



SHORT TERM WORK PROGRAM

FY2011-2012 - FY2015-2016

Revision-8/26/11

Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
		11-12	12-13	13-14	14-15	15-16			
POPULATION									
P.1	Monitor regional and U.S. Census Bureau estimates of the City's population	√	√	√	√	√	Not applicable		Community Development
P.2	Monitor and publicize any adult literacy programs available to Roswell's residents	√	√	√	√		Not applicable		Community Relations Office
P.3	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element	√	√	√	√	√	Staff time		Community Development
HOUSING									
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing	√	√	√	√	√	Staff time		Community Development, Building Division
H.2	Identify any concentrations of substandard housing units and use community development funds to help fund improvements	√	√	√	√	√	Staff time		Community Development (CDBG if available)
H.3	Continue to enforce the standard housing code	√	√	√	√	√	Staff time		Community Development
H.4	Maintain the City's public housing program and determine appropriate future activities/programs	√	√	√	√	√	Not applicable		Housing Authority
H.5	Monitor available state and federal housing programs and disseminate information to individuals and groups in need of such program resources	√	√	√	√	√	Staff time		Community Development
H.6	Work on affordable housing study			√	√	√	\$100,000		Community Development
ECONOMIC DEVELOPMENT									
ED.1	Gather information on properties suitable for office development and provide market information to developers, Greater North Fulton Chamber of Commerce, Georgia Power Company, Fulton County, etc.	√	√	√	√	√	\$10,000		Roswell EDD; GNFCC; Georgia Power Co; MACOC; Fulton County ED



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ED.2	Provide information on available office space to all potential users or reference sources and parcel comps for Transportation Department and Public Works Department	√	√	√	√	√	\$8,800		Roswell EDD
ED.3	Work with other City departments to promote public investments such as pedestrian amenities that will result in increasing the tax base	√	√	√	√	√	Staff time		Roswell EDD
ED.4	Continue to support quality of life enhancements that make the area attractive to corporations	√	√	√	√	√	Staff time		Roswell EDD; Planning; other City departments
ED.5	Collaborate with the Convention & Visitors Bureau and others on marketing	√	√	√	√	√	\$3,000		Roswell EDD
ED.6	Improve signage to key attractions throughout the City	√	√	√	√	√	\$300,000		Roswell EDD; Transportation Department
ED.7	Guide small entrepreneurs to available forms of resources and assistance	√	√	√	√	√	Staff time		Roswell EDD
ED.8	Communicate with businesses via electronic newsletter to keep them informed of developments in the City	√	√	√	√	√	Staff time		Roswell EDD; Community Relations Office
ED.9	Stay involved in regional discussions	√	√	√	√	√	Staff time		Roswell EDD; Fulton County ED; GNFC
ED.10	Continue to effectively communicate the development process; advocate for streamlining where opportunities exist	√	√	√	√	√	Staff time		Community Development
ED.11	Inform applicants of the applicable design/-development guidelines	√	√	√	√	√			Roswell EDD; Planning
ED.12	Continue to enhance the first line of marketing to new and expanding businesses, the Economic Development website.	√	√	√	√	√	Staff time		Roswell EDD
ED.13	Administer and promote/market the Roswell Opportunity Zone to all existing and prospective businesses.	√	√	√	√	√	Staff time		Roswell EDD
REDEVELOPMENT									



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R.1	Pursue policy-based budgeting to accomplish redevelopment goals, with redevelopment as a priority	√	√	√	√	√	Not applicable		City Administrator and City Council
R.2	Continue to consider locating public facilities in redevelopment target areas	√	√	√	√	√	Not applicable		City Administrator and City Council
R.3	Implement Midtown Roswell Redevelopment Plan (also see specific items below on implementing that plan)	√	√	√	√	√	TBD		City (various departments)
R.4	Implement recommendations of revitalization study and plan for the Holcomb Bridge Road corridor east of GA 400	√	√	√	√	√		Yes	City (various departments)
R.5	Reconstitute Downtown Development Authority, if needed	√	√	√	√	√	\$10,000		Community Development; City Council
R.6	Seek funding for implementation of redevelopment studies, plans, and projects	√	√	√	√	√	TBD	Yes	Community Development; City Council
R.7	Assist where possible in improving access, ingress, and egress to outmoded retail centers and upgrade surrounding road networks	√	√	√	√	√	TBD		Community Development; Transportation
R.8	Promote existing retail space and the redevelopment of vacant retail space	√	√	√	√	√	Staff time		Roswell EDD
R.9	Consider the use of overlay districts to encourage redevelopment opportunities as appropriate	√	√	√	√	√	Not applicable		MCC
R.10	(Midtown) Consider establishing a development response team, responsible for working with property owners on redevelopment projects		√	√	√	√	Staff time		Community Development
R.11	(Midtown) Plan and fund new street networks in conjunction with private redevelopment, where agreement on cost sharing can be attained	√	√	√	√	√	Staff time	yes	Transportation; Community Development



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R.12	(Midtown) Design and install Alpharetta Street streetscape per plan's recommendations (completion date June 2011)	√					\$2,955,195.69		Community Development; Transportation; GDOT
R.13	(Midtown) Complete preliminary design of Hog Wallow greenway			√				yes	Recreation & Parks
HISTORIC PRESERVATION									
HP.1	Conduct an intensive-level, comprehensive historic resources survey of the City. Identify all types of historic resources, including buildings and structures, historic landscapes, and historic sites and objects			√	√	√	\$150,000		HPC, HCAM, Preservation Planner, SHPO, Consultants
HP.2	Continue the "legendary chats" program of the Convention & Visitors Bureau	√	√	√	√	√	Staff time		CVB, UGA
HP.3	Develop a citywide GIS database of all identified cultural resources; update the database periodically as needed	√	√	√	√	√	Staff time		GIS; Preservation Planner
HP.4	Expand the existing National Register Historic District to include adjacent eligible commercial and residential areas			√	√	√	Not applicable		HPC; Preservation Planner; Consultant
HP.5	Pursue National Historic Landmarks designations, as appropriate			√	√	√	Not applicable		R&P/H&CA
HP.6	Develop design guidelines for character areas of the local Historic District	√	√	√	√	√	\$10,000		HPC; Preservation Planner; Consultant
HP.7	Incorporate mechanisms for protecting heritage trees into the existing Tree Ordinance	√	√	√			Staff time		Community Development
HP.8	Continue the series of brochures and town hall meetings currently being used	√	√	√	√	√			HPC; Preservation Planner



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HP.9	Enlarge the emphasis of programs and publications from antebellum resources to include resources from all periods of the City's history. Publish the findings of the Historic Resources Survey and produce a "coffee table" version for sale; Utilize Certified Local Government (CLG) funds for funding survey and book publication	√	√	√	√	√	Staff time and volunteers		R&P
HP.10	Work with the Roswell CVB to develop ways to promote the City's historic sites through the CVB's already established channels. Meet regularly with all associated local agencies and organizations to discuss promotional programs and to keep all groups updated. Periodically review and update existing programs.	√	√	√	√	√	Staff time and volunteers		R&P/H&CA; CVB
HP.11	Support development of lesson plans about the City's historic preservation programs and policies to be used in local heritage education programs. Support the curriculum of the Teaching Museum, which educates Fulton County students about U.S., Georgia, and local history.	√	√	√	√	√	Staff time		R&P/H&CA; Fulton County Schools
HP.12	Make information about the rehabilitation tax credit programs and application forms available through as many sources as possible. Provide positive case studies of successful rehabilitation projects.	√	√	√	√	√	Staff time		HPC; Preservation Planner
HP.13	Make information about historic façade easements and conservation easements readily available through as many sources as possible. Provide positive case studies of successful easement donations and their resulting historic resources.	√	√	√	√	√	Staff time		HPC; HCAM; Preservation Planner



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HP.14	Encourage local banks to establish a low-interest loan pool to provide funding for preservation projects		√	√	√	√	Not applicable		HPC; HCAM; Preservation Planner; Local Bankers
HP.15	Create a repository of information about all aspects of historic preservation and make this resource readily available and accessible to the public. Develop and maintain the collection to also serve as a resource center for the HPC	√	√	√	√	√	Staff time		HPC; HCAM; Preservation Planner
HP.16	Add a specific historic preservation category to the City's existing website to direct people to technical information about historic preservation that is available locally and on the internet	√					Staff time		Community Relations Office; Preservation Planner
NEIGHBORHOODS									
N.1	Provide limited technical assistance to neighborhood planning efforts in the form of maps, existing zoning and land use, as well as demographic and economic data	√	√	√	√	√	Staff time		Community Development
N.2	Encourage neighborhood "self-help" activities	√	√	√	√	√	Staff time		Community Development
URBAN DESIGN									
UD.1	Periodically revise design guidelines, as appropriate	√	√	√	√	√	\$50,000		Community Development; Consultants
UD.2	Implement a gateway master plan for major entrances to the City that incorporates various recommendations of adopted design guidelines	√	√	√	√	√	\$1,600,000	Yes	Community Development; HPC; DRB; Transportation
UD.3	Install marker to various character areas	√	√	√	√	√	\$150,000		Community Development; HPC; DRB; Transportation
UD.4	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City	√	√	√	√	√	Staff time		Community Development
LAND USE									



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LU.1	Further develop, refine, and implement land use recommendations for "character areas"	√	√	√	√	√	Staff time		Community Development
LU.2	Periodically report as may be needed on conformance with regional development plan	√	√	√	√	√	Staff time		Community Development
LU.3	Develop additional policies for specific land-uses and incorporate them into the Land Use Element, as specific issues or experiences with them arise	√	√	√	√	√			Community Development
LU.4	Amend the City's Zoning Ordinance as needed to respond to changing needs and new issues	√	√	√	√	√	\$400,000		Community Development
LU.5	Amend the Future Land Use Plan as needed	√	√	√	√	√			Community Development
LU.6	Overhaul the Zoning Ordinance				√		\$400,000		Community Development
LU.7	Create an ordinance for "Cottage Housing"		√				\$80,000		Community Development
LU.8	Create an ordinance for "Mixed Use"			√			\$150,000		Community Development
COMMUNITY FACILITIES									
CF.1	Periodically update the City's parks and recreation master plan as needed	√	√	√	√	√	\$30,000		Recreation & Parks
CF.2	Continue Wetlands Enhancement Demo Project Water Quality Monitoring	√					To be completed by volunteer monitors		Public Works/ Environmental
CF.3	Implement the master plan for the Roswell Riverwalk	√	√	√	√	√	\$10,000,000		Recreation & Parks
CF.4	Update and review the technology needs for the City through an Enterprise Resource Planning process for efficiency and increased productivity (Completion in 2013)	√	√				\$5,329,590		Administration
CF.5	Periodically update the Comprehensive Solid Waste Management Plan, as needed	√	√	√	√	√	Staff time		Public Works/ Environmental



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CF.6	Periodically review and modify sanitation rates and fees to reflect the actual costs of service provision and to further divisions goals	√	√			√	Staff time		Public Works/ Environmental
CF.7	Prepare, adopt, and periodically revise as appropriate a municipal policy for use of City-owned buildings and grounds by private, non-profit, and other government users	√	√	√	√	√	Staff time		Administration
CF.8	Maintain a system of advisory committees for various City departments and functions to provide for citizen participation and general advice in the overall direction of municipal service provision	√	√	√	√	√			Various departments
CF.9	Implement and maintain a customer service policy and action plan in each of the City's departments, with a consistent level of service throughout the departments	√	√	√	√	√	Staff time		Various departments
CF.10	Monitor the provision of municipal services and their ability to meet the diversifying needs for the City's population	√	√	√	√	√	Staff time		Administration; various departments
CF.11	Implement a community-based approach to policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit	√	√	√	√	√	\$400,000		Police
CF.12	Maintain the City's current Insurance Services Office (ISO) rating of 3	√	√	√	√	√	\$1,500,000		Fire & Rescue
CF.13	Continue programs of recognition to all firefighters for the jobs they accomplish as a combination department of full-time and part-time employees	√	√	√	√	√	Volunteer labor		Fire & Rescue; Mayor and City Council
CF.14	Continue to program and implement improvements needed to maintain and upgrade the Roswell Water Utility in accordance with the Management Plan	√	√	√	√	√	\$10,000,000		Public Works/ Environmental



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CF.15	Periodically review and modify water rates and fees to reflect the actual costs of service provision and to further system goals	√		√	√	√	\$5,000		Public Works/ Environmental
CF.16	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need	√	√	√	√	√	\$417,000 LMIG		Transportation
CF.17	Investigate the need for traffic calming and integrate traffic calming projects as may be appropriate in the City's capital plan	√	√	√	√	√			Transportation
CF.18	Develop a program incorporating landscaping/streetscaping into all major road projects to provide greater community identity and safety	√	√	√	√	√	Staff time		Transportation; Community Development
CF.19	Development and maintenance of an Energy Assurance Plan for the continued operations of critical city services. This includes energy emergency planning for critical city-owned building facilities and equipment.	√	√	√	√	√	\$130,000 (Funded by an ARRA DOE Grant)		Public Works/ Environmental Department
CF.20	Continue to program and implement improvements needed to maintain and upgrade the stormwater management system in compliance with the MS4 NPDES Permit	√	√	√	√	√	\$5,500,000		Public Works/ Environmental; Transportation
CF.21	Continue to implement TMDL Impaired Stream monitoring efforts and implementation of the WIP's	√	√	√	√	√	\$275,000		Public Works/ Environmental
CF.22	Partner with the Atlanta-Fulton County Library System to expand library space in Roswell	√	√	√	√	√	Staff time		Administration



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CF.23	Continue to monitor the conditions of municipally owned and operated historic and cultural facilities; schedule improvements to such facilities and grounds as appropriate	√	√	√	√	√	\$200,000		Historic and Cultural Affairs Manager
CF.24	Consider plans for additional historic streetscape improvements within the local Historic District	√	√	√	√	√	\$2,000,000	yes	Community Development
CF.25	Maintain and expand, as appropriate, the citizen deputies program of community-based code enforcement	√	√	√	√	√			Community Development
CF.26	Prepare, implement, and revise as appropriate a community information plan and programs	√	√	√	√	√			Community Relations Officer
CF.27	Continually review and revise the disaster preparedness and emergency management plans in conjunction with Fulton County	√	√	√	√	√	Staff time		Various departments
DEVELOPMENT IMPACT FEES									
DIF.1	Periodically review and update the development impact fee program, including fees	√		√		√	Staff time		Community Development
TRANSPORTATION									
T.1	Implement transportation system improvements as described in the Comprehensive Plan and Transportation Master Plan	√	√	√	√	√	\$25,000,000	Yes	Transportation
INTERGOVERNMENTAL COORDINATION									
IC.1	Periodically revisit and update intergovernmental service agreements		√	√			Staff time		Administration
IC.2	Monitor new forms of governance proposed in North Fulton County for their impact on Roswell	√	√	√	√	√	Staff time		Administration
IC.3	Continue to evaluate the necessity of moving the court system to a new location.	√	√	√	√	√	Staff time		Administration



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IC.4	Periodically revisit and revise the intergovernmental land use dispute resolution process		√	√			Staff time		Administration
IC.5	Assist in implementing the <i>Water Supply and Water Conservation Management Plan</i> prepared by the Metropolitan North Georgia Water Planning District	√	√	√	√	√	\$15,000 / year		Public Works/ Environmental; Community Development
IC.6	Assist in implementing the <i>District-Wide Watershed Management Plan</i> prepared by the Metropolitan North Georgia Water Planning District	√	√	√	√	√	\$100,000		Public Works/ Environmental
IC.7	Complete watershed improvement planning in connection with the Metropolitan North Georgia Water Planning District's mandates	√	√	√	√	√	\$100,000		Public Works/ Environmental
IC.8	Assist in implementing the <i>Big Creek Watershed Study Master Plan</i>	√	√	√	√	√	\$50,000		Public Works/ Environmental
IC.9	Coordinate a meeting between the City and the public and private schools.			√			Staff time		Administration