).	-	-	X	X	X	P&D GCC	\$15,000	SPLOST GF/DDA	
WP.19-17	Vegetation Ordinance Update tree canopy regulations.	X	X	-	-	-	P&D GCC	N/A	N/A	2018 STARTED. Final draft composed by GCC; staff and legal review underway; presentation scheduled to M&C (Feb '19).
WP.94-18	W. Washington Greenway Design connective greenspace network for the W. Washington Gateway.	-	X	-	-	-	P&D DDA GCC	\$750	GF	2018 STARTED. Selected and participated in National Conservancy Workshop (Nov '18); recap and concept planning for 3 rd Q (Jan-Mar).
WP.95-18	Beautification Point Complete design, funding, and development of beautification point (Clark Park).	-	X	X	X	X	P&D GCC	\$15,000	SPLOST GF/grant	
RECREATION & BEAUTIFICATION										
Corridor Management										
WP.60-17	Night Sky Pollution Establish a citywide dark-sky fixture policy.	-	-	X	-	-	P&D CDC	N/A	N/A	
WP.61-17	Landscape Plan Bring code enforcement to bear where businesses are failing to honor approved landscape plans.	-	-	X	-	-	COD CDC	N/A	N/A	

2018 STWP Report 11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
SAFETY & SERVICE										
Public Works										
WP.21-17	HWY83 Bypass Seek County support and request DOT outline next steps to accelerate the 83N bypass (2034).	X	X	X	X	X	City Manager	UNK	UNK	
WP.22-17	Speed Awareness Signs Install speed awareness signs that would slow traffic at high volume and high incident locations.	-	-	X	X	X	S&S	\$6,000	GF	2018 STARTED. Four purchased but none installed to date on these state highway routes; permits have not been requested yet.
WP.24-17	Sidewalk Budget Allot annual budget for sidewalk infill and extension.	X	X	-	-	-	City Manager S&S	\$50,000 per annum	GF	2018 COMPLETED. Established a regular line item to be budgeted (FY17-18) and annual site selection.
WP.25-17	Historic Bridge Develop plan to restore and reopen the Norfolk-Southern bridge (bike/ped/passenger vehicle).	-	X	X	-	-	P&D S&S GCC	UNK	TBD	2018 STARTED. Structural report completed by consultant and forwarded to City Manager (Dec '18).
WP.26-17	HWY441S Sidewalks Infill western side of Eatonton Road sidewalks.	X	X	-	-	-	S&S	\$120,000 \$6,500	SPLOST / LDF	2018 COMPLETED. Completed from Commerce Drive to Ingles.
WP.27-17	Infill Sidewalks Prioritize infill sidewalk segments, as already identified in the <i>Major Thoroughfare Plan</i> .	X	X	X	X	X	City Manager S&S	\$50,000	SPLOST /grant	2018 STARTED. Budgeted at \$50,000 per annum; FY17-18 (Exit 114 Area); FY18-19 (Vine St. Area)
WP.28-17	Accessibility Upgrades Improve accessibility of sidewalks (uneven, roots, etc.).	X	X	X	X	X	S&S	\$5,000 per annum	GF	2018 STARTED. W. Washington St btw/1st & Academy.
WP.29-17	Downtown Tree Grates Install tree grates, in lieu of tree curbing, for all brick sidewalks (but not tree islands) in Downtown Madison.	X	X	X	X	X	S&S	\$10,000 per annum	GF	2018 STARTED. Budgeted at \$50,000 per annum; FY16-17 (4/S. Main); FY17-18 (1/Wash-3/Post Office); FY18-19 (1/Jeff-3/TBD).
WP.96-18	Downtown Trash Cans Phased [5YR] replacement of single can shrouds on Downtown sidewalks.	-	X	X	X	X	S&S	\$15,000 per annum (6)	GF	2018 STARTED. 12 Downtown Madison (FY18-19).
WP.97-18	Cemetery Hire Hire full-time position specifically for the cemeteries to provide full City Care.	-	-	X	-	-	S&S	\$35,000	GF	
WP.98-18	Street Department Education Obtain CDL license(s) for two employees.	-	X	-	-	-	S&S	\$500 per course	GF	2018 COMPLETED. One completed (Dec '18) and one in progress to finish (Jan '19).
WP.99-18	Downtown Street Lights Phased [10YR] replacement of Downtown streetlights.	-	-	X	X	X	S&S	\$25,000 per annum (5)	GF	
Fire										
WP.30-17	Volunteer Pay Scale Raise pay for volunteer fire force.	X	X	-	-	-	City Manager MFD	\$15 >> \$20 per call	GF	2018 COMPLETED. Implemented pay increase (FY17-18).
WP.100-18	Temporary Station Build and certify temporary facility for storage of ladder truck.	X	X	-	-	-	MFD	\$300,000	GF	2018 COMPLETED. Issued Certificate of Occupancy (FY17-18).
WP.101-18	Madison South Station Identify and acquire new site for station, converting temporary station (50'x100') for public works use.	-	X	X	X	-	MFD	\$1.3 M	SPLOST	2018 STARTED. Conceptual architectural plans acquired by Manager.

2018 STWP Report 11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
SAFETY & SERVICE (CON)										
Fire (con)										
WP.102-18	Confined Space Rescue Equipment Acquire equipment and train all firefighters - CSR certification.	-	-	X	X	-	MFD	\$30,000	GF	2018 STARTED EARLY. Half purchased (FY18-19); 50% for next fiscal year and followed by training.
WP.103-18	Engine Acquire new engine and retain existing as reserve engine.	-	-	X	-	-	MFD	\$400,000	GF	2018 STARTED EARLY. Budgeted under current SPLOST to occur (Apr '19).
WP.104-18	Tool Conversion Acquire HURST rescue tools, converting all to battery to require less maintenance.	-	-	X	X	-	MFD	\$25,000	GF	
WP.105-18	Personnel Evaluate budget for addition of two part-time positions to cover evening shift.	-	-	X	X	X	City Manager MFD	\$15,000 each	GF	
Police										
WP.31-17	Equipment Study Complete feasibility study to determine appropriate version and costs relative to equipment/technology to modernize police services.	X	X	-	-	-	MPD	N/A	N/A	2018 COMPLETED. Estimates prepared for addressing future capital investments.
WP.106-18	Certification Have one additional officer attain in-house Post Instructor Certification (none current/3 preferred).	-	X	-	-	-	MPD	N/A	GF	2018 NOT STARTED.
WP.107-18	Personnel Hire two additional uniform officers (plus adds \$40,000 @ for car/equipment with each new hire).	-	-	X	-	X	City Manager MPD	\$45,000 @	GF	
WP.108-18	Drone Technology Add drone technology, equipment and/or services, including night vision software.	-	-	X	-	-	MPD	UNK	Safety Grant	
WP.109-18	Tag Reader Technology Prepare a cost study and proposal for installing tag reader technology.	-	-	X	X	-	MPD	N/A	N/A	
Code Enforcement [no items provided]										
Animal Control [no items provided]										
Public Utilities										
WP.08-18	FOG Public Awareness Implement FOG waste public awareness campaign.	X	X	-	-	-	UT PI	\$500	ENT	2018 NOT STARTED. Commencement coincides with calendar year (Jan '19).
WP.09-17	Water First Designation Seek WaterFirst designation.	X	X	-	-	-	UT P&D	N/A	N/A	
WP.10-17	Stormwater Feasibility Study Compete a new feasibility study for a new stormwater utility.	-	-	X	X	-	Consultant UT	\$12,000	GF	
WP.32-17	SCADA Implementation Implement SCADA system at two (2) water facilities: Madison Water Plant (N. Second St) and Oconee Water Plant (Briar Ln).	X	X	-	-	-	UT	\$160,000	ENT	2018 COMPLETED. Contractor completed setup and quality control test (Sep '18).
WP.33-17	City Full Service Capacity Complete full build-out as-zoned study to determine service of existing zoned properties.	-	-	X	X	X	P&D UT	N/A	N/A	

2018 STWP Report 11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
SAFETY & SERVICE (CONTINUED)										
Public Utilities (continued)										
WP.34-17	Sewer Ordinance Draft a Sewer Ordinance to aid water treatment compliance and limit plant upgrade costs.	X	X	-	-	-	City Manager UT	N/A	N/A	2018 STARTED. Model ordinance sent to CM for legal review and consideration (Dec '18).
WP.110-18	Utility Operator Hire Hire additional Operator.	X	-	-	-	-	City Manager UT	\$30,000 /Year	ENT	2018 COMPLETED. Hired position (FY17-18).
WP.111-18	Utility Operator Education Obtain Class II Operator Status.	-	-	X	X	X	UT	Staff Time; \$250 @	ENT	
WP.112-18	Equipment Purchase Purchase Vacuum Truck.	-	X	-	-	-	UT	\$75,000	ENT	2018 COMPLETED. Purchased and awaiting delivery (Dec '18).
WP.113-18	SCADA Implementation Implement SCADA system at two (2) wastewater facilities: Southside (Four Lakes) & Indian Creek (I-20).	-	-	X	-	-	UT	\$75,000	ENT	
WP.114-18	Filter System Installation Install filter system and adjust supplement system at Madison Water Plant.	-	-	X	-	-	UT	TBD	ENT	
WP.115-18	Well Building Construction Construct well building at Madison Water Plant.	-	-	X	-	-	UT	TBD	ENT	
WP.116-18	Pump Building Construction Construct pump building at Oconee Water Plant.	-	X	*	-	-	UT	\$21,000	ENT	2018 STARTED EARLY. Budgeted under current year and to occur prior to end of FY18-19.
WP.117-18	Design Development Report Complete Design Development Report, including an alternative engineering pilot at Southside Wastewater Plant.	-	X	X	-	-	Consultant UT	\$5,000	GF	2018 STARTED. Initiated design/development for chemical portion; EPD update filed; pilot study will extend beyond the FY18-19.
WP.118-18	Southside Plant Updates Install headworks, upgrades for ammonia (copper and zinc), and a tertiary intervention for FOG waste at Southside Wastewater Plant.	-	-	X	X	X	UT	TBD	Capital	
Broadband										
WP.36-17	Telecom Update Study Prepare a telecom technology refresh study for current systems.	X	X	-	-	-	Consultant City Manager	N/A	GF	2018 COMPLETED. Evaluation report and recommendations received.
WP.37-17	Rural Broadband Study Initiate feasibility study for rural broadband and attend the International Data Center Series Conference.	-	-	X	X	X	Consultant City Manager	N/A	GF	2018 COMPLETED. Consultant and Manager attended the conference; initial evaluation reports received.
WP.119-18	Free Downtown WIFI Conduct feasibility study to compile costs and strategy for internet coverage Downtown.	-	-	X	-	-	Consultant City Manager	UNK	TBD	

2018 STWP Report
11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
HOME & NEIGHBORHOOD										
WP.39-17	Residential Rental Policy Review Document single-family rental properties and review policies for short-term rentals and property management.	-	-	X	X		P&D P&Z; HOC	N/A	N/A	
WP.40-17	Housing Rehabilitation II Pursue housing rehabilitation funds to stabilize housing in Primary Target Area (PHASE II-DURA).	-	-	X	X	X	Consultant P&D; HOC	\$15,000	DCA /in-kind donations	2018 STARTED EARLY. Request for leverage partnership made (Dec 2018). <i>NOTES: PHASE II – CDBG Tentative Schedule: Apr '19 App; Oct '19 Announcement; Jan '20 paperwork execution; Mar '20 budget; Actual Availability and Use of Funds FY 2020-21 and FY 2021-22 use of funds; six months</i>
WP.41-17	Affordable-Workforce Housing Program Develop housing program/policy to incentivize affordable housing and workforce housing in areas of similar valuation.	-	-	X	X	-	P&D HOC	N/A	N/A	2018 STARTED EARLY. Reviewed starter ideas with Council at Worksession (Dec '18).
WP.42-17	Workforce Housing Complex Facilitate one (1) mixed-income, family-oriented complex utilizing tax incentive programs (LIHTC/FHB) for DURA.	X	X	X	X	X	P&D DDA; HOC	N/A	N/A	2018 STARTED. DDA has parcel under contract and due diligence completed.
WP.120-18	Subdivision Regulations Update Amend ordinance and regulations to ensure that traditional subdivisions with more than 25 units must seek review to insure adequacy of connectivity, greenspace, and infrastructure.	-	-	X	X	X	P&D HOC, PZC GSC	N/A	N/A	
HERITAGE & TOURISM										
Historic Preservation										
WP.45-17	Mid-Century Resources Survey and prepared National Register paperwork (HPIFs) regarding mid-century resources (in and out of extant district).	-	X	X	-	-	P&D HPC Intern	N/A	N/A	
WP.46-17	Non-Residential Resources Develop a program for documenting and promoting the history of non-residential resources.	X	X	X	-	-	MSS HPC	\$2000	N/A	2018 STARTED. Research in process for downtown commercial buildings.
WP.53-17	Depot Preservation Insure preservation of the Central of GA Depot's interior historic spaces of heightened integrity.	X	X	X	-	-	P&D HPC DDA; GCC	\$250	GF	
Cemetery Stewardship										
WP.48-17	Obituary Project Initiate a collection of obituaries, website storage/access, and document all known burials.	X	X	X	X	X	P&D CSC	\$250	GF	2018 STARTED. 1 st focus, Madison Memorial; Overall approximately 383 obituaries to date (@4,000 known burials).
WP.49-17	Cemetery Expansion Area Complete engineering for cemetery expansion and Phase I construction documents.	-	X	-	-	-	P&D CSC	\$15,000	GF	2018 STARTED. Quote secured and work authorized; to be completed within FY18-19.

		17/18	18/19	19/20	20/21	21/22	Responsible Party	Estimated Cost	Funding Source
HERITAGE & TOURISM (con)									
Cemetery Stewardship (con)									
WP.50-17	Policy Manual Addendum Draft a policy manual with design guidelines for the cemetery expansion area.	-	-	X	X	X	P&D CSC	N/A	N/A
WP.121-18	Interpretive Exhibit Prepare a plan and budget for an outdoor interpretive exhibit for New Cemetery.	-	X	X	-	-	P&D CSC	N/A	2018 NOT STARTED. Postponed for additional research.
WP.122-18	Wellhouse Rehabilitation Prepare a plan and budget for wellhouse rehabilitation for use as an information kiosk, respite, and toolshed.	-	X	X	-	-	P&D CSC	N/A	2018 STARTED. Quote procurement in process; seeking in-kind partnerships.
WP.123-18	Central Axis Improvement Prepare a plan and budget for tree replacement and installation of retaining wall and parking along W. Central Ave. (between Old & MM).	-	-	X	X	-	P&D CSC	N/A	N/A
Tourism									
WP.47-17	Interpretive Product Updates Revise and add interpretive programs (not solely based on residential architecture).	X	X	X	X	-	MMS HPC	N/A	N/A
WP.54-17	GA Safari Park Support the development of the Safari Park by funding a grant writer to secure funding for utility extension.	-	X	-	-	-	Consultant	\$20,000	GF One GA
Public Arts									
WP.55-17	Public Arts Initiative Establish a Public Arts Commission (PAC) and inventory known public art.	X	-	-	-	-	P&D PAC	N/A	2018 COMPLETED. Established Commission and inventory completed.
WP.56-17	Interim Public Art Create a temporary installation program for interim use during the development of a Public Arts Master Plan.	-	X	-	-	-	P&D PAC	\$1,500	GF Grants Donations
WP.124-18	Public Arts Master Plan Develop a 10YR Master Plan with implementation strategy and private participation model for a city public arts initiative.	-	-	X	-	-	P&D CSC	N/A	N/A
Special Events									
WP.58-17	Arts & Entertainment Uses Determine which businesses lend themselves toward accessory uses not traditionally customary or incidental.	-	X	X	-	-	MMS P&D PZC	N/A	N/A
REVITALIZATION & GROWTH									
Economic Development									
WP.59-17	Industrial Style Study Complete a feasibility study for development of the northern zoned industrial area into an industrial park.	-	-	X	-	-	P&D COC	\$7,500	Consultant

**2018 STWP Report
11 Dec 2018 Update & Summary**

2017-2022 with 2018 Items

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	Funding Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
REVITALIZATION & GROWTH (CON)										
Downtown Development										
WP.62-17	Fire Prevention Initiative Develop a cooperative fire detection program for shared party wall structures in Downtown.	X	X	-	-	MMS MFD DDA	UNK	Grant		
WP.63-17	Store Insert Initiative Work with property owners to implement temporary storefront insert program for Downtown.	-	-	X	-	MMS DDA	\$3,000	GF		
WP.64-17	Over-Under Study Complete a retail over-under study to determine the change in Downtown land use.	-	X	-	-	MMS DDA	N/A	N/A		
Urban Renewal										
WP.65-17	W. Washington Gateway Plan Complete implementation of the W. Washington Gateway Plan.	X	X	-	-	P&D DDA	\$2.0M	GEFA		
WP.66-17	Middle School Site Redevelopment Plan Establish a partnership with the BOE to prepare a redevelopment study for the Middle School site.	-	X	-	-	P&D DDA HOC	\$75,000	BOE DDA	2018 STARTED. DDA entered into agreement with BOE for Middle School site; data collection in process; site closure anticipated (Dec '19).	
WP.67-17	South Madison URA Plan Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Area of Disinvestment 3 (i.e., South Madison URA).	-	*	X	-	P&D PZC DDA & HOC	N/A	N/A	2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18).	
WP.68-17	East Madison URA Plan Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Area of Disinvestment 4,5,6 (i.e., East Madison Area).	-	-	X	-	P&D PZC DDA & HOC	N/A	N/A	2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18).	
WP.69-17	Walton Park & Blue Star Memorial Establish a partnership with the Hospital Authority to secure park land for passive recreation and veterans' memorial.	-	-	X	-	P&D GCC	N/A	N/A		
PLANNING & DEVELOPMENT										
WP.06-17	Stormwater Regulations Draft alternative ordinance compliances measures for stormwater management facilities and/or devices.	-	X	-	-	P&D PZC	N/A	N/A		
WP.07-17	Halo Area Water Impact Study Evaluate potential impact of county's development suitability map and zoning policy for the halo, upon sensitive hydrological resources.	-	-	X	X	P&D PZC	N/A	N/A		
WP.11-17	Lot Coverage Regulations Draft alternative ordinance compliances measures for lot coverage for land-locked industries.	-	X	-	-	P&D PZC	N/A	N/A		
WP.13-17	Greenprint Plan Update Incorporate hydrology data collection and update the Madison Greenprint.	-	X	-	-	P&D	N/A	N/A	2018 STARTED. Data collection completed and draft initiated.	

2018 STWP Report 11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
PLANNING & DEVELOPMENT (CON)										
WP.20-17	Environmental Regulations Draft alternative compliance measures for environmental ordinances for development-impaired properties.	X	X	X	-	-	P&D GCC	N/A	N/A	2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18).
WP.23-17	Thoroughfare Plan (2007) Update and implement <i>Major Thoroughfare</i> , requesting same of DOT's Plan.	-	-	-	X	-	Consultant P&D	\$10,000	GF	
WP.38-17	Residential Build-Out Study Complete full build-out, as-zoned study.	-	-	X	X	X	P&D P&Z; HOC	N/A	N/A	
WP.43-17	Rural Residential Zoning District Create a new rural residential zone, prioritizing low infrastructure requirements in exchange for conservation.	-	X	-	-	-	P&D PZC	N/A	N/A	2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18).
WP.44-17	Halo Area Zoning Coordination Coordinate city and county zoning ordinance updates for property along the city limit border.	-	-	X	X	X	City Manager P&D PZC	N/A	N/A	
WP.70-17	Policy Conflict Resolution Evaluate and clarify as necessary any conflicts between the Comprehensive Plan (2017), addressing prior plan addendums and other city policy documents.	-	X	X	-	-	P&D PZC	N/A	N/A	2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18).
WP.71-17	Land Use Table Update Reconcile use-specific zoning and add definitions to reflect NACIS classifications.	-	X	X	X	-	P&D PZC	N/A	N/A	2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18).
WP.72-17	Community Planning Workshops Conduct a series of workshops to determine public interest in community planning districts.	-	-	X	X	-	P&D PZC; HOC	\$500	GF	
WP.73-17	Plan First Designation Reapply for PlanFirst Designation.	-	X	-	-	-	P&D	N/A	N/A	
WP.125-18	ADA Plan (2013) Complete 5YR update to plan, revise, and prioritize realistic implementation schedule.	-	X	X	-	-	P&D	N/A	N/A	2018 STARTED. Interim report underway for completion by year end (Dec '18).
WP.126-18	Transition Area Study Complete an intensive land use study of County-classified densification areas for utility service, environmental impact, and viewshed protection.	-	X	X	X	-	P&D PZC Consultant	Staff Time \$15,000	N/A	2018 STARTED. Cursory city examination of immediately abutting narrow land use categories; further study imperative.
WP.127-18	Building Code Audit Review building codes and recommend minimums for quality construction.	-	X	X	-	-	P&D Consultant	Staff Time \$5,000	N/A	2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18).
WP.128-18	Subdivision Regulations Update regulations to insure that traditional subdivisions with more than 25 units must seek review to insure adequacy of connectivity, greenspace, and infrastructure.	-	-	X	X	-	P&D PZC	S&V Time	N/A	
WP.129-18	Parking Requirements Revise to address land use, minimum mitigation, and alternative compliance options.	-	-	X	-	-	P&D CDC	Staff & Volunteer	N/A	

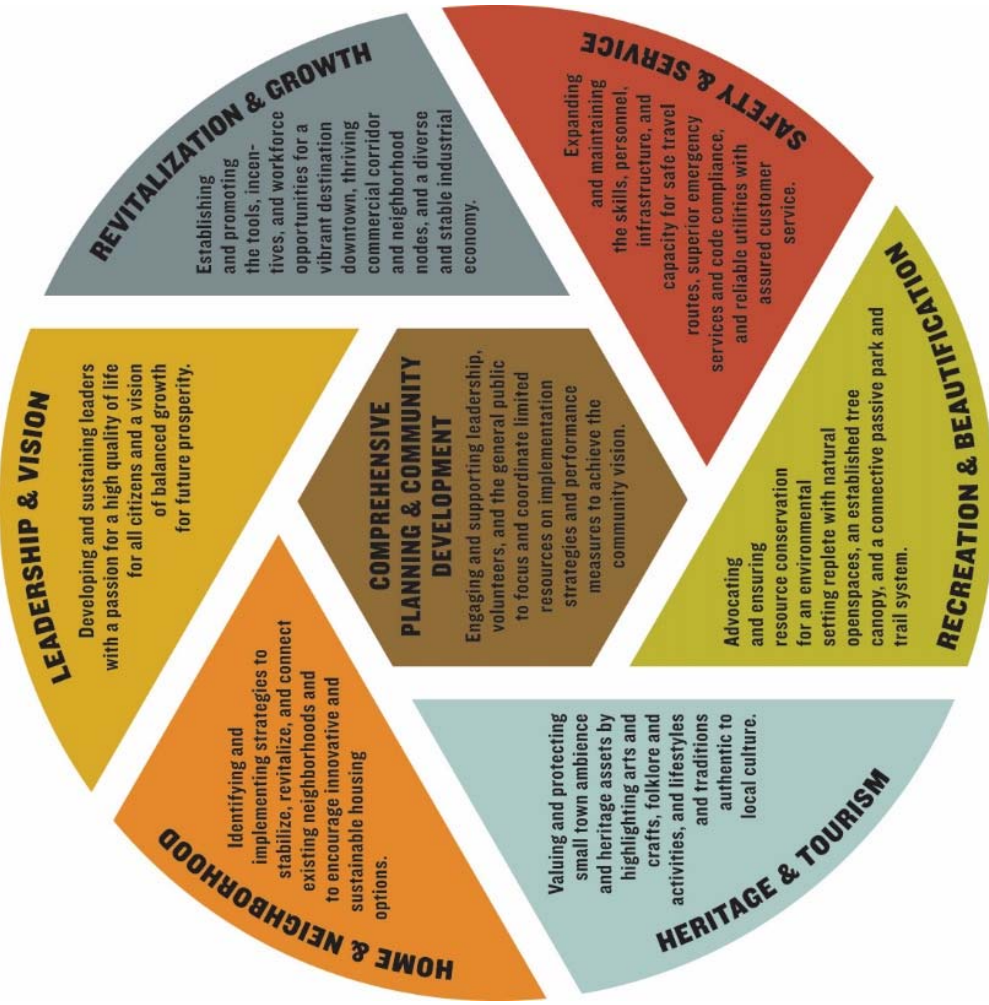
ACRONYM & ABBREVIATION KEY

REFERENCES: Leader • Departments • Boards

- CM City Manager Office
- CC City Clerk Office
- COC Chamber of Commerce
- COD Code Enforcement Office/Officer
- CSC Cemetery Stewardship Commission
- CVB Convention & Visitors Bureau
- DDA Downtown Development Authority
- FD Finance Director Office
- GCC Greenspace Conservation Commission
- HPC Historic Preservation Commission
- HOC Housing Opportunity Commission
- HR Human Resources Office/Officer
- M&C Mayor & Council
- MFD Madison Fire Department
- MPD Madison Police Department
- MIMS Madison Main Street Office/Officer
- P&D Planning & Development Department
- PAC Public Arts Commission
- PI Public Information Office/Officer
- PZC Planning and Zoning Commission
- S&S Street & Sanitation Department
- UT Utility Department – Distribution

REFERENCES: Estimate • Costs • Grant

- CDBG Community Development Block Grant
- CHIP Community Home Investment Program
- DDA Downtown Development Authority
- FHB Federal Home Bank
- GEFA Georgia Environmental Finance Authority
- GF General Funds
- H-M Hotel-Motel Pass Through Tax
- In-Kind Donation of Materials and/or Labor
- LIHTC Low Income Housing Tax Credit
- LDF Local Development Funds
- OneGA One Georgia Grant Funds
- SDS Service Delivery Strategy
- SPLOST Special Purpose Local Option Sales Tax
- ENT Enterprise Funds (Sewer, Water, Gas)



REFERENCES: Places • Districts • Overlays

- A&E Arts & Entertainment Overlay
- DURA Downtown Urban Redevelopment Area

**2018 STWP Report
11 Dec 2018 Update & Summary**

2017-2022 with 2018 Items

STWP #	# ITEM Short Title Brief Description	Anticipated Completion					Completed	Started (*ahead of schedule)	Other	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
COMMUNITY AGENDA ACCOUNTABILITY										
LEADERSHIP & VISION										
27	2017-2022 Plan #01-03, #35, #51-52, #57 (7 items) 2018 Update #74-93 (20 Items)	0	7	8	5	7	#01, #35, #74, #76, #89, #90 #92*	#02, 03, #57, #78*; #79, #91, #92*	#52, #80, #87	2018 TOTAL (27) . Completed (6); Started (7). Not Started (3) – 2 awaiting website rebranding and 1 on hold for additional funding.
RECREATION & BEAUTIFICATION										
13	2017-2022 Plan #04-05, #12, #14-19, #60-61 (11 items) 2018 Update #94-95 (2 Items)	0	3	5	0	5	-	#04, #12, #14-17, #19, #94	#5	2018 TOTAL (13) . Completed (0); Started (8). Not Started (1) – 1 awaiting adoption of Comp Plan.
SAFETY & SERVICE										
42	2017-2022 Plan #08-10, #21-22, #24-34, #36-37 (18 items) 2018 Update #96-119 (24 Items)	1	12	11	5	13	#24, #26, #30-33, #36-37, #98, #100, #110, #112	#22, #25, #27-29, #34, #96, #101-103, #116*, #117	#8, #106	2018 TOTAL (27) . Completed (11); Started (12). Not Started (2).
HOME & NEIGHBORHOOD										
5	2017-2022 Plan #39-42 (4 items) 2018 Update #120 (1 Items)	0	0	0	1	4	-	#40*, #41*, #42	-	2018 TOTAL (5) . Completed (0); Started (3).
HERITAGE & TOURISM										
15	2017-2022 Plan #45-5-, #53-56, #58 (11 items) 2018 Update #121-124 (4 Items)	1	3	7	2	2	#55	#46, #48, #49, #54, #56, #122	#121	2018 TOTAL (15) . Completed (1); Started (6). Not Started (1) – Additional research needed.
REVITALIZATION & GROWTH										
9	2017-2022 Plan #59, #62-#69 (9 items)	0	1	6	2	0	-	#65, 66, #69	#66, #67	2018 TOTAL (9) . Completed (0); Started (3); Not Started (5) – 2 awaiting adoption of Comp Plan.
PLANNING & DEVELOPMENT										
18	2017-2022 Plan #06-07, #11, #13, #20, #23, #38, #43-44, #70-73 (13 items) 2018 Update #125-129 (5 Items)	0	3	7	5	3	-	#13, #125, #126	#20, #43, #70, #71, #127	2018 TOTAL (18) . Completed (0); Started (3); Not Started (5) – 2 awaiting adoption of Comp Plan.
SUMMARY										
129	2017-2022 Plan TOTAL of 73 Items 2018 Update TOTAL of 56 Items	2	29	44	20	34	18 Completed	42 Started	14 Not Started	2018 TOTAL: 14% Complete; 33% In Progress

CONTENTS: Departments and boards should incorporate community agenda items into work programs (i.e., **1-3-5 Plan**). However, all items from individual work programs may not necessarily be listed herein (e.g., singular equipment expenditures less than \$2,500 – a new phone; ongoing programs – annual tree planting; filling an existing position – etc.). Any items seeking specifically state/federal public funds should be identified as early as possible for inclusion.

UPDATES: Communicate revisions and additions by mid-November so that progress may be included in the end of year Annual Report(s) to the Mayor and Council and the early year draft Budget(s). Use the schedule to ensure pacing of financial and human resources for multiple programs/projects and mark items as: Complete, Started, In Progress, Not Started, Postponed, Abandoned – with a brief note, completion date, final cost, etc.