CLAYTON FORWARD:
CLAYTON COUNTY COMPREHENSIVE PLAN

2034

FOR UNINCORPORATED AREAS OF THE COUNTY

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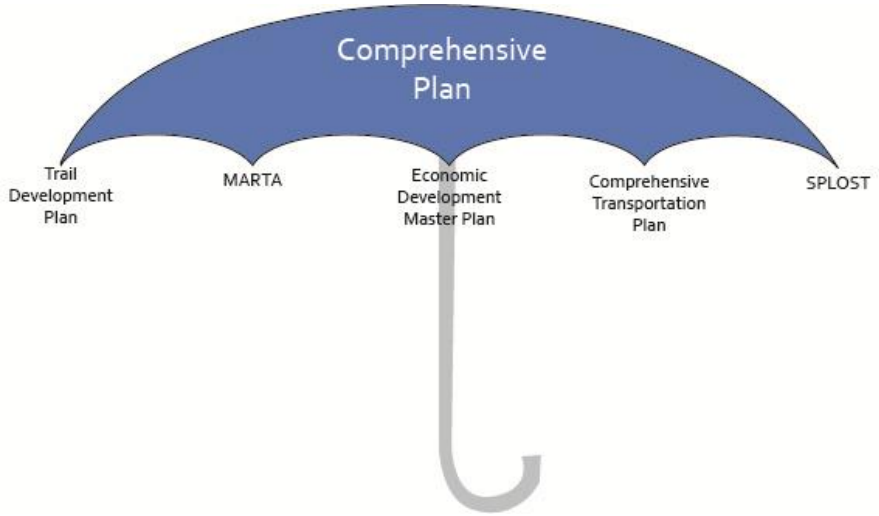
EXECUTIVE SUMMARY

INTRODUCTION

The Comprehensive Plan for unincorporated Clayton County provides a vision, goals and policy framework for shaping the County's future over the next 20 years in terms of its social, economic and built environment. This document offers a roadmap that helps citizens and public officials realize the goals and visions of the community through appropriate action and implementation.

To ensure a "comprehensive" approach to the creation of this document, the County coordinated the development of the plan in a collaborative umbrella effort to draw from County resource documents, including but not limited those enumerated below:

- "Clayton County Annual Budget: Fiscal Year Ended June 30, 2014"
- "Clayton County Strategic Economic Development Plan, 2013"
- "Comprehensive Plan 2005-2025"
- "Comprehensive Plan Partial Update 2009"
- "Comprehensive Transportation Plan 2008"
- "The Clayton County Department of Parks and Recreation Master Plan 2008"
- "A New Year, A New Brand 2014"
- SPLOST 2015
- MARTA



VISION

"Clayton County is where the world lands and life takes off"

Clayton shall move towards leveraging its existing assets to create distinct places of value. These places will serve as economic and cultural drivers for the County, while also fostering the development of local identity and stewardship. These places should sustain themselves economically and environmentally, being sure to enhance quality access by foot, by bike, and other forms of non-automotive transportation. In all ways these new places shall bolster quality of life for residents both near and far. Clayton shall make efforts to carefully cultivate these places of value to transform the County from a series of spaces into a connected network of powerful places.

THE COMPREHENSIVE PLAN

The purpose of the Clayton County Comprehensive Plan is to identify the vision for the Clayton County, and to set forth a clear implementation plan to realize that vision. The Comprehensive Plan is a fact-based resource that helps local constituents track the implementation of community-based policies, and creates an environment of predictability in terms of development and land use.

Elements of the Comprehensive Plan

As required by the Georgia Department of Community Affairs (DCA), the Clayton County Comprehensive Plan is prepared in accordance with the "Standards and Procedures for Local Comprehensive Planning," (Local Planning Requirements) effective May 1, 2005, and the later version of the revised rules adopted March 1, 2014. These guidelines are essential in maintaining the County's certification as a Qualified Local Government, which is a key component of the County's eligibility to receive loan and grant funding from various sources.

As outlined in the Local Planning Requirements, there are several "elements" within this plan that constitute the comprehensive plan. The most important part of the plan is the **Community Goals** section which identifies the overarching theme of future development in the County. The next element is the list of **Needs and Opportunities** that the community intends to address, followed by the **Community Work Program** which lays out the specific activities the community plans to undertake in the next five years.

Four additional elements deal with specific aspects of future planning in the County: **Land Use, Economic Development, Transportation** and **Housing**. Each of these provides a snapshot of existing conditions in the County followed by strategies and opportunities that can help achieve the Community Goals.

Figure 1 E.L. Huie Jr. Constructed Treatment Wetlands

Finally, the appendices contain collated data about the County used to perform an assessment of current conditions and future trends.

The various elements of the Comprehensive Plan are encapsulated in this Executive Summary. More detailed information is found in each section and in the Appendix.

COMMUNITY GOALS

As defined by the Georgia Department of Community Affairs (DCA), the purpose of the Community Goals element of the Comprehensive Plan is to "lay out a road map for the community's future, developed through a very public process of involving community leaders and stakeholders in making key decisions about the future of the community." The Community Goals help identify the community's direction for development.

A number of exercises were carried out to develop goals for the community based on input from community meetings and steering committee meetings. Goals were discussed, prioritized, and edited. The resulting priority goals were then grouped and organized within the following categories:

Land Use

1. To ensure the quality of new development
2. To encourage well-coordinated development
3. To improve quality of life for all residents
4. To encourage sustainable development practices
5. To improve coordination of planning mechanisms
6. To effectively manage implementation of land use policies

Economic Development

1. To improve the employment options for residents
2. Workforce development
3. Business development and Promotion
4. To improve coordination of economic development and planning

Housing

1. Ensure quality of residential development
2. Provision of housing for all residents
3. Maintenance of existing housing
4. Coordination of housing and economic development

Transportation

1. Improve walkability and connectivity
2. Improve provision of transit services
3. Improve traffic flow and quality of roadways
4. Effectively manage implementation of transportation projects

Community Facilities

1. Improve and maintain quality of educational services
2. Improve quality of life through focus on health, safety and welfare of residents
3. Improve and maintain access to arts and culture
4. Ensure and improve quality of amenities and public services
5. Improve local identity and public relations

Natural and Cultural Resources

1. Protect and conserve existing natural resources
2. Identify and protect cultural resources
3. Connect resources to development decisions
4. Utilize natural resources to improve quality of life

Intergovernmental Coordination

1. Improved coordination between Comprehensive Plan and local decision-making
2. Improve communication between local governments
3. Improve and maintain existing processes

NEEDS AND OPPORTUNITIES

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the Needs and Opportunities of the County was conducted with the Steering Committee and with participants at the community meetings. SWOT analysis categories were posted on separate posters and participants were asked to write down their Strengths, Weaknesses, Opportunities, and Threats. Members of the consultant team facilitated discussions at each poster with members of the community, actively engaging in conversations and answering any questions regarding the exercise.

The results from the Steering Committee and two (2) community meetings were then combined under the following categories:

1. Land Use
2. Economic Development
3. Housing
4. Transportation
5. Community Facilities and Services
6. Natural and Cultural Resources
7. Intergovernmental Coordination

POPULATION

Clayton County is one of the smaller Counties in the state of Georgia, and covers approximately 144 square miles. It is located 10 miles south of Atlanta, and is bordered on the west by Fayette County, on the south by Spaulding County, on the East by Henry County and on the north by Fulton County. Clayton County contains six incorporated Cities within its boundaries: Forest Park, Jonesboro, Lake City, Lovejoy, Morrow and Riverdale. However, this Comprehensive Plan deals solely with unincorporated areas of the County.

Clayton experienced an increase in population from 10,260 in 1930 to 150,357 in 1980, making it one of the fastest growing Counties in the state. The population growth continued from 236,517 in 1990 to 259,424 in 2000 at a 29.9% rate. The population continued to increase over the next 10 years. In 2010 the growth rate was 9.7%. According to the Atlanta Regional Commission 2040 Population Forecast, over the next 30 years the population of Clayton County is expected to increase by a 24.1%. This figure would add an additional 62,407 residents to the County.

Due to the large presence of young adults (age 25-44), the County should focus outreach on non-traditional approaches for citizen engagement. This means that in addition to public meeting and newspaper advertisements, the County should think strategically about how to roll out electronic notifications, social media, or dedicated applications that would allow citizens to interact with the County in a variety of ways. Though this approach focuses on a younger audience, other members of the population can benefit from an additional forum for interaction as well.

A large number of residents in the County commute to other Counties for their jobs and similarly a large number of Clayton jobs are occupied by people who live outside the County. The County as part of its economic development goals should strive to increase the number of high-quality jobs in the County, especially those that would attract middle class workers, who now depart the County for work.

Overall the educational level of the County is lower than optimal, so the County must focus on education both for the long and the short term. In the short term, the County must support and emphasize technical schooling or vocational high schools both of which emphasize skills relevant to jobs that are in demand as well as those jobs for which demand is expected to increase. Some of the fields expected to grow are health care, transportation, and communication. Note that technical schools are a supplement to growing the existing educational system not to replace it, high quality education starts at the elementary level and is needed all the way through institutions of higher education.

ECONOMIC DEVELOPMENT

Approximately 15,000 businesses operate in Clayton County, representing about 95,000 jobs. Currently, the Service Sector provides the most jobs in the County at 37%, followed by Retail Trade at 18% and the Transportation and Communications sector at 11.5%. However, it is projected that the Transportation and Communications sector will provide the most jobs, attributed primarily to development related to Hartsfield-Jackson Atlanta International Airport.

81% of the jobs in Clayton County are employ non-residents, while 75% of County residents commute to other Counties for employment. Most residents commute 30 minutes or more to work. Around half of all working individuals who live in Clayton County hold white collar, professional occupations. The Management and Professional industry sectors account for 23.5% of the jobs Clayton County residents occupy. The next highest concentration of employment is in the Services sector at 20.5%.

According to the most recent Clayton County Strategic Economic Development Plan, 2013, the top industries in the County are as follows:

- Transportation and Warehousing
- Government
- Retail Trade
- Accommodation, Food and Beverage Services
- Health Care and Social Assistance
- Administrative, Support, Waste Management and Remediation
- Wholesale Trade
- Manufacturing
- Construction
- Finance Insurance

Clayton County is home to a number of major institutions and organizations employing over 400 people. Existing large employers offer excellent opportunities for cultivating ancillary but related services to serve these employers and employees. They also draw employees from around the region, contributing to daytime consumer markets.

Two initiatives provided in the Community Development Department, Community Work Program 2015-2019, focus on the intergovernmental coordination between economic development and land use development issues. The first initiative proposes to establish unique design guidelines for redevelopment along commercial corridors to be created as Economic Development Overlay Districts. The second initiative proposes to establish a determined set of land use requirements that would support the concept of Aerotropolis.

Figure 2 Hartsfield-Jackson Atlanta International Airport

Economic Development Programs

Clayton County is the only Tier 1 County in Metro Atlanta and offers the highest valued tax credits in Metro Atlanta. The County's economic development incentives include the following:

- Property Tax Abatement – Special tax consideration through taxable bond issued financing for a qualified operation through the Development Authority of Clayton County.
- Bond Financing – Industrial Revenue Bonds are available through the Development Authority of Clayton County for real and personal property.
- State and Federal Job Tax Credits – As a Tier 1 County, Clayton offers $4,000 per job tax credit for up to 5 years, against state withholding tax for qualifying jobs.
- Tax Allocation Districts (TADs) – There are five (5) Tax Allocation Districts (TADs) located in Clayton County, which offer infrastructure financing and special development incentives for qualifying projects. These districts were created to promote development in targeted areas.
- Foreign Trade Zone (FTZ) – Clayton County is home to the Atlanta Tradeport FTZ. FTZ is a federally designated site created to help businesses remain competitive in a global market place, with lower duties, reduced processing fees and quicker movement of goods from the port.
- Opportunity Zone (OZ) – Clayton County has a designated Opportunity Zone located immediately east of Hartsfield-Jackson Atlanta International Airport. This special incentive district provides for even more aggressive tax credits in order to spur additional investment in this targeted area.

- 100% Freeport Exemption – Clayton County exempts tangible personal property, including inventory of goods in process of being manufactured or produced, finished goods manufactured or produced within Georgia, and finished goods destined shipment outside Georgia.

There are a number of steps the County can undertake to help further its own economic development:

- The County should establish economic development overlays which add incentives over those offered by the state and federal government. These overlays should be coordinated with the Community Development Department and should reflect the highest priority areas which are likely to bring the biggest value to the County.
- The County should aim to support the mixed-use residential, commercial, and industrial destination-style redevelopment surrounding and supporting Hartsfield-Jackson International Airport, commonly known as Aerotropolis. The Airport is a major employer, with over 6000 jobs provided by Delta alone, and a tremendous asset to the County which should be leveraged to the County's advantage. Taking advantage of the land surrounding the airport only increases County revenue and the number of jobs Clayton can offer its residents.
- The County should coordinate with the City of Atlanta and the City of Savannah to facilitate the expansion of the Port of Savannah so that cargo traffic moving from the seaport to the airport is likely to pass through and use the storage or logistics facilities located in Clayton County.
- The County should partner with non-profit organizations in the metro area to establish and run incubators for small business. These incubators would help with training, marketing, networking, starting, and expanding Clayton County businesses, creating more jobs in the community.
- The County should establish a coordinated task force between Economic Development and Community Development. This task force would expedite and facilitate development and redevelopment in target areas of the County by strategically reducing review wait times and offering incentives where appropriate. The overall aim is to get attractive development to come to the County through a coordinated approach.

LAND USE

The Existing Land Use Map, shown in Figure 3, shows the current land uses in Clayton County as well as the zoning of undeveloped areas. Table 1 explains the definitions of the existing land-use categories.

Table 1 Land Use categories and descriptions

Land Use Category	Definition
Agriculture/Forestry	Category includes parks, greenspace, wetlands, and other open space as well as agricultural and forestry uses.
Commercial	Category includes all commercial developments, including neighborhood commercial uses, regional commercial uses, as well as office uses.
Industrial	Category includes businesses that concentrate on the manufacturing, production and transporting of goods.
Institutional	Category includes state, federal, and local government uses, as well as quasi-public institutions.
Single-Family Residential	Category includes individual homes, many of which are located in the historic downtown area or in organized subdivisions.
Multi-Family Residential	Category includes all attached residential buildings that are not owner occupied. Developments in this category contain more than two units per structure.
Utility/Public Use	Category includes such uses as MARTA, power lines, transmission lines, highways, telephone switching stations, and right of way along roads.

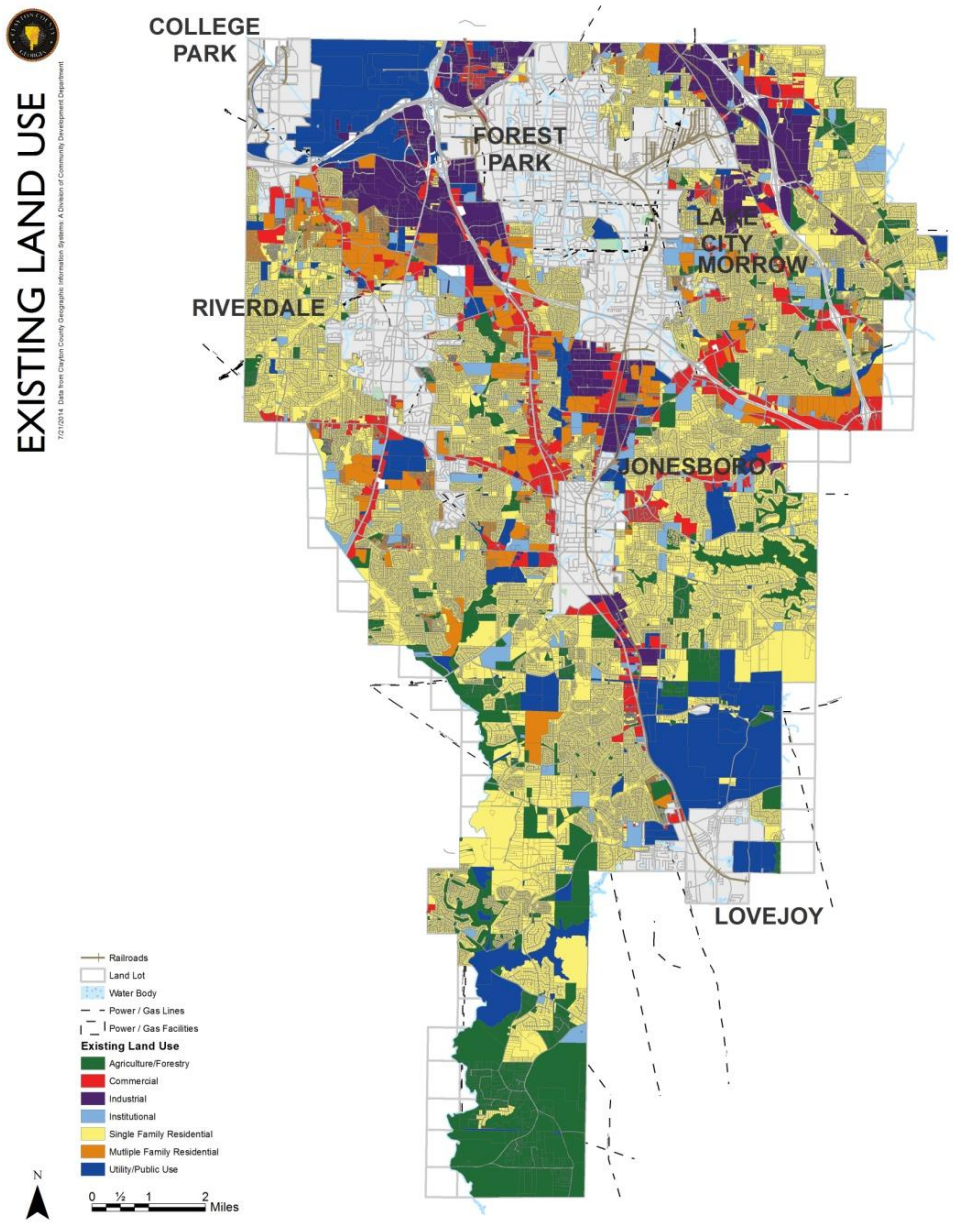


Figure 3 Existing Land Use Map

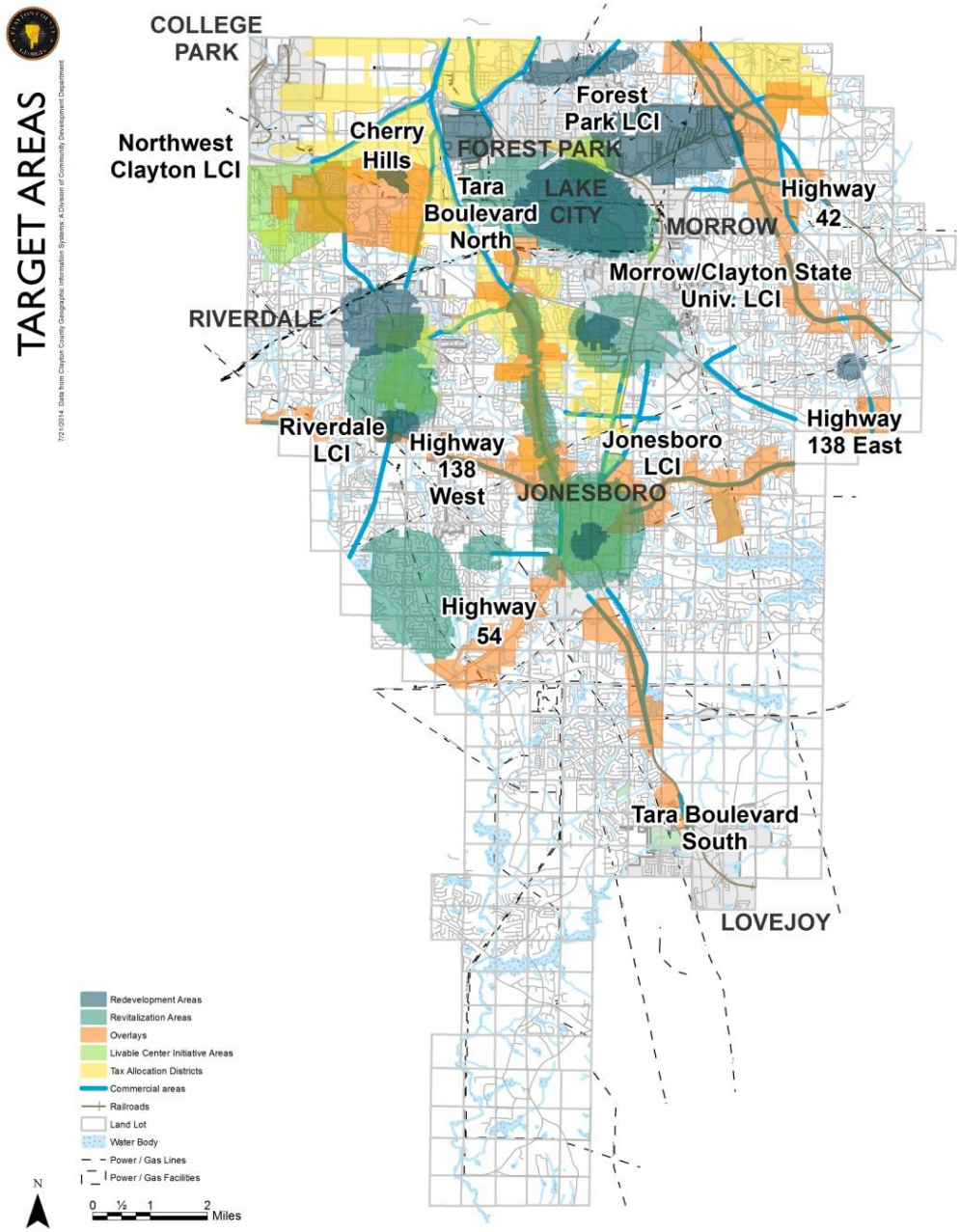


Figure 4 Target Areas in Clayton County

Target Areas

Target Areas or Areas Requiring Special Attention are defined by the DCA as:

- Areas of significant natural or cultural resources, particularly where these are likely to be intruded upon or otherwise impacted by development;
- Areas where rapid development or change of land uses is likely to occur;
- Areas where the pace of development has and/or may outpace the availability of community facilities and services, including transportation;
- Areas in need of redevelopment and/or significant improvements to aesthetics or attractiveness (including strip commercial corridors);
- Large abandoned structures or sites, including those that may be environmentally contaminated;
- Areas with significant infill development opportunities (scattered vacant sites);
- Areas of significant disinvestment, levels of poverty, and/or unemployment substantially higher than average levels for the community as a whole.

Figure 4 shows the location of all the target areas in Clayton County.

Future Land Use

The Future Land Use Map for Clayton County, shown in Figure 5, uses the following categories to define land uses:

Conservation Residential: This is the lowest density of residential uses, intended for single family housing without use of public utilities. Densities are lower than 2 dwelling units per acre (du/ac).

Low Density Residential: This includes residential development ranging from 2 to 4 du/ac, and which may or may not use public utilities.

Medium Density Residential: This is moderate density residential housing, including some duplex housing, with densities ranging from 4 du/ac to 8 du/ac.

High Density Residential: This is the highest single-use residential density in unincorporated Clayton County, with densities from 8 to 14 du/ac.

General Commercial: This category is intended for land dedicated to non-industrial business uses including retail sales, service and entertainment facilities. General commercial is the most intense, allowing facilities that may target larger businesses and be less appropriate near residential uses.

Neighborhood Commercial: This includes retail and service uses smaller in scale than General Commercial, more suitable for location near residential uses.

Office/Business: This land use is dedicated to office, banking, or other personal business services and not focused on retail uses.

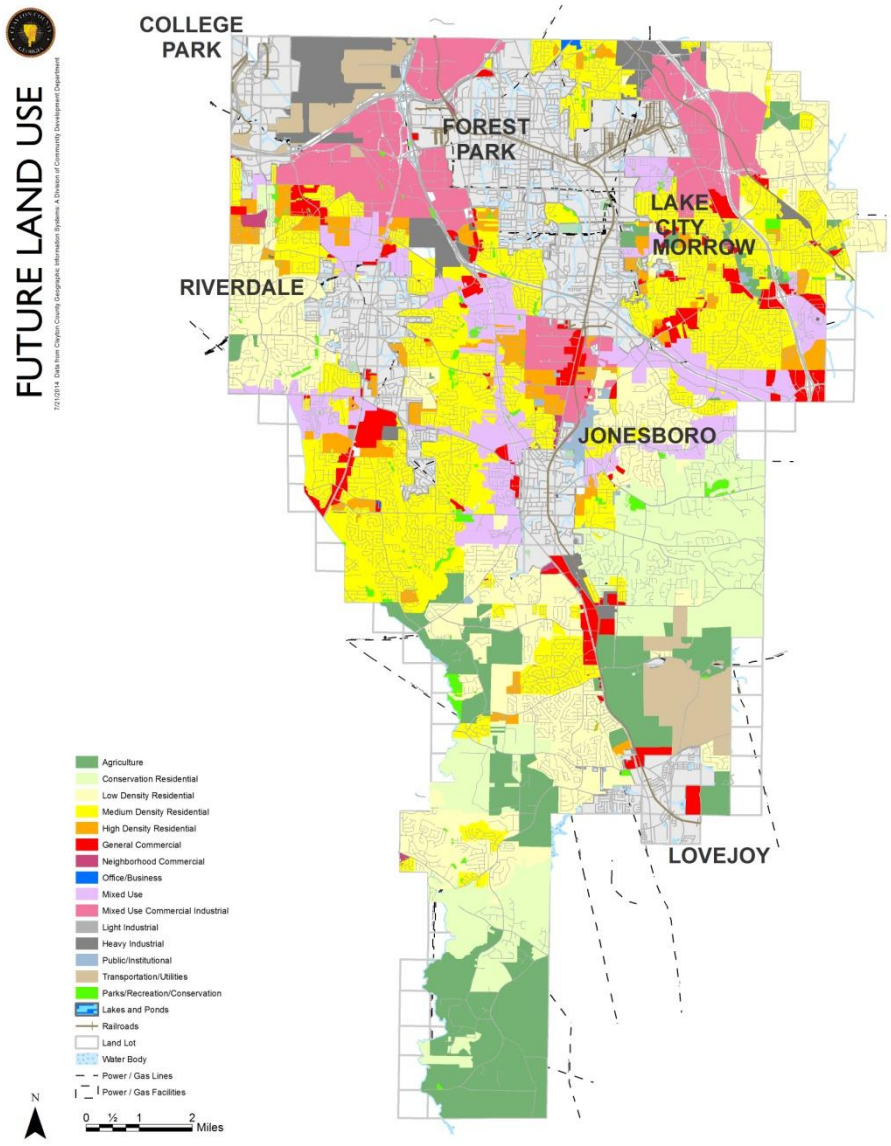


Figure 5 Future Land Use Map for Clayton County

Light Industrial: This category is for land dedicated to assembly, warehousing, wholesale trade facilities, and other industrial uses which could coexist with some business uses.

Heavy Industrial: This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses. These uses are often loud, disruptive, or have other effects which may be felt by nearby uses.

Public/Institutional: This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc.

Transportation/Communication/ Utilities: This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.

Park/Recreation/Conservation: This category is for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.

Mixed Use: This category allows for a mixture of retail, residential, and office uses in a town center style. Uses may include residentially compatible retail uses such as grocery stores, drugstores, banks on ground floors or fronting on commercial streets. There may also be a residential component including lofts, condominiums, apartments, town homes, and smaller single-family houses located above commercial uses or in other portions of the development. Residential densities of 4 to 16 units per acre are appropriate. Higher densities may be allowable if the mix of uses results in a town center style development which can be expected to cut down the number of car trips that would otherwise be generated. A key method for reducing car trips would be to connect the provision of work-force housing to new employment in the County. Mixed-use development must be designed to encourage walking and bicycling as well as be designed to be transit-ready.

Mixed use Commercial-Industrial: The MXI category allows for a mixture of office, commercial, and light industrial uses as well as possible recreational uses. Industrial uses should be oriented towards producing value rather than extracting it, and industrial uses that undermine office uses such adult-oriented businesses, landfills, etc. should look elsewhere. Mixed-use Commercial-Industrial development must be designed to encourage walking and bicycling between uses as well as be designed to be transit-ready. Open space and green space areas, should be networked to create corridors of recreational areas, further layering the allowed uses. This category is the most significant addition to the Land Use Map in terms of future development.

DEVELOPMENT NODES

The Comprehensive Planning process helped identify several areas in unincorporated Clayton County which could be targeted for investment. Each of these areas represented the overlap of different Target Areas which also had sufficient infrastructure to support new development or redevelopment. It is important to note that any development in these areas be carried out in collaboration with nearby Cities to promote sustainable development and regional connectivity. These areas, or "future development nodes", are shown in Figure 6.

Many areas in these "nodes" have been zoned for mixed-use development, which allows for a variety of commercial and industrial developments with multi-family housing included where appropriate.

Airport South

This node includes the area south of Interstate 285 and the Atlanta Hartsfield Jackson International Airport, down to East Fayetteville Road. The MXI zoning allows for the creation of a mix of commercial and industrial uses that would benefit from and contribute to the airport. This area is also the site of the proposed "Aerotropolis", which would provide a similar mix of uses. The dense development and proximity to MARTA rail offers a good opportunity to focus on clustered developments that allow some pedestrian or bike connections between the various uses. This node would help transition smoothly between the high volume airport uses and the existing residential uses nearby.

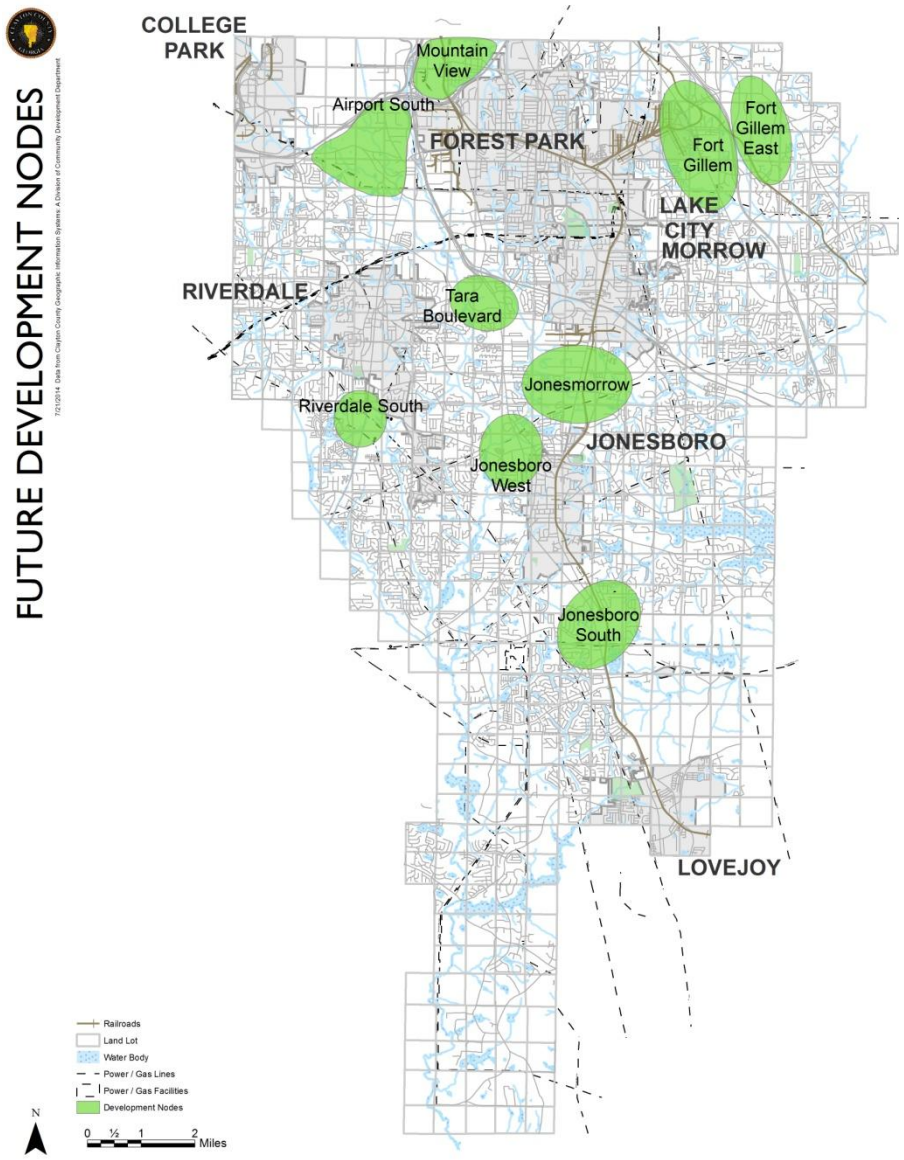


Figure 6 Future Development Nodes for Clayton County

Mountain View

To the area east of the Airport, bordered by Interstate 285 to the south and east, Interstate 75 to the East and DeKalb County to the north, is the Mountain View area. In addition to being designated as a Tax Allocation District (TAD), the location of large areas of industrial zoning close to the Airport provides an excellent opportunity for development as part of the proposed Aerotropolis. The possibility of MARTA rail expansions indicates the strong possibility of development as a transit hub, and good transit oriented development should thus be a high priority.

Tara Boulevard

The area along Tara Boulevard near the intersection of Interstate 75 and including Mount Zion Road and Upper Riverdale Road is a nexus of road traffic as opposed to rail and has potential to function as a commercial hub. Proximity to the interstate for access as well as existing commercial and residential areas allow for development of this node as a livable mixed-use center.

Riverdale South

The intersection of Highway 85 and Highway 138 just south of the City of Riverdale creates another commercial nexus. The volume of traffic and the difficulty of access across the highways need to be addressed, while creating viable quality development. Any development in this area must focus heavily on connections across the highways to facilitate connectivity.

"Jonesmorrow"

The stretch of Highway 54 between Morrow and Jonesboro contains a range of industrial and commercial uses that could be maximized to the County's gain. The area is currently dominated by strip commercial uses, but focused and planned investment will help create an area with commercial, industrial, and residential uses. Industrial uses that provide jobs should be a central focus, with the inclusion of workforce housing.

Jonesboro West

Highway 138 near its intersection with Tara Boulevard provides another junction that would be served well by mixed-use development. The addition of amenities and activities would attract new residents while business centers would help increase the tax base and provide local employment.

Fort Gillem

The County will build on the concepts put forward by the City of Forest Park to transform Fort Gillem into an industrial and business center. The area along highway 23 from Rock Cut Road down to slightly south of Forest Parkway is included in this node. There is currently a concentration of industrial uses in this area due to convenient interstate access, and the MXI zoning will allow for greater numbers of high-value commercial and light industrial uses, as well as high density residential as required. A focus on compact development that focuses on walkability and access would help create "live, work, play" environments that transition to the lower density residential uses in the surrounding areas.

Fort Gillem East

To the east of Interstate 675 is another block of Commercial and Industrial zoned property, adjacent to the large Mixed Use Ellenwood Planned United Development (PUD). Any industrial development in this area should take into consideration the commercial and residential uses of the PUD nearby. Future plans and development should establish better physical connections and complementary land uses.

Jonesboro South

Along Tara Boulevard, near Noah's Ark Road and Mundy's Mill, is a small commercial nexus that has the potential to be redeveloped as a small town mixed use center. Although there is a mix of uses in the surrounding area, the lack of connection prevents this area from developing into a more robust mixed use destination. In keeping with the lower density land uses in surrounding areas, any development should be designed to create a sense of place and gradual increase in density.

HOUSING

The housing stock in Clayton County overall is aging, with over 50% of the housing 30-50 years old. This indicates that some of the housing may no longer address the market appropriately. Most of the housing consists of single family homes, some of which are in good shape and have survived long enough to be fashionable again. There are numerous mid-century houses in the metro Atlanta area that have been rehabilitated and renewed with attention from homeowners and investors. Some of these older homes may be similarly refreshed, however there are likely many more which are worn beyond reasonable repair or otherwise not appealing; those homes are likely to be demolished. The County should incentivize those lot-by-lot infill pieces to be more in line with current housing trends, and even add density by allowing townhomes or duplex or triplex units especially when close to commercial development or proposed transit lines. Most areas would benefit from some diversity of high quality housing options.

As indicated above, the housing options are dominated by single family development and that is likely to remain that way, however to attract certain segments of the population other housing options should be available. Currently there is a lack of smaller (2-9 unit) multi-family residential housing. This type of housing allows for incremental changes in density which would support the sort of lifestyle improvement that many Clayton residents want: additional retail and restaurant choices, transit access, and quality of life improvements. Currently the zoning code is restrictive regarding multi-family or attached housing, and only allows 10 acre tracts to be zoned as new multifamily. By allowing more reasonable, small steps towards allowing some multi-family that opens the door to new residents who may be more interested in living and working in Clayton without having to commit to a house immediately. This is especially true of the coveted young professionals.

The housing costs are largely dominated by inexpensive housing ($50-100k), and there is thus a need for a larger diversity of housing choices for middle and upper middle class individuals in the $200-300k range. These need not be estate homes, though those also play a role, but quality built townhomes in desirable locations can command those prices. There are many examples around the metro area of fairly dense single family developments that also house

some of the upper middle class. This not only allows the County to collect more revenue and provide a more diverse range of options, but it can support the drive towards more compact development.

The last piece of housing is accessible housing. Since many of individuals in need of accessible housing suffer from a lack of mobility there is a need to target accessible housing in walkable mixed-use development nodes- this not only allows for these challenged individuals to have easier access to goods and services, it saves the County the unnecessary expense of providing additional transportation services. This sort of lifelong community also has the potential to attract wealthier empty-nesters to the County for their later years.

Figure 7 Home on Lake Spivey

TRANSPORTATION

Clayton County is served by several highways and freight railroads, and also contains part of Hartsfield-Jackson Atlanta International Airport. Clayton County is well-positioned geographically to be incorporated into the future growth of the Metro Atlanta Region.

Transportation and connectivity are crucial to ensure quality development within the County. The proposed MARTA rail and bus extension, shown in Figure 8, is a vital component of future transportation improvements. Local connectivity, including alternate modes of transportation, is another aspect that needs to be addressed. The provision and maintenance of sidewalks, bike paths and multi-use trails will allow for better connectivity between and within neighborhoods and add to the quality of life of communities in the County. Additionally, encouraging transit-oriented development around new rail lines will further help achieve the goals of creating "live, work, play" communities that will increase property values and make the County more attractive to businesses.

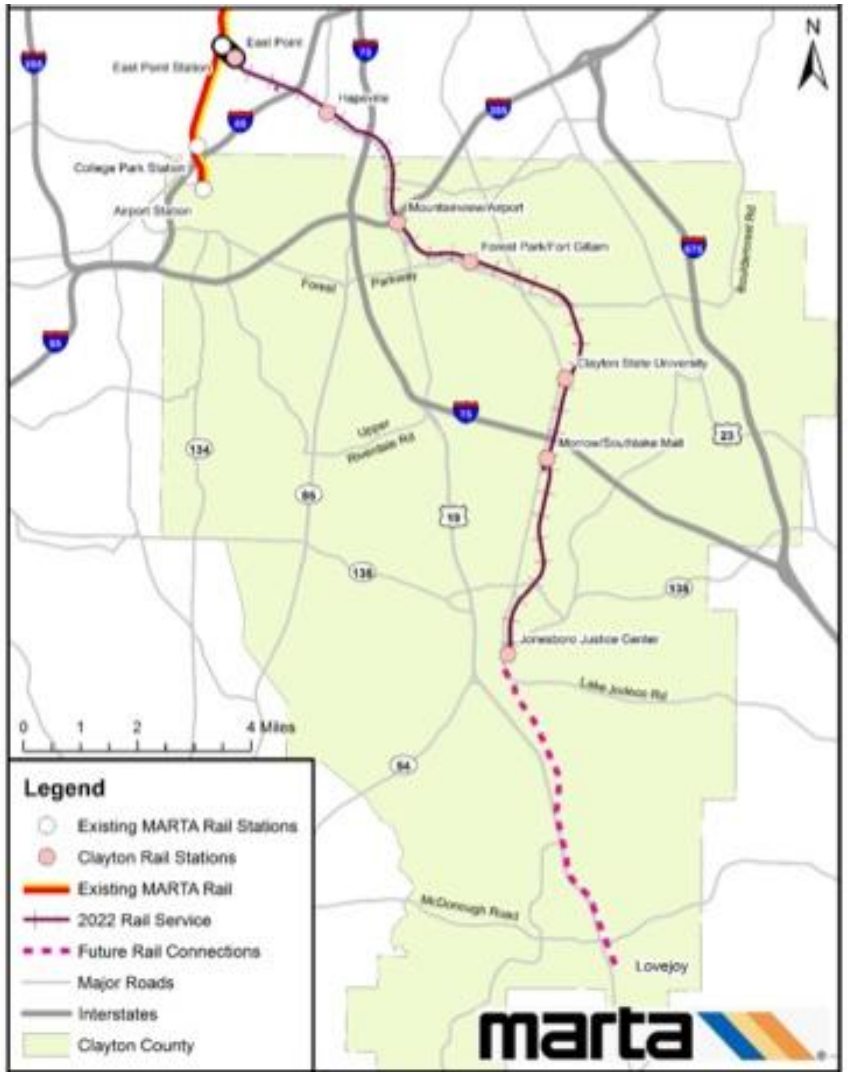


Figure 8 MARTA Proposed Rail Transit Plan

COMMUNITY FACILITIES AND SERVICES

Residents of Clayton County have access to several services and facilities within the County. Clayton County has been named one of the 'Top Water Wise Communities' within the United States and is home to a nationally accredited police department per the Commission on Accreditation for Law Enforcement Agencies, Inc. Residents of the County have access to several medical facilities including two hospitals (Southern Regional Medical Center and Spivey Station) and several clinics that provide a wealth of medical services. Clayton County is home to the 5th largest public school system in the state of Georgia, over twenty (20) private schools and Clayton State University, which has experienced significant growth over the last six years. While more green space, pocket parks and community gardens throughout the County is highly recommended, Clayton County owns approximately 696 acres of recreation and open space throughout the County, which includes (23) twenty-three parks and two senior recreation centers.

While these services and facilities within Clayton County provide residents with needed amenities, it is important to maintain the same level of service within certain categories that are thriving while continuing to enhance the services and facilities that are in need of improvement. There is a delicate balance between maintaining services at award winning and required levels, while at the same time working and investing in enhancement for services and facilities that need attention, however with improvements in transportation infrastructure and service coupled with increased economic development, additional services and enhancements can be made possible to serve more of the County's residents in a more equitable manner.

Figure 9 International Park

NATURAL AND CULTURAL RESOURCES

Clayton's Natural Resources are in fairly good shape, but the County cannot rest on its laurels. The Groundwater Recharge areas are protected under the current ordinances, but the County should continue to strive to protect its groundwater from pollution and abuse. Wetland areas are noted in the Future Land Use map as protected areas as are floodplains. However, floodplains can change over time, especially as impervious surface increases as development intensifies. The County must encourage innovative solutions to reduce stormwater runoff while still meeting the goal of compact development.

Clayton's extensive system of Lakes and Rivers must also be protected, and is designated as such on the Future Land use map. These areas serve as natural infrastructure and must be maintained as such. However, these areas can also be used for recreational areas at the same time. Given their extensive reach, a trail system incorporating the lakes, streams, and floodplains would not only protect watersheds and people, but also provide amenities to residents throughout the County as well as alternative connections. If connected to the larger PATH network, it could pull in significant numbers of visitors from other parts of the metro area.

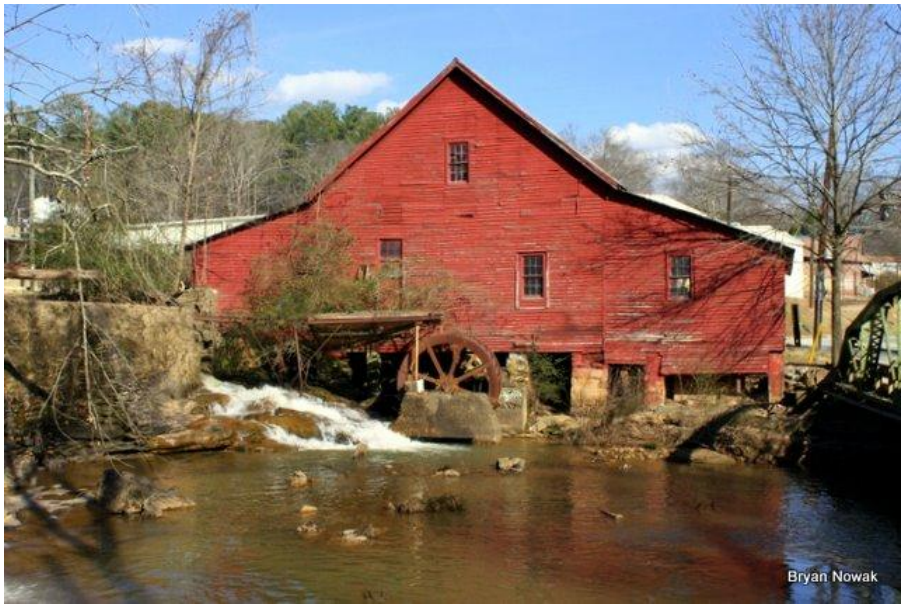


Figure 10 Rex Mill

The County does have some work to do regarding historic resources. There are a number of historic areas throughout the County that are not registered and are not receiving the care they need. The County must develop a Historic Preservation Ordinance to help preserve these identified areas. The ordinance will ensure compatible architectural styles and design features are adhered to within the district to preserve the historic character of the area. In

addition to developing an ordinance, the County should create a Historic Preservation Commission to oversee these areas of the County. Currently, there is an unofficial historic preservation group named "Historical Jonesboro", which is a non-profit volunteer organization dedicated to the preservation of local history and heritage. Not only does preserving historic areas provide a glimpse in the past for future generations, it also can attract visitors to the County to experience the same.

INTERGOVERNMENTAL COORDINATION

Clayton County is situated in south metro Atlanta, immediately south of the City of Atlanta and the Hartsfield-Jackson Atlanta International Airport. The County is bordered by Fulton County to the northwest, DeKalb County to the northeast, Henry County to the east, Spalding County to the south, and Fayette County to the west. There are seven (7) municipalities located within Clayton County, including the Cities of Forest Park, Riverdale, Morrow, Lake City, Jonesboro, Lovejoy, and a small portion of the City of College Park. As required by the Georgia Department of Community Affairs, a Service Delivery Strategy is in place with all the Cities within Clayton County.

Coordination and communication between the various governmental entities that operate within the boundaries of Clayton County is necessary to ensure that individual long-term plans align well with each other, and with overarching goals and objectives of the County.

For instance, the Mountain View area is under its own tax allocation district, is expected to be part of the mixed use development surrounding the airport, and has been designated by MARTA as a potential rail stop and transit oriented development. However, it currently lacks adequate water and sewer infrastructure for extensive development. A comprehensive strategy with service provision will help create more holistic development.

The coordination of future growth areas in the County through comprehensive plans between Transportation and Land Use divisions and the Water and Sewer Authority would help ensure that areas which show future growth have sufficient infrastructure to support it.

MAJOR INITIATIVES FOR CLAYTON COUNTY

A number of initiatives, projects and opportunities have already been put in place over the last few years, and several of these are tied directly to the Comprehensive Plan and its Community Goals.

- Hartsfield International Airport, ranked as the world's busiest, is located in Clayton County. It is now home to Maynard H. Jackson International Terminal, the largest International Concourse in the country. With a job base of 38,000, the airport is the largest employment center in the state.
- The Clayton County Water Authority maintains one of the most innovative and successful wastewater treatment systems in the world. Visitors from all over the world come to tour the Clayton County water facilities to learn more about the County's Land Application System. The County uses a natural land application process to purify wastewater while fertilizing acres of forest and producing a marketable pelletized fertilizer.
- The International Park provides recreational opportunities, group outings, and special events to citizens of Clayton County and the surrounding Metro area. The International Park includes the following facilities and activities: Tennis Complex which consists of 17 courts with certified instructors, a Pro Shop, daily classes, and is host to an array of state and local tournaments; Muscle Beach Fitness Center; The Beach which includes family fun and entertainment for all ages including two water slides, a Kiddie Pool, water trampoline and indoor playground. The Beach also offers an array of picnic tables, stationary grills, and pavilions; The VIP Complex is a rental facility available for meetings, seminars, wedding receptions, private parties and a host of other activities.
- The Board of Commissioners adopted the Clayton County Economic Development Strategic Plan, in June 2013.
- Clayton County established a Branding Committee. The committee consists of representation from the majority of our departments. The vision, mission, core values statements and a strategic plan outline have been finalized for approval by the Board of Commissioners. Once approved, the committee will begin implementing the branding strategies across the County.
- OneSolution is a new Business Permit and Licensing System. The Business and Alcohol license renewal process and timeline will remain the same; however, the renewals will be processed in Community Development department's new permitting system. Completion of the new "OneSolution" permitting and licensing system implementation will improve service delivery to our customers and provide capability of online application processing; customers to track the status of their applications/requests online; real-time field inspections; consistent responses to inquiries; and easily Identify revenue collection opportunities.
- The Special Purpose Local Option Sales Tax (SPLOST) is an optional one percent sales tax which the State of Georgia allows Counties to collect to fund certain capital outlay projects as proposed by County government and participating qualified municipal governments. SPLOST is designed to allow voters to have a voice in capital outlay projects they would like to see within their County that would otherwise be paid for with general funds and property tax revenues. SPLOST proceeds may not be used for operating expenses or maintenance of a SPLOST project or any other County or municipal facility or service. The 2015 SPLOST Program Service was approved and the program

will assist citizens and employees in the most efficient and safest environment possible. The service categories are:

- Building Repairs & Remodeling
- Economic Development
- Hospital Bonds: Southern Regional Medical Center (SRMC)
- Information Technology
- Modernization of Public Safety & Public Service Fleet
- Parks & Recreation
- Transportation & Development

Figure 11 Jonesboro Old Courthouse

- Film Clayton Experience will be the first film welcome center of its kind in Georgia. We are hopeful it will be not only a signature tourist attraction, but will help inspire the next generation of film makers and industry professionals, while giving a central point of information to our community to help them understand the importance and economic impact of this $4 Billion industry in Georgia.
- The Mountain View Study Grant program provides a civic infrastructure and master development plan for areas of significance to metro Atlanta. Clayton County was awarded a $120K grant to help envision the future of the more than 800-acres opposite the world's busiest airport.

COMMUNITY PARTICIPATION PLAN

INTRODUCTION

The Community Participation Program for the Clayton Forward: Comprehensive Plan 2014-2034 was designed to give stakeholders throughout the County an opportunity to participate in the planning process. The aim of this participation process was to ensure that the issues and challenges specific to the community could be identified and addressed by those most familiar with the unique characteristics of Clayton County: the citizens. Through the implementation of the Community Participation Program, the vision for Clayton County was defined, and a clear course of action outlined to facilitate the realization of the vision.

SCOPE

Clayton County is required by the State of Georgia to adopt an updated Comprehensive Plan no later than October 31, 2014. The Minimum Standards and Procedures for Local Comprehensive Planning, effective January 1, 2013, provide a state mandated process for preparation of the Comprehensive Plan. The Community Participation Program outlines a step-by-step approach to strategically identify effective public involvement methods that guided the community in the Comprehensive Planning process. Execution of these steps clearly defined the values of the community and enhanced the overall quality of the Comprehensive Plan. Furthermore, effective public involvement in the planning process enabled stakeholders throughout the County to fully embrace the goals and objectives outlined in the Comprehensive Plan, and encouraged them to actively work toward these goals through implementation.

IDENTIFICATION OF STAKEHOLDERS

For the purpose of the Comprehensive Plan, stakeholders were defined as individuals and entities that had an interest in the future of Clayton County. Stakeholders included citizens, property owners, businesses, community organizations, educational institutions, elected and appointed officials, and governmental entities, among others. In an effort to involve stakeholders from each of these groups, a Steering Committee was established, comprised of representatives from various stakeholder groups.

The Steering Committee served as a driving force for the Comprehensive Planning process, and worked closely with the County and its consultant team to ensure community participation in the planning process, and ensured that the views of various stakeholder groups from throughout the County were represented as the Comprehensive Plan was updated. In addition to participation in community meetings, the Steering Committee met regularly throughout the planning process to provide valuable feedback.

LIST OF STAKEHOLDERS

The following individuals and entities were identified as stakeholders for the Comprehensive Plan:

Clayton County Board of Commissioners

Chairman Jeff Turner

Vice-Chairman Shana Rooks, District 3

Commissioner Sonna Singleton Gregory, District 1

Commissioner Gail Hambrick, District 2

Commissioner Michael Edmondson, District 4

Other Clayton County Entities

Clayton County Zoning Advisory Group (ZAG)

Clayton County Board of Zoning Appeals (BZA)

Clayton County Development Authority

Clayton County Housing Authority

Clayton County Water Authority (CCWA)

Clayton County Public Schools

Clayton County Staff

Chief Operating Officer: Arrelle Anderson

County Constituents Aides

Director of Community Development: Patrick Ejike

County Zoning Administrator: Kc Krzic

Director of Transportation and Development: Jeff Metarko

Director of Economic Development: Grant Wainscott

Director of Parks and Recreation: Detrick Stanford

County Senior Services

County Fire Department

County Police Department

County Sheriff's Office

State and Regional Organizations

Atlanta Regional Commission (ARC)

Georgia Department of Community Affairs (DCA)

Georgia Department of Transportation (GDOT)

Georgia Regional Transportation Authority (GRTA)

Metropolitan Atlanta Rapid Transit Authority (MARTA)

Business and Community Organizations

Airport Area Chamber of Commerce

Airport Area Task Force

Clayton County Chamber of Commerce

Hartsfield-Jackson Atlanta International Airport

Clayton Collaborative Authority

Clayton County Convention and Visitor's Bureau

Clayton State University

County Homeowner's Associations

Clayton County Performing Arts Center

Arts Clayton

PUBLIC PARTICIPATION TECHNIQUES

In order to achieve active community involvement throughout the Comprehensive Planning process, a number of public participation techniques were utilized.

The Community Participation Program for the Clayton Forward: Comprehensive Plan 2014-2034 utilized a three (3) pronged approach:

- Education and Awareness
- Input and Interaction
- Partnership

EDUCATION AND AWARENESS

The success of any community planning initiative is largely dependent on the ability and commitment of the community to implement the plan. Without implementation, the inherent purpose of the Comprehensive Plan is lost. A critical step to ensure the implementation of the plan is to fully equip community stakeholders with knowledge about the importance of the Comprehensive Plan, its role in future policy decisions, and opportunities that stakeholders have to participate in the Comprehensive Planning process. To that end, several mechanisms were utilized to educate the community and promote awareness of the Clayton Forward: Comprehensive Plan 2014-2034:

Kick-Off Meetings: Community Kick-Off meetings were held with the Board of Commissioners and Zoning Advisory Group, including at least one (1) public hearing. The intent of these public meetings was to introduce the Clayton County community to the consultant team and the Comprehensive Planning process. Participants were provided with an overview of the purpose and importance of the Comprehensive Plan, components of the plan, and role of the Comprehensive Plan in future policy decisions.

Meetings with Board of Commissioners: Presentations were made during regular meetings and work sessions of the Board of Commissioners to inform the community of Comprehensive Planning activities. In addition, Board of Commissioner constituent aides were contacted regarding scheduling of community meetings and briefings about meetings and the planning process.

Project Website: The Clayton Forward: Comprehensive Plan 2014-2034 project website was utilized to share project information, including upcoming meeting dates and draft documents as they were made available. Frequently asked questions were addressed on the website and contact information was available for individuals who were interested in learning more about the Comprehensive Plan. In addition, community surveys, questionnaires, and a comment section were provided on the website to gather input from the community. The project website can be found at http://claytoncompplan.wordpress.com.

Newspapers/Print Media: Information about the Comprehensive Plan, including notification of upcoming meetings, were provided through several media outlets, including the Clayton Neighbor, Clayton Tribune, Clayton News Daily, and Atlanta Journal-Constitution.

Email Blasts: Periodic mass mailings via email were utilized to provide important notices and information pertaining to the Comprehensive Plan. At each public meeting, attendees were given an opportunity to provide an email address so that they could be added to the electronic mailing list for future announcements. In addition, e-blasts were coordinated with Board of Commissioner constituent aides, as well as to the County's HOA list and other entity email lists.

Signage: The Clayton County Transportation and Development Department placed roadway signs announcing meeting dates and signs at strategic locations throughout the County.

Additional Outreach Opportunities: In addition to regular public meetings, Board of Commissioners updates and online and print media, efforts were made to reach out to the community through existing civic and community organizations, as well as at County sponsored events.

Community Outreach

The following methods were utilized to advertise and publicize community meetings:

Publications:	**Mass Media:**
Clayton News Daily	Clayton TV23
Clayton County Tribune	Wsbtv.com
Clayton Neighbor	11 Alive.com
Interview for editorial by Bill Baldowski	MyFoxAtlanta.com
Atlanta Journal Constitution	AJC.com
	Wsbradio
	WOAK
Websites:	
Clayton County Government Website	
Clayton Forward: Comprehensive Plan 2014-2034 Project Website	
E-Blasts:	
Clayton County BOC Constituent Aides	
Clayton County Neighborhood Associations/Homeowner's Association	
Clayton County Public Schools	
Clayton County Water Authority (CCWA)	
Clayton Chamber of Commerce	
Clayton County Senior Services	
Clayton County Community Development	
Clayton Forward Steering Committee Members	
Clayton Comprehensive Plan Community Meeting Sign-in Sheet List	
Georgia Department of Community Affairs	
Atlanta Regional Commission	
Clayton County Comprehensive Plan Steering Committee Members	

Clayton County Churches:
Christian Life Center- www.clcofatlanta.org
Christian Outreach- www.coecministry.org
Church of Christ at Jonesboro- www.jonesborochurchofchrist.org
Church of Christ at Southlake- www.church-of-christ.org
Church of the Harvest International- www.cothi.org
Ciudad De Refugio USA- www.iglesiaciudadderefugio.org
Divine Faith Ministries- www.divinefaith.org
Emmanuel Baptist Church- www.myemmanuelbaptist.com
Faith Walk Ministries Inc.- www.faithwalkministriesinc.com
First Christian Church of Jonesboro- www.fcjonesboro.org
Forest Park Church of Christ- www.fpcc.org
Full Gospel Baptist Church Fellowship International www.fullgospelbaptist.org
Glory House World Church- www.glorytoglorychurch.org
Greater Solid Rock Baptist Church- www.gsrbaptistchurch.org
Greater Works Tabernacle- www.gwtlive.info
Hope Church- www.hope-church.tv
Household of Faith Ministries- www.hofmchurch.org
Living Faith Church- www.lftchurch.com
Mathalama AME Church- www.mathalamaame.org
Miracle Temple- www.miracletemple.net
Morrow Presbyterian Church- www.morrowpresbyterian.org
Mt. Zion Baptist Church- www.mzbc.org
New Testament Gospel- www.newtestamentgospel.com
Restoration of Life Through – www.therestorationoflife.com
Tara Church of Christ- www.tarachurchofchrist.org
Travelers Rest Missionary Baptist- www.travelersrestbaptist.org
Trinity Lakeside Church- www.trinitylakesidechurch.org
Triumphant Word Christ Ministries- www.triumphantword.org
Truth and Life Ministries- www.ucclove.org
Unity South Atlanta Church- www.unitysouthatlantachurch.com
Word of God Christian Ministries- www.twogcm.org
Zion Hill Baptist Church- www.fpjonesboro.com
First Assembly of God- www.griffinfirst.org

McDonough Presbyterian Church www.mcdonoughpresbyterian.com

Mailed Flyers:	**Flyer Drop-off Locations:**
Clayton County Churches	***Clayton County Colleges/Universities***
Amazing Grace Word Outreach	Clayton State University
Andrews Chapel	Shorter University
Anglican Church of St. Francis	***Clayton County Centers***
Christ Center Tabernacle	Senior Center
Christian Life Center	Frank Bailey Senior Center
Christian Outreach	J. Charley Griswell Senior Center
Church of Christ at Jonesboro	***Libraries***
Church of the Harvest International	Headquarters Branch
Community Impact Center	Morrow Branch
Ciudad De Refugia USA	Jonesboro
Divine Faith Ministries	Riverdale Branch
Emmanuel Baptist Church	Forest Park
Faith Walk Ministries	***Government Buildings***
First Christian Church of Jonesboro	Community Development
First Assembly of God	Administration Building
Forest Park Church of Christ	***Recreation Centers***
Full Gospel Baptist Church Fellowship	Carl Rhodenizer
Greater Solid Rock Baptist Church	Virginia Burton Gray
Great Works Tabernacle	South Clayton
Hope Church	International Park, VIP Complex
Household of Faith Ministries	
In Word An Season Ministry	
Kingdom Glory	
Light of Joy Word of Faith	
Living Faith Church	
Mathalama AME Church	
McDonough Presbyterian Church	
Morrow Presbyterian Church	
Mt. Zion Baptist Church	

New Testament Gospel
Paradise Church of God in Christ
Restoration of Life
Tara Baptist Church
Tara Church of Christ
Travelers Rest Missionary Baptist
Trinity Lakeside Church
Triumphant Word Christ Ministries
Truth & Life Ministries
United South Atlantic Church
Word of God Christian Ministries
Zion Hill Baptist Church
Roadway Signage:
I-75 & Jonesboro Road
I-75 & Mt. Zion Blvd
Jonesboro Road & Forest Parkway
Godby Road & West Fayetteville Road
Highway 138 & Highway 85
Highway 85 & Forest Parkway
Mundy's Mill Road & Tara Blvd
McDonough Road & Tara Blvd
Battlecreek & Tara Blvd
Jonesboro Road & Mt. Zion
Highway 138 & Walt Stephens

Meetings

Several meetings were held to educate the citizens on the Clayton County Comprehensive Plan process. These meetings were critical in spreading the word about the process, development of community goals, identification of needs and opportunities, and presentation and input on the specific Comprehensive Plan elements. As shown in Table 2, the following meetings were held to educate and solicit input from the community.

Table 2 Meetings held for community input

Meeting Location	Type	Date	Time	Attendance
Board of Commissioners	Kickoff	February 19, 2013	7:00 PM	N/A
Zoning Advisory Group	Kickoff (Public Hearing)	March 18, 2013	7:00 PM	N/A
Lifelong Clayton	Kickoff	June 24, 2013	2:00 PM	25
Old Court House	Steering Committee	July 22, 2013	6:00 PM	7
Virginia Burton Gray Recreation Center	Community	August 5, 2013	6:30 PM	58 signed in (90 est.)
International Park, VIP Complex	Community	August 12, 2013	6:30 PM	50 signed in (75 est.)
Old Court House	Steering Committee	January 13, 2014	6:30 PM	11
M.D. Roberts Middle School	Show on the Road	January 16, 2014	4:00 PM	N/A
South Clayton Recreation Center	Community	March 8, 2014	10:00 AM	25 signed in (35 est.)
Carl Rhodenizer Recreation Center	Community	March 10, 2014	1:00 PM	13 signed in (20 est.)
International Park, VIP Complex	Community	March 11, 2014	6:00 PM	18 signed in (25 est.)
International Park VIP Complex	Community	June 5, 2014	7:00 PM	15 signed in
Clayton County Library–Forest Park Branch	Community	June 7, 2014	10:00 AM	25 signed in
Old Court House	Steering Committee	August 17, 2014	6:30 PM	18 signed in
Old Court House	Steering Committee	September 23, 2014	6:30 PM	9 signed in
Old Court House	Steering Committee	September 30, 2014	6:30 PM	2 signed in

INPUT AND INTERACTION

Establishment of effective forums for community input and interaction is another key component of a successful Comprehensive Plan. Community input and feedback are essential to ensure that the Comprehensive Plan reflects the needs and goals of the community. The following methods were used to obtain input from community members:

One-on-One Meetings with the Board of Commissioners: One-on-one meetings were held with each of the Clayton County Board of Commissioners in March and April 2013. Each Commissioner identified members of the community for nomination to the Steering Committee. In addition, a questionnaire was provided to each Commissioner in advance of the meeting to solicit their input for the goals, visions, and needs and opportunities for the County.

Public Hearings: As required by the Georgia Department of Community Affairs, one (1) Public Hearing was held at the inception of the local planning process to inform the community, and another public hearing was held to solicit feedback on the draft Comprehensive Plan document prior to transmittal to the ARC for review. A kickoff meeting was held with the Board of Commissioners on February 19, 2013. A presentation outlining an introduction to Comprehensive Planning, as well as required plan components was provided. The 1st public hearing was held on March 18, 2013 with the County's Zoning Advisory Group. The outline of a Comprehensive Plan and required plan elements were explained and the public was given an opportunity to ask questions. The 2nd public hearing was held in June 2014, prior to transmittal to the ARC for review.

Figure 12 Community Meeting 1

Steering Committee Meetings: A Steering Committee was formed with input from the Board of Commissioners and County staff to form a group of stakeholders that assisted in getting the word out to the community about the planning process and participation in the development of the Plan. Steering Committee meetings were held prior to each round of community meetings.

Community Meetings: Community meetings were held throughout the plan development process to solicit input from the community on goals, vision, needs and opportunities, as well as, general input on the various plan elements. Community meetings involved a presentation of materials (visual and handouts) and public input techniques, such as focus groups, SWOT analyses, visual preference surveys, questionnaires, etc.

Community Goals 'Dot' Exercise: A dot exercise was held during the 1st round of community meetings, including the Steering Committee, to identify and prioritize the community's goals. Using the community goals from the Comprehensive Plan Partial Update 2009, goals were provided on large posters and the community was given an opportunity to prioritize goals using colored dots to identify high and low priority, as well as the option to remove the goal. In addition, the community was asked to identify any new community goals. Community goals were separated by topic, including population, land use, housing, economic development, community facilities and services, natural and cultural resources, transportation, and intergovernmental coordination.

Needs and Opportunities SWOT Analysis: During the 1st round of community meetings held on August 5, 2013 and August 12, 2013, a SWOT analysis was conducted with the community, including the Steering Committee, to identify the needs and opportunities in the community. Large posters were placed around the meeting rooms with facilitated discussions occurring at each poster.

Community Questionnaire: A community questionnaire was prepared to solicit input on the Comprehensive Plan elements. The questionnaire was distributed to the Steering Committee, at the Show on the Road meeting on January 16, 2014, and at the 2nd round of community meetings held on March 8, 10, and 11, 2014. The input gathered through the questionnaire was referenced in preparation of the plan. The questionnaire was also posted on the project website in an effort to reach others in the community.

Online Comment: An online comment section was provided throughout the planning process, via the project website, to provide important input from the community.

Public Workshops: Workshops are often less formal in nature than a typical meeting, and are intended to be highly interactive with facilitated small group discussions. Public workshops were held at various locations in the County in order to allow maximum participation by Clayton County stakeholders.

Department Head Meetings (Community Work Program): Meetings with County Department Heads were coordinated with the Chief Operating Officer for the development of the Community Work Program (a.k.a. Short Term Work Program).

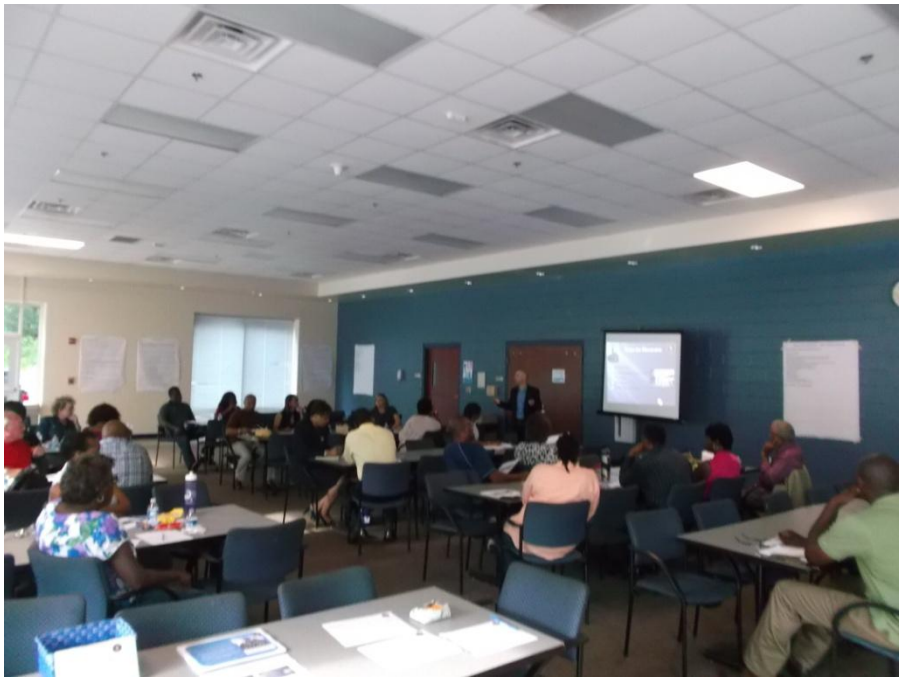


Figure 13 Community Meeting 2

PARTNERSHIP

The expertise of planning professionals is only one aspect of a successful Comprehensive Plan. This expertise is significantly enhanced by the knowledge afforded by key stakeholders who live and work in the community. In order to maximize the effectiveness of the Comprehensive Planning process, there must be a strategic partnership between the planning professionals, elected and appointed officials, and other stakeholders. In Clayton County, this partnership was established through the Steering Committee., which provided feedback, advised the planning team, and helped shape the overall planning process.

Steering Committee

The Steering Committee comprised representatives from local neighborhoods, businesses, authorities, non-profit organizations, County staff, and various regional entities.

Planning staff requested the names of 2-3 individuals for appointment to the steering committee from each of the Clayton County Board of Commissioners. Those nominated had to reside or operate a business in Clayton County, and possess experience that could inform plan elements related to housing, transportation, economic development, natural and cultural resources, and land use. Key stakeholders were also identified to represent direct interest in informing the plan elements. The Steering Committee provided strategic direction and set priorities related to Community Goals, Needs and Opportunities, and Comprehensive Plan Elements at meetings on July 22, 2013 and January 1, 2014.

As shown in Table 3, the Steering Committee included representatives from Clayton State University, Clayton County Departments, Arts Clayton, and the residential and business communities.

Table 3 Steering Committee Members

Member/Name	Appointed By/Represents
Carolyn Taylor	Resident
Michelle Myorga	Clayton County Zoning Advisory Group Member
Thomasina Magbie	Resident
Chuck Ware	Resident, senior community interests
Jeff Metarko	Clayton County Transportation & Development
Detrick Stanford	Clayton County Parks & Recreation
Grant Wainscott	Clayton County Economic Development
Keith Parker	Commissioner Hambrick
Innis Claude	Commissioner Hambrick
Dr. Henry Anderson	Commissioner Rooks
Genus Powell	Commissioner Rooks
Felicia Warner	Chairman Turner
Jeffery Benoit	Chairman Turner
Sandra Griffin	Commissioner Singleton Gregory
Piper Williams	Commissioner Singleton Gregory
Sabrina Crawford	Commissioner Edmondson
Kathy Cannon	Commissioner Edmondson
Dr. Thomas Hynes	President of Clayton State University
Linda Summerlin	Arts Clayton
Anthony Williams	Business Owner
William Harvey Scott	Business Owner

COMPREHENSIVE PLAN SCHEDULE

Task	Date
Board of Commissioners – Kickoff	February 19, 2013
Zoning Advisory Group – Kickoff (public hearing #1)	March 18, 2013
One-on-one meetings with the Board of Commissioners	March/April 2013
Lifelong Clayton	June 24, 2013
Steering Committee Meeting #1	July 22, 2013
Community Meeting #1	August 5, 2013
Community Meeting #2	August 12, 2013
Steering Committee Meeting #2	January 13, 2014
Show on the Road	January 16, 2014
Community Meeting #3	March 8, 2014
Community Meeting #4	March 10, 2014
Community Meeting #5	March 11, 2014
Community Work Program Department Head Meetings	May 2014
Public open houses	June 2014
BOC – Draft Comprehensive Plan (Work Session)	July 2014
BOC Transmittal Hearing (public hearing #2)	July 2014
Regional and Department Review	July 2014
Report of Findings and Plan Revisions	August 2014
Steering Committee Meeting #3	September 23, 2013
Steering Committee Meeting #4	September 30, 2014
BOC Adoption of Comprehensive Plan	October 21, 2014
County notifies ARC of Comprehensive Plan adoption	October 31, 2014

COMMUNITY GOALS

OVERVIEW AND METHODOLOGY

As defined by the Georgia Department of Community Affairs (DCA), the purpose of the Community Goals element of the Comprehensive Plan is to "lay out a road map for the community's future, developed through a very public process of involving community leaders and stakeholders in making key decisions about the future of the community." The Community Goals help identify the community's direction for development. Regular update of the Community Goals is not required, although communities are encouraged to amend the goals whenever appropriate.

In this exercise, participants were asked to review the goals from previous Comprehensive Plans and develop new ones, with an aim to create a set of goals that the community wishes to achieve. The goals were grouped by the following categories:

- Land Use
- Economic Development
- Housing
- Transportation
- Community Facilities
- Natural and Cultural Resources
- Intergovernmental Coordination

Steering Committee Input

Initial meetings and participation activities were conducted with the Steering Committee. Steering Committee members were presented with community goals from the previous Comprehensive Plan and asked to rank them according to priority (high priority, low priority, or remove). The committee was also provided the opportunity to suggest additional goals to be added to the updated Comprehensive Plan. Once the results were analyzed, the community goals were rearranged, by category, according to the ranking system. Based upon these results, the Community Goals were presented for further input at the two (2) community meetings.

Community Input

Community meetings 1 & 2 allowed residents to actively engage in the community goals participation exercise. The previous community goals and newly incorporated goals ranked by the Steering Committee were placed on large posters at the community meetings where residents participated in exercises that consisted of reading the previous and newly incorporated goals added by the Steering Committee and using a dot system to prioritize the importance of each goal. The colored dots represented the priority as indicated below:

- Green Dot - High priority goal
- Orange/Yellow Dot - Low priority goal
- Red Dot - Remove goal

The results from the three (3) meetings were combined and the finally tally for each goal, by category, was then weighted as shown:

- High priority goal - 3 points
- Low priority goal - 1 point
- Remove goal - -3 points

A total for each goal was calculated and the goals were rearranged based on highest to lowest score. Any goals with a negative total were removed from consideration. The resulting priority goals were then grouped and organized within the following categories.

1. **To ensure the quality of new development**
   - 1.1 Ensure that the development/redevelopment along Clayton County's major commercial corridors, older commercial nodes, and undeveloped sites is conducted in an orderly manner that enhances the quality of life and retail options of Clayton County residents.
   - 1.2 Maintain a healthy living environment and high quality of life in all neighborhoods regardless of the income level or age of neighborhood.
   - 1.3 Ensure that the remaining large development sites in Clayton County are developed in a manner that increases the quality of the surrounding communities and the County as a whole.

2. **To encourage well-coordinated development**
   - 2.1 Coordinate planning for land use and transportation in order to provide economic development opportunities.
   - 2.2 Encourage industrial growth that provides quality employment opportunities, makes effective use of the County's resources, and does not negatively impact the quality of life in Clayton County.
   - 2.3 Establish and maintain a balanced relationship between industrial, commercial and residential growth to ensure a stable and healthy tax base in Clayton County.
   - 2.4 Ensure that new residential development, particularly higher-density residential development, occurs in areas where adequate transportation facilities and commercial and public services exist or are planned. Locate these uses in close proximity to centers of employment and higher education.

3. **To improve quality of life for all residents**
   - 3.1 Ensure that new residential development is designed to be safe, efficient (in terms of land consumption and traffic flow) and attractive to all residents.
   - 3.2 Increase the proximity and accessibility of parks and recreation facilities to the citizens of Clayton County.
   - 3.3 Minimize the adverse effects of traffic and parking associated with new development on the quality of life, environment, economy and visual attractiveness of Clayton County.

4. **To encourage sustainable development practices**
   - 4.1 Adopt mixed use development as a preferred development pattern for new development and redevelopment in Clayton County in accordance with the Future Land Use Map.
   - 4.2 Manage future land use and development activity to minimize negative impacts on the natural environment and conserves open space.
   - 4.3 Limit to the extent possible the encroachment of incompatible development into well established residential and industrial areas.
   - 4.4 Encourage all new developments to be designed at a human scale including residential, retail and/or professional uses within an easy walk of one another.

5. **To improve coordination of planning mechanisms**
   - 5.1 Improve public awareness and knowledge of planning and zoning mechanisms.

5.2 Improve land use regulation and planning processes and mechanisms to protect and enhance the quality of life in Clayton County.

5.3 Increase publicity for land use and zoning meetings and create additional opportunities for the public to comment on requests for development approval and/or zoning changes.

5.4 Ensure that the individuals responsible for planning and zoning decisions are provided with adequate training to make the best decisions possible for Clayton County. Provide training for the Clayton County Board of Commissioners in land planning best practices and new land use laws and/or case decisions.

6. <u>To effectively manage implementation of land use policies</u>

6.1 Ensure that current County taxpayers are not required to bear the costs of providing the infrastructure and public services necessary to support new development.

6.2 Protect the County's zoning decisions from legal challenges.

6.3 Ensure that the Future Land Use Map is utilized as the development blueprint for the County.

ECONOMIC DEVELOPMENT

1. <u>To improve the employment options for residents</u>

1.1 Attract a greater diversity of jobs to Clayton County to create more options for Clayton County residents desiring to work in the County.

1.2 Promote and encourage industries related to local strengths, like water-based industries or film industries

1.3 Take advantage of the County's proximity to major roadways, rail lines, and Hartsfield-Jackson Atlanta International Airport to encourage industry to locate in the County.

2. <u>Revisit current zoning to encourage better options for higher employment opportunities. Workforce development</u>

2.1 Support, publicize, and as appropriate develop new educational and training opportunities for County residents that are beneficial both to local and prospective employers and employees.

2.2 Focus training and educational opportunities for high income careers.

3. <u>Business development and Promotion</u>

3.1 Provide incentives, training, and networking opportunities for small business owners.

3.2 Provide economic outreach programs to businesses.

3.3 Increase tourism awareness inside and outside of Clayton County.

3.4 Publicize available land and buildings for development and redevelopment opportunities.

3.5 Develop and formalize an economic development toolbox that addresses all aspects of the development process.

4. **To improve coordination of economic development and planning**
   - 4.1 Coordinate planning for land use and transportation in order to provide economic development opportunities.
   - 4.2 Locate and regulate new businesses and industries so as to improve the quality of life in Clayton County.
   - 4.3 Support redevelopment of specific areas of the County such as identified on the Future Land Use Map and in coordinated redevelopment plans.

HOUSING

1. **Ensure quality of residential development**
   - 1.1 Maximize public safety, health and convenience in all residential areas, regardless of value or location.
   - 1.2 Strictly monitor the type and quantity of higher density residential development as it relates to the impacts on infrastructure and quality of life.
   - 1.3 Enhance local funding and permit expedition to encourage applicable and quality development and revitalization projects.
   - 1.4 Entice quality builders both local and national with incentive programs.

2. **Provision of housing for all residents**
   - 2.1 Provide a wide variety of quality housing options to meet the current and projected needs of all Clayton County residents regardless of age, income, or disabilities.
   - 2.2 Ensure a good balance between single family housing, rental units and Section 8 housing stock.
   - 2.3 Prevent the occurrence of discrimination in housing based on race, color, religion, sex or national origin.

3. **Maintenance of existing housing**
   - 3.1 Prevent the encroachment of incompatible land uses into established residential land use areas.
   - 3.2 Stabilize and enhance the County's existing housing stock by promoting conservation practices, supporting revitalization plans, and encouraging the replacement of dilapidated structures.

4. **Coordination of housing and economic development**
   - 4.1 Have new residential development, particularly higher-density residential development, to occur in areas where adequate transportation facilities and commercial and public services exist or are planned
   - 4.2 Locate these uses in close proximity to centers of employment and higher education. Consider higher density housing near employment centers.

TRANSPORTATION

1. **Improve walkability and connectivity**
   - 1.1 Provide and maintain multi-use trails and paths, sidewalks, and walking paths throughout the County.

2. **Install sidewalks along County roadways, with the highest priority given to major thoroughfares and roadways near schools. Improve provision of transit services**
   - 2.1 Expand and provide transit services in the County.
   - 2.2 Provide reliable, consistent transportation opportunities utilizing current availability of both personnel and transport device.

3. **Improve traffic flow and quality of roadways**
   - 3.1 Achieve and maintain safe operating speeds, comfort and convenience on Clayton County roadways.
   - 3.2 Propose land development regulations and incentives to mitigate congestion and to achieve the minimum LOS [Level of Service] standards for all roadways.

4. **Effectively manage implementation of transportation projects**
   - 4.1 Prioritize construction projects involving all County departments, while being consistent with adopted policies and plans.
   - 4.2 Identify the different transportation needs of the County to appropriately budget for each item.
   - 4.3 Develop a line item budget for transportation improvements.
   - 4.4 Create guidelines to determine how to prioritize construction projects throughout the County.
   - 4.5 Increase coordination within County departments.

COMMUNITY FACILITIES

1. **Improve and maintain quality of educational services**
   - 1.1 Provide a quality educational environment for all Clayton County public school students.
   - 1.2 Maintain and expand upon the County's reputation as a center for excellence in higher education.
   - 1.3 Coordinate the County's development and future growth with the Clayton County School Board's plans for provision of public schools to ensure that demand for school facilities does not outpace capacity.

2. **Improve quality of life through focus on health, safety and welfare of residents**
   - 2.1 Maintain a public safety force that meets or exceeds the service need of the County's population.
   - 2.2 Reduce instances of crime and drug use in Clayton County.
   - 2.3 Expand the County's parks and recreation offerings to meet the needs of all residents and to increase citizen's accessibility to parks and other recreation facilities
   - 2.4 Expand and develop new public buildings and other facilities in a manner that enhances the quality of the surrounding community, conserves natural resources, and produces the maximum benefit for the investment of public funds.

3. **Improve and maintain access to arts and culture**
   - 3.1 Continue to provide first class outlets for performing arts in Clayton County that attract patrons from the region and beyond.

3.2 Improve and expand the Clayton County Library System to meet the needs of the current and future population.

4. Ensure and improve quality of amenities and public services

4.1 Continue to deliver safe, potable water of an approved quality at a reasonable cost to the residents of Clayton County.

4.2 Maintain the Clayton County's tradition of natural treatment systems and publicize the County as a model of excellence in this regard.

4.3 Maintain a cost effective sewer service delivery that protects the health and welfare of the County's households, businesses, and institutions.

4.4 Reduce the amount of solid waste received at the County's landfill by promoting source reduction policies such as reuse and recycling.

4.5 Maintain solid waste treatment and disposal facilities that meet all regulatory requirements, have the ability to meet capacity requirements during the ten-year planning horizon and have limited impacts on surrounding communities.

4.6 Improve coordination of fire and ambulance services and reduce response times. Continue to improve fire and emergency medical services (EMS).

4.7 Assist Southern Regional Medical Center in maintaining its reputation as the premiere health care facility in the Southern Crescent Region.

4.8 Maintain a Countywide fire protection ISO rating of 3.

4.9 Identify and contract with sanitation companies to service neighborhoods for waste pick up and require residential recycling.

4.10 Create impact fees for infrastructure.

5. Improve local identity and public relations

5.1 The County's media relations staff should work with local media outlets to publicize the successes and opportunities in the County.

5.2 Taking advantage of the County's excellent Parks and Recreation facilities, explore methods to generate additional revenue for the County.

5.3 Publicize the County's Senior Services assets to encourage residents to stay in the County.

NATURAL AND CULTURAL RESOURCES

1. Protect and conserve existing natural resources

1.1 Protect Clayton County's rivers, streams, watersheds, wetlands and other water resources in order to insure adequate water supply and water quality.

1.2 Protect natural resources from development which would create significant negative environmental or economic impacts. Floodplains, steep slopes, rock outcroppings and soils with high shrink/swell ratios are natural features that, when developed, could create significant negative impacts on the surrounding environs.

1.3 Conserve and protect Clayton County's tree cover.

1.4 Protect and improve air quality in Clayton County.

1.5 Meet or exceed the 20% benchmark for open space preservation set by the Governor's greenspace program.

2. Identify and protect cultural resources

2.1 Identify locations of historic interest and value

2.2 Preserve and protect Clayton County's historic resources for the education and enjoyment of current and future County residents and visitors.

3. Connect resources to development decisions

3.1 Create impact fees for infrastructure.

3.2 Achieve efficient use of multi-purpose greenspace which help to define development concentrations, serve as buffers between dissimilar developments and/or protect sensitive natural areas.

3.3 Develop a listing of historic and natural resources to promote locations for the Film Industry.

3.4 Adopt Best Management Practices (BMPs) that enhance the built environment.

4. Utilize natural resources to improve quality of life

4.1 Ensure the availability and accessibility of a variety of recreational opportunities for all persons.

4.2 Secure adequate future sites for recreation activities by identifying land and water areas having the best combinations of natural features, size and location suited for the type of experience to be provided.

INTERGOVERNMENTAL COORDINATION

1. Improved coordination between Comprehensive Plan and local decision-making

1.1 Maintain coordination between the vision, goals, and policies set forth in the Comprehensive Plan and the land use planning and facility siting actions of all local governments in Clayton County and the Clayton County Board of Education.

1.2 Maintain coordination between the vision, goals, and policies of the Comprehensive Plan and the programs and requirements of all applicable regional and state programs.

2. Improve communication between local governments

2.1 Resolve land use conflicts with other local governments through the established dispute resolution process included in the Clayton County Service Delivery Strategy.

2.2 Ensure coordination between County and City officials for development policies that are complementary within the region

3. Improve and maintain existing processes

3.1 Refine the notification and implementation process for annexation.

3.2 Continue to adopt the Service Delivery Strategy.

NEEDS AND OPPORTUNITIES

OVERVIEW AND METHODOLOGY

In order to address broad goals of the community, it is necessary to identify specific needs. Identifying and understanding the opportunities, or assets, that exist in the County is critical to addressing the community needs.

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the Needs and Opportunities of the County was conducted with the Steering Committee and with participants at the community meetings. SWOT analysis categories were posted on separate posters and participants were asked to write down their Strengths, Weaknesses, Opportunities, and Threats. Members of the consultant team facilitated discussions at each poster with members of the community, actively engaging in conversations and answering any questions regarding the exercise.

The results from the Steering Committee and two (2) community meetings were then combined under the following categories:

1. Land Use
2. Economic Development
3. Housing
4. Transportation
5. Community Facilities and Services
6. Natural and Cultural Resources
7. Intergovernmental Coordination

As a result of input from the community, Steering Committee, and the Board of Commissioners and in conjunction with an assessment of County conditions in the past, present, and future, a series of needs and opportunities were identified.

Certain needs have been addressed through specific tasks in the Community Work Program section. The corresponding Work Program Task has been noted beside the need.

The Community Work Program Key is as follows

CD - Community Development
ED - Economic Development
IGC - Intergovernmental Coordination
PR - Parks and Recreation
T - Transportation
WA - Water Authority

Needs

1. Address the County's future population growth, which is projected to grow at a much slower rate than adjacent jurisdictions. **(CD2,ED20,ED22)**
2. Address undeveloped or underutilized sites south of Hartsfield-Jackson Atlanta International Airport. **(CD1-3, ED21,ED25)**
3. Address lack of quality restaurants, retail shopping, and grocery stores. **(CD1, ED18-23)**
4. Address lack of attractions and entertainment venues in the County, especially around the airport. **(CD1,CD3, CD10, CD11, CD13, ED21)**
5. Address excessive provision of parking facilities. **(CD11)**
6. Develop a sense of place for communities within the County. **(ED1-28)**
7. Address development along major commercial corridors in terms of **(ED18,ED19,ED21-24)**
    - Lack of pedestrian friendly development
    - Over-concentration of specific uses
    - Underutilization of land
    - Inappropriate and unsightly uses
    - Number of declining commercial developments
8. Address issues caused by noise disturbances from the Airport.

* Ref Pg 46 for explanation of Codes

Opportunities

1. Promote high quality planned development that is pedestrian-friendly and provides a mix of uses (commercial/ office/ residential).
2. Promote neighborhood renewal, redevelopment, and infill development where appropriate.
3. Adopt design guidelines that will provide for higher standards of development in the County, particularly in the County's designated Overlay Districts.
4. Ensure that gateways and key corridors will promote a sense of place within the County.
5. Redevelop areas adjacent to the airport with uses that are complementary to the Airport and the hospitality industry.
6. Explore incentives to encourage the redevelopment of declining and vacant commercial properties.
7. Provide for Transit-Oriented Development (TOD), if the County implements a transit system.
8. Obtain planning and implementation assistance through the Atlanta Regional Commission's Livable Centers Initiative Program.
9. Rezone areas of the County, especially in and around the airport, to allow for a diversification of the County's tax base.
10. Coordinate with the City of Forest Park on the redevelopment of Fort Gillem.
11. Evaluate the County's Zoning Ordinance to establish strict standards for locating adult entertainment, trucking, auto repair, pawn shops, and title loan establishments.
12. Utilize design guidelines to require utility lines to be buried.

13. Areas of the County surrounding the airport may be unsuitable for existing/future housing development due to airport noise. Rezone residential properties near the airport that have quality of life impacts to a use that is more appropriate.

ECONOMIC DEVELOPMENT

Needs

1. Address the County's decline in property tax revenues. **(CD1,CD4,ED1-28,T-1-32)**
2. Address limited variety of available job opportunities. A significant proportion of the jobs available in the County are Airport and airport-related fields, primarily in the service industries. **(CD3,ED1-28)**
3. Improve business development opportunities. **(ED1-28)**
4. Address workforce development and post-secondary educational attainment levels. **(ED9,ED18)**
5. Improve median household income levels for the County. **(ED1-28)**
6. Address the number of vacancies in key commercial corridors, including Tara Boulevard, Highway 42, and Highway 85. **(ED1-28,CD15-16)**
7. Address decline and dilapidation of existing shopping centers. **(ED1-28, T1-32)**

Opportunities

1. Redevelop vacant properties to enhance shopping, dining, and entertainment opportunities.
2. Fully leverage development opportunities around Hartsfield-Jackson Atlanta International Airport.
3. Fully leverage the County's proximity to major transportation corridors, such as I-75, I-675, I-285, and I-85.
4. Provide incentives and programs to encourage redevelopment of vacant and underutilized commercial properties.
5. Explore opportunities to diversify employment offerings outside of airport-related, service industry jobs.
6. Encourage establishment of businesses and activities that will provide for activity in the evening hours, particularly entertainment, shopping and dining options.
7. Fully promote and leverage the County's Enterprise Zones.
8. Fully promote and leverage the County's Tax Allocation Districts.
9. Take advantage of and partner with Clayton State University, as well as other metro area universities and colleges to raise the post-secondary educational attainment of the County.
10. Promote mentorship programs for youth.
11. Encourage services to provide job training.
12. Promote the formation of Community Improvement Districts and Economic Development Overlay Districts, especially near the airport, industrial districts, and along major commercial corridors.
13. Coordinate with the City of Morrow to address the decline of Southlake Mall and the loss of businesses in commercial areas on Mt. Zion Road.

* Ref Pg 46 for explanation of Codes

HOUSING

Needs

1. Address the high rate of vacant housing units in the County. **(CD8)**
2. Address the high percentage of rental units in the County.
3. Address the high proportion of aging and dilapidated housing stock. **(CD8)**
4. Address the significant numbers of cost-burdened residents in the County. **(CD8)**
5. Address the high number of small housing lots and substandard housing construction. **(CD4,CD5)**
6. Address the growing senior (55+) age population in the County.
7. Address the growing age group of 10-24 years with respect to keeping them in the County.

Opportunities

1. Promote redevelopment and rehabilitation of existing neighborhoods.
2. Support the development of housing options for senior citizens.
3. Promote larger lot residential development to diversify the County's housing stock.
4. Support the development of higher density, quality mixed-use housing options to attract young professionals.
5. Create a landlord/ rental registry program to improve the regulation of rental properties.
6. Explore and promote corporate housing opportunities for employees of the airline industry.
7. Utilize federal, state, and/or local housing grants to create a County employee 1st time homebuyers program.
8. Utilize federal, state, and/or local housing grants to rehabilitate and revitalize housing and neighborhoods impacted by the foreclosure crisis.
9. Obtain planning and implementation assistance through the Atlanta Regional Commission's Livable Centers Initiative Program.

TRANSPORTATION

Needs

1. Address lack of multi-use trails and safe options for pedestrians, cyclists and wheelchair users, including sidewalks. **(T1-32)**
2. Address County's lack of transit service, as well as connection to MARTA.
3. Improve safety for pedestrians, drivers, and cyclists on County roadways. **(T1-32)**
4. Address lack of multi-use connections between employment centers and activity centers. **(T1-32)**
5. Address lack of defined gateway to the County. **(CD15, CD16, ED2, ED28)**

Opportunities

1. Enhance and expand pedestrian facilities throughout the County, especially on major thoroughfares.
2. Explore and implement a County transit system or join MARTA.
3. Provide connectivity to MARTA.
4. Resurface and maintain existing roadways, free of potholes.

* Ref Pg 46 for explanation of Codes

5. Explore and implement a traffic signal coordination network.
6. Support and educate County residents and business owners on the benefits of passenger rail through the County.
7. Expand bicycle facilities throughout the County.
8. Enhance the pedestrian and streetscape environment along key corridors such as Tara Boulevard, Highway 85, and Highway 42, through landscaping, street furniture, lighting, directional signage, and greenspace.
9. Create attractive and welcoming gateways into the County.
10. Expand the network of multi-use trails linking employment and activity centers and existing and planned parks and recreational facilities.
11. Obtain planning and implementation assistance through the Atlanta Regional Commission's Livable Centers Initiative Program.
12. If the County implements a transit system, coordinate with MARTA, GRTA and ARC to ensure future bus routes and stops are planned for and incorporated into the regional transportation networks and land use plan.
13. Update the Clayton County Comprehensive Transportation Plan (CTP)

COMMUNITY FACILITIES AND SERVICES

Needs

1. Address lack of capacity (due to age and inadequate size) of existing water and sewer lines to accommodate future demand. **(WA1-7)**
2. Address crime and the associated negative publicity in the County. **(ED3,ED12,ED25,ED26,PR5)**
3. Address challenges in funding new and expanded facilities and services. **(ED17,IGC1, IGC2)**
4. Address the negative perception of the Public School System. **(PR2)**
5. Address the appearance and cleanliness of all areas in the County. **(ED25,IGC4,PR3,PR4)**
6. Promote use of existing County parks. **(PR1,PR3)**
7. Address inadequate enforcement of zoning and property codes for residential and commercial properties. **(CD6,CD7,CD8)**
8. Improve communication between the County and its residents. **(CD7)**
9. Promote establishment of local community gardens. **(ED14,ED22)**

Opportunities

1. Create connections between County parks and recreation facilities through the development of trails and pathways.
2. Partner with the Clayton County School System to explore greater variety of educational options and initiatives at all levels.
3. Provide community gatherings and activities to promote interaction of County residents.
4. Build upon the existing senior services and facilities offered by the County.
5. Develop a weather alert system.
6. Develop a County recycling program.

* Ref Pg 46 for explanation of Codes

7. Promote and take advantage of the award-winning, sustainable water practices of the Clayton County Water Authority.
8. Explore and enhance after school programs within the County's parks and recreation system.
9. Partner with the Clayton County Public School System to change any negative perceptions and enhance public education.
10. Explore and promote community cleanups and anti-littering campaigns.
11. Utilize capacity in the County's correctional facilities to clean up and maintain County rights-of-way and facilities.
12. Continue the maintenance, replacement, and expansion of the County's water and sewer infrastructure.
13. Expand CCTV23 and publicize the success stories in the County.
14. Create a public information position in the County government to improve relations between the County and its residents and business owners.
15. Coordinate with local news outlets to publicize the good work and success stories in the County.
16. Continue maintenance of County buildings and facilities.

NATURAL AND CULTURAL RESOURCES

Needs

1. Manage land and transportation networks to ensure quality of air and water. **(ED13, ED21,LS3,PR6, PR21,T1-32)**
2. Incorporate the connection, maintenance and enhancement of green space in new developments. **(CD2,CD4,CD5,LS1,LS3,PR4)**
3. Protect the County's historic resources in perpetuity. **(IGC4,PR8,PR9)**
4. Address effective waste management in the County. **(WA1-5)**
5. Protect agricultural land uses for local farmers.
6. Promote natural, cultural, and historic County resources. **(PR3,PR8,PR9,PR17)**

Opportunities

1. Utilize zoning and development regulations to reduce the impact of development on the natural topography and existing vegetation.
2. Encourage more clustered development and the preservation of open space.
3. Promote initiatives such as carpooling and alternate means of transportation to protect air quality.
4. Actively encourage a reduction in solid waste, and develop a County recycling initiative.
5. Create ordinances that promote local farmers.
6. Promote the natural and historic resources of the Clayton County for tourism and economic purposes.
7. Expand the County's parks and recreation system by preserving natural areas.

* Ref Pg 46 for explanation of Codes

INTERGOVERNMENTAL COORDINATION

Needs

1. Address inadequate coordination between Clayton County and its seven Cities on planning matters. **(CD17,IGC1)**
2. Address inadequate coordination between the County and its Cities' police departments. **(PR16)**
3. Address lack of coordination between the County and Hartsfield-Jackson Atlanta International Airport. **(CD1, CD3, ED21)**
4. Address inadequate coordination between the County and the Atlanta Regional Commission. **(CD2, ED23)**
5. Improve the relations between Clayton County and its seven Cities. **(CD2, ED3, ED8, ED19)**

Opportunities

1. Promote partnerships with nearby local governments and Hartsfield-Jackson Atlanta International Airport, particularly opportunities to partner with East Point and Hapeville.
2. Plan together with neighboring jurisdictions such as College Park to fully leverage regional economic resources such as Hartsfield-Jackson Atlanta International Airport.
3. Engage neighboring Counties on issues specific to the South metro area.
4. Explore opportunities to share services with neighboring jurisdictions.
5. Work with organizations such as Pedestrians Educating Drivers on Safety (PEDS) to coordinate safe routes to school programs.
6. Engage local state representatives to promote the revitalization, redevelopment, and overall improvement of the County.
7. Pursue the Excellence standard for PLAN 2040 Implementation to position the County for state grant funding.
8. Promote regular coordination with the Housing Authority of Clayton County.
9. Partner with regional hospitals to improve public health.
10. Partner with the Metropolitan North Georgia Water Planning District to publicize the successes of the Clayton County Water Authority.
11. Promote regular coordination with Georgia Department of Transportation (GDOT).

* Ref Pg 46 for explanation of Codes

COMMUNITY WORK PROGRAM

INTRODUCTION

The Community Work Program lays out specific activities to be carried out by the community over the next five years. The purpose of this section is to develop implementation action items to address the various needs and opportunities identified by the community.

This section includes a review of the Work Program of 2010-2014 as well as the new Work Program for 2015-2019 in the following categories/ departments:

- Economic Development
- Community Development
- Transportation
- School System
- Intergovernmental Coordination
- Parks and Recreation
- Library System
- Police Department
- Fire and Emergency Services (EMS)
- Water Authority
- Building and Maintenance

IMPLEMENTATION

Comprehensive Plan Implementation Task Force

In order to ensure that all goals are addressed and eventually fulfilled, it is important to establish an ongoing system of checks to make certain that tasks are implemented in a timely manner.

To this end, a Comprehensive Plan Implementation Task Force should be instituted, with the guidance of the Zoning Advisory Group. This group would follow up with suggested policy initiatives and ensure implementation of tasks on the Work Program.

Additionally, the Task Force could assist the departments in communication with the community, and in the securing of support and funding for various programs.

The Review of the **2010-2014** Short Term Work Program (STWP) also known as the Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules identified each project as Completed (C), Incomplete (I) to be moved to a future year and Removed (R) with explanation.

Clayton County, Georgia Short Term Work Program – Economic Development 2010 to 2014										
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
			10	11	12	13	14			
1	C	Develop, maintain, and market an up-to-date inventory of available existing office space within the County and market it to prospective businesses	X	X	X	X	X	$4,000 per year	General Funds	Clayton County Office of Economic Development
2	C	Develop, maintain, and market job training programs that prepare workers for industrial businesses Clayton County wishes to attract	X	X	X	X	X	$10,000 per year	Work Ready Funding administered through the Governor's Office of Workforce Development and the Atlanta Regional Commission (ARC)	Clayton County Office of Economic Development
3	I - 2015-2016	Conduct redevelopment studies for declining or vacant strip shopping centers and "big-box" commercial structures throughout the County	X	X	X	X	X	$20,000 per study	General Fund / Grants / ARC – LCI Program	Clayton County Development Authority
4	I - 2015-2016	Establish and market incentives for developers that purchase and redevelop blighted shopping centers in Clayton County	X	X	X	X	X	TBD	Included in staff time	Clayton County Development Authority
5	I - 2016	Form and coordinate business associations for each of the County's commercial corridors	X	X	X	X	X	TBD	Grants/ Staff Time	
6	I - 2015	Develop a current marketing plan for the County which determines the most effective media for promoting opportunities in Clayton County; i.e. magazines, Web sites, advertising, etc.	X					TBD	TBD	Clayton County Public Information Office, Clayton County Office of Economic Development Chamber of Commerce

Clayton County, Georgia Short Term Work Program – Economic Development 2010 to 2014										
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
			10	11	12	13	14			
7	I - 2014-2015	Identify and develop plans for the revitalization of declining or vacant strip shopping centers and "big-box" commercial structures throughout the County	X	X				TBD	General Fund	Planning and Zoning/ Clayton County Development Authority (CCDA)
8	I - 2015-2019	Pursue funding assistance for the continuation of efforts to improve the Tara Boulevard entrance to Clayton County	X	X	X	X	X	TBD	Included in Staff Time	Planning and Zoning / CCDA
9	C	Develop recruitment strategy to attract upscale dining establishment to the area around Spivey Hall	X	X	X	X	X	TBD	TBD	Chamber of Commerce

The **2015-2019** Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules provides a description of each project to be included in the department's budgets and SPLOST lists. The CWP also shows possible funding sources through staff time, general fund, SPLOST, and other funding sources.

Clayton County, Georgia Community Work Program – Economic Development 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
1	Trade Center and Small Business Incubator -Class A office building at the entrance to Clayton State University to attract and house multiple business and economic development activities, including a small business incubator.	X	X	X	X	X	$1-10 million, depending on size and build-out detail	SPLOST/Private	Econ. Dev./CCDA/Private
2	Welcome to Clayton County Signage strategically placed at North, South, East, and West entrances into the County. The signs are anticipated to measure approximately 10 to 20 feet in width and be constructed of brick, stone or concrete. The greeting signs will showcase the County's new brand and image.		X	X			$100,000-200,000	SPLOST	Econ. Dev./Public Works
3	Develop formal agreement and approach between the Cities and County to collectively shape a positive image for Clayton County, both internally and externally	X	X	X	X	X	0 - $100,000/year for County	County/Cities/Tourism funds	County/Cities/Econ. Dev. Offices/City and County Mgr. Offices
4	Elevate importance of retaining and expanding existing industry in Clayton County. Broaden the number of people formally involved in the effort to visit, retain and expand existing industry	X	X				0	NA	Chamber of Commerce/Econ. Dev. Dept./Dev. Auth./Existing Industry Committee
5	Broaden responsibility for industry retention and expansion by organizing committee of outreach participants within an existing economic development organization	X	X	X			0	NA	Chamber of Commerce/Econ. Dev. Dept./Dev. Auth./Existing Industry Committee
6	Formalize goals of business retention and expansion outreach efforts	X	X				0	NA	Chamber of Commerce/Econ. Dev. Dept./Dev. Auth./Existing Industry Committee
7	Set policies and procedures for scheduling outreach visits	X	X				0	NA	Chamber of Commerce/Econ. Dev. Dept./Dev. Auth./Existing Industry Committee
8	Track progress using basic database system (Excel, Access, etc.), that can be easily shared and used across multiple organizations		X	X	X	X	0	NA	Econ. Dev. Dept./Chamber

Clayton County, Georgia Community Work Program – Economic Development 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
9	Prioritize workforce development as a key economic development tool for improving family self- sufficiency and reducing unemployment	X					0	NA	Atlanta CareerRise Working Group/Econ. Dev. Dept.
10	Coordinate with Atlanta CareerRise in efforts to create career-ladder pathways within the logistics industry	X					0	NA	Atlanta CareerRise Working Group/Econ. Dev. Dept.
11	Evaluate success of Atlanta CareerRise logistics initiative as a model for other industrial sector in Clayton County			X	X	X	0	NA	Atlanta CareerRise Working Group/Econ. Dev. Dept.
12	Develop separate webpages for each initiative (Tourism, Film, Production, Recruitment, etc.) of the Clayton County Office of Economic Development's website outlining the work being done in each area	X	X				$5000-15,000	County Econ. Dev./ Dev. Auth.	County Econ. Dev./ Dev. Auth.
13	Create a new initiative around Clayton County's water resources. Clayton County's existing food and beverage industry concentration, internationally recognized water system, and transportation network makes the case for finding more ways to leverage Clayton's water resources			X	X		$10,000-50,000	County/ Clayton County Water Authority	County Econ. Dev./Clayton County Water Authority
14	Build upon existing activities that promote entrepreneurship and strengthen the small business community in Clayton County			X	X		$10,000	County/Chamber of Commerce	County Econ. Dev./Chamber of Commerce
15	Measure number and type of small business support activities occurring in Clayton County			X	X		0	NA	County Econ. Dev./Chamber of Commerce
16	Formally outline roles for existing organizations focused on supporting small businesses			X	X		0	NA	County Econ. Dev./Chamber of Commerce
17	Develop a revolving-loan fund for small-to-medium sized businesses that are looking to expand					X	$200,000-$2 million	Typically requires one public source for initial capitalization, plus private or philanthropic funds. Will requires funds for new personnel to manage the RLF	Collaborative decision on whether housed in government (Econ. Dev.), quasi-government, (Dev. Auth.) nonprofit or for profit entity
18	Develop and implement incentives and programs to encourage redevelopment of vacant and underutilized commercial properties	X	X	X	X	X	Varied, but could be significant depending on consensus	County/Chamber/Dev. Auth.	County Econ. Dev./ County/Chamber/Dev. Auth.

Clayton County, Georgia Community Work Program – Economic Development 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
19	Coordinate with the City of Morrow to address the decline of Southlake Mall and the loss of businesses in commercial areas on Mt. Zion Road	X	X	X	X	X	TBD	TBD	County Econ. Dev./ County/Chamber/Dev. Auth.
20	Develop a framework within Clayton State University that fosters internal collaboration and external engagement towards the benefit of community and economic development initiatives		X	X	X		0	NA	Clayton State Univ./County/County Econ. Dev/Chamber
21	Promote the formation of Community Improvement Districts, especially near the airport, industrial districts, and along major commercial corridors	X	X	X			TBD	Private/County	County/County Econ. Dev./Chamber/Private
22	Encourage establishment of businesses and activities that will provide for activity in the evening hours, particularly entertainment, shopping and dining options	X	X	X	X	X	TBD (could range from minimal $ for ordinance/overlay re-write to more $ for targeted recruitment and marketing effort)	County/Tourism funds	County Econ. Dev./ P&Z/Chamber
23	Conduct redevelopment studies for declining or vacant strip shopping centers and "big-box" commercial structures throughout the County	X	X				$20,000 per study	General Fund / Grants / ARC – LCI Program	Clayton County Development Authority
24	Establish and market incentives for developers that purchase and redevelop blighted shopping centers in Clayton County	X	X				TBD	Included in staff time	Clayton County Development Authority
25	Form and coordinate business associations for each of the County's commercial corridors		X				TBD	Grants/ Staff Time	
26	Develop a current marketing plan for the County which determines the most effective media for promoting opportunities in Clayton County; i.e. magazines, Web sites, advertising, etc.	X					TBD	TBD	Clayton County Public Information Office, Clayton County Office of Economic Development Chamber of Commerce
27	Identify and develop plans for the revitalization of declining or vacant strip shopping centers and "big-box" commercial structures throughout the County	X	X				TBD	General Fund	Planning and Zoning/ Clayton County Development Authority (CCDA)
28	Pursue funding assistance for the continuation of efforts to improve the Tara Boulevard entrance to Clayton County	X	X	X	X	X	TBD	Included in Staff Time	Planning and Zoning / CCDA

The Review of the **2010-2014** Short Term Work Program (STWP) also known as the Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules identified each project as Completed (C), Incomplete (I) to be moved to a future year and Removed (R) with explanation.

Clayton County, Georgia Short Term Work Program – Community Development 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
1	I - 2015-2016		Revise residential building codes to increase minimum quality level acceptable				X		$50,000	TBD	Community Development
2	I - 2015-2016		Conduct a feasibility study and if appropriate implement an expedited approval and permitting process for new residential developments that exceed the County's minimum residential standards				X		$15,000	TBD	Community Development Community Development
3	I - 2017		Develop a website and online code violation reporting capability for the County's Code Enforcement office	X					$15,000	General Fund	Community Development
4	I - 2017		Foster the development of a County-wide association of Homeowner's Associations to function as a citizen advisory group for planning related matters	X					$25,000 to$35,000 year	Create or redirect a staff position to oversee and provide administrative support to this group	Community Development
5	I - 2015-2019		Conduct a neighborhood study to identify a priority list of neighborhoods in need of revitalization and recommend specific revitalization strategies	X	X	X	X		TBD	Included in staff time	Community Development
6	I - 2017		Conduct a study to determine the feasibility and appropriate process for establishing impact fees for new residential development	X					$35,000	General Fund	Community Development

Clayton County, Georgia Short Term Work Program – Community Development 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
7	R	Change in priorities due to leadership changes and funding constraints	Conduct a study to determine the feasibility and appropriate process for requiring developers of residential subdivisions to set aside a minimum amount of land for new schools or other appropriate public services	X					$10,000	TBD	Community Development
8	R	Change in priorities due to leadership changes and funding constraints	Comprehensive County-wide historic resources survey and assessment.	X	X	X			$150,000	General Fund/Grants	Community Development
9	R	Change in priorities due to leadership changes and funding constraints	Cultural resources management plan for the County			X			$100,000	General Fund/Grants	Community Development
10	C		Develop a program of incentives to persuade developers to provide open space as part of new residential developments	X	X	X			TBD	General Fund / State and Federal Assistance	Community Development
11	I - 2015		Review and revise the land use plan amendment policy and process to provide adequate time for a professional and comprehensive assessment of amendment requests	X					TBD	Included in Staff Time	Community Development
12	I - 2015		Expand the Zoning Advisory Group to include two (2) "at large" posts to be filled with individuals holding professional training and/or experience in fields applicable to planning		X				TBD	Included in Staff Time	Community Development
13	R	Change in priorities due to leadership changes	Establish a standing committee of department representatives and community stakeholders for the purpose of conducting the Land Use Plan and Short Term Work Program updates		X				TBD	Included in Staff time	Community Development

Clayton County, Georgia Short Term Work Program – Community Development 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
14	I - 2015-2016		Develop, Implement, and Train staff to conduct all of the County's current and long range planning using GIS	X	X				TBD	General Fund	Community Development
15	R	Change in priorities due to leadership changes	Establish a staff expansion and retention plan for the County's planning staff that is based on a reasonable staff/population ratio comparable to other Counties in the ARC region	X	X				TBD	Included in Staff Time	Community Development
16	R	Change in priorities due to leadership changes	Expand the presence of planning and zoning issues on the homepage of the Clayton County website	X	X	X	X	X	TBD	Included in Staff Time	Community Development
17	R	Change in priorities due to leadership changes	Revise the Planning and Zoning Department's web site to include a wider variety of information	X	X	X	X	X	TBD	Included in Staff Time	Community Development
18	R	Change in priorities due to leadership changes	Develop an interactive zoning map to be posted on the Community Development homepage where the public can ascertain the zoning of any property in the County and be provided information regarding the development requirements applicable to property	X					TBD	General Fund	Community Development
19	R	Change in priorities due to leadership changes	Develop programs for using additional media such as local public television and radio stations to promote planning and zoning education in Clayton County	X	X	X	X	X	TBD	Included in Staff Time	Community Development
20	I - 2015-2019		Establish planning education standards for all Zoning Advisory Group (ZAG) members and County Commissioners to ensure that group members and commissioners have the ability to make the best decisions possible in terms of land use and zoning	X	X				TBD	Included in Staff Time	Community Development

Clayton County, Georgia Short Term Work Program – Community Development 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
21	I - 2015-2016		Develop a Planning Handbook to be used as an educational tool and quick reference by the Zoning Advisory Group and County Commissioners	X					$5,000	General Fund	Community Development
22	R	Change in priorities due to leadership changes	Establish and publicize processes by which older neighborhoods can reestablish HOA's	X	X				TBD	Included in Staff Time	Community Development
23	R	Change in priorities due to leadership changes	Establish unique design guidelines for redevelopment areas in conjunction with the development of area specific redevelopment plans or immediately after the completion of an area redevelopment plan	X	X	X	X	X	TBD	General Fund	Community Development
24	R	Change in priorities due to leadership changes	Develop and adopt appropriate landscaping and buffering requirements for all land uses in Clayton County	X	X	X			TBD	General Fund	Community Development
25	I - 2015-2019		Pursue funding assistance for the continuation of efforts to improve the Tara Boulevard entrance to Clayton County	X	X	X	X	X	TBD	Included in Staff Time	Community Development / CCDA
26	I - 2015-2019		Pursue funding for streetscape improvements to enhance the visual quality of Clayton County's major roadways	X	X	X	X	X	TBD	Included in Staff Time	Community Development / Transportation
27	R	Change in priorities due to leadership changes	Create incentives to encourage the development of "executive housing" in Clayton County	X	X	X	X	X	TBD	Included in Staff Time	Community Development
28	I - 2015-2019		Develop a formal forum for coordination between the Clayton County Board of Education and Clayton County with regard to new schools and residential developments deemed to have a significant impact on school capacity	X	X	X	X	X	TBD	Included in Staff Time	Community Development / CCPS

The **2015-2019** Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules provides a description of each project to be included in the department's budgets and SPLOST lists. The CWP also shows possible funding sources through staff time, general fund, SPLOST, and other funding sources.

Clayton County, Georgia Community Work Program – Community Development 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
1	Establish unique design guidelines for redevelopment in commercial corridors to be adopted as Economic Development Overlay Districts	X	X	X			$50,000	General Fund	Community Development
2	Examine Arc's 2040 Plan to determine how to implement elements pertinent to Clayton County that would promote growth	X	X	X	X	X	0	Included in Staff Time	Community Development
3	Determine land use requirements that would support the concept of Aerotropolis	X	X				0	Included in Staff Time	Community Development
4	Revise residential building codes to increase minimum quality level acceptable	X	X				$50,000	TBD	Community Development
5	Conduct a feasibility study and if appropriate implement an expedited approval and permitting process for new residential developments that exceed the County's minimum residential standards	X	X				$15,000	TBD	Community Development
6	Develop a website and online code violation reporting capability for the County's Code Enforcement office			X			$15,000	General Fund	Community Development
7	Foster the development of a County-wide association of Homeowner's Associations to function as a citizen advisory group for planning related matters			X			$25,000 to$35,000 year	Create or redirect a staff position to oversee and provide administrative support to this group	Community Development
8	Conduct a neighborhood study to identify a priority list of neighborhoods in need of revitalization and recommend specific revitalization strategies.	X	X	X	X	X	TBD	Included in staff time	Community Development
9	Conduct a study to determine the feasibility and appropriate process for establishing impact fees for new residential development			X			$35,000	General Fund	Community Development
10	Review and revise the land use plan amendment policy and process to allow three possible times for an amendment per year	X					TBD	Included in staff time	Community Development
11	Expand the Zoning Advisory Group to include two (2) "at large" posts to be filled with individuals holding professional training and/or experience in fields applicable to planning	X					TBD	Included in Staff Time	Community Development
12	Develop, Implement, and Train staff to conduct all of the County's current and long range planning using GIS	X	X				TBD	General Fund	Community Development

Clayton County, Georgia Community Work Program – Community Development 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
13	Establish planning education standards for all Zoning Advisory Group (ZAG) members and County Commissioners to ensure that group members and commissioners have the ability to make the best decisions possible in terms of land use and zoning	X	X	X	X	X	TBD	Included in staff time	Community Development
14	Develop a Planning Handbook to be used as an educational tool and quick reference by the Zoning Advisory Group and County Commissioners	X	X				$5,000	General Fund	Community Development
15	Pursue funding assistance for the continuation of efforts to improve the Tara Boulevard entrance to Clayton County	X	X	X	X	X	TBD	Included in staff time	Community Development / CCDA
16	Pursue funding for streetscape improvements to enhance the visual quality of Clayton County's major roadways	X	X	X	X	X	TBD	Included in staff time	Community Development / Transportation
17	Develop a formal forum for coordination between the Clayton County Board of Education and Clayton County with regard to new schools and residential developments deemed to have a significant impact on school capacity	X	X	X	X	X	TBD	Included in staff time	Community Development / CCPS

The Review of the **2010-2014** Short Term Work Program (STWP) also known as the Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules identified each project as Completed (C), Incomplete (I) to be moved to a future year and Removed (R) with explanation.

Clayton County, Georgia Short Term Work Program – Transportation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
1	I (in 2014-2019 TIP)		Roadway Capacity Improvements - Battle Creek Road from Southlake Pkwy to Valley Hill Road	X	X	X	X	X	$6,826,000	TIP/RTP (County portion by 2004 SPLOST, Design by County, CST GDOT)	Transportation / GDOT
2	I (in 2014-2019 TIP)		Roadway Capacity Improvements - Mt. Zion Blvd from Southlake Pkwy to Lake Harbin Rd.	X	X	X	X	X	$6,370,000	TIP/RTP (County portion by 2004 SPLOST, Design by County, CST GDOT)	Transportation / GDOT
3	I (in 2014-2019 TIP)		Roadway Capacity Improvements - Flint River Rd. from Glenwood Rd. to Kendrick Rd	X	X	X	X	X	$2,600,000	TIP/RTP (County portion by 2004 SPLOST, Design by County, CST GDOT)	Transportation / GDOT
4	C		Lee Street Bridge Improvements	X	X	X			$1,360,000	2005 – 2010 TIP	Transportation / GDOT
5	I (in 2014-2019 TIP)		Conley Road/Aviation Blvd Extension from I-285 to St R 3	X	X	X	X	X	$11,150,000	2005 – 2010 TIP	Transportation / GDOT
6	R	Priority shift due to budget constraints	Streetscaping North Avenue and South Avenue (City of Jonesboro)	X					$1,302,000	2005 – 2010 TIP	City of Jonesboro
7	R	Priority shift due to budget constraints	Roadway Capacity Improvements – Anvil Block Road	X					$1,785,000	2005 – 2010 TIP	Transportation
8	I (in 2014-2019 TIP)		Roadway Capacity Improvements - Anvil Block Road 5 lane section to Bouldercrest Road	X	X	X	X	X	$1,785,000	2005 – 2010 TIP	Transportation

Clayton County, Georgia Short Term Work Program – Transportation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
9	I (in 2014-2019 TIP)		Roadway Capacity Improvements – Anvil Block Road from Bouldercrest Road to Allen Road	X	X	X	X	X	$1,785,000	2005 – 2010 TIP	Transportation
10	C		Clayton ATMS/ITS enhancements and implementation	X	X	X	X	X	$6,350,000	2005 – 2010 TIP	Transportation
11	I (in 2014-2019 TIP)		Roadway Capacity Improvements – Godby Road from Southampton Rd. to SR 314	X	X	X	X	X	$3,085,000	2005 – 2010 TIP	Transportation
12	I (in 2014-2019 TIP)		Roadway Capacity Improvements – Panola Road from Bouldercrest Road to Bailey Drive	X	X	X			$12,000,000	2005 – 2010 TIP	Transportation
13	R (GDOT)	Project description and boundary changed, Part of project has been completed, additional removed due to budget constraints	Interchange Upgrades I-75 from Mt. Zion Blvd. to Old Dixie and SR 54 Interchange including the RR bridge	X	X				$167,200,000	2005 – 2010 TIP	Transportation / GDOT
14	I (2015)		Clark Howell Highway at SR 85 (Sullivan Road) Roadway Operational Upgrades	X	X	X	X		$7,700,000	SPLOST	Transportation
15	C		Old Rex-Morrow Road/Maddox Road/Rex Road Roadway Operational Upgrades	X	X	X	X		$2,765,500	SPLOST	Transportation
16	I (2016)		Road improvements to support other SPLOST Capital Projects	X	X	X	X		$1,000,000	SPLOST	Transportation
17	I (2015)		Traffic Signal, Signing and Pavement marking-related improvement in unincorporated areas	X	X	X	X		$5,500,000	SPLOST	Transportation
18	I (2016)		Countywide sidewalk construction	X	X	X	X		$5,500,000	SPLOST	Transportation
19	I (2019)		C-Tran Buses, paratransit vehicles and bus shelters	X	X	X	X		$7,000,000	SPLOST	Transportation
20	I (2016)		Miscellaneous safety improvements in unincorporated areas	X	X	X	X		$2,000,000	SPLOST	Transportation
21	I (2016)		Bridge/culvert upgrades and replacements in unincorporated areas	X	X	X	X		$4,000,000	SPLOST	Transportation

Clayton County, Georgia Short Term Work Program – Transportation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
22	I (2016)		CEI Services for projects	X	X	X	X		$1,000,000	SPLOST	Transportation
23	I (2015)		Street Resurfacing in unincorporated areas Maintenance	X	X	X	X		$60,000,000	SPLOST	Transportation
24	R		Intersection improvement Jodeco Road at Carnes Road	X	X	X	X		$600,000	SPLOST	Transportation
25	I (2014)		Widen and resurface Woolsey Road	X	X	X	X		$1,565,500	SPLOST	Transportation
26	R	Priority shift due to budget constraints	Intersection improvement North McDonough Street at SR 138	X	X	X	X		$650,000	SPLOST	Transportation
27	R	Priority shift due to budget constraints	Realignment of Noah's Ark Road at South Main Street realignment and S. Main Street at Tara Boulevard	X	X	X	X		$2,500,000	SPLOST	Transportation
28	R	Priority shift due to budget constraints	Widening of West Lee's Mill Road	X	X	X	X		$2,500,000	SPLOST	Transportation
29	R	Priority shift due to budget constraints	Intersection improvement Fielder Road at Conkle Road	X	X	X	X		$500,000	SPLOST	Transportation
30	R	Priority shift due to budget constraints	Intersection improvement Elliot Road at Conkle Road	X	X	X	X		$700,000	SPLOST	Transportation
31	R	Priority shift due to budget constraints	SR 54 (Jonesboro Road) -5-Foot Sidewalks and Accessible Crossings along ARC Regionally Significant Transportation System (RSTS) Routes Southlake Parkway to SR 138	X	X	X	X		$248,065	TBD	Transportation / GDOT
32	I (2014)		Stockbridge Road - 5-Foot Sidewalks and Accessible Crossings along ARC Regionally Significant Transportation System (RSTS) Routes North McDonough Street to Walt Stephens Road	X	X	X	X		$99,266	2004 SPLOST	Transportation / GDOT

Clayton County, Georgia Short Term Work Program – Transportation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
33	R	Priority shift due to budget constraints	US 19/41-SR 3 (Tara Boulevard) - 5-Foot Sidewalks and Accessible Crossings along ARC Regionally Significant Transportation System (RSTS) Routes SR 138 to SR 54 (Fayetteville Road)	X	X	X	X		$99,266	TBD	Transportation / GDOT
34	R	Priority shift due to budget constraints	Rock Cut Road - Huie Elementary pedestrian facility improvements From SR 160 (Thurman Road) to Simpson Road	X	X	X	X		$1,029,461	TBD	Transportation / GDOT
35	R	Priority shift due to budget constraints	Mt. Zion Road - Mt. Zion Elementary pedestrian facility Improvements From E. of I-75 Crossing to SR 138	X	X	X	X		$412,633	TBD	Transportation / GDOT
36	R	Priority shift due to budget constraints	Mt. Zion Parkway - Mt. Zion Elementary pedestrian facility improvements From Mt. Zion Road to Fielder Road	X	X	X	X		$218,453	TBD	Transportation / GDOT
37	R	Priority shift due to budget constraints	Fielder Road - Mt. Zion Elementary pedestrian facility improvements From Medina Drive to Mount Zion Parkway	X	X	X	X		$97,090	TBD	Transportation / GDOT
38	R	Priority shift due to budget constraints	SR 138 - Swint Elementary pedestrian facility improvements From Devonshire Drive to US 19/41 - SR 3 (Tara Boulevard	X	X	X	X		$194,078	TBD	Transportation / GDOT
39	R	Priority shift due to budget constraints	SR 138 - Swint Elementary pedestrian facility improvements From West Entrance to East Entrance	X	X	X	X		$180,383	TBD	Transportation / GDOT
40	R	Priority shift due to budget constraints	SR 138 - Swint Elementary pedestrian facility improvements From Kendrick Road/Old Roundtree Road to Devonshire Drive	X	X	X	X		$121,363	TBD	Transportation / GDOT

Clayton County, Georgia Short Term Work Program – Transportation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
41	R	Priority shift due to budget constraints	SR 138 Spur - Swint Elementary pedestrian facility improvements From SR 138 to US 19/41 – SR 3 (Tara Boulevard)	X	X	X	X		$72,818	TBD	Transportation / GDOT
42	R	Priority shift due to budget constraints	SR 42 (Macon Highway) – Smith Elementary pedestrian facility improvements From Chippewa Drive to Evans Drive	X	X	X	X		$641,313	TBD	Transportation / GDOT
43	R	Priority shift due to budget constraints	SR 42 (Macon Highway) - Smith Elementary pedestrian facility improvements From Rex Road to Chippewa Drive	X	X	X	X		$99,226	TBD	Transportation / GDOT
44	R	Priority shift due to budget constraints	Evans Drive - Smith Elementary pedestrian facility improvements From SR 42 (Macon Highway) to Rex Road	X	X	X	X		$198,452	TBD	Transportation / GDOT
45	R	Priority shift due to budget constraints	McDonough Road - Lovejoy High pedestrian facility improvements From Chelsea Drive to Wildcat Way	X	X	X	X		$58,243	TBD	Transportation / GDOT
46	R	Priority shift due to budget constraints	Wildcat Way - Lovejoy High pedestrian facility improvements From McDonough Road to South Entrance	X	X	X	X		$58,243	TBD	Transportation / GDOT
47	R	Priority shift due to budget constraints	Wildcat Way - Lovejoy High pedestrian facility improvements From North Entrance to South Entrance	X	X	X	X		$2,028	TBD	Transportation / GDOT
48	C		Garden Walk Boulevard - Pedestrian improvements for transit corridor From SR 139 (Riverdale Road) to SR 85	X	X	X	X		$248,065	TBD	Transportation / GDOT
49	I (in 2014-2019 TIP)		C.W. Grant Parkway (Aviation Boulevard) – Pedestrian improvements for transit corridor From International Parkway to US 19/41-SR 3 (Old Dixie Highway)	X	X	X	X		$152,113	TBD	Transportation / GDOT

Clayton County, Georgia Short Term Work Program – Transportation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
50	R	Priority shift due to budget constraints	US 19/41-SR 3 (Old Dixie Highway/Main Street) - Pedestrian improvements for transit corridor From Fulton County Line to SR 331 (Forest Parkway)	X	X	X	X		$507,045	TBD	Transportation / GDOT
51	R	Priority shift due to budget constraints	US 19/41-SR 3 (Tara Boulevard) - Pedestrian improvements for transit corridor From Battle Creek Road to SR 138 / North Avenue	X	X	X	X		$362,740	TBD	Transportation / GDOT
52	R	Priority shift due to budget constraints	US 19/41-SR 3 – Pedestrian improvements for transit corridor From SR 54 (Fayetteville Road) to Poston Road	X	X	X	X		$99,226	TBD	Transportation / GDOT
53	R	Priority shift due to budget constraints	SR 85 - Pedestrian improvements for transit corridor From SR 138 to Flint River Road	X	X	X	X		$396,904	TBD	Transportation / GDOT
54	I (in 2014-2019 TIP)		Flint River Road – Pedestrian improvements for transit corridor From Taylor Road to Flint River Crossing	X	X	X	X		$124,032	TBD	Transportation / GDOT
55	R	Priority shift due to budget constraints	Taylor Road – Pedestrian improvements for transit corridor From Kylie Court to Flint River Road	X	X	X	X		$233,190	TBD	Transportation / GDOT
56	R	Priority shift due to budget constraints	Southlake Parkway - Pedestrian improvements for transit corridor From Mt. Zion Road to Mt. Zion Boulevard	X	X	X	X		$507,045	TBD	Transportation / GDOT
57	R	Priority shift due to budget constraints	SR 54 (Jonesboro Road) - Pedestrian improvements for transit corridor From Kenyon Road to Reynolds Road	X	X	X	X		$304,227	TBD	Transportation / GDOT
58	R	Priority shift due to budget constraints	Lake Drive - Pedestrian improvements for recreational / tourism corridor From West Street to SR 331 (Forest Parkway)	X	X	X	X		$103,640	TBD	Transportation / GDOT
59	R	Priority shift due to budget constraints	North Lake Drive – Pedestrian improvements for Recreational / tourism corridor From SR 331 (Forest Parkway) to SR 54 (Jonesboro Road)	X	X	X	X		$310,920	TBD	Transportation / GDOT

Clayton County, Georgia Short Term Work Program – Transportation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
60	R	Priority shift due to budget constraints	Pedestrian improvements for recreational/tourism corridor From South Lake Plaza Drive to S. of I-75 Off-Ramp	X	X	X	X		$51,820	TBD	Transportation / GDOT
61	R	Priority shift due to budget constraints	Morrow Road – Pedestrian improvements for recreational / tourism corridor From Hammack Drive to SR 54 (Jonesboro Road)	X	X	X	X		$51,820	TBD	Transportation / GDOT
62	R	Priority shift due to budget constraints	Flat Shoals Road - Pedestrian improvements for recreational / tourism corridor From Fulton County Line to SR 314 (West Fayetteville Road)	X	X	X	X		$103,640	TBD	Transportation / GDOT
63	R	Priority shift due to budget constraints	East Fayetteville Road - Pedestrian improvements for recreational / tourism corridor From SR 314 (West Fayetteville Road) to SR 139 (Riverdale Road)	X	X	X	X		$362,740	TBD	Transportation / GDOT
64	R	Priority shift due to budget constraints	Church Street - Pedestrian improvements for recreational/tourism corridor From Bethsaida Road to SR 85	X	X	X	X		$103,640	TBD	Transportation / GDOT
65	R	Priority shift due to budget constraints	Church Street - Pedestrian improvements for recreational / tourism corridor From Main Street to Bethsaida Road	X	X	X	X		$259,100	TBD	Transportation / GDOT
66	R	Priority shift due to budget constraints	SR 85 - Pedestrian improvements for recreational/tourism corridor From Bethsaida Road to SR 138	X	X	X	X		$207,280	TBD	Transportation / GDOT
67	R	Priority shift due to budget constraints	SR 314 (West Fayetteville Road) - Pedestrian improvements for recreational/tourism corridor From Creel Road to Westley Drive/Laurenceae Way	X	X	X	X		$211,840	TBD	Transportation / GDOT

Clayton County, Georgia Short Term Work Program – Transportation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
68	R	Priority shift due to budget constraints	SR 139 (Riverdale Road) - Pedestrian improvements to fill gaps in system From Fulton County Line to Flat Shoals Road	X	X	X	X		$259,100	TBD	Transportation / GDOT
69	I (in 2014-2019 TIP)		Godby Road – Pedestrian improvements to fill gaps in system From Southampton Road to Phoenix Parkway	X	X	X	X		$155,460	TBD	Transportation / GDOT
70	R	Priority shift due to budget constraints	Southampton Road - Pedestrian improvements to fill gaps in system From Godby Road to SR 314 (West Fayetteville Road)	X	X	X	X		$103,640	TBD	Transportation / GDOT
71	R	Priority shift due to budget constraints	Phoenix Boulevard - Pedestrian improvements to fill gaps in system From SR 314 (West Fayetteville Road) to Phoenix Parkway	X	X	X	X		$103,640	TBD	Transportation / GDOT
72	R	Priority shift due to budget constraints	SR 54 - Pedestrian improvements to fill gaps in system From Hood Avenue to Flankers Road	X	X	X	X		$21,184	TBD	Transportation / GDOT
73	R	Priority shift due to budget constraints	SR 54 - Pedestrian improvements to fill gaps in system From Dixie Industrial Boulevard to Clayton State Boulevard	X	X	X	X		$317,760	TBD	Transportation / GDOT
74	R	Priority shift due to budget constraints	Spring Street - Pedestrian improvements to fill gaps in system From West Avenue to North Main Street	X	X	X	X		$211,840	TBD	Transportation / GDOT
75	R	Priority shift due to budget constraints	SR 139 (Church Street) - Pedestrian improvements to fill gaps in system From Howard Street to Main Street	X	X	X	X		$21,184	TBD	Transportation / GDOT
76	R	Priority shift due to budget constraints	SR 139 (Riverdale Road) - Pedestrian improvements to fill gaps in system From Flat Shoals Road to Howard Street	X	X	X	X		$635,520	TBD	Transportation / GDOT

Clayton County, Georgia Short Term Work Program – Transportation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
77	R	Priority shift due to budget constraints	SR 85 - Pedestrian improvements to fill gaps in system From Garden Walk Boulevard to Howard Street	X	X	X	X		$423,680	TBD	Transportation / GDOT
78	R	Priority shift due to budget constraints	Taylor Road - Pedestrian improvements to fill gaps in system From Roundtree Road to SR 138	X	X	X	X		$211,840	TBD	Transportation / GDOT
79	R	Priority shift due to budget constraints and C-TRAN stoppage	C-TRAN Enhanced Marketing, Outreach and Partnerships	X	X	X	X		$20,000	TIP (5307)	Transportation
80	R	Priority shift due to budget constraints and C-TRAN stoppage	C-TRAN Comprehensive Operations Analysis (COA)	X	X	X	X		$100,000	TIP (5307)	Transportation
81	R	Priority shift due to budget constraints and leadership changes	Clayton County-Wide Transit Development Plan (TDP)	X	X	X	X		$300,000	TIP (5307)	Transportation
82	R	Priority shift due to budget constraints and leadership changes	Transit-Oriented Development Coordination	X	X	X	X		$50,000	TIP (5307)	Transportation
83	R	Priority shift due to budget constraints and lack of state coordination	Regional Commuter Rail Service Atlanta to Lovejoy	X	X	X	X		$102,265,428	GDOT	Transportation / GDOT
84	R	Priority shift due to budget constraints and lack of regional and state coordination	MARTA Heavy Rail Extension -- Corridor Study (Alternatives Analysis/Environmental Impact Statement) East Point to Southern Crescent Transportation Service Center	X	X	X	X		$3,600,000	MARTA	Transportation / GDOT
85	R	Priority shift due to budget constraints	I-75/ Aviation Boulevard/ I-285 Interchange Reconstruction (includes managed lane ramps) – Phase 1	X	X	X	X		$80,700,000	Hartsfield-Jackson Airport (HJAIA)	Transportation / GDOT
86	R	Priority shift due to budget constraints and lack of coordination at regional and state level	Commuter Rail Service along Norfolk Southern RR – Atlanta / Griffin / Macon (Stations and Park and Ride Lots for Atlanta-Lovejoy Section) City of Atlanta to City of Lovejoy	X	X	X	X		$9,090,000	GDOT	Transportation / GDOT

Clayton County, Georgia Short Term Work Program – Transportation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
87	R	Priority shift due to budget constraints	FTA Section 5307 (Urbanized Area Formula) Program Funds Allocation for Clayton County	X	X	X	X		$13,823,518	ARC	Transportation / GDOT
88	I ((in 2014-2019 TIP)		C.W. Grant Parkway Grade Rail Separation At Norfolk Southern RR Line - Includes realignment of Conley Road and US 19/41 in vicinity	X	X	X	X		$36,781,418	GDOT	Transportation / GDOT
89	R	Priority shift due to budget constraints	Park and Ride Facilities for Xpress Bus Service In the vicinity of the Clayton Justice Center	X	X	X	X		$5,600,000	GRTA	Transportation / GDOT
90	R	Priority shift due to budget constraints	SR 85 - Widen from 4 to 6 lanes From Adams Drive to I-75 South, includes interchange at Forest Parkway	X	X	X	X		$28,179,720	GDOT	Transportation / GDOT
91	R	Priority shift due to budget constraints	SR 54 (Fayetteville Road/Jonesboro Road) – Widen from 2 to 4 lanes From McDonough Road in Fayette County to US 19/41 (Tara Boulevard) in Clayton County	X	X	X	X		$51,010,000	GDOT	Transportation / GDOT
92	R	Priority shift due to budget constraints	Mount Zion Road - Widen from 2 to 4 lanes From Richardson Parkway to SR 138	X	X	X	X		$9,100,000	SPLOST	Transportation / GDOT
93	R	Priority shift due to budget constraints	Downtown Jonesboro Pedestrian Improvements, Phase 1	X	X	X	X		$3,170,695	City of Jonesboro	Transportation / GDOT
94	R	Priority shift due to budget constraints	Downtown Jonesboro Pedestrian Improvements, Phase 2	X	X	X	X		$1,446,200	City of Jonesboro	Transportation / GDOT
95	R	Priority shift due to budget constraints	Downtown Jonesboro Pedestrian Improvements, Phase 3	X	X	X	X		$768,000	City of Jonesboro	Transportation / GDOT
96	R	Priority shift due to budget constraints	Conley Road From SR 54 (Jonesboro Road) to Cherokee Trail	X	X	X	X		$10,839,000	Clayton County	Transportation / GDOT
97	C		SR 138 Traffic Signal Upgrades At 12 locations Roadway Operational Upgrades	X	X	X	X		$1,049,760	GDOT	Transportation / GDOT
98	C		SR 42 Traffic Signal Upgrades At 5 locations Roadway Operational Upgrades	X	X	X	X		$524,880	GDOT	Transportation / GDOT

Clayton County, Georgia Short Term Work Program – Transportation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
99	R	Priority shift due to budget constraints	Forest Park Downtown Pedestrian Improvements	X	X	X	X		$1,825,000	City of Forest Park	Transportation / GDOT
100	R	Priority shift due to budget constraints	US 19/41 (Tara Boulevard) - Widen from 4 to 6 lanes From SR 81 (Upper Woolsey Road) in Henry County to Flint River Road in City of Jonesboro	X	X	X	X		$28,590,000	GDOT	Transportation / GDOT
101	R	Priority shift due to budget constraints	Transit-Oriented Pedestrian Improvements on Multiple Streets	X	X	X	X		$1,130,000	City of Forest Park	Transportation / GDOT
102	R	Priority shift due to budget constraints	SR 54 (Jonesboro Road) Bicycle/Pedestrian Underpass and crosswalks At Clayton State Boulevard	X	X	X	X		$2,750,000	City of Morrow	Transportation / GDOT
103	R	Priority shift due to budget constraints	Forest Park Sidewalks to Schools – Phase I	X	X	X	X		$1,875,000	City of Forest Park	Transportation / GDOT
104	R	Priority shift due to budget constraints	Forest Park Sidewalks to Schools – Phase II	X	X	X	X		$1,038,000	City of Forest Park	Transportation / GDOT
105	R	Priority shift due to budget constraints	Forest Park Sidewalks to Schools – Phase III	X	X	X	X		$522,000	City of Forest Park	Transportation / GDOT
106	R	Priority shift due to budget constraints and C-TRAN stoppage	C-Trans Operational Planning	X	X	X	X	X	$100,000	2005-2010 TIP	C-Trans
107	R	Priority shift due to budget constraints and C-TRAN stoppage	C-Trans Preventive maintenance	X	X	X	X	X	$500,000	2005-2010 TIP	C-Trans
108	R	Priority shift due to budget constraints and C-TRAN stoppage	C-Trans Operations	X	X	X	X	X	$100,000	2005-2010 TIP	C-Trans

The **2015-2019** Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules provides a description of each project to be included in the department's budgets and SPLOST lists. The CWP also shows possible funding sources through staff time, general fund, SPLOST, and other funding sources.

Clayton County, Georgia Community Work Program – Transportation 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
1	Roadway Capacity Improvements - Battle Creek Road from Southlake Pkwy to Valley Hill Road	X	X	X	X	X	$6,826,000	2014-2019 TIP/County	Transportation / GDOT
2	Roadway Capacity Improvements - Mt. Zion Blvd from Southlake Pkwy to Lake Harbin Rd.	X	X	X	X	X	$6,370,000	2014-2019 TIP/County	Transportation / GDOT
3	Roadway Capacity Improvements - Flint River Rd. from Glenwood Rd. to Kendrick Rd	X	X	X	X	X	$2,600,000	2014-2019 TIP/County	Transportation / GDOT
4	Conley Road/Aviation Blvd Extension from I-285 to St R 3	X	X	X	X	X	$11,150,000	2014-2019 TIP/County	Transportation / GDOT
5	Roadway Capacity Improvements - Anvil Block Road 5 lane section to Bouldercrest Road	X	X	X	X	X	$1,785,000	2014-2019 TIP/County	Transportation
6	Roadway Capacity Improvements – Anvil Block Road from Bouldercrest Road to Allen Road	X	X	X	X	X	$1,785,000	2014-2019 TIP/County	Transportation
7	Roadway Capacity Improvements – Godby Road from Southampton Rd. to SR 314	X	X	X	X	X	$3,085,000	2014-2019 TIP/County	Transportation
8	Roadway Capacity Improvements – Panola Road from Bouldercrest Road to Bailey Drive	X	X	X			$12,000,000	2014-2019 TIP/County	Transportation
9	Clark Howell Highway at SR 85 (Sullivan Road) Roadway Operational Upgrades	X					$7,700,000	SPLOST	Transportation
10	Road improvements to support other SPLOST Capital Projects	X	X				$1,000,000	SPLOST	Transportation
11	Traffic Signal, Signing and Pavement marking-related improvement in unincorporated areas	X					$5,500,000	SPLOST	Transportation
12	Countywide sidewalk construction	X	X				$5,500,000	SPLOST	Transportation
13	C-Tran Buses, paratransit vehicles and bus shelters	X	X	X	X	X	$7,000,000	SPLOST	Transportation
14	Miscellaneous safety improvements in unincorporated areas	X	X				$2,000,000	SPLOST	Transportation
15	Bridge/culvert upgrades and replacements in unincorporated areas	X	X				$4,000,000	SPLOST	Transportation

Clayton County, Georgia Community Work Program – Transportation 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
16	CEI Services for projects	X	X				$1,000,000	SPLOST	Transportation
17	Street Resurfacing in unincorporated areas Maintenance	X					$60,000,000	SPLOST	Transportation
18	Widen and resurface Woolsey Road	X					$1,565,500	SPLOST	Transportation
19	Stockbridge Road - 5-Foot Sidewalks and Accessible Crossings along ARC Regionally Significant Transportation System (RSTS) Routes North McDonough Street to Walt Stephens Road	X					$99,266	2004 SPLOST	Transportation / GDOT
20	C.W. Grant Parkway (Aviation Boulevard) – Pedestrian improvements for transit corridor From International Parkway to US 19/41-SR 3 (Old Dixie Highway)	X	X	X	X	X	$152,113	2014-2019 TIP/County	Transportation / GDOT
21	Flint River Road – Pedestrian improvements for transit corridor From Taylor Road to Flint River Crossing	X	X	X	X	X	$124,032	2014-2019 TIP/County	Transportation / GDOT
22	Godby Road – Pedestrian improvements to fill gaps in system From Southampton Road to Phoenix Parkway	X	X	X	X	X	$3,085,000	2014-2019 TIP/County	Transportation / GDOT
23	C.W. Grant Parkway Grade Rail Separation At Norfolk Southern RR Line - Includes realignment of Conley Road and US 19/41 in vicinity	X	X	X	X	X	$36,781,418	2014-2019 TIP/County	Transportation / GDOT
24	Roadway Maintenance and Resurfacing	X	X	X	X	X	$32,400,000	2015-2020 SPLOST	Transportation
25	Traffic Signals, Signage and Striping	X	X	X	X	X	$44,650,000	2015-2020 SPLOST	Transportation
26	Bridge/Culvert upgrades, Repairs and Replacements	X	X	X	X	X	$4,750,000	2015-2020 SPLOST	Transportation
27	Roadway Safety Improvements	X	X	X	X	X	$3,500,000	2015-2020 SPLOST	Transportation
28	Sidewalk Installation	X	X	X	X	X	$13,500,000	2015-2020 SPLOST	Transportation
29	Valley Hill Rd. Widening (Battle Creek Rd. to City of Riverdale)	X	X	X	X	X	$17,300,000	2015-2020 SPLOST	Transportation
30	Gilbert Rd. Reconstruction (Mountain View Area)	X	X	X	X	X	$4,750,000	2015-2020 SPLOST	Transportation
31	Landscaping/Lighting	X	X	X	X	X	$684,279	2015-2020 SPLOST	Transportation
32	Transit Capital	X	X	X	X	X	$5,000,000	2015-2020 SPLOST	Transportation

The Review of the **2010-2014** Short Term Work Program (STWP) also known as the Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules identified each project as Completed (C), Incomplete (I) to be moved to a future year and Removed (R) with explanation.

Clayton County, Georgia Short Term Work Program – School System 2010 to 2014										
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
			10	11	12	13	14			
1	C	Middle School #7 New 74 classroom middle school	X					$24,599,000	SPLOST & CAPITAL OUTLAY	CC Board of Education
2	C	K-8 Facility New 80 classroom K-8 School	X					$25,918,725	SPLOST & CAPITAL OUTLAY	CC Board of Education
3	C	Riverdale Middle 9 classroom addition renovation and modification	X					$5,207,000	SPLOST & CAPITAL OUTLAY	CC Board of Education
4	C	Tara Stadium and Twelve Oaks Stadium renovations, modifications and track re-surfacing	X					$1,000,000	SPLOST	CC Board of Education
5	C	Worktec Re-roof and HVAC upgrades	X					$900,000	SPLOST	CC Board of Education
6	C	Ash St. Center renovation and modification	X					$4,300,000	SPLOST	CC Board of Education
7	C	Harper Elementary 12 classroom addition	X					$2,500,000	SPLOST & CAPITAL OUTLAY	CC Board of Education
8	C	Pointe South Middle 14 classroom addition, renovations and modifications	X					$2,500,000	SPLOST & CAPITAL OUTLAY	CC Board of Education

The **2015-2019** Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules provides a description of each project to be included in the department's budgets and SPLOST lists. The CWP also shows possible funding sources through staff time, general fund, SPLOST, and other funding sources.

Clayton County, Georgia Community Work Program – School System 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
1	Elementary School #14 – New 48 classroom elementary school (replaces existing E. Clayton ES)		X				$15,000,000	SPLOST & CAPITAL OUTLAY	CCPS Board of Education
2	Middle School #8 - New 57 classroom middle school			X			$15,500,000	SPLOST	CCPS Board of Education
3	New 6 – 12 Charter School, 38 classrooms	X					$18,000,000	SPLOST	CCPS Board of Education
4	Riverdale HS auxiliary gym and renovations	X					$12,500,000	SPLOST & CAPITAL OUTLAY	CCPS Board of Education
5	Lovejoy HS auxiliary gym and renovations			X			$16,000,000	SPLOST & CAPITAL OUTLAY	CCPS Board of Education
6	General renovations at existing schools	X	X	X	X	X	$95,000,000	SPLOST & CAPITAL OUTLAY	CCPS Board of Education

The Review of the **2010-2014** Short Term Work Program (STWP) also known as the Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules identified each project as Completed (C), Incomplete (I) to be moved to a future year and Removed (R) with explanation.

Clayton County, Georgia Short Term Work Program – Intergovernmental Coordination 2010 to 2014										
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
			10	11	12	13	14			
1	I - 2015-2019	Asses and amend the County's current dispute resolution process as needed to ensure its effectiveness	X	X	X	X	X	TBD	General Fund	County Commission
2	C	Update the County's Delivery Service Strategy	X	X	X			TBD	General Fund	County Commission

The **2015-2019** Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules provides a description of each project to be included in the department's budgets and SPLOST lists. The CWP also shows possible funding sources through staff time, general fund, SPLOST, and other funding sources.

Clayton County, Georgia Community Work Program – Intergovernmental Coordination 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
1	Officially launch the Clayton County Economic Development Collaborative (CCEDC) which was started in 2013 by the COO which will allow the County and Cities to unite to build the economic landscape for the County and monitor the progress of the economic development strategic plan	X	X				TBD	Multiple departments	County Commission/COO's Office
2	Create a coordinated channel between the County and Cities to be updated on the progress of the 2009-2015 SPLOST programs for projects that are executed in the Cities and unincorporated areas	X	X	X	X	X	0	Multiple departments	COO's Office
3	Create coordinated channels for economic development between County and surrounding Counties to plan economic landscape for the region	X	X	X	X	X	TBD	Multiple departments, surrounding Counties	County Commission., COO's Office, Econ. Dev. Depart, neighboring Counties.
4	Develop a County-wide recycling and sanitation program to assist with beautification across the County		X	X			TBD	TBD	County Commission. COO's Office
5	Assess and amend the County's current dispute resolution process as needed to ensure its effectiveness	X	X	X	X	X	TBD	General Fund	County Commission

The Review of the **2010-2014** Short Term Work Program (STWP) also known as the Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules identified each project as Completed (C), Incomplete (I) to be moved to a future year and Removed (R) with explanation.

Clayton County, Georgia Short Term Work Program – Parks and Recreation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
1	I- 2018		Coordinate with Clayton County Water Authority to create a recreation corridor along restored sections of East Jesters Creek, and restored stream corridors in the Rex Area	X					TBD	General Fund	Parks and Recreation and CCWA
2	I - 2019		Develop incentive programs or requirements for developers to provide greenspace and age appropriate recreation outlets with all new housing developments.	X	X	X	X	X	TBD	Included in Staff Time	Planning and Zoning, Clayton County Greenspace Board and Parks and Recreation
3	I -2015		Coordinate with the Clayton County Convention and Visitors Bureau to better advertise facilities such as Spivey Hall and the Beach for entertainment and tourism purposes.	X	X	X	X	X	TBD	Included in Staff Time	CCCVB, Spivey Hall, Parks and Recreation
4	I - 2015		Work with the Clayton County Water Authority and other interested local organizations to develop a pedestrian and bike trail system encompassing the wetland and floodplain areas of Clayton County.	X	X	X			TBD	General Fund	Parks and Recreation/

Clayton County, Georgia Short Term Work Program – Parks and Recreation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
5	Complete		Develop a program for the joint use of school board recreational properties for County-wide recreational programs when these properties are not in use by the school system	X	X	X	X	X	TBD	Included in Staff Time	Parks and Recreation / CCPS
6	I - 2016		User fee feasibility Study	X					TBD	General Fund	Parks and Recreation
7	Complete		Parks and Recreation long term land acquisition plan	X	X	X	X	X	TBD	General Fund	Parks and Recreation/Greenspace Board
8	I - 2017		Develop a recreation/open space plan for the Flint River Corridor that incorporates opportunities for educating the public on the history of Clayton County		X				$50,000	General Fund	Greenspace Board / Parks and Recreation/ CCWA
9	I - 2016		Develop a recreation/open space plan for the historic Rex community that incorporates public education and trails and/or other passive recreation amenities.	X					$50,000	General Fund	Greenspace Board / Parks and Recreation/ CCWA
10	I - 2015		(Rex Equestrian Park) Develop a dog park	X	X	X	X	X	$106,305	General/SPLOST/ REC	Parks and Recreation/
11	Remove	No longer a departmental priority	(Rex Equestrian Park) Create formal archery area for the CC archery association	X	X	X			$4,000	General/SPLOST/ REC	Parks and Recreation/
12	Remove	No longer a departmental priority	(Rex Equestrian Park) Add formal parking to site	X	X	X			$64,017	General/SPLOST/ REC	Parks and Recreation/
13	Remove	No longer a departmental priority	(Rex Equestrian Park) Improve internal signage.	X					$1,000	General/SPLOST/ REC	Parks and Recreation/

Clayton County, Georgia Short Term Work Program – Parks and Recreation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
14	I - 2015		(Pine Circle Park) More directional signage to the park	X					$1,500	General/SPLOST/ REC	Parks and Recreation
15	I-2016		(Morrow/Lake City Park) Convert the concrete pad behind the concession building to a basketball court	X	X				$10,000	General/SPLOST/ REC	Parks and Recreation
16	Complete		(Morrow/Lake City Park) Add mulch to the playground area	X					TBD	General/SPLOST/ REC	Parks and Recreation
17	I-2015		(Reynolds Nature Preserve) Create and install interpretive signage throughout the preserve to educate hikers on plants and animals	X	X				$10,000	General/SPLOST/ REC	Parks and Recreation
18	I-2015		(Rex Park) Make the playground ADA accessible from the parking lot	X					$300	General/SPLOST/ REC	Parks and Recreation
19	Complete		(Grant Road Park) Limb trees around the park	X					$2,250	General/SPLOST/ REC	Parks and Recreation
20	Complete		(Grant Road Park) Remove graffiti on picnic pavilion and basketball court	X					$3,000	General/SPLOST/ REC	Parks and Recreation
21	Complete		(Maddox Road Park) Reposition the backstop for the informal play field based on the location of the basketball court	X					$500	General/SPLOST/ REC	Parks and Recreation
22	Remove	No longer a priority	(Forest Park) Demolish the old concession and restroom building	X	X				$10,000	General/SPLOST/ REC	Parks and Recreation
23	Remove	No longer a priority	(Forest Park) Install more prominent park signage.	X					$500	General/SPLOST/ REC	Parks and Recreation
24	I-2017		(Jim Huie Recreation Center) Educational Program area	X	X	X	X	X	TBD	General/SPLOST/ REC	Parks and Recreation

Clayton County, Georgia Short Term Work Program – Parks and Recreation 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
25	I-2015		(Independence Park) Landscaping around park to assist with crime prevention.	X	X	X	X	X	TBD	General/SPLOST/ REC	Parks and Recreation
26	Complete		(Gerald Matthews Sports Complex) Remove all parking obstacles (dirt, etc.) from the parking lots	X					$1,000	General/SPLOST/ REC	Parks and Recreation
27	I-2016		(JW Arnold Park) Improve Landscaping around current parking area to prevent erosion.	X	X	X	X	X	TBD	General/SPLOST/ REC	Parks and Recreation
28	Complete		(Lee Street Park) Replace ADA parking signs in the parking lot	X					$500	General/SPLOST/ REC	Parks and Recreation
29	I-2015		(Jesters Creek Park) Directional signage to the park	X					$1,500	General/SPLOST/ REC	Parks and Recreation
30	Remove	No longer a priority	(International Park) New directional sign needed off the highway with more description.	X					$500	General/SPLOST/ REC	Parks and Recreation
31	Remove	No longer a priority	(Key Street Park) Upgrade the park with formal paved parking to prevent erosion.		X				$8,574	General/SPLOST/ REC	Parks and Recreation
32	Remove	No longer a priority	(Key Street Park) Update dugout areas	X	X	X	X	X	TBD	General/SPLOST/ REC	Parks and Recreation
33	Complete		County Park and Facility entry signs replaced	X	X	X	X	X	$205,000	General/SPLOST/ REC	Parks and Recreation
34	I-2016		10 additional swing sets needed throughout the County (specifically for toddlers)	X	X	X	X		$30,818	General/SPLOST/ REC	Parks and Recreation
35	I-2017		Toddler play features in parks adjacent to existing playgrounds	X	X	X	X	X	TBD	General/SPLOST/ REC	Parks and Recreation

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Clayton County, Georgia Community Work Program – Parks and Recreation 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
1	Study to explore policy changes and ways to further utilize the County's park and recreation facilities and services	X					TBD	General Fund	Parks and Recreation
2	After School Programs at County Recreation Centers	X	X	X	X	X	TBD	General Fund	Parks and Recreation/Clayton Public Schools
3	Coordinate with Clayton County Water Authority to create a recreation corridor along restored sections of East Jesters Creek, and restored stream corridors in the Rex Area	X					TBD	General Fund	Parks and Recreation and CCWA
4	Develop incentive programs or requirements for developers to provide greenspace and age appropriate recreation outlets with all new housing developments.					X	TBD	Included in Staff Time	Planning and Zoning, Clayton County Greenspace Board and Parks and Recreation
5	Coordinate with the Clayton County Convention and Visitors Bureau to better advertise facilities such as Spivey Hall and the Beach for entertainment and tourism purposes.	X					TBD	Included in Staff Time	CCCVB, Spivey Hall, Parks and Recreation
6	Work with the Clayton County Water Authority and other interested local organizations to develop a pedestrian and bike trail system encompassing the wetland and floodplain areas of Clayton County.	X					TBD	General Fund	Parks and Recreation/
7	User fee feasibility Study		X				TBD	General Fund	Parks and Recreation
8	Develop a recreation/open space plan for the Flint River Corridor that incorporates opportunities for educating the public on the history of Clayton County			X			$50,000	General Fund	Greenspace Board / Parks and Recreation/ CCWA
9	Develop a recreation/open space plan for the historic Rex community that incorporates public education and trails and/or other passive recreation amenities.		X				$50,000	General Fund	Greenspace Board / Parks and Recreation/ CCWA

Clayton County, Georgia Community Work Program – Parks and Recreation 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
10	(Rex Equestrian Park) Develop a dog park	X					$106,305	General/SPLOST/REC	Parks and Recreation/
11	(Pine Circle Park) More directional signage to the park	X					$1,500	General/SPLOST/REC	Parks and Recreation/
12	(Morrow/Lake City Park) Convert the concrete pad behind the concession building to a basketball court		X				$10,000	General/SPLOST/REC	Parks and Recreation/
13	(Reynolds Nature Preserve) Create and install interpretive signage throughout the preserve to educate hikers on plants and animals	X					$10,000	General/SPLOST/REC	Parks and Recreation/
14	(Rex Park) Make the playground ADA accessible from the parking lot	X					$300	General/SPLOST/REC	Parks and Recreation
15	(Jim Huie Recreation Center) Educational Program area			X			TBD	General/SPLOST/REC	Parks and Recreation
16	(Independence Park) Landscaping around park to assist with crime prevention.	X					TBD	General/SPLOST/REC	Parks and Recreation
17	(JW Arnold Park) Improve Landscaping around current parking area to prevent erosion.		X				TBD	General/SPLOST/REC	Parks and Recreation
18	(Jesters Creek Park) Directional signage to the park	X					$1,500	General/SPLOST/REC	Parks and Recreation
19	10 additional swing sets needed throughout the County (specifically for toddlers)		X				$30,818	General/SPLOST/REC	Parks and Recreation
20	Toddler play features in parks adjacent to existing playgrounds			X			TBD	General/SPLOST/REC	Parks and Recreation
21	Continuation of Greenspace and Trails Acquisition and Development Program (started with 2009 SPLOST)	X					$9 million	General/SPLOST/REC	Parks and Recreation

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Clayton County, Georgia Short Term Work Program – Library System 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
1	I - 2015-2019		Build 10,000 sq. foot addition to Library Headquarters and retrofit for technology			X	X	X	TBD	TBD	Clayton County Library System
2	I - 2017-2019		Build meeting room addition at Jonesboro Branch, retrofit for technology, and make wheelchair accessible			X			$450,000	General Fund	Clayton County Library System
3	I - 2015-2019		Purchase additional volumes for each branch to meet the State's minimum level of service standards	X	X	X	X	X	$638,000/yr ($441,838 proposed)	General Fund	Clayton County Library System
4	R	No longer a priority due to budget constraints	Contract for skilled technical support adequate to maintain the Library's firewalls and networks	X	X	X	X	X	TBD	General Fund	Clayton County Library System
5	I - 2017-2019		Develop and implement a plan to replace public and staff computers at the County's public libraries every three years	X	X	X	X	X	TBD	General Fund	Clayton County Library System
6	R	No longer a priority due to budget constraints	Construct 16,000 sq ft. Forest Park Library for design and Construction	X	X				$4,571,400 ($2.000,00 state grant + $2,571,000 (SPLOST)	2008 SPLOST and GA Public Library Capital Outlay Grant	Clayton County Library System

Clayton County, Georgia Short Term Work Program – Library System 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
7	I - 2015-2016		Construct 20,000 sq ft Library in NW Clayton County (land acquisition, new books, design and construction		X	X			$7,650,000	2008 SPLOST	Clayton County Library System
8	I - 2015-2019		Improvement and renovation of existing Libraries	X	X	X	X	X	$1,000,000	2008 SPLOST	Clayton County Library System
9	R	No longer a priority due to budget constraints	Retrofit the genealogy/local history room as a computer lab for computer classes for the public and staff					X	$55,000	Part of $1,000,000 in 2008 SPLOST funds allocated for improvements for the libraries	Clayton County Library System

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Clayton County, Georgia Community Work Program –Library System 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
1	New Headquarters Library	X	X	X	X	X	TBD*	TBD*	Clayton County Library System
2	Build more meeting rooms at Headquarters, move Jonesboro to Headquarters library location			X	X	X	TBD*	TBD*	Clayton County Library System
3	Landscape all libraries	X	X				TBD*	TBD*	Clayton County Library System
4	Repair roof at Headquarters	X					$47,000.00	SPLOST/GPLS	Clayton County Library System
5	Repair roof at Morrow	X					$23,000.00	SPLOST/GPLS	Clayton County Library System
6	Repair bathroom wall at Riverdale						$23,000.00	SPLOST/GPLS	Clayton County Library System
7	Renovate bathrooms at Headquarters	X	X				TBD*	SPLOST	Clayton County Library System
8	Family Computer Lab	X	X				TBD*	TBD*	Clayton County Library System
9	Repair Circulation Desk at all Branch Locations	X					TBD*	General Fund	Clayton County Library System
10	Paint library interior at all locations	X					TBD*	General Fund	Clayton County Library System

Clayton County, Georgia Community Work Program –Library System 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
11	Purchase additional volumes for each branch to meet the State's minimum level of service standards	X	X	X	X	X	$638,000/yr. ($441,838 proposed)	General Fund	Clayton County Library System
12	Implement a plan to replace public and staff computers at the County's public libraries every three years			X	X	X	TBD*	General Fund	Clayton County Library System
13	Construct 20,000 sq. ft. Library in NW Clayton County (land acquisition, new books, design and construction)	X	X				$7,650,000.00	2009 SPLOST	Clayton County Library System
14	Improvement and renovation of existing Libraries	X	X	X	X	X	$55,000.00	2009 SPLOST & State Funds	Clayton County Library System

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Clayton County, Georgia Short Term Work Program – Police Department 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
1	C		Develop or update an existing baseline report of level of service provided to Clayton County citizens, this report should be based on state or national standards for level of service.	X	X	X	X	X	Operating cost determined in annual budget approval	General fund	Clayton County Board of Commissioners
2	C		Carryover of COPS Grant from 2009 for 5 certified police officers (salaries & benefits)	X	X	X	X		$865,000	2009 COPS Grant (Federal - DOJ)	Clayton County Police Department
3	C		Construction of a new Sector 3 Police Precinct servicing the citizens of South Clayton County.				X		1.3 million	2009 SPLOST	Clayton County Police Department
4	I		Construction of a Sector 2 Police Precinct located in the NE section of Clayton County						TBD	2009 SPLOST	Clayton County Police Department
5	I		Construction of a new Sector 1 Police Precinct located in the NE section of Clayton County						TBD	2009 SPLOST	Clayton County Police Department
6	I		Construction of a new Animal Control facility						TBD	2009 SPLOST	Clayton County Police Department
7	C		HEAT Grant funded 1 police officer position, vehicle and all equipment each year.	X	X	X			$392,000 ($98,000 per grant year)	GA Governor's Dept of Highway Safety	Clayton County Police Department

Clayton County, Georgia Short Term Work Program – Police Department 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
8	C		Grant funding for training and equipment associated with Organized Crime Task Force investigations.	X	X	X	X		$19,850.00 (Grant awards varied in totals each year)	U.S. Secret Service Grant	Clayton County Police Department
9	C		UASI Grant funding for purchase of EOD equipment and training for Bomb Detection & Mitigation		X				$168,249	Department of Homeland Security – Urban Area Security Initiative	Clayton County Police Department
10	C		GEMA Grant funding for purchase of EOD equipment and training for Bomb Detection & Mitigation		X		X		$443,000	GEMA	Clayton County Police Department
11	C		Grant for purchase of motorcycles and equipment		X	X			$236,788	Edward G. Byrne Grant	Clayton County Police Department
12	C		UASI Grant for Volunteers In Police Services – purchase of training material, camera and uniforms			X			$11,000	Department of Homeland Security – Urban Area Security Initiative	Clayton County Police Department
13	C		UASI Grant for purchase of vehicles and equipment for personnel to perform Risk Assessments on identified sites			X			$85,000	Department of Homeland Security – Urban Area Security Initiative	Clayton County Police Department
14	C		SPLOST funded purchase of 20 vehicles			X			TBD	SPLOST 2009	Clayton County Police Department
15	C		UASI Grant for purchase of vehicles and equipment for Aviation Unit, SWAT Team, EOD Team and Underwater Search & Recovery Team				X		1.2 million	Department of Homeland Security – Urban Area Security Initiative	Clayton County Police Department

Clayton County, Georgia Short Term Work Program – Police Department 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
16	C		27 LE positions transferred from Sheriff's Dept. to Police.				X		TBD	General Fund	Clayton County Police Department
17	C		Grant purchase of 4 LPR'S (License Plate Readers)				X		$93,781	Edward G. Byrne Grant	Clayton County Police Department
18	C		Grant purchase of 2 utility pole mounted cameras				X		$20,000	Firehouse Subs Grant	Clayton County Police Department
19	C		Grant purchase of new Intoxilizer Breath Test machine					X	$8000.00	GA Governor's Dept of Highway Safety	Clayton County Police Department
20	C		Opening of Sector 4 Police Precinct to service citizens in Central Clayton County					X	$26,400 annually	General Fund	Clayton County Police Department
21	I		Upgrade Public Safety Communications system. Projected completion in July or August of 2014					X	TBD	2009 SPLOST	Clayton County Department of Information Technology
22	R - (Grant application)	Grant not received. No longer a priority	Computer Servers to store video & audio data from body cameras to be worn by patrol personnel.					X	$104,647	Edward G. Byrne Grant	Clayton County Police Department

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Clayton County, Georgia Community Work Program – Police Department 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
1	Grant funding for hiring of police officers	X	X	X			$1.37 million	COPS (DOJ)	Clayton County Police Department
2	Police vehicles w/equipment	X	X	X	X	X	$20 million	SPLOST 2015	Clayton County Police Department
3	Police helicopter replacement	X					$4.5 million	SPLOST 2015	Clayton County Police Department
4	Police mobile command vehicle	X					$1.3 million	SPLOST 2015	Clayton County Police Department
5	Construction of a Sector 2 Police Precinct located in the NE section of Clayton County	X	X	X	X	X	TBD	TBD	Clayton County Police Department
6	Construction of a new Sector 1 Police Precinct located in the NE section of Clayton County	X	X	X	X	X	TBD	TBD	Clayton County Police Department
7	Construction of a new Animal Control facility	X	X	X	X	X	TBD	TBD	Clayton County Police Department
8	Upgrade Public Safety Communications system. Projected completion in July or August of 2014					X	TBD	TBD	Clayton County Department of Information Technology

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Clayton County, Georgia Short Term Work Program – Fire Department and EMS 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
1	I - needs modification of locations to reflect 2012 ISO evaluation		Develop new fire stations (Hall Road and Love Joy)	X	X	X	X	X	$1,035,000	Fire District Tax	Clayton County Fire Department & EMS
2	C		Upgrade all the department's engines to ALS engines	X	X	X			$200,000 each	Fire District Tax	Clayton County Fire Department & EMS
3	R	Change in priorities due to leadership changes and funding constraints	Institute workplace language instruction programs to improve communication between EMS and firefighters and the County's growing ethnic communities	X	X	X	X	X	$4,000 - $6,000/year for instruction	Fire District Tax	Clayton County Fire Department & EMS
4	I– removed back-up 911 center and upgrade of Countywide radio system from Fire list. Will be complete by end of 2015		Build a multipurpose building to serve as emergency operation center, classroom facility. .	X	X	X	X	X	$4,700,000	2009 SPLOST	Clayton County Fire Department & EMS

The **2015-2019** Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules provides a description of each project to be included in the department's budgets and SPLOST lists. The CWP also shows possible funding sources through staff time, general fund, SPLOST, and other funding sources.

Clayton County, Georgia Community Work Program – Fire Department and EMS 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
1	Develop and implement new EMS Delivery Model for Clayton County	X	X	X	X	X	Will vary based on model.	General Fund	Clayton County Fire & Emergency Services
2	Develop and deliver customer service training program to CCFES employees	X						No Fiscal impact	Clayton County Fire & Emergency Services
3	Implement vehicle replacement initiative for EMS and Fire	X	X	X	X	X	$8,000,000	2015 SPLOST/Fire tax/General Fund	Clayton County Fire & Emergency Services
4	Build new fire stations to address 2012 ISO evaluation. (Stockbridge and Lovejoy)	X	X	X	X	X	$4,000,000	Fire tax/General Fund	Clayton County Fire & Emergency Services
5	Obtain Fire department accreditation	X	X	X	X		$20,000	Fire tax/General Fund	Clayton County Fire & Emergency Services
6	Renovate Fire Stations 1,2, 11 and rebuild Fire Station 6		X	X	X	X	$3,000,000	Fire tax/General Fund	Clayton County Fire & Emergency Services

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Clayton County, Georgia Short Term Work Program – Water Authority 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
1	C		2010 Strategic Master Plan	X					$600,000	User Fees	CCWA
2	I - 2016		Emergency Generators - all Water Facilities	X	X	X	X	X	$3,000,000	User Fees	CCWA
3	C		Replace galvanized and AC water system pipes	X	X	X	X	X	$1,500,000/yr	User Fees	CCWA
4	R	Priority shift due to budget constraints	Solids Handling Improvements at Casey WRF, phase 1	X					$4,000,000	User Fees	CCWA
5	R	Priority shift due to budget constraints	Solids Handling Improvements at Casey WRF, phase 2					X	$5,500,000	User Fees	CCWA
6	C		Reroute sewer flows from Atlanta South River WRC	X					$5,000,000	User Fees	CCWA
7	C		2010 Strategic Master Plan	X					$5,000,000	User Fees	CCWA
8	C		Sewer system rehabilitation	X	X	X	X	X	$1,000,000/yr	User Fees	CCWA
9	R	Priority shift due to budget constraints	Huie Constructed Treatment Wetlands, phase 5	X	X	X	X		$8,000,000	User Fees	CCWA
10	C		Meter upgrades including radio read	X	X	X			$1,500,000/yr	User Fees	CCWA
11	C		Fire Hydrant Security upgrades	X	X	X	X	X	$2,000,000/yr	User Fees	CCWA
12	R	Priority shift due to budget constraints	Reroute sewer flows from DeKalb Snapfinger WRF	X	X	X	X	X	$9,500,000	User Fees	CCWA
13	C		Water Distribution System Interception collector extensions for water conveyance system upgrades	X	X	X	X	X	$1,500,000/yr	User Fees	CCWA
14	C		Sewer System Collection System upgrades	X	X	X	X	X	$1,000,000/yr	User Fees	CCWA
15	C		Rehabilitation of water conveyance system	X	X	X	X	X	$5,000,000	User Fees	CCWA

Clayton County, Georgia Short Term Work Program – Water Authority 2010 to 2014											
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Explanation	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
				10	11	12	13	14			
16	R	Priority shift due to leadership changes and work focus moving to another Department(s)	Work with Clayton County Water Authority and other interested local organizations to develop a pedestrian and bike trail system encompassing the wetland and flood plain areas of Clayton County	X	X	X	X	X	TBD	General Fund	Parks and Recreation / CCWA
17	R	Priority shift due to leadership changes and work focus moving to another Department(s)	Conduct a study to determine the feasibility and process for implementing a comprehensive system of development impact fees for Clayton County		X	X	X	X	$100,000	General Fund	Fire and EMS/ Planning and Zoning/CCWA (County led initiative)
18	R	Priority shift due to leadership changes and work focus moving to another Department(s)	Coordinate with the Clayton County Water Authority to create a recreation corridor along restored sections of East Jester Creek and restored stream corridors in the Rex area			X	X	X	TBD	General Fund	Parks and Recreation and CCWA (County led initiative)
19	R	Priority shift due to leadership changes and work focus moving to another Department(s)	Establish a standing committee managed by the Planning Department to coordinate the current greenspace preservation, stream restoration and watershed management, bike trail, and parks and recreation planning efforts of different County departments and authorities to maximize the accessibility of parks and greenspace to the County's residents	X	X	X	X	X	TBD	General Fund	Planning and Zoning/ Parks and Recreation / Greenspace Board/ CCWA
20	R	Priority shift due to leadership changes and work focus moving to another Department(s)	Develop a recreation open space plan for the Flint River Corridor that incorporates opportunities for educating the public on the history of Clayton County		X	X	X	X	TBD	General Fund	Greenspace Board / Parks and Recreation / CCWA
21	R	Priority shift due to leadership changes and work focus moving to another Department(s)	Develop a recreation open space plan for the Rex community that incorporates public education and trails and/or other passive recreation amenities	X	X	X	X	X	TBD	General Fund	Greenspace Board / Parks and Recreation / CCWA

The **2015-2019** Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules provides a description of each project to be included in the department's budgets and SPLOST lists. The CWP also shows possible funding sources through staff time, general fund, SPLOST, and other funding sources.

Clayton County, Georgia Community Work Program – Water Authority 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
1	Strategic Master Plan 5 Yr. Update	X					$300,000	Use Fees	CCWA
2	Emergency Generator – Hooper WPP		X				$300,000	User Fees	CCWA
3	Headquarters Parking Expansion	X					$300,000	User Fees	CCWA
4	Sewer system rehabilitation	X	X	X	X	X	$1,000,000/yr	User Fees	CCWA
5	Galvanized Water Main Replacement	X	X	X	X	X	$1,000,000/yr	User Fees	CCWA
6	Stormwater System Rehabilitation	X	X	X	X	X	$1,000,000/yr	User Fees	CCWA
7	Emergency Generators - all Water Facilities	X	X				$3,000,000	User Fees	CCWA

The Review of the **2010-2014** Short Term Work Program (STWP) also known as the Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules identified each project as Completed (C), Incomplete (I) to be moved to a future year and Removed (R) with explanation.

Clayton County, Georgia Short Term Work Program – Building and Maintenance 2010 to 2014										
#	Completed (C), Incomplete/Yr (I/15 thru 19), or Remove (R)	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
			10	11	12	13	14			
1	I - 2015-2019	Renovate Old 911 Building	X	X				$130,000-$150,000	General Funds	Buildings and Maintenance
2	I - 2015-2019	Adopt a County wide policy of using multi-story construction for all public buildings when feasible.	X	X	X	X	X	TBD	Included in Staff time	Building and Maintenance/CCPS
3	C	Renovation of the County Economic Development facility	X					TBD	General Funds	Buildings and Maintenance
4	C	Construction of the Police Department Long Range training Facility	X					TBD	General Funds	Buildings and Maintenance
5	C	Addition the Virginia Grave wellness Center	X	X				TBD	General Funds	Building and Maintenance

The **2015-2019** Community Work Program (CWP) under the new adopted Department of Community Affairs (DCA) rules provides a description of each project to be included in the department's budgets and SPLOST lists. The CWP also shows possible funding sources through staff time, general fund, SPLOST, and other funding sources.

Clayton County, Georgia Community Work Program – Building and Maintenance 2015 to 2019									
#	Description	Year					Total ($)	Possible Funding Source(s)	Responsible Department
		15	16	17	18	19			
1	Renovate Old 911 Building	X	X	X	X	X	$130,000-$150,000	General Funds	Buildings and Maintenance
2	Adopt a County wide policy of using multi-story construction for all public buildings when feasible	X	X	X	X	X	TBD	Included in Staff time	Building and Maintenance/CCPS
3	Replace Roof on Historic Courthouse	X	X				$265,000	SPLOST	Building and Maintenance
4	Recondition roof surface at the Prison	X	X				$370,000	SPLOST	Building and Maintenance
5	Waterproof exterior walls at FD Headquarters and Station #11	X					$38,000-40,000	TBD	Building and Maintenance
6	Electrical and UPS upgrade to properly maintain system	X					$100,000	TBD	Building and Maintenance
7	Annex remodel of 3rd and 4th floors	X					$467,000	TBD	Building and Maintenance
8	Remodel old Police Academy building	X	X				$400,000	TBD	Building and Maintenance
9	Range #2 upgrades		X	X			$60,000	TBD	Building and Maintenance & PD
10	Rebuilding Training Course at the Firing Range		X	X			$9,000	TBD	Buildings and Maintenance & PD
11	Firing Range - bring up to Code, replace roof and remodel		X	X			$500,000-750,000	TBD	Building and Maintenance
12	DFACS - carpet and VCT flooring replacement	X	X				$170,000	TBD	Building and Maintenance
13	Commissioner's Building - New roof	X	X				$350,000	TBD	Building and Maintenance
14	HR Building (120 Smith) - New roof	X	X				$195,000	TBD	Building and Maintenance
15	Jonesboro Library - New roof	X	X				$195,000	TBD	Building and Maintenance
16	HR Building (134 Spring) - New roof	X	X				$45,000	TBD	Building and Maintenance
17	123 N. Main Street - New roof	X	X				$35,000	TBD	Building and Maintenance

LAND USE

COMMUNITY PROFILE

Situated just south of the City of Atlanta and Hartsfield-Jackson Atlanta International Airport, Clayton County is one of the smaller Counties in the state of Georgia, covering approximately 144.28 square miles. The County is home to 263,700 residents (2013, Atlanta Regional Commission) and offers a suburban feel while retaining connectivity to the region, the nation, and the world via Interstates 75, 85, 285, and 675, a network of US and state highways, CSX and Norfolk Southern rail service, and Hartsfield-Jackson Atlanta International Airport.

This section deals with developing a Future Land Use Map that addresses the various Land Use and Development goals of the Community. Specific development strategies were developed in keeping with the proposed Land Uses, and are described in detail in the next section.

ANALYSIS OF EXISTING LAND USE

The Existing Land Use Map provides a perspective of current growth and land-use patterns for Clayton County. The analysis was completed by conducting a thorough review of zoning, previous existing land use information, recent aerials, and business license data. The Existing Land Use Map has been updated by color coding the respective land use identified for that particular parcel of land as seen in Figure 14, Figure 15 and Figure 16.

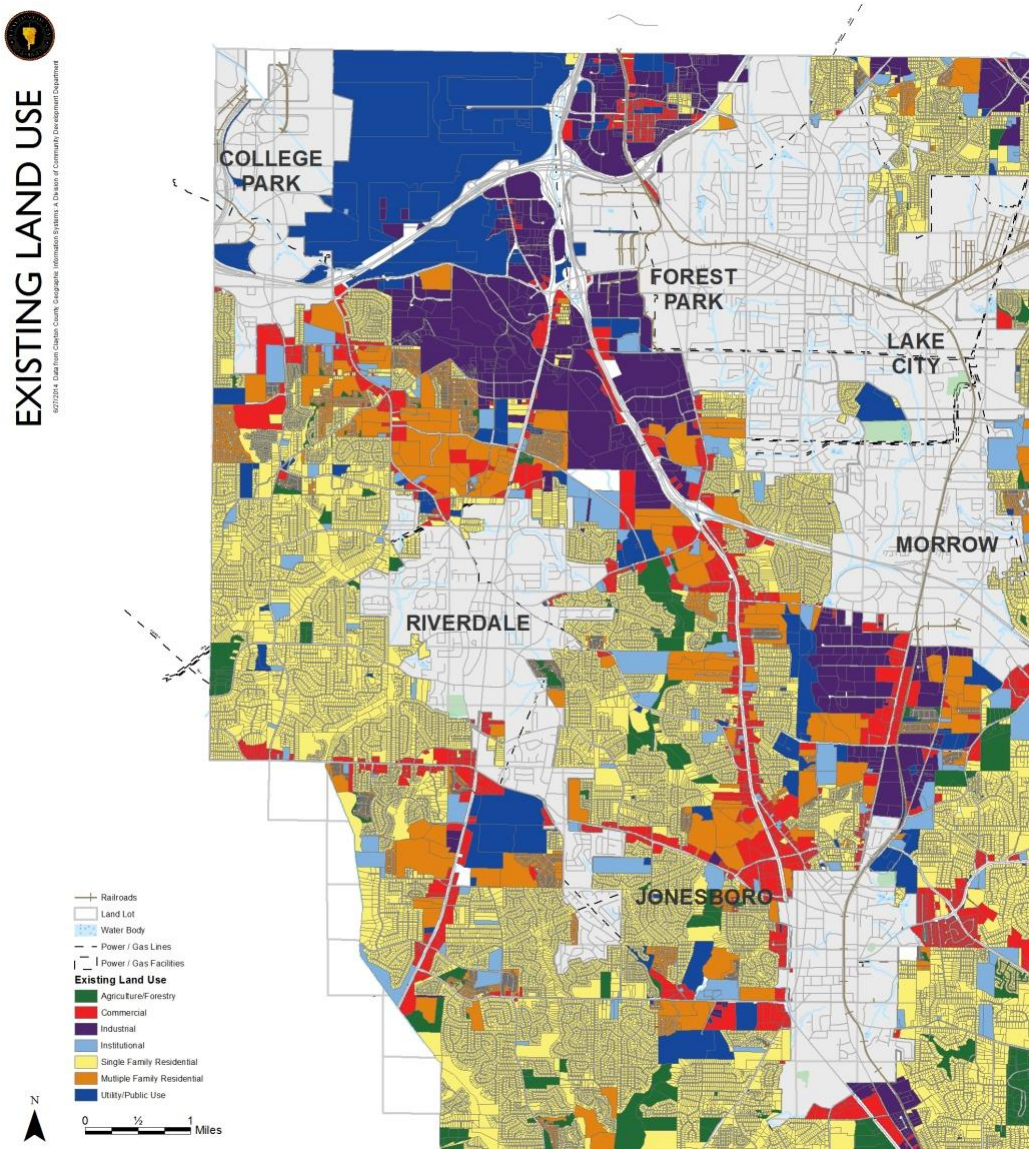

Figure 14 Existing Land Use for Northwest corner of the County

LAND USE CATEGORIES

Single-Family Residential: Category includes attached and detached single-family homes, which are located throughout the County in subdivisions and traditional neighborhood street configurations.

Multi-Family Residential: Category includes all attached multi-family residential buildings. Developments in this category contain more than two (2) units per structure.

Commercial: Category includes all commercial developments, including neighborhood, community, general, and mixed-use commercial uses.

Industrial: Category includes businesses that concentrate on the manufacturing, production and transporting of goods.

Institutional: Category includes state, federal, and local government uses (County parks, greenspace, wetlands, and other environmentally sensitive or protected areas), as well as quasi-public institutions and places of worship.

Agriculture/Forestry: Category includes forest and agricultural lands.

Utility/Public Use: Category includes public and private utility uses, such as Clayton County Water Authority utilities and facilities, Clayton County facilities, and areas that are owned and operated by Hartsfield-Jackson Atlanta International Airport.

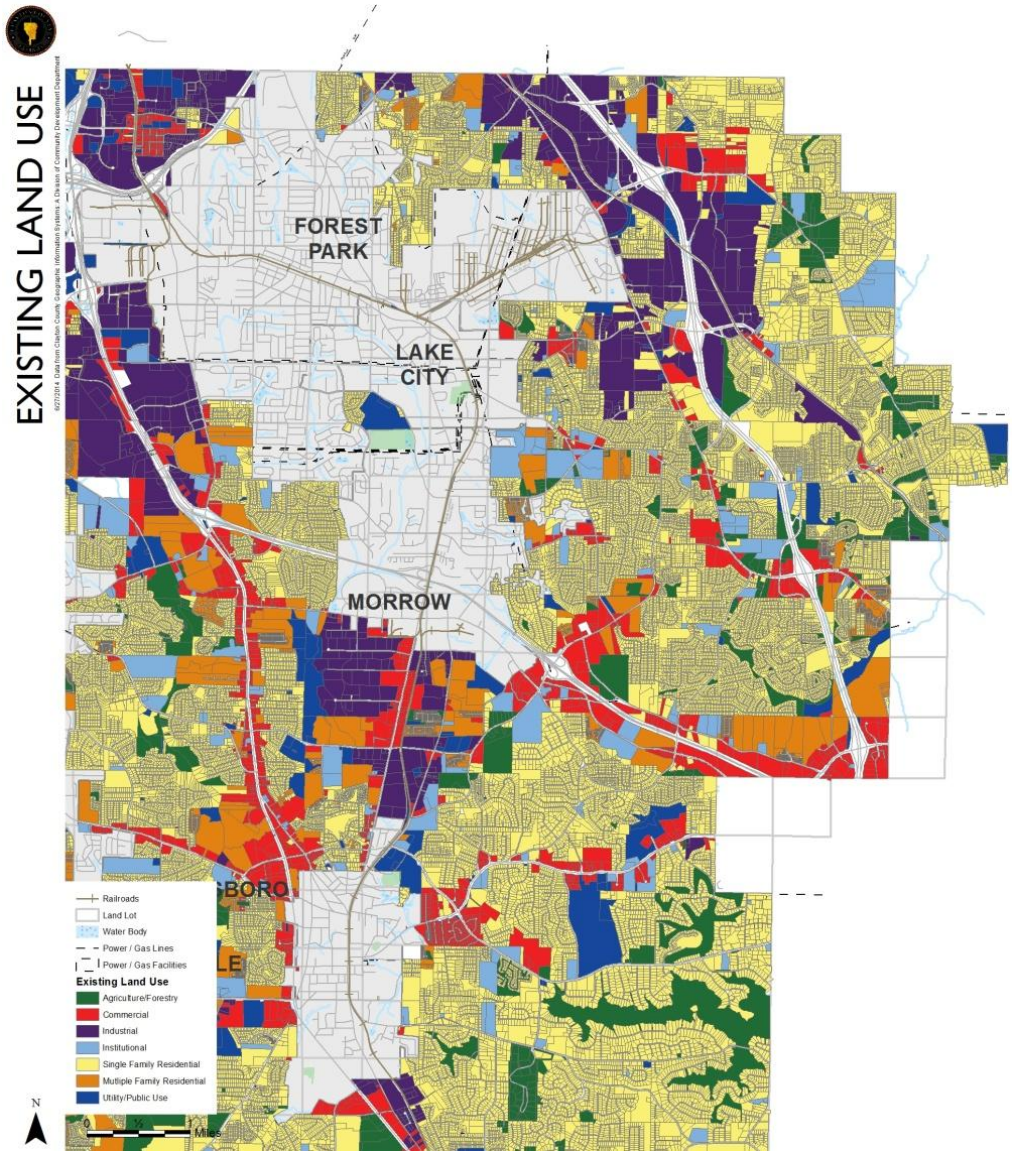

Figure 15 Existing Land Use for Northeast corner of the County

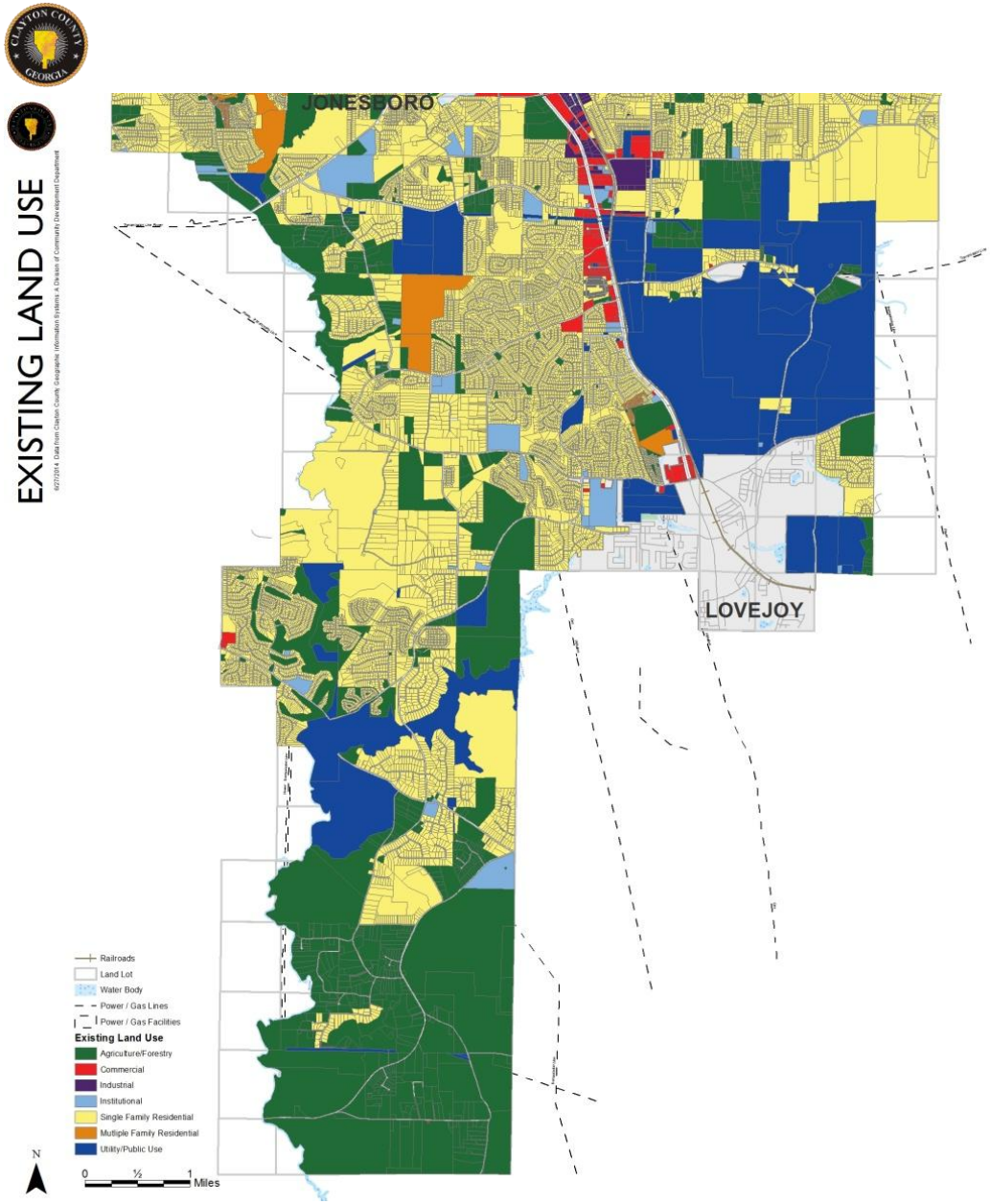

Figure 16 Existing Land Use for South corner of the County

ANALYSIS OF ZONING

In addition to understanding existing land use patterns within the County, the Clayton County zoning map was examined. As shown in Figure 17 below, 54% of land in the County is zoned Residential. Another 23% of land in the County is zoned Agriculture or Planned Unit Development (PUD), which mostly consist of residential uses. Only 23% of the County is zoned for commercial, office, and industrial uses, which are the property tax generators for the County. Based on this analysis of County zoning, more commercial, office, and industrial uses, as facilitated by zoning, are necessary to provide County government with adequate property tax and other revenue sources to provide the necessary facilities and services to grow the County.

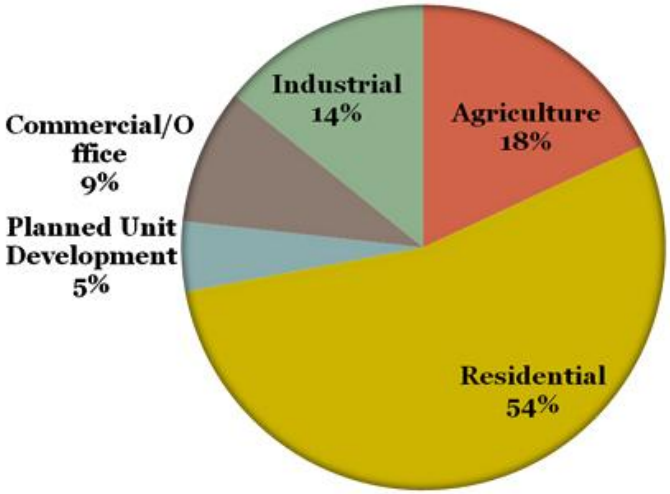

Figure 17 Land Use by Parcel Zoning as a percentage of County Area

Detailed Analysis of Zoning

Table 4 Detailed Land Use

Zoning Type	Parcels	Area (square miles)	% of County Area
AG	1,371	19.374	13.45%
CB	40	0.079	0.05%
ER	1,614	6.28	4.36%
GB	1,228	4.84	3.36%
HI	1,147	14.43	10.02%
LI	175	0.793	0.55%
MMX	36	0.417	0.29%
NB	130	0.413	0.29%
NMX	359	1.35	0.94%
OI	219	1.24	0.86%
PUD	7,578	4.99	3.47%
RG75	3,242	1.55	1.08%
RM	5,520	5.76	4.00%
RMH	17	0.58	0.40%
RMX	635	1.35	0.94%
RS110	33,423	23.25	16.15%
RS180	15,486	20.38	14.15%
Zoned (excludes utilities, cities, etc)	72,220	107.076	74.36%

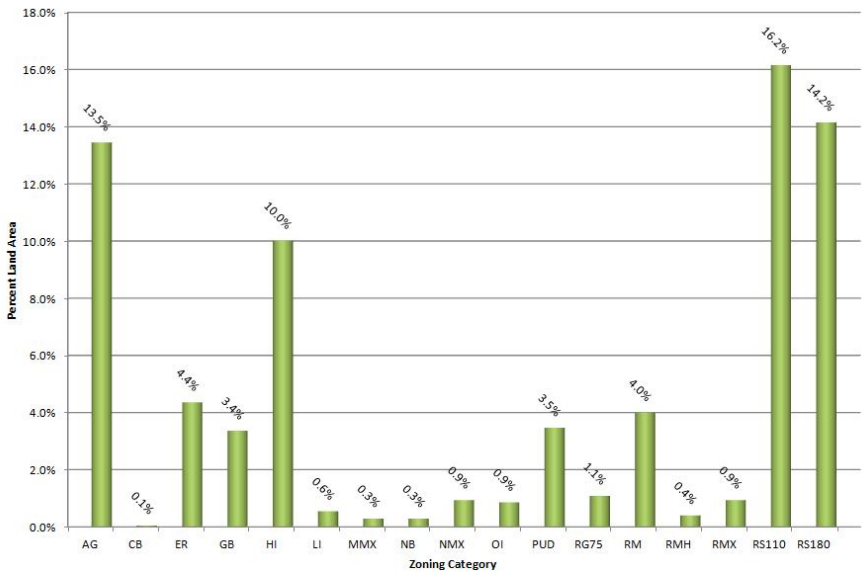

Figure 18 Detailed Land Use as percentage of County area

TARGET AREAS

The Community Assessment of current conditions and the analysis of needs and opportunities of the County were used to identify areas of the County which showed either a need for investment or which indicated trends of increased redevelopment. These "Target Areas", or "Areas Requiring Special Attention", are defined by the DCA as:

1. Areas of significant natural or cultural resources, particularly where these are likely to be intruded upon or otherwise impacted by development;
2. Areas where rapid development or change of land uses is likely to occur;
3. Areas where the pace of development has and/or may outpace the availability of community facilities and services, including transportation;
4. Areas in need of redevelopment and/or significant improvements to aesthetics or attractiveness (including strip commercial corridors);
5. Large abandoned structures or sites, including those that may be environmentally contaminated;
6. Areas with significant infill development opportunities (scattered vacant sites);
7. Areas of significant disinvestment, levels of poverty, and/or unemployment substantially higher than average levels for the community as a whole.

Figure 19 illustrates the location of Target Areas in Clayton County.

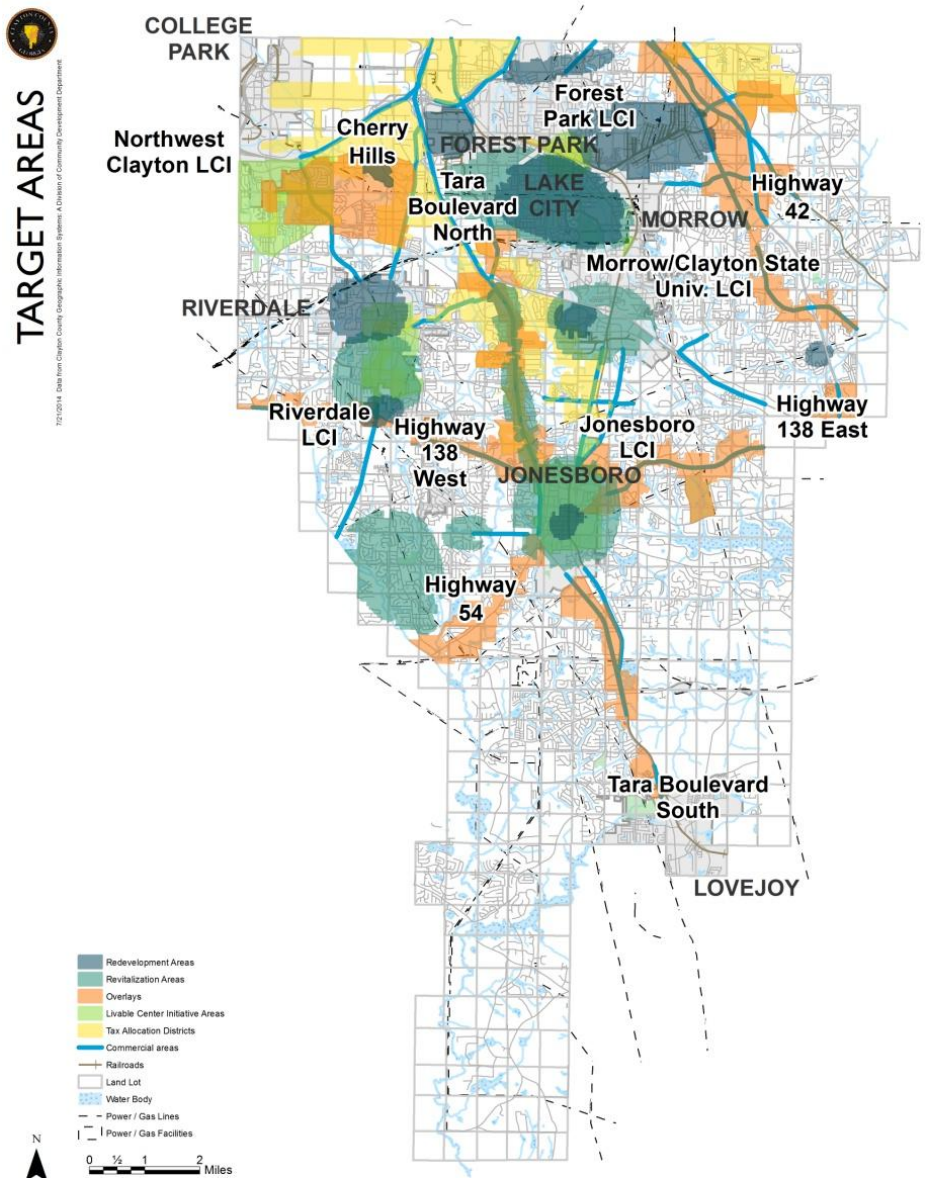

Figure 19 Target Areas of Clayton County

Natural resources:

Since the County is largely developed, the most pressing natural resources to preserve are water-related. Indeed, water is a pressing issue for the Atlanta region. Groundwater recharge areas are areas where water infiltrates into the ground to replenish an aquifer. There are two (2) main groundwater recharge areas within Clayton County, which have been defined as a "significant recharge area" by the Georgia Department of Natural Resources. These areas encompass portions of the City of College Park in the northwestern corner of the County and north of the City of Lovejoy in the southern portion of the County. At the present, Clayton County has adopted protection standards for groundwater recharge areas to prevent development from disturbing or adversely impacting wetlands, and water supply watersheds.

Historic and Cultural Resources:

There are a number of historical and cultural resources in Clayton County that deserve mention. The largest area is the Historic Jonesboro area, which is the only historic district in the County, Stately Oaks plantation is located in the southeast corner of Jonesboro, the Crawford Dorsey House and Cemetery is also on the National Register of Historic places located just north of Lovejoy, and the historic Rex Mill just east of Highway 42. These are the most notable historic places that have been identified, and are protected in some part by the national register and community involvement, but require additional vigilance.

There are a number of cultural areas that also figure into County life. These include the Arts Clayton Gallery in downtown Jonesboro, The National Archives region hub is located on Jonesboro Road in Morrow, Clayton State University located off of Jonesboro Rd in Morrow is the only university in the County and also houses the Spivey Hall concert space, the Atlanta State Farmer's Market off of Forest Parkway in Forest Park sells a wide variety of fresh produce from across the state, and Clayton County Performing Arts Center off Mount Zion Parkway provides another space for the performance arts within the County. Each of these resources provides additional quality of life to the citizens of Clayton and should be guarded so that the services they provide can continue for future residents of the County.

Areas where rapid development is likely to occur:

There are a number of areas in the County that are likely to see accelerated growth relative to the rest of the county. Some of these are due to additional sources of income or relative interest. The two largest areas for growth are around the airport, both to the south and east. These areas are sometimes referred to as Cherry Hills and Mountain View respectively. The recent regional discussion of Aerotropolis and activity with the Porsche development indicates that there will be increasing interest in development around the airport; this includes areas within Clayton County. In addition to the interest in the area, there are a number of other factors that contribute to the likely development of the area including resources. Tax Allocation Districts (TADs) set aside a portion of the tax revenue for infrastructure improvements. The additional capital improvements to these areas can help them improve and help alleviate blighted properties and generate additional revenue for the County in the long term. One of the seven TADs in the County is located in the Mountain View area, and there is another located south of the airport and I-285 but east of I-75, more or less in the

Cherry Hills area. Both of these will help spur development in the area of the airport. These are marked in yellow in Figure 19.

Another potential enticement for the airport areas is the Northwest Clayton Livable Center Initiative (LCI) grant. LCI grants are awarded by the Atlanta Regional Commission (ARC) to foster a closer connection between land use and transportation. In addition to funding the initial study, there are grant dollars available to fund further studies in the area. These areas are marked in green in Figure 19.

Finally, there has been news about forming a Community Improvement District (CID), around the airport area, where business owners as a group decide to tax themselves to help pay for additional infrastructure. The expansion of the airport, the TADs, the LCI, and the CID all indicate that development around the airport is going to be significant driver for the Clayton economy as well as the region and that the County must ensure it is proceeding in the right direction. Continual scrutiny is advised.

In addition to the main airport areas, the areas within other source of funding will likely have accelerated development relative to the rest of the county, but likely less than the airport area. These include the remaining Livable Center Initiative (LCI) and Tax Allocation Districts (TADs) sites. In addition to the Northwest Clayton LCI near the airport there are four more LCI grants in Clayton, almost all fall within a city. There is the Forest Park LCI, the Morrow/Clayton State LCI, the Riverdale LCI, and the Jonesboro LCI. The LCIs are marked in green in Figure 19. Aside from the two TADs near the airport there are five other TADs in the County: one along Main Street within Forest Park, two in the Ellenwood area east of I-675, one along GA-85 within Riverdale, and one along Tara Boulevard and Jonesboro Road north of Jonesboro. These are marked in yellow in Figure 19. As with the airport areas, these additional levels of funding and planning will likely accelerate development in the area.

Areas where the pace of development has and/or may outpace the availability of public facilities and services:

There do not appear to be any areas of the County where development has outpaced the availability of public facilities and services. The County has Police, Fire and EMS facilities throughout the County; the Parks and Recreation Department continues to expand its park system; the Clayton County Transportation & Development Department maintains and constructs County roadways; and Clayton County Water Authority continues to repair and install water, sewer, and storm drains.

Areas in need of redevelopment or significant improvements to aesthetics or attractiveness:

There are a number of areas within the County that the community has identified as needing significant improvement or aesthetic upgrades. These are identified in a number of ways, for instance there six zoning overlays within the County: Highway 138 (both East and West), Cherry Hills, Highway 42, Highway 54, Tara Boulevard (North and South), and Panhandle. The overlays are marked in orange in Figure 19. All follow a major corridor, except Cherry Hills which, as discussed above, is the area to the southeast of the airport and likely to become part of any Aerotropolis development over time. All these overlays are subject to additional guidelines to help create more aesthetically pleasing locations that are more oriented towards compact development. Panhandle is not included in the target areas because there is little activity in this area, and thus time and resources should be dedicated to the other overlays. The

commercial corridors in general throughout the county are also in need of aesthetic upgrades as has been identified in blue on the Target Areas Map in Figure 19, note that many overlap with the overlay areas.

Areas with large abandoned structures or sites, including those that may be environmentally contaminated:

Some of the sites east of the Airport in the Mountain View area appear to be abandoned for some time and may or may not need environmental cleanup. A number of the sites appear to have been used as dumping grounds, whether legally or otherwise.

Areas with significant infill development opportunities (scattered vacant sites):

Infill and redevelopment opportunities exist throughout Clayton County, specifically within the County's major commercial corridors and within residential areas impacted by the foreclosure crisis.

Areas of significant disinvestment, levels of poverty, or unemployment:

The highest levels of poverty in Clayton County are concentrated around the airport, both south in the Cherry Hills Area as well as east in the Mountain View area and the western and northern portions of Forest Park. In addition there is a cluster of poverty around Jonesboro, particularly to the north along Tara Boulevard and to the southwest, north of Highway 54. The highest concentrations of unemployment are in slightly different areas, the northern portion of Forest Park and around Fort Gillem, Riverdale especially to the northwest and the east, north of Jonesboro between Tara Boulevard and Highway 54, and southwest of Jonesboro. All of these areas require attention to turn these underserved communities into fully productive participants in the County's overall well-being.

FUTURE LAND USE

The Future Land Use Map for the 2034 Comprehensive Plan was developed using the current land use and zoning maps and the future land use map from the previous Comprehensive Plan. The results from the community assessment and community participation exercises were used to define and propose development that could best achieve the goals of the community in terms of economic and community development, land use patterns, housing needs, transportation, and parks and recreation.

An analysis of the existing land use combined with citizen feedback in the context of the identified Target Areas helped identify several locations where revitalization and redevelopment were needed, or likely to occur based on growth trends. The community focus on the need for "live, work, play" communities dictated several of the future land use recommendations with regard to mixed use and higher density development. Additionally, the focus on improving regional communication with the Cities and the airport was reflected in recommendations for industrial mixed-use zoning and development.

Much of the input received from the community meetings, surveys, and other conversations focused on encouraging more mixed-use developments, creating more manufacturing and distribution jobs, and leveraging the location of the airport as a node for development and employment. Additionally, many residents were focused on

local revitalization, street improvements, and addressing dilapidation of properties in their communities.

The following specific information was gathered in reference to specific areas around the County.

Details of Public Input:

Redevelopment Areas:

These are marked in dark blue in Figure 19.

Area within Forest Park near I-75 and I-285 should focus on adding more retail establishments and improve aesthetics.

Properties around Conley Road and Watts Road, in and around Forest Park, were identified as being derelict and often unmaintained; the community felt that many of these properties could be redeveloped into higher quality residential.

Fort Gillem, given its recent closure, was also identified by the community as a redevelopment area particularly for mixed-use development that would take advantage of the access to the interstate system.

South of the railroad tracks in Forest Park and Lake City, the community indicated that many of the homes were older and not well-maintained; suggestions were given to turn that area into a "live, work, play" area.

The landfill area along Lees Mill Road and Forest Parkway was identified as being unproductive, and members of the community expressed an interest in seeing more active uses that would create jobs for the area.

In Riverdale, the area around the split between Lees Mill Road and Church Street was identified as an area that needed a mix of incomes for the housing option and more commercial development along the nearby stretch of Georgia Highway 85.

Further south along Highway 85, near the intersection with Highway 138 the community expressed an interest in higher quality commercial development. This dovetails with the efforts by the County to enforce the Highway 138 overlay and design guidelines there.

In Morrow, residents expressed that more could be done with the Southlake mall area, whether it was mixed use development or higher quality commercial.

Along New Dale Road near I-675 some community members noted they would like to see the area developed as higher quality residential. In Jonesboro, residents requested that a recreation center or other meeting location be considered in the downtown area.

Revitalization Areas

These areas are marked in blue-green in Figure 19.

In addition to the redevelopment requests, TCF also solicited information about revitalization. For these exercises, revitalization was defined as keeping the same land uses, but improving other aspects of the community or surroundings.

In Forest Park and Lake City south of the railroad tracks County residents asked for higher quality of life through the provision of sidewalks and streetscape to enhance pedestrian friendliness.

In Morrow, community members wanted to see the area around Southlake mall revitalized through streetscaping and better aesthetic standards.

In Riverdale, along Highway 85, residents told facilitators they would like to see higher aesthetic standards for commercial development.

Along Tara Boulevard from the interstate down to Jonesboro, several community members noted they would like to see higher quality buildings and signage as well as improved pedestrian accessibility.

Around Jonesboro, a need for renovation and upkeep of the housing stock was noted.

Along Flint River Road west of Jonesboro, residents expressed an interest in having more pedestrian and aesthetic improvements.

Finally, along Thomas Road near Fayette County community members told the facilitators they would like to see more sidewalks and landscaping to beautify the area.

The Future Land Use Map [Figure 20, Figure 21, Figure 22] reflects many of these goals, with the inclusion of several areas of mixed use development and the introduction of a new zoning category [MXI] that specifies industrial development more in line with commercial and office uses, such as manufacturing, distribution, or logistics, in addition to mixed use development.

The new MXI category is applied to the Cherry Hills and Mountain View areas near the airport. Figure 20 and Figure 21 show the MXI areas in bright pink. These areas allow the full leverage of the airport as a hub of employment and development.

The West Fayetteville access area to the airport has been changed to MXI to allow both commercial and office uses in support of the airport development.

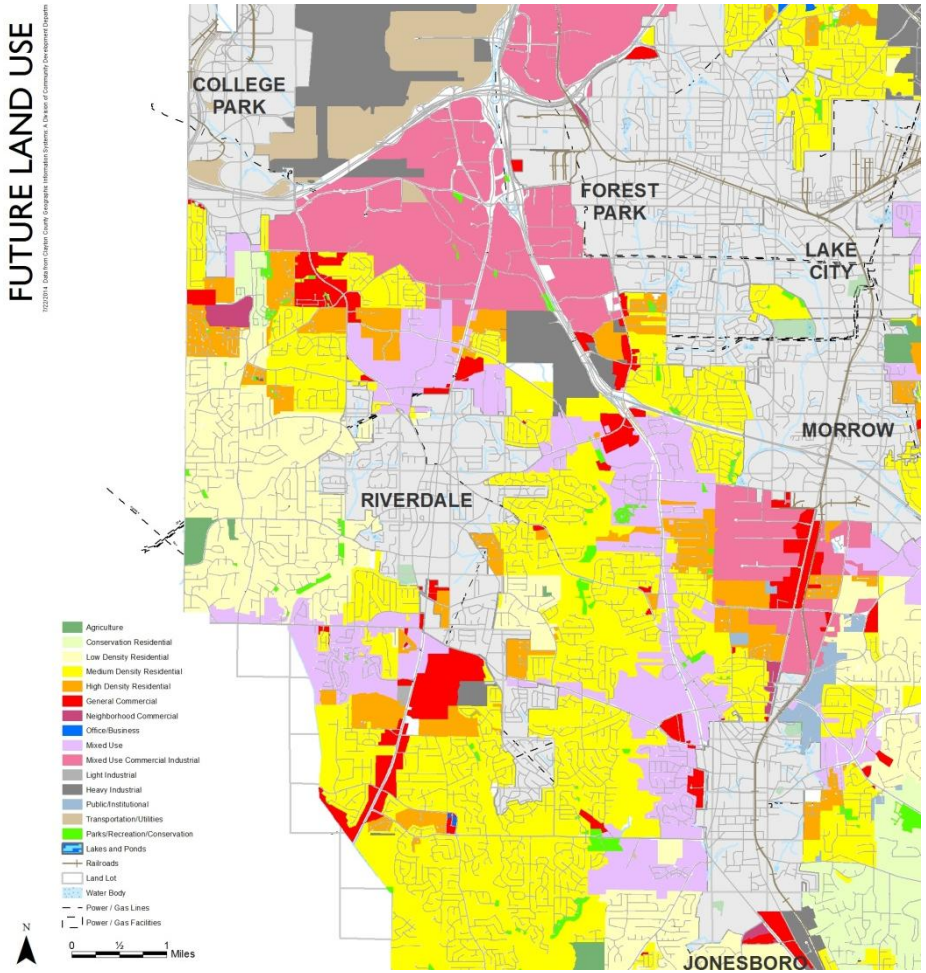

Figure 20 Future Land Use Map: Northwest areas of Clayton County

Areas around Fort Gillem and Southlake Mall have also been changed to MXI. Rather than eliminate all Heavy Industrial (HI) uses, the MXI uses are concentrated along the interstate exits for ease of access. This allows for a mix of uses in that area, but preserves the job-creating aspects of heavy industrial uses.

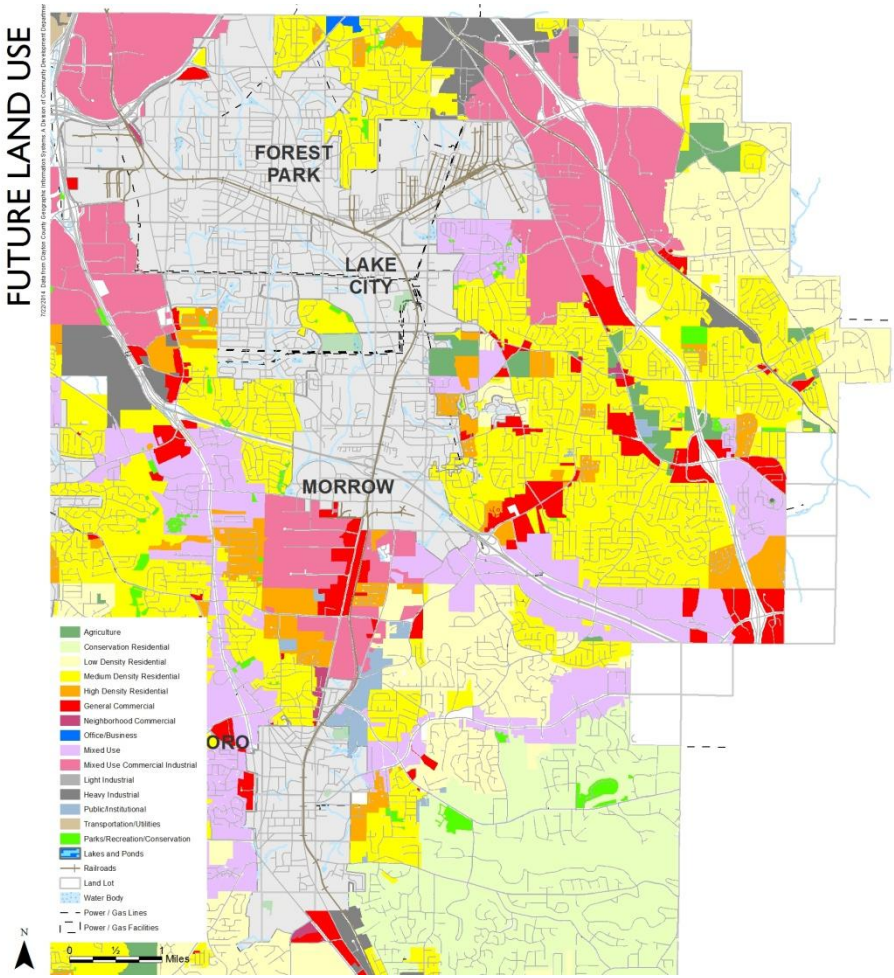

Figure 21 Future Land Use Map: Northeast areas of Clayton County

Certain areas along highways including Tara Boulevard north of Jonesboro, Highway 138, Garden Walk Boulevard, and along I-75 from Morrow to Henry County have been designated almost universally mixed-use, allowing for more aesthetic and functional corridors that offer a mix of opportunities.

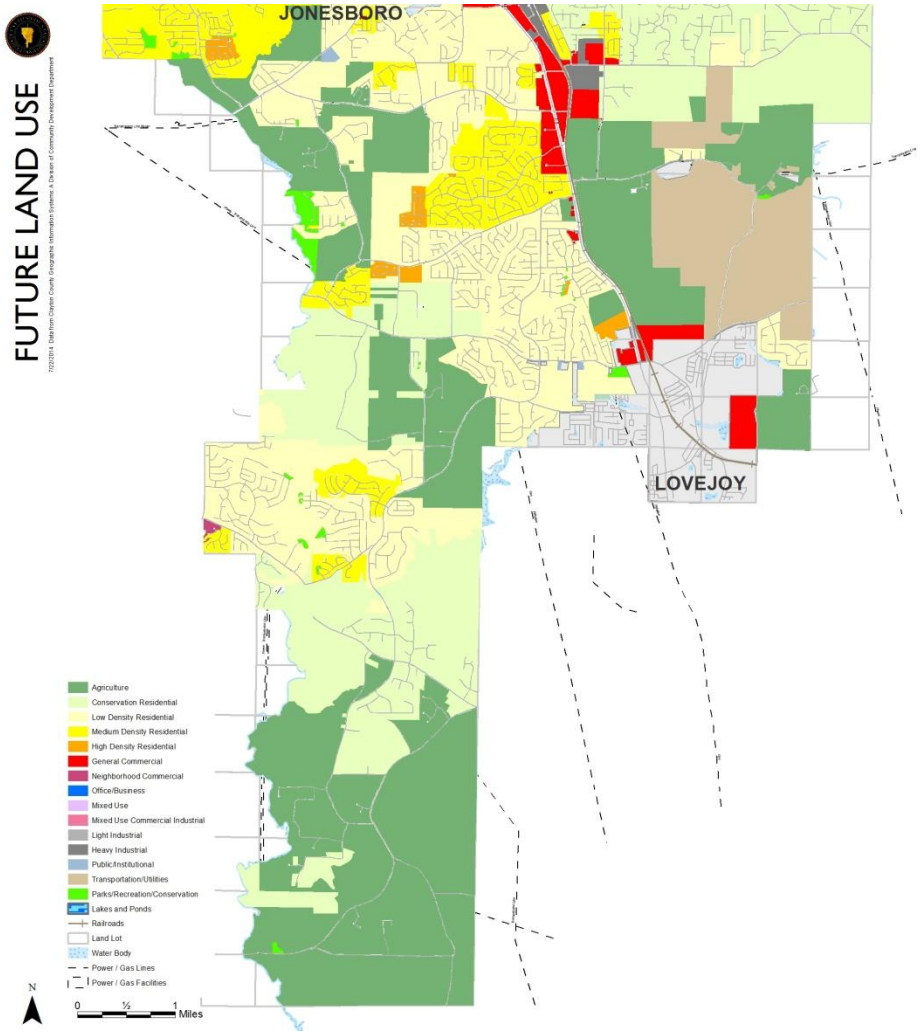

Figure 22 Future Land Use Map: Southern areas of Clayton County

Areas along highways including Riverdale Road, Jonesboro Road, Highway 85 south of Riverdale, and Tara Boulevard down to Lovejoy, are largely commercial with a smattering of High Density Residential (HDR), which allow for a smooth transition to the surrounding areas which are largely medium density residential.

Areas east of Jonesboro upto the Henry County line are currently zoned as Conservation Subdivisions, and the southern part of the County is composed of Low Density Residential, Conservation Subdivision, and Agricultural uses. The land use of these areas is not projected to change in the immediate future, and the zoning of these areas has been left unchanged.

FUTURE LAND USE DESCRIPTIONS

Conservation Residential: The lowest density of residential uses, intended for single family housing without use of public utilities. Densities are lower than 2 dwelling units per acre (du/ac). Appropriate zoning categories include Estate Residential (ER) and Agriculture (AG)

Low Density Residential: Low density residential development, which may or may not use public utilities. Densities range from 2 to 4 du/ac. Appropriate zoning categories include Residential District (RS-180), and Residential District (RS-110)

Medium Density Residential: Moderate density residential housing, including some duplex housing with densities ranging from 4 du/ac to 8 du/ac. Appropriate zoning categories include Residential District (RG-75)

High Density Residential: Highest single-use residential density in unincorporated Clayton County, with densities from 8 to 14 du/ac. Appropriate zoning categories include Multiple Family Residential District (RM), and Mobile Home District (RMH)

General Commercial: Intended for land dedicated to non-industrial business uses including retail sales, service and entertainment facilities. General commercial is the most intense, allowing facilities that may target larger businesses and be less appropriate near residential uses. Appropriate zoning categories include Community Business (CB), General Business (GB)

Neighborhood Commercial: Retail and service uses that are smaller in scale that General commercial described above, in contrast Neighborhood Commercial is intended to serve smaller markets and thus have smaller uses more applicable to being located near residential uses. Appropriate zoning categories include Neighborhood Business (NB), Community Business (CB),

Office/Business: Land use dedicated to office, banking, or other personal business services and not focused on retail uses. Appropriate zoning categories include Office Institutional (OI)

Light Industrial: This category is for land dedicated to assembly, warehousing, wholesale trade facilities, and other industrial uses which could coexist with some business uses. Corresponding Zoning Districts: Light Industrial (LI)

Heavy Industrial: This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses. These uses are often loud, disruptive, or whose effects may be felt by nearby uses. Corresponding Zoning Districts: Heavy Industrial (HI)

Public/Institutional: This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc.

Transportation/Communication/ Utilities: This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.

Park/Recreation/Conservation: This category is for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.

Mixed Use: Allows a mixture of retail, residential, and office uses in a town center style. Uses may include residentially compatible retail uses such as grocery stores, drugstores, banks on ground floors or fronting on commercial streets. There may also be a residential component including lofts, condominiums, apartments, town homes, and smaller single-family houses located above commercial uses or in other portions of the development. Residential densities of 4 to 16 units per acre are appropriate. Higher densities may be allowable if the mix of uses results in a town center style development which can be expected to cut down the number of car trips that would otherwise be generated. A key method for reducing car trips would be balancing the likely jobs with supplied appropriately priced housing. Mixed-use development must be designed to encourage walking and bicycling as well as be designed to be transit-ready. Corresponding Zoning Districts: Medical Mixed Use (MMX), Neighborhood Mixed Use (NMX), Regional Mixed Use (RMX)

Mixed use Commercial-Industrial: Allows a mixture of office, commercial, and light industrial uses as well as possible recreational uses. Industrial uses should be oriented towards producing value rather than extracting it, and industrial uses that undermine office uses such adult-oriented businesses, landfills, etc. should look elsewhere. Mixed-use Commercial-Industrial development must be designed to encourage walking and bicycling between uses as well as be designed to be transit-ready. Open space and green space areas, should be networked to create corridors of recreational areas, further layering the allowed uses. Corresponding Zoning Districts: Medical Mixed Use (MMX), Neighborhood Mixed Use (NMX), Regional Mixed Use (RMX), Light Industrial (LI), future zoning categories that support the aim of the Mixed Use Commercial-Industrial designation

The public participation process helped identify several areas which could be targeted for investment. Since many of these areas were located within City boundaries, only those located within the unincorporated areas of the County have been dealt with in this section. It is important to note that any development in these areas be carried out in collaboration with nearby Cities to promote sustainable development and regional connectivity. These areas, or "future development nodes", are shown in Figure 23**Error! Reference source not found.**.

As described in the Future Land Use section, these areas have been zoned for mixed-use development that allows for a variety of commercial and industrial developments with multi-family housing included where appropriate. The following nodes can accommodate multiple uses and serve as a springboard for future growth.

Airport South

This node includes the area south of Interstate 285 and the Atlanta Hartsfield Jackson International Airport, down to East Fayetteville Road. The MXI zoning allows for the creation of a mix of commercial and industrial uses that would benefit from and contribute to the airport. This area is also the site of the proposed "Aerotropolis", which would provide a similar mix of uses. The dense development and proximity to MARTA rail offers a good opportunity to focus on clustered developments that allow some pedestrian or bike connections between the various uses. This node would help transition smoothly between the high volume airport uses and the existing residential uses nearby.

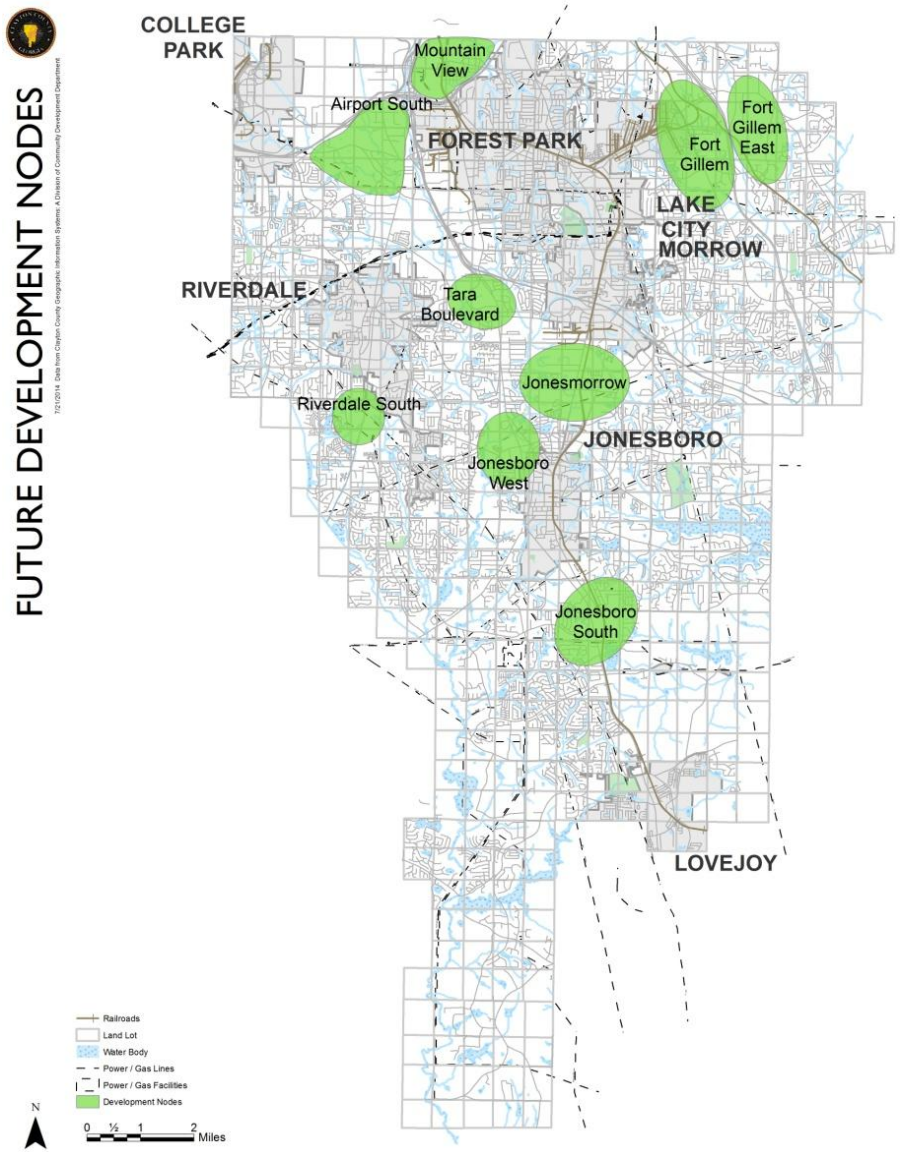

Figure 23 Future Development Nodes in Clayton County

Mountain View

To the area east of the Airport, bordered by Interstate 285 to the south and east, Interstate 75 to the East and DeKalb County to the north, is the Mountain View area. In addition to being designated as a Tax Allocation District (TAD), the location of large areas of industrial zoning close to the Airport provides an excellent opportunity for development as part of the proposed Aerotropolis. The possibility of MARTA rail expansions indicates the strong possibility of development as a transit hub, and good transit oriented development should thus be a high priority.

Tara Boulevard

The area along Tara Boulevard near the intersection of Interstate 75 and including Mount Zion Road and Upper Riverdale Road is a nexus of road traffic as opposed to rail and has potential to function as a commercial hub. Proximity to the interstate for access as well as existing commercial and residential areas allow for development of this node as a livable mixed-use center.

Riverdale South

The intersection of Highway 85 and Highway 138 just south of the City of Riverdale creates another commercial nexus. The volume of traffic and the difficulty of access across the highways need to be addressed, while creating viable quality development. Any development in this area must focus heavily on connections across the highways to facilitate connectivity.

"Jonesmorrow"

The stretch of Highway 54 between Morrow and Jonesboro contains a range of industrial and commercial uses that could be maximized to the County's gain. The area is currently dominated by strip commercial uses, but focused and planned investment will help create an area with commercial, industrial, and residential uses. Industrial uses that provide jobs should be a central focus, with the inclusion of workforce housing.

Jonesboro West

Highway 138 near its intersection with Tara Boulevard provides another junction that would be served well by mixed-use development. The addition of amenities and activities would attract new residents while business centers would help increase the tax base and provide local employment.

Fort Gillem

The County will build on the concepts put forward by the City of Forest Park to transform Fort Gillem into an industrial and business center. The area along highway 23 from Rock Cut Road down to slightly south of Forest Parkway is included in this node. There is currently a concentration of industrial uses in this area due to convenient interstate access, and the MXI zoning will allow for greater numbers of high-value commercial and light industrial uses, as well as high density residential as required. A focus on compact development that focuses on walkability and access would help create "live, work, play" environments that transition to the lower density residential uses in the surrounding areas.

Fort Gillem East

To the east of Interstate 675 is another block of Commercial and Industrial zoned property, adjacent to the large Mixed Use Ellenwood Planned United Development (PUD). Any industrial development in this area should take into consideration the commercial and residential uses of the PUD nearby. Future plans and development should establish better physical connections and complementary land uses.

Jonesboro South

Along Tara Boulevard, near Noah's Ark Road and Mundy's Mill, is a small commercial nexus that has the potential to be redeveloped as a small town mixed use center. Although there is a mix of uses in the surrounding area, the lack of connection prevents this area from developing into a more robust mixed use destination. In keeping with the lower density land uses in surrounding areas, any development should be designed to create a sense of place and gradual increase in density.

NEXT STEPS

The County should focus initial investment in the Airport South and Mountain View areas in order to open up these areas for the expansion of the existing commercial and industrial uses.

The second greatest source of momentum is the Fort Gillem area. The transition of the base into a commercial and industrial business area, coupled with the proximity to the I-675 and Highway 42, make this area likely to be catalytic in Clayton's vision for the future.

Following Fort Gillem and the airport, redeveloping Jonesmorrow and Tara would provide short term benefits by changing those areas over to more productive uses in a relatively short time frame.

Riverdale South, Jonesboro West, and Jonesboro South could be developed based on market maturation and the availability of funding.

ECONOMIC DEVELOPMENT

ECONOMIC SNAPSHOT

Clayton County is home to approximately 15,000 businesses that represent about 95,000 jobs. The bulk of employment lies in the Service Sector at 45%, followed by Retail Trade at 18% and the Transportation and Communications sector at 11.5%. However, in the future, it is projected that the Transportation and Communications sector will provide the most jobs, attributed primarily to Hartsfield-Jackson Atlanta International Airport. 81% of jobs offered in Clayton County are filled by non-residents and 75% of County residents commute to other Counties for employment. Most residents commute 30 minutes or more to work. Around half of all working individuals who live in Clayton County hold white collar, professional occupations. The Management and Professional industry sectors account for 23.5% of the jobs Clayton County residents occupy. The next highest concentration of employment is in the Services sector at 20.5%.

Georgia Tech's Enterprise Innovation Institute completed the *Clayton County Strategic Economic Development Plan* in May 2013, in which the County considered the type of business it needs to attract for a healthy economy, how it should attract and retain them and the incentive and investment programs the County is willing to provide to do so. This collaborative plan included participation by Clayton County government, the Development Authority of Clayton County, the Clayton County Chamber of Commerce, Georgia Tech, as well as various County stakeholders. Information and data related to target industry sectors can be found at www.investclayton.com.

The plan identified the following six (6) goals to improve the overall economic development environment of the County:

1. Improve the internal and external image of Clayton County.
2. Develop better and broader relationship between the private and public sector in Clayton County.
3. Create more opportunities for Clayton County residents to find and retain employment.
4. Refine targeted industry sectors for business recruitment.
5. Recognize the importance of entrepreneurship and small businesses in Clayton County.
6. Grow the impact of Public Higher Education Institutions on Clayton County's economic development.

Utilizing the research and stakeholder input in the *Clayton County Strategic Economic Development Plan*, as well as extensive research of various economic development data sources, the following economic development analysis examines economic trends and characteristics that shape the current and future needs of Clayton County. Specifically, this analysis will evaluate:

Economic Base: Various sectors and industries that constitute the economy of Clayton County have been identified and quantified. This section evaluates the economic base of Clayton County in comparison to that of neighboring jurisdictions and the State of Georgia.

Labor Force: The characteristics of Clayton County's labor force have been evaluated, including employment status, occupations, income, and wages and commuting patterns.

Economic Resources: This section highlights a number of resources that are available to provide programs, tools, education, training and other economic resources to businesses and residents of the County.

Economic Trends and Opportunities: Within this section, an overview of ongoing economic trends affecting Clayton County is provided. Major economic trends that have impacted the growth and decline of Clayton County's employment sectors are discussed, as well as unique economic situations, major employers and important new developments. The opportunities presented by these trends and developments are also discussed.

ECONOMIC BASE

The Economic Base of any community typically refers to those industry sectors that provide employment and generate taxes within a community where the goods and services that the community produces are exported to external markets. For example, while retail industries do generate tax revenues, they tend to circulate economic wealth internal to a market area due to the geographic location of their consumers. On the other hand, industries such as manufacturing or film generate wealth from outside the local market area. These industries form the "economic base" and are known as "basic industries".

The study of the County's economic base helps identify industry sectors that employ a large number of people in high-wage positions, in terms of existing industries that need to be retained, and new industries that can be drawn to the County through appropriate policies, incentives, and planning decisions.

The 2013 *Clayton County Strategic Economic Development Plan* describes in detail the existing "high wage" industry sectors within the County and the most logical "high wage" sectors to recruit in the future.

Current Employment

Table 5 lists the major basic employers in Clayton County with more than 400 employees. (Source: www.investclayton.com)

Table 5 Clayton County Top Employers.

Business Name	Employees
Clayton County Public Schools	7,100
Delta Tech Ops	6,000
Southern Regional Medical Center	2,100
Fresh Express Inc.	1,100
Southern Company	766
Clayton State University	750
FedEx Ground	750
Saia Motor Freight Line	500
R+L Carriers	430
TOTO USA	425

The biggest non-public sector employer in Clayton County is Delta TechOps, which employs 6,000 people. Delta TechOps is a division of Delta Air Lines that provides full-service aviation maintenance to Delta and services its fleet of more than 750 aircraft. In addition, they provide complete maintenance for more than 150 other operators.

The next largest employer is Southern Regional Medical Center (SRMC). SRMC is a 331-bed full-service hospital managed by Emory Healthcare. Located in Riverdale, Georgia, the hospital serves residents throughout the region south of Atlanta with its staff of 2,100. SRMC has been recognized on the state and national level for the quality of care provided.

The third largest employer in Clayton County is Fresh Express, Inc, which employs 1,100 people. Fresh Express created the very first ready-to-eat packaged garden salad available in grocery stores

nationwide in 1989. Today, Fresh Express is the market leader in pre-packaged salads.

Large employers like the hospital, Delta TechOps and Fresh Express, Inc. offer excellent opportunities for cultivating ancillary but related services to serve these employers and employees. They also draw employees from around the region, contributing to daytime consumer markets.

Employment Trends

The Bureau of Labor Statistics (BLS) prepares employment projections at the national level, which helps states and regions prepare for the future economic climate. The BLS examines past and present changes in the relationship across the demand for goods and services, employment, and population. This section excerpts directly from the Bureau of Labor Statistics Occupational Outlook Handbook 2010-11 Edition: Projections prepared for 2008-2018. Occupational growth can be considered in two ways: by the rate of growth and by the number of new jobs created by growth. Some occupations both have a fast growth rate and create a large number of new jobs.

Occupations with the Fastest Growth: National and Regional Context

According to the Bureau of Labor Statistics, of the 20 fastest growing occupations in the national economy, half are related to healthcare. Healthcare is experiencing rapid growth, due in large part to the aging of the baby-boom generation, which will require more medical care. In addition, some healthcare occupations will be in greater demand for other reasons. As healthcare costs continue to rise, work is increasingly being delegated to lower paid workers in order to cut costs. For example, tasks that were previously performed by doctors, nurses, dentists, or other healthcare professionals increasingly are being performed by physician assistants, medical assistants, dental hygienists, and physical therapist aides. In addition, patients increasingly are seeking home care as an alternative to costly stays in hospitals or residential care facilities, causing a significant increase in demand for home health aides. Although not classified as healthcare workers, personal and home care aides are being affected by this demand for home care as well.

Employment in goods-producing industries nation-wide has declined since the 1990s. Although overall employment is expected to change very little, projected growth among goods-producing industries varies considerably. The shift in the U.S. economy away from goods-producing in favor of service-providing is expected to continue. Service-providing industries are anticipated to generate approximately 14.5 million new wage and salary jobs. As with goods-producing industries, growth among service-providing industries will vary.

In the Metro Atlanta region, similar trends appear in the long term occupational projections prepared by the Georgia Department of Labor. Except for Network Systems and Data fields, all of the fastest growing occupations projected through 2016 occur in health and medical related jobs, with Home Health Aides topping the list with an 8% projected annual growth rate (see Table 6).

While the top paying occupations require advanced degrees and training, the number of jobs available in these sectors will be declining. This means both greater competition in the future, as already evidenced by very competitive college admissions across the country, but also the need for vocational training for technician and other labor categories that do not require a four-year college degree.

Table 6 Fastest Growing Occupations: Metro Atlanta 2006-2016

Occupation	2006 Base Emp.	2016 Projected Emp.	Total Change	Percent Change	Annual Growth Rate	Annual Openings From Growth	Annual Openings From Replacement	Annual Openings
Home Health Aides	1,200	2,610	1,410	117.49%	8.08%	140	10	150
Marriage and Family Therapists	20	30	10	82.35%	6.19%	0	0	0
Medical Assistants	1,780	3,200	1,420	79.7%	6.04%	140	20	160
Attendants	3,590	6,430	2,840	79.26%	6.01%	280	30	310
Network Systems and Data Communications Analysts	760	1,350	590	78.81%	5.98%	60	20	80
Physical Therapist Assistants	160	290	130	78.53%	5.97%	10	0	10
Physician Assistants	360	630	270	75.35%	5.78%	30	10	40
Occupational Therapist Assistants	60	100	40	74.58%	5.73%	0	0	0
Mental Health and Substance Abuse Social Workers	160	270	110	74.52%	5.73%	10	0	10
Physical Therapist	450	780	330	73.5%	5.66%	30	10	40
Surgical Technologists	290	500	210	72.66%	5.61%	20	10	30
Cardiovascular Technologists and Technicians	120	200	80	72.17%	5.58%	10	0	10
Dental Hygienists	730	1,260	530	71.86%	5.56%	50	10	60
Dental Assistants	940	1,610	670	71.13%	5.52%	70	20	90
Personal and Home Care Aides	1,690	2,880	1,190	70.64%	5.49%	120	30	150

The Atlanta Regional Commission provides employment forecasts by industry from year 2010 through 2040. The forecast for Clayton County is shown in Table 7 below.

Following national trends, manufacturing jobs are projected to be relatively stagnant. Construction and Wholesale Trade are expected to show nominal gains. However, the other industry sectors are anticipated to show healthy gains. From 2010-2040, the largest increase in jobs is projected to be in the following sectors:

- Services - 33% of new jobs
- Transportation/Communication/Utilities - 33% of new jobs
- Retail Trade - 9.5% of new jobs
- Finance/Insurance/Real Estate - 7.1% of new jobs

Table 7 Clayton County Employment Forecast

Year	Construction	Manufacturing	Trans./ Comm./ Utilities	Wholesale Trade	Retail Trade	Finance/ Insurance/ Real Estate	Services	Government	Total
2010	2,645	4,229	41,229	5,092	20,536	3,455	30,335	6,329	115,860
2016	2,844	4,230	44,598	6,069	21,899	4,639	33,147	6,445	125,887
2020	2,967	4,233	46,542	6,058	22,314	4,971	35,080	7,738	131,923
2025	3,045	4,247	48,421	5,835	22,749	5,333	37,232	9,069	137,956
2030	3,106	4,291	51,027	5,621	23,333	5,722	39,585	10,460	145,175
2040	3,252	4,461	55,841	5,035	24,757	6,586	44,851	13,262	160,085

High and Low Paying Job Trends

The ARC releases regular summary reports called Snapshots. In addition to tracking how many jobs exist throughout the region, ARC also tracks the locations of jobs by job sector within the region. The ARC identifies the highest paying job sectors as the following:

- Professional
- Scientific/Technical
- Legal
- Accounting
- Architectural
- Computing
- Consulting

The lowest paying jobs include:

- Retail Trade
- Administrative/Waste management
- Educational Services
- Arts, Entertainment and Recreation
- Accommodation and Food Services

Between 2010 and 2012, the 20-County region added more than 95,000 jobs. But, the region still has 106,000 fewer jobs in 2012 than it did in 2008. Fulton County led the region in overall job growth between 2010 and 2012, adding almost 24,000 jobs. Next are Cobb (+20,000) and Gwinnett (+15,000) Counties. Clayton County added the second fewest amount of jobs in the 20-County region. The Administrative/Waste Management sector added the most jobs between 2010 and 2012, up almost 17,000. This sector includes temporary jobs, which shows that employers are still a little skittish to hire full-time, permanent positions. The majority of new jobs in the region are concentrated in the north, particularly jobs in the high-paying Information and Professional/Scientific/Technical sectors. The Airport Area and South Clayton super districts gained the most jobs within the County. The airport area continues to be the dominant driver of job growth in Clayton County. This is projected to continue into the near future.

Jobs in the Information Sector are among the highest-paying in the region. This sector includes publishing and motion picture industries as well as data-processing and telecommunications. These jobs are clustered in the northern parts of the region along GA 400, although

this is shifting as the film, entertainment and production industry concentrates in Atlanta and southern locations in Fulton, Clayton, Fayette and Newton Counties.

In places that don't have a diverse job base, but do have a hospital, jobs in the Health Care and Social Assistance Sector dominate the economic base. This sector includes jobs at hospitals and clinics, but they also include child care services and community-based service providers. Bolstered by the Southern Regional Medical Center, the Riverdale Super district in Clayton County has more than 35% of its jobs in the Health Care and Social Assistance Sector, the highest share in the region. While these jobs tend to be lower wage, it will be important for the County to further analyze the potential for ancillary, related jobs in the health sector, such as medical research, medical technology, specialized care, etc. With an aging population of baby boomers, healthcare jobs will be in high demand over the next 30 years. This demand could, in theory, push wages up across this sector. These specialized fields could attract new residents with more disposable income to Clayton County.

As shown in Table 8 below, The Atlanta Regional Commission projects employment to grow by 38.7% over the next 30 years. Clayton County employment is projected to grow at a much slower rate than adjacent jurisdictions and the 20-County Atlanta region.

Table 8 ARC 2040 Employment Forecasts

County	2010 Estimated Employment	2040 Forecast Employment	Total Change	Percent Change
Clayton	113,900	158,000	44,100	38.7%
Fayette	35,900	73,000	37,100	103.3%
Henry	45,200	109,000	63,800	141.2%
City of Atlanta	383,600	585,000	201,400	52.5%
20-County Total	2,173,700	3,651,300	1,477,600	68.0%

In the next 30 years, Clayton County's employment in the Top 5 highest paying job sectors is projected to decrease from 8.4% to 7.7% of all jobs. Table 9 compares Clayton County to adjacent jurisdictions with respect to percentage of jobs in the five (5) highest-paying job sectors.

Table 9 Job Quality 2010 and 2040

County	2010			2040		
	Total Employment	Jobs in Five Highest-Paying Sectors	Percent of Jobs in Highest-Paying Sectors	Total Employment	Jobs in Five Highest-Paying Sectors	Percent of Jobs in Highest-Paying Sectors
Clayton	113,900	9,600	8.4%	158,000	12,100	7.7%
Fayette	35,900	5,500	15.3%	73,000	13,900	19.0%
Henry	45,200	5,100	11.3%	109,000	13,000	11.9%
City of Atlanta	383,600	104,400	27.2%	585,000	153,200	26.2%
20-County Total	2,173,700	495,100	22.8%	3,651,300	815,200	22.3%

LABOR FORCE

Clayton County enjoyed relatively low unemployment prior to the great recession from late 2007-2010. Like most of Georgia and the country, the County's unemployment rate peaked in 2010 at 12.5%, but has been on a slow rebound. Clayton County was hit a bit harder than its neighboring jurisdictions, the Atlanta MSA and Georgia as a

whole, as noted in **Error! Reference source not found.** and Table 11.

Table 10 Clayton County Employment Status (Persons 16 Years and Over) 2010

	Clayton County		Atlanta MSA	Georgia
	Number	Percent	Percent	Percent
Total Persons 16 and Over	194,333	100%	100%	100%
In labor force	135,625	70%	73.6%	70%
In Armed Forces	533	0.38%	0.2%	1.6%
Civilian	135,092	99.62%	99.8%	98.4%
Employed	118,139	87.5%	90%	89.5%
Unemployed	16,753	12.5%	10%	10.5%
Not in labor force	58,708	30%	26.4%	30%

Table 11 Unemployment Rate 2010 and 2013

Area	2010	2013
Clayton County	12.5%	8.7%
Fayette County	8.4%	7.5%
Henry County	9.1%	7.9%
Atlanta MSA	10%	8.5%
Georgia	10.5%	8.5%
Nation	9.5%	7.3%

Based on 2010 data from the US Census, 81% of the jobs in Clayton County are filled by in-commuters from other Counties. Table 12 shows that 75% of Clayton County's residents commute to jobs in other Counties. In 2002, these values were 74% and 71%, respectively. Most service jobs are held by Clayton County residents and most of the trade, transportation, and utilities jobs are held by in-commuters. The goods-producing industry class, which is primarily manufacturing, gives a slight edge to residents.

Table 12 Place of Work for Workers 16 Years and Over, 2010

	Clayton County		Atlanta MSA	Georgia
	Number	Percent	Percent	Percent
Total	194,333	100%	100%	100%
Working in state of residence		99.2%	98.9%	97.5%
Worked in county of residence		25.0%	51.4%	60.0%
Worked outside county of residence		75.0%	48.6%	40.0%
Worked outside state of residence		0.8%	1.1%	2.5%

Of the jobs held by in-commuters, 74% are held by residents of the five (5) Counties that border Clayton, plus Cobb, Coweta, Gwinnett, and Douglas Counties. Table 13 shows the percentages for each of these Counties (border Counties are in bold). Half of the jobs held by in-commuters are held by residents of four (4) contiguous Counties. Spalding County has a weaker commuting link than several Counties not bordered with Clayton County. Given these considerations, the region of Clayton County's business opportunities analysis will be its five (5) contiguous Counties: Fulton, DeKalb, Henry, Fayette, and Spalding. Business growth opportunities that Clayton County may be able to take advantage of in its economic development efforts should look closely at target sectors in these Counties.

Table 13 County of Residence for In-Commuters, Partial 2010

County	Jobs Held by In-Commuters
Fulton	17.2%
Henry	14.4%
DeKalb	10.6%
Fayette	8.0%
Cobb	7.6%
Coweta	6.2%
Gwinnett	5.1%
Douglas	2.5%
Spalding	2.3%

Just over half of all working Clayton County residents hold management, professional and related occupations, as shown in Table 14. Significant amounts of residents also work in service occupations and sales. Traditional, "blue collar" jobs such as construction and transportation-related trades, account for almost a third of all jobs.

Table 14 Civilian Employed Population 16 Years and Over by Occupation

	2000		2013	
	Number	Percent	Number	Percent
Total	111,195	100%	118,139	100%
Management, professional, and related occupations	27,243	24.5%	27,763	23.5%
Service occupations	21,794	19.6%	24,218	20.5%
Sales and office occupations	31,691	28.5%	32,725	27.7%
Farming, fishing, and forestry occupations	445	0.4%	237	0.2%
Construction, extraction, maintenance and repair occupations	15,790	14.2%	18,429	15.6%
Production, transportation, and material moving occupations	15,345	13.8%	14,767	12.5%

Table 15 shows that a significant majority of County residents work in the Service industry, 45.2%. This has remained constant since 2000. The next greatest concentration falls within the Transportation/Utilities and Retail Trade sectors (24.3%), followed by the Manufacturing sector (7.6%).

Table 15 Civilian Employed Population 16 Years and Over by Industry

	2000		2013	
	Number	Percent	Number	Percent
Total	111,195	100%	118,139	100%
Agriculture/Mining	556	0.5%	473	0.4%
Construction	9,007	8.1%	7,325	6.2%
Manufacturing	9,452	8.5%	8,979	7.6%
Wholesale Trade	3,447	3.1%	3,072	2.6%
Retail Trade	14,122	12.7%	13,468	11.4%
Transportation/Utilities	14,233	12.8%	15,240	12.9%
Information	2,113	1.9%	2,008	1.7%
Finance/Insurance/Real Estate	7,561	6.8%	6,616	5.6%
Services	42,810	38.5%	53,399	45.2%
Public Administration	7,895	7.1%	7,443	6.3%

Total personal income is the sum of all income received by all citizens from all sources. Though Clayton County's income increased by 71.9% from 1990 and 2000, given the economic turmoil experienced across the nation during the latter 2000s, it is not surprising that the growth rate slowed to only 27.3% between 2000 and 2010 (see Table 16). In Georgia, total personal income grew at a much faster rate over the last two (2) decades, increasing by 195% from 1990 to 2010.

Table 16 Total Personal Income

	1990	2000	2010	Percent Change 1990-2000	Percent Change 2000-2010	Percent Change 1990-2010
Clayton County	$3,055,488,000	$5,252,684,000	$6,684,109,000	71.9%	27.3%	118.8%
Georgia	$114,381,505,000	$234,813,754,000	$337,467,540,000	105.3%	43.7%	195.0%

The County's per capita personal income (the personal income of the County's residents divided by the County's population) increased by 54% between 1990 and 2000, nearly half the state's growth rate of 97.8% (see Table 17).

Table 17 Per Capita Personal Income

	1990	2000	2010	Percent Change 1990-2000	Percent Change 2000-2010	Percent Change 1990-2010
Clayton County	$16,718	$22,063	$25,744	32.0%	16.7%	54.0%
Georgia	$17,563	$28,541	$34,747	62.5%	21.7%	97.8%

The employment income of a community is an important economic indicator. It determines an individual's purchasing power to contribute to the local economy. Average weekly wage measures the amount of income employees, salaried and hourly, earn on average each week. Table 18 below reflects the average weekly wages by sector for Clayton County and the State of Georgia between 2000 and 2011. Clayton County's average weekly wage rates increased by 16.1% between 2000 and 2011; which is lower than the state growth rate of 31.8% during the same period.

Table 18 Average Weekly Wages

	2000	2005	2011	Percent Change 2000-2005	Percent Change 2005-2011	Percent Change 2000-2011
Clayton County	$707	$756	$821	7%	8.6%	16.1%
Georgia	$658	$752	$867	14%	15.3%	31.8%

Between 1990 and 2000, Clayton County's median household income increased by 27.6%. This positive growth was followed by a downward trend in the following decade, when the County's median household income dropped by 16.5% (see Table 19).

Table 19 Median Household Income

	1990	2000	2010	Percent Change 1990-2000	Percent Change 2000-2010
Clayton County	$33,472	$42,697	$35,672	27.6%	-16.5%
Georgia	$29,021	$42,433	$46,430	46.2%	9.4%

The percent of Clayton County residents (25 years old and over) who did not have a high school diploma decreased over the last two (2) decades. In 1990, 22.8% of persons over 25 in Clayton County had less than a high school education, which was lower than the state average of 29.1%. Although the percent of residents without a high school diploma decreased to 19.4% in 2010, it was higher than Georgia's reported 15.7%. Of all educational attainment levels, the percent of Clayton County residents with some college increased the most, rising 5.4 percentage points from 1990 to 2010. This growth was in line with the state as the number of Georgians with some college increased by 5.7% during the same time period. The percent of residents in the County with bachelors or graduate degrees remained relatively flat between 2000 and 2010 (see Table 20).

Table 20 Educational Attainment

	1990		2000		2010	
	Clayton	Georgia	Clayton	Georgia	Clayton	Georgia
Persons 25 years and over	110,326	4,023,420	141,554	5,185,965	156,597	6,235,623
Less Than High School	22.8%	29.1%	19.9%	21.4%	19.4%	15.7%
High school graduate (includes equivalency)	35.8%	29.7%	31.9%	28.7%	31.8%	29.3%
Some college	26.7%	22.0%	31.5%	25.6%	32.1%	27.7%
Bachelor's degree	10.3%	12.9%	12.2%	16.0%	12.0%	17.5%
Graduate or professional degree	4.5%	6.4%	4.5%	8.4%	4.7%	9.8%

As is evident in the tables above, Clayton County's average weekly wage numbers were above the state average through 2005, but beginning in 2008, the County's figures were below the state's average. Overall, the County has lost ground to the rest of Georgia with respect to average incomes. Income levels are directly tied to educational attainment, so it's important to analyze both demographic sets in tandem. Both of these key variables should be factored into the policy making and planning at the Clayton County Board of Commissioners and Board of Education levels.

ECONOMIC RESOURCES

There are a number of entities that provide economic development services and promote growth within the Clayton County and surrounding jurisdictions. Additionally, there are tools available to further promote and incentivize economic development.

Economic Development Agencies

Development Authority of Clayton County – The Development Authority of Clayton County, like its Fulton County counterpart, was established by the Georgia General Assembly for the purpose of promoting trade, commerce, industry, and employment opportunities for the public good and to promote the general welfare of the State. The Authority provides bond financing and other services and incentives to promote quality economic development in Clayton County.

Joint Development Authority of Metro Atlanta (JDAMA) – JDAMA is a joint body comprised of representatives of Clayton, DeKalb, Fulton and Rockdale Counties coordinating on regional economic development efforts. The combined population of the areas served by JDAMA makes up 25% of the population of the State of Georgia. Participation in JDAMA entitles companies within the service area to a per-job state tax credit.

Clayton County Chamber of Commerce – The Clayton County Chamber of Commerce is a business organization dedicated to making Clayton County the ideal place to live, work and play. They are one of the largest business associations in the region, providing

their members with opportunities for networking, advertising and business promotion. Founded in 1953 and accredited by the U.S. Chamber of Commerce, the Clayton County Chamber of Commerce promotes business growth and enhances the overall business climate for a prosperous Clayton County.

Economic Development Programs

Clayton County offers customized incentive packages. Clayton County is the only Tier 1 County in Metro Atlanta and offers the highest valued tax credits in Metro Atlanta. The County's economic development incentives include the following:

- Property Tax Abatement – Special tax consideration through taxable bond issued financing for a qualified operation through the Development Authority of Clayton County.
- Bond Financing – Industrial Revenue Bonds are available through the Development Authority of Clayton County for real and personal property.
- State and Federal Job Tax Credits – Clayton County is designated a Tier 1 County by the Georgia Department of Community Affairs and as such, offers $4,000 per job tax credit for up to 5 years, against state withholding tax for qualifying jobs.
- Tax Allocation Districts (TADs) – There are five (5) Tax Allocation Districts (TADs) located in Clayton County, which offer infrastructure financing and special development incentives for qualifying projects. These districts were created to incent development in targeted areas.
- Foreign Trade Zone (FTZ) – Clayton County is home to the Atlanta Tradeport FTZ. FTZ is a federally designated site created to help businesses remain competitive in a global market place, with lower duties, reduced processing fees and quicker movement of goods from the port.
- Opportunity Zone (OZ) – Clayton County has a designated Opportunity Zone located immediately east of Hartsfield-Jackson Atlanta International Airport. This special incentive district provides for even more aggressive tax credits in order to spur additional investment in this targeted area.
- 100% Freeport Exemption – Clayton County exempts tangible personal property, including inventory of goods in process of being manufactured or produced, finished goods manufactured or produced within Georgia, and finished goods destined shipment outside Georgia.

In addition to these local incentive programs, the State of Georgia offers standard and customized job creation and investment incentives applicable to all areas of Clayton County.

Enterprise Zones – In 1997, the Georgia General Assembly enacted the Enterprise Zone Employment Act as a mechanism to improve areas that are experiencing disinvestment, underdevelopment and economic declined. In designated Enterprise Zone areas, employers establishing a minimum of five (5) new full-time jobs within the community and striving to employ low- and moderate-income individuals are eligible for incentives. Specific incentives include property tax exemptions, abatement or reduction in occupation taxes, regulatory fees, building inspection fees, and other fees to which a qualifying business would otherwise be subject. The State

has established five (5) criteria for the establishment of Enterprise Zones, of which four (4) must be met:

Pervasive poverty established using Census data. Each block group must report a minimum of 20% poverty.

Average unemployment rate for the preceding year at least 10% higher than state averages, or experiencing significant job dislocation.

Underdevelopment evidenced by lack of building permits, licenses, land disturbance permits, etc. lower than development activity within the local jurisdiction.

General distress and adverse conditions, which may include population decline, health and safety issues, among others.

General blight, evidenced by the inclusion of any portion of the nominated area in an urban redevelopment area.

Foreign Trade Zone (FTZ) – Clayton County is home to metro Atlanta's first FTZ, the Atlanta Tradeport FTZ. FTZ is a federally designated site created to help businesses remain competitive in a global market place, with lower duties, reduced processing fees and quicker movement of goods from the port. Participation in the FTZ opportunity enables companies to decrease customs costs, by lowering averting or deferring duties on products assembled or distributed in, or exported from the United States. Specifically benefits include:

- Relief from inverted tariffs – In certain instances, there are import duty relationships that actually penalize companies for making their product in the United States. This occurs when a component item or raw material carries a higher duty rate than the finished product. The FTZ alleviates this problem by allowing companies utilizing the FTZ opportunity to choose to pay duty either on raw materials, or a finished product, whichever duty is lower.
- Duty exemption on re-exports – As FTZs are considered to be outside the U.S. Customs territory when foreign merchandise is brought into an FTZ, no Customs duty is owed until the merchandise leaves the zone and enters the commerce of the United States. If the imported merchandise is exported back out of the country, no Customs duty is ever due. This opportunity also eliminates duty on waste, scrap and yield-loss associated with materials brought into the US, but that are discarded and not sold within the country.
- Weekly Entry Savings – Rather than filling a Customs Entry per every shipment of imported of goods, a company utilizing the FTZ opportunity only need file one (1) Customs Entry per week, thus reducing administrative and processing costs.

Opportunity Zone (OZ) – Clayton County has a Georgia Department of Community Affairs designated Opportunity Zone located immediately east of Hartsfield-Jackson Atlanta International Airport, within the Mountain View TAD. This special incentive district provides for even more aggressive tax credits in order to spur additional investment in this targeted area. By locating in an OZ and creating 2 jobs or more, a business can maximize job tax credits to the State of Georgia's highest benefits, presently $3,500 per job. Figure 24 shows the Mountain View Opportunity Zone.

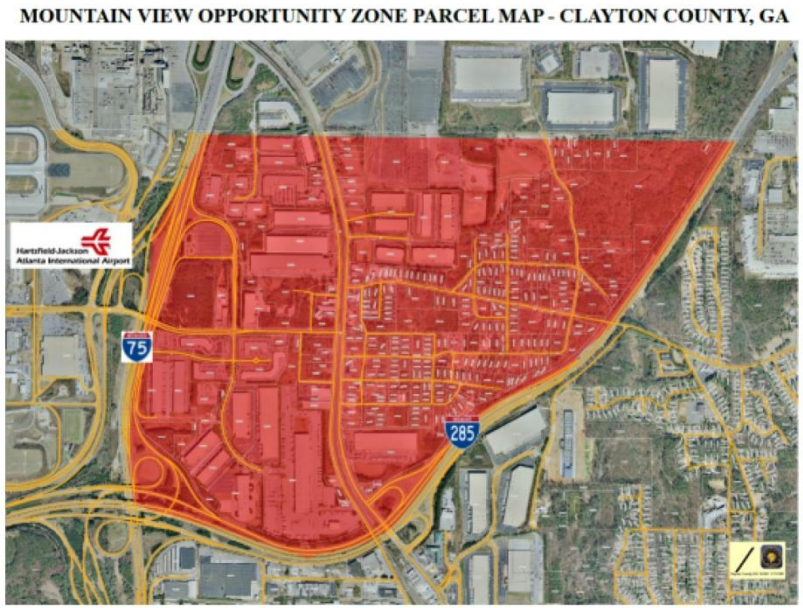

Figure 24 Mountain View Opportunity Zone

Tax Allocation Districts (TADs) – Clayton County has five (5) active Tax Allocation Districts (TADs). TADs are a form of tax increment financing used to provide monies for specific public or private infrastructure projects. Requests for use of TAD funds by private developers with projects inside a TAD boundary may make application to the Clayton County Office of Economic Development.

TAD #1 – Ellenwood TAD: The Ellenwood Town Center Redevelopment Plan and Tax Allocation District was approved in 2003 and encompasses approximately 400 acres at the intersection of I-675 and Anvil Block Road, just south of I-285 in Clayton County. The focal point of the development is a major new shopping, dining and entertainment "lifestyle center" called Ellenwood Town Center that offers distinctive retail on a pedestrian-friendly scale.

Development:

- Super Wal-Mart—198,000 square feet; opened 2008
- Retail Center—79,000 square feet; completion 2009
- 10 Outparcels—54,000 square feet; available starting 4th Quarter 2008
- Village Crossing—Base Price $190,000; 145 units; 1,800 - 2,500 square feet
- Village Park—Base Price $205,900; 191 units; 1,900 - 3,100 square feet

Existing and Current Facility Improvements:

- Installation of offsite sewer outfall line
- Roadway improvements to Anvil Block Road, Grant Road and Lunsford Road
- Traffic signals on Anvil Block Road
- Seismic testing and rock removal
- Engineering and architectural design for infrastructure, site plan and TAD parcel delineation
- Construction of trail system throughout the development
- Improvements to the existing public park on Grant Road
- Construction of a public safety center

Economic Benefits at Build-out:

- $165 billion in additional personal income
- 6,190 jobs—directly and indirectly–on an average annual basis
- Increase state and local taxes collected by $333.3 million

Source: "Estimates of the Economic and Fiscal Impacts of a Proposed Clayton County Mixed-Use Development," by Ernst & Young.

TAD #2 – NW Clayton TAD: The boundaries for the Northwest Clayton Tax Allocation District encompass the northwest corner of Clayton County excluding Mountain View. The general boundaries are the Hartsfield-Jackson Atlanta International Airport to the North, Fulton County line to the West, Flat Shoals Road/Garden Walk Parkway to the South, and I-75 to the East.

In creating this TAD, the County is focusing on an area with high potential for redevelopment and development within the northwest corner of Clayton County. The Northwest Clayton area currently faces significant challenges; however, many of these challenges may be overcome by taking advantage of substantial opportunities. This TAD will enable Northwest Clayton to become a regional center that contributes to the overall economic health of Clayton County and metro Atlanta's south side. The goals of the Northwest Clayton Tax Allocation District Redevelopment Plan are to:

Realize the economic potential of its location adjacent to Hartsfield-Jackson Atlanta International Airport.

Develop a hub for business, commercial, residential and recreational activities with strong regional and international identity.

Address air quality, mobility and accessibility needs of the residents, employees, businesses and visitors.

Mitigate the potential impact of airport noise on adjacent land uses.

Achieve long-term, constructive change as a result of cooperative efforts of Clayton County, College Park, Hartsfield-Jackson Atlanta International Airport and other governmental and private entities.

TAD #3 – Central Clayton Corridors TAD: The boundaries for the Central Clayton Commercial Corridors Tax Allocation District encompass portions of five (5) major transportation corridors dominated by commercial development in the north-central area of Clayton County:

- Tara Boulevard from I-75 on the north to the Jonesboro City limits at North Avenue on the south
- Upper Riverdale Road from Tara Boulevard on the east to the Riverdale City limits on the west
- Interstate 75 from Morrow Road-Alston Court on the north to the Morrow City limits at Southlake Mall on the east
- Mt. Zion Road from Tara Boulevard on the west to Jonesboro Road on the east
- Old Dixie Highway from Johnson Road on the north to Tara Boulevard on the south

The County created this TAD to focus on an area with high potential for redevelopment and development within north-central Clayton County. The goals of the Central Clayton Commercial Corridors Tax Allocation District Redevelopment Plan are to:

- Realize the economic potential of its location in close proximity to Hartsfield-Jackson Atlanta International Airport.
- Develop a hub for business, commercial, residential and recreational activities with strong regional and international identity.
- Address air quality, mobility and accessibility needs of the residents, employees, businesses and visitors.
- Mitigate current and growing transportation infrastructure inadequacies that act as constraints on sustained economic development.
- Achieve long-term, constructive change as a result of cooperative efforts of Clayton County, the Clayton County

School System, Jonesboro, Riverdale, Morrow, Hartsfield-Jackson Atlanta International Airport and other area and regional governmental and private entities.

TAD #4 – Mountain View TAD: This redevelopment area is located directly east of Hartsfield-Jackson Atlanta International Airport's new International Terminal. The area currently features amenities such as the Atlanta Tradeport, an office/industrial development that exists within the Atlanta Foreign Trade Zone. The redevelopment plan calls for the creation of retail, commercial and light industrial development, and the development of a Southern Crescent Multi-modal Transportation Center that will service the Atlanta Metro area. In 2009, the National Museum of Commercial Aviation announced that a new Smithsonian-affiliated facility will be built in the Mountain View area. Also the Federal Aviation Administration completes construction of a new Class A office building. In support of these efforts, the Clayton County Office of Economic Development initiated discussions with developers regarding the construction of an upscale hotel and restaurant within Mountain View.

TAD #5 – Forest Park/Fort Gillem TAD: This site is a 1,427-acre military base east of the City of Forest Park. Approximately 1,200 acres will be redeveloped and the U.S. Army will keep the remaining 200-plus acres. Once redeveloped, the site is anticipated to include 717 single- and multi-family residential units; 435,000 square feet of retail space; more than 1 million square feet of office space; more than 8.2 million square feet of light manufacturing and warehouse distribution space; and more than 200 acres of green space.

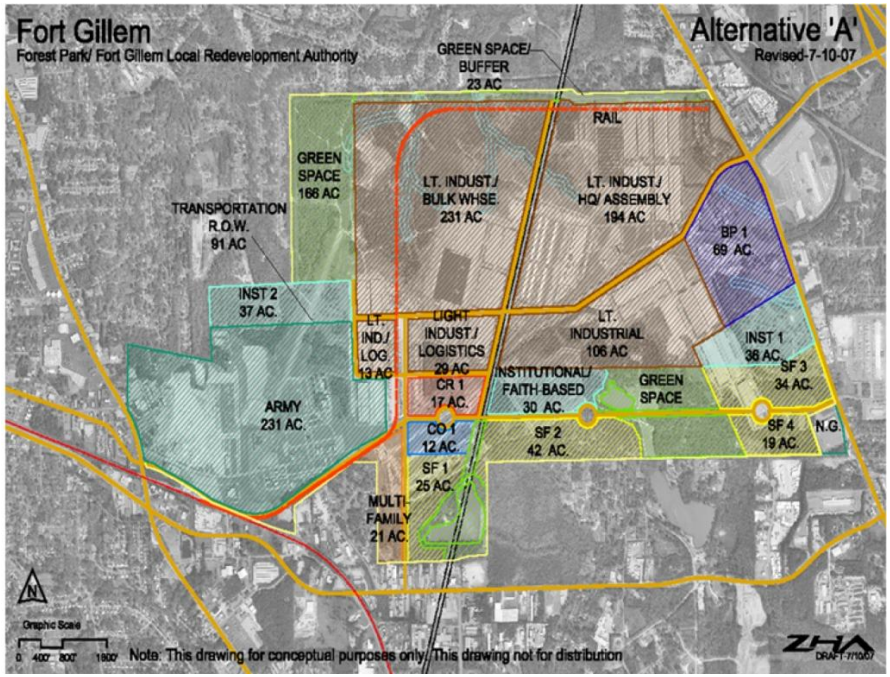

Figure 25 Forest Park/ Fort Gillem TAD

Upon completion, the redeveloped base will provide approximately $243 million in new real property taxes to the area, and is expected to generate 4,700 new construction jobs and 17,642 permanent jobs. Figure 25 identifies the redevelopment plan for the Forest Park/Fort Gillem TAD.

Educational Opportunities and Job Training

A number of secondary educational opportunities and job training are available to Clayton County residents through the numerous entities, including nearby technical schools, colleges and universities. In addition to these offerings the Electronic Access Network is a job training program serving the County.

The Electronic Access Network has been developed by the Georgia Department of Labor to facilitate the provision of Workforce Investment Act (WIA) services and to meet WIA reporting and performance accountability requirements. The automated system is a component of Georgia's One Stop Career Network, and services provided include outreach and recruitment assistance, labor market information, unemployment insurance information, hiring incentive information, tax credit information, job ready candidates for vacancies, job training resources, and space for interviewing candidates, rapid response information and training information.

ECONOMIC TRENDS AND OPPORTUNITIES

Georgia Film and TV Production

Film and TV production professionals know that Georgia is a Camera Ready state, with highly desirable financial incentives, location diversity, production resources and professional support to make any size production a true success. The State has top-caliber crew, equipment and services at prices that help bring film or TV production in on time and on budget, plus an extensive array of sound stages and post facilities that enable TV and film productions to maintain hands-on control and oversight for production activities occurring simultaneously. In addition, the Atlanta region offers the convenience of an airport with direct flights to over 200 Cities, making it easy to get talent and key members of production teams in and out quickly. In 2013 alone, television networks, Hollywood studios, production companies and independent producers invested nearly $5.3 billion in the state of Georgia.

The Clayton County Economic Development Department is home to the Clayton County Film Office. The office is a resource for finding ideal TV and film production locations throughout the County. The County has been the site from more than 75 big screen movies and television shows, including *The Odd Life of Timothy Green,* shot in Historic Rex Village, Tara Stadium, where the football stadium scenes from *We Are Marshall* were shot, and The Beach at International Park where the cornucopia scenes from *The Hunger Games: Catching Fire* were shot.

Production Tax Incentives: Qualifying productions receive a 20% tax credit, plus an additional 10% credit for embedding a Georgia promotional logo in your film title or credits. Free Scouting Assistance: Georgia's Camera Ready Program is a free service that provides trained liaisons to help with scouting, permitting and other production needs.

Production Value: With more than 700 film and television projects under its belt since 1972, Georgia owns one of the deepest, most-experienced and affordable crew bases in the country, with more than 5,000 union and non-union professionals. Over 1,000 production suppliers and support vendors ensure competitive pricing, availability and quality production in these and other areas:

- Studio/Sound Stages
- Lighting and Grip
- Cameras
- Props and Wardrobe
- Casting/Talent
- Catering
- Film Labs

- Editing
- Animation and Special Effects
- Music Scoring and Sound Design

Hospitality

More than 50 hotels provide over 4,000 rooms for overnight and extended stay guests. Adjacent to the airport, in College Park, is the state's 2nd largest convention center, the Georgia International Convention Center (GICC). The GICC is one of the first facilities in the nation where convention goers can fly into the airport, disembark the plane and arrive at the front door of this world class facility – all without having to use a car, bus, taxi or shuttle -by using the new Automated People Mover known as the "ATL SkyTrain."

Retail

Retail corridors are found in the County in the Morrow, Riverdale and Jonesboro areas. Southlake Mall is the south region's only indoor enclosed mall and a 24-screen AMC Southlake Movie Theater featuring an IMAX screen. The County's retail corridors are experiencing a decline with many vacancies and shopping centers in disrepair. Most recently in the Morrow area, which was once a thriving retail center in the south metro region, lost its Target store in addition to other retail and restaurant businesses. In 2014, the mall was purchased by an investment group. The vacant anchor space was acquired by a 1,100 employee call center, which is anticipated to grow significantly within 5 years.

Chemical Manufacturing & Processing

A dozen companies employ more than 800 people in the Chemical Manufacturing and Processing industry in Clayton County. The industry pays one of the highest wage rates of any industry operating within the county. Major firms in this sector include Clorox in Forest Park and Sherwin Williams near Southlake Mall in Morrow. The county's award-winning water supply is a major factor that attracts these types of high water users to the county.

Tourism

In 2011, the economic impact of tourism in Clayton County was reported as exceeding $1 Billion by the Georgia Department of Economic Development. The Clayton County Convention & Visitors Bureau is the primary marketing partner in the County, charged with promoting the area's hotels, recruiting trade shows and conventions, and providing visitor information to scores of out of town guests.

As the official home of "Gone With the Wind", the historic City of Jonesboro features dozens of civil war era buildings including the Warren House, once used as a Civil War hospital, the Ashley Oaks Mansion and grounds, and the Old Jail & History Center. The Road to Tara Museum is located in the Historic Jonesboro train depot.

Clayton County is also home to a major genealogical and research district known as University Station. Comprising more than 150-acres at the entrance to Clayton State University, this mixed-use district includes the National Archives at Atlanta and the State of Georgia Archives. These institutions have rapidly become a major attraction for family reunions and family genealogists.

Logistics & Transportation

Clayton County offers direct access to the Port of Savannah, the second largest container exporting port in the country, via two (2) of Norfolk Southern main freight lines, giving companies direct access to global markets. An extensive rail network serves industrial sites throughout the County and provides numerous opportunities to attract new and expanding rail users.

Clayton County has an incredible interstate and road network, as well. 16 exits on four (4) major interstates put 80% of the nation's population within a two (2) day's drive. More than a dozen of the major industrial and business parks in Clayton County are located within one (1) mile or less of an US interstate exit.

- Approximate number of firms engaged in Logistics & Transportation in the County – 175
- Approximate number of employees in this sector – 5,600

Some of the Transportation & Logistics sector companies represented in Clayton County:

Food and Beverage Processing & Manufacturing

Clayton County is home to the 150-acre Atlanta State Farmers Market, the largest distribution center for perishables in the Southeast, and the world's largest roadside fruit and vegetable stand. Dozens of the world's biggest food processors and manufacturers are located around the Atlanta Farmers Market and throughout the Cities of Forest Park, Lake City and Morrow. A number of food industry trade associations, research entities and business groups call Clayton County home as well, including the Weight and Measures Laboratory, the Atlanta Produce Dealers Association, and the U.S.D.A.

The concentration of skilled labor in this market, coupled with extensive interstate, rail and airport access, makes Clayton County an ideal location in Metro Atlanta for food production, the largest manufacturing sector in the State of Georgia.

- Number of firms engaged in Food Processing & Manufacturing in Clayton County – 140
- Approximate number of employees in this sector – 6,000
- Employment directly at Farmers Market – 3,700

Some of the Food Processing & Manufacturing sector companies represented in Clayton County:

Bio/Life Sciences & Health Services

Clayton County has established itself as an important part of the emerging bio-science sector. Home to Clayton State University and its growing life sciences curriculum, Clayton County already has several major companies doing business in this important sector.

From distribution to repackaging to testing, Clayton County is an emerging player in this sector.

- Number of firms engaged in Bio/Life Sciences & Healthcare in the County – 31
- Approximate number of employees in this sector – 3,500

Aerospace & Aviation

Clayton County is home to Hartsfield-Jackson Atlanta International Airport, the world's busiest passenger airport and the world's second largest airline, Delta Airlines. The airport generates over 60,000 direct and indirect employees ranging from support services, technical operations, ground equipment manufacturers, food production and aviation security.

- Number of firms engaged in Aviation & Aerospace in Clayton County – 50
- Approximate number of employees in this sector – 12,500

Some of the Aerospace & Aviation sector companies represented in Clayton County:

Infrastructure Advantages

Clayton County is home to the world's busiest airport and a world-renowned self-sustaining water and sewer treatment system, with cost effective access to numerous utility providers using an extensive and mature infrastructure network. From interstate access to rail-served industrial sites, Clayton County is strategically positioned to take advantage of all that Metro Atlanta has to offer.

Airport - Clayton County is home to the world's busiest passenger airport, and a major global air cargo center. The New $1.2 Billion Maynard H. Jackson International Terminal opened in May of 2012, providing a new front door to the airport on the East side, the I-75 corridor.

Rail Service - Clayton County has over 250 direct miles of rail (Norfolk Southern and CSX) to the fastest growing container port in the Country, the Port of Savannah. The proposed expansion of the Port of Savannah will only increase the opportunities for Clayton County.

Roads & Transportation - The County has 16 interstate exits on four (4) major U.S. Interstates, which provides strategic and swift access to more than 80% of the U.S. population within a two (2) day's drive.

Georgia Ports - Direct rail and road access to the Ports of Savannah and Brunswick provide easy and efficient movement of goods and services to our industries.

Water & Sewer - The award-winning Clayton County Water Authority has five (5) raw water reservoirs and can produce up to 42 million gallons per day of potable water and treat up to 38.4 million gallons of wastewater every day. Plus, the Authority maintains approximately 1,500 miles of water distribution pipes,

1,400 miles of sewer conveyance pipes and storm water infrastructure throughout the County and its Cities.

Telephone & Data - Fiber infrastructure is located throughout the County and provides ready access to the vast majority of business and commerce sites. Special technology developments such as University Station in Morrow capitalize on the data capabilities of the system.

Education and Workforce

Clayton State University - Clayton State University (CSU) is the region's largest higher education and career resource in the County. With an enrollment of 6,900 students, Clayton State embraces the rich cultural and socio-economic diversity of the greater Atlanta region through its diverse faculty, multi-ethnic and multigenerational student population, alumni working in the area, and the wide variety of clubs and organizational activities for students.

Offered within the five (5) Colleges and Schools of Clayton State are eight (8) Masters degrees, 40 Baccalaureate degrees, and dozens of Minors, including an accredited MBA Program and the highly unique Master of Archival Studies. One of the University's best-known new programs is in Supply Chain Management. Metro Atlanta has the nation's fifth-largest concentration of supply chain companies with more than one million employed in Georgia logistics. Atlanta is a global logistics center with more than 130,000 supply chain jobs, the world's busiest airport and a position as the global leader in supply chain management software.

CSU also has an extensive Continuing Education division. Bringing educational opportunities to employers and citizens of the region supports economic development in the South Metro Atlanta, and is central to the University's mission. Programs include computer training, human resources training, industrial technology & skills training, and dozens of Certificate Programs. Certificate Programs are more focused than degree programs and can be completed in less than a year. These programs are designed to train people for specific jobs with focus on the training needed to work in various areas. Certificate programs vary widely and prepare students directly for employment or advancement upon completion of the program, as well as, prepare students for state or national certification exams.

Clayton County Public Schools - With 70 schools serving more than 50,000 students, the Clayton County Public School system plays an integral role in the County's economic future. As the County's second largest single employer, with nearly 7,000 employees, the school system provides critical jobs and a massive payroll which circulates numerous times in our local economy.

As importantly, current and perspective employers actively seek out communities in which the local school system is known for academic excellence, and for having a diversity of programming that prepares students for life and careers in the real world. The County has an acclaimed Performing Arts Center, charter schools and strong career and technical education tracks.

A prime example of these creative programs is Rex Mill Middle School, the district's first math-science themed school. Rex Middle provides students a rigorous academic experience in math and science to prepare learners for advanced courses of study. Students enter into the theme program and participate in the Science, Technology, Engineering and Math (STEM) class.

Many of Clayton County high schools have career and technical education pathways, allowing students to jump-start their training and prepare for exciting careers. From construction, to culinary arts, to public safety, high schools are offering more choices for the challenging job market facing youth. Local car dealers partner with automotive technician classes, healthcare agencies leverage student nurses, and technology firms use computer-savvy interns. This great two-way partnership provides benefits for both parties: students get hands-on, real world experience, and the companies get the opportunity to help train what could become a future employee.

Atlanta Technical College - As the designated community and technical training college for Clayton County, Atlanta Tech serves the greater metro region, providing career education in a convenient south side location, with satellite programs throughout metro Atlanta, including Clayton County.

Atlanta Tech has an entire division dedicated to working with the region's employers, the Division of Economic Development. Their team is committed to the growth and vitality of the State's economy. Atlanta Tech's objective is to serve new, expanding and existing industries through training and solutions to the challenges facing Georgia's businesses, particularly in developing a skilled workforce. They recognize that workforce development and continuing education are best demonstrated by the variety of courses and programs offered through their division.

NEXT STEPS

There are a number of steps the County can undertake to help further its own economic development.

- The County should establish economic development overlays which add incentives over those offered by the state and federal government. These overlays should be coordinated with the Community Development Department and should reflect the highest priority areas which are likely to bring the biggest value to the County.
- The County should aim to support the mixed-use residential, commercial, and industrial destination-style redevelopment surrounding and supporting Hartsfield-Jackson International Airport, commonly known as Aerotropolis. The Airport is a major employer, with over 6000 jobs provided by Delta alone, and a tremendous asset to the County which should be leveraged to the County's advantage. Taking advantage of the land surrounding the airport only increases County revenue and the number of jobs Clayton can offer its residents.
- The County should coordinate with the City of Atlanta and the City of Savannah to facilitate the expansion of the Port of Savannah so that cargo traffic moving from the seaport to the airport is likely to pass through and use the storage or logistics facilities located in Clayton County.
- The County should partner with non-profit organizations in the metro area to establish and run incubators for small business. These incubators would help with training,

marketing, networking, starting, and expanding Clayton County businesses, creating more jobs in the community.

- The County should establish a coordinated task force between Economic Development and Community Development. This task force would expedite and facilitate development and redevelopment in target areas of the County by strategically reducing review wait times and offering incentives where appropriate. The overall aim is to get attractive development to come to the County through a coordinated approach.

HOUSING

HOUSING BY TYPE

In 2010 the U.S. Census reported that there were a total of 104,705 housing units in the Clayton County. Between 2000 and 2010, the number of housing units in the County increased significantly, as illustrated in Table 21. In total, there was an increase of 18,244 housing units in the County during that time, representing a 21.1% increase. It is estimated that in 2011 there were 104,309 housing units, representing a 0.4% decrease in the number of housing units. However, it is projected that by 2015 there will be 106,291 housing units in Clayton County, which represents a modest increase of 1.5% from 2010. (Source: US Census Bureau, 2011 ACS, ESRI 2010/2015 Demographic Data Forecasts)

Table 21 Housing Units, Clayton County, 2000-2015,

	2000	2010	2000-2010 % Change	2011	2010-2011 % Change	2015	2010-2015 % Change
Clayton County	86,461	104,705	21.1%	104,309	(0.4%)	106,291	1.5%

The predominant housing type in Clayton County is single family, making up 68.7% of housing units in 2011, as reflected in Table 22. Multi-family units comprise 31.3% of all housing units within Clayton County in 2011. Multi-family housing consisting of 5 to 19 units, represent 23% of all housing units within the County. Since 2000, the predominant multi-family housing unit type has shifted from 3 to 9 units (24.1% in 2000) to 5 to 19 units (23% in 2011), which is consistent with higher density development.

Table 22 Housing Units by Type, Clayton County, 2000-2011

Housing Unit Type	2000	% of Total	2010	% of Total	2011	% of Total
1-unit, detached	53,335	61.7%	65,646	62.7%	66,264	63.5%
1-unit, attached	2,670	3.1%	4,607	4.4%	5,426	5.2%
Single Family Total	56,005	64.8%	70,253	67.1%	71,690	68.7%
2 units	1,260	1.5%	1,079	1.0%	1,353	1.3%
3 or 4 units	15,439	17.9%	4,455	4.3%	2,318	2.2%
5 to 9 units	5,322	6.2%	13,117	12.5%	13,337	12.8%
10 to 19 units	1,520	1.8%	7,088	6.8%	10,644	10.2%
20 or more units	3,046	3.5%	4,900	4.7%	3,011	2.9%
Mobile home	3,802	4.4%	3,803	3.6%	1,956	1.9%
Boat, RV, van, etc.	67	0.1%	0	0.0%	0	0.0%
Multi-Family Total	30,456	35.2%	34,442	32.9%	32,619	31.3%

Source: US Census Bureau, 2011 ACS

AGE OF HOUSING UNIT

Table 23 reflects the overall characteristics of the housing stock in Clayton County. Over half of the housing stock within the County was constructed in the 1960s, 1970s, and 1980s. 17,328 housing units, or 16.6%, were constructed in the County from 2000 to 2004. However, between 2005 and 2010, the number of housing units constructed dropped significantly to 5,758, representing a 66.8% decrease in new housing construction. This was directly related to the foreclosure crisis. Overall, 87% of the housing stock is over 20 years old. A little over half, or 54.2%, of housing in the County is between 30 and 50 years old and only 6.9% of housing is 50 years old or older.

Table 23 Age, Rooms, Bedrooms, and Facilities of Housing Units 2010, Clayton County,

YEAR STRUCTURE BUILT	Housing Units	% of Total
2005 or later	5758	5.50%
2000 or 2004	17328	16.60%
1990 to 1999	17543	16.80%
1980 to 1989	20179	19.40%
1970 to 1979	22083	21.20%
1960 to 1969	14186	13.60%
1950 to 1959	5059	4.90%
1940 to 1949	1234	1.20%
1939 or earlier	829	0.80%
ROOMS		
1 room	1037	1.00%
2 rooms	885	0.80%
3 rooms	6885	6.60%
4 rooms	17090	16.40%
5 rooms	23945	23.00%
6 rooms	23687	22.70%
7 rooms	14669	14.10%
8 or more rooms	16001	15.30%
BEDROOMS		
No bedroom	1,074	1.00%
1 bedroom	8,332	8.00%
2 bedrooms	23,774	22.80%
3 bedrooms	48,652	46.70%
4 or more bedrooms	22,367	21.40%
COMPLETE FACILITIES		
Lacking plumbing facilities	449	0.50%
Lacking kitchen facilities	540	0.60%

Source: 2006-2010 ACS 5-Year Estimates, US Census Bureau

The majority of housing units consist of 5 to 6 rooms, which is consistent with the typical kitchen, living room, bathroom, and two (2) to three (3) bedroom floor plan. Most housing units within the County have two (2) or three (3) bedrooms, with nearly all units having complete plumbing and complete kitchen facilities. This would indicate that the majority of households (69.5%) are couples, a parent or parents with a child or children, or roommates.

Between July 2004 and June 2012, Clayton County's Community Development Department issued 6,813 single-family residential building permits, as shown in Table 24. Single family building permits hit a peak between July 2005 and June 2006 with 2,151 building permits issued. During the nine (9) year period from 2004 to 2012, 82.2% of single family building permits issued in Clayton County occurred between 2004 and 2007. The number of single family building permits issued since 2008, represents only 6.7% of the total building permits issued since 2004.

Table 24 New Home Construction 2004-2012, Clayton County,

Year (July-June)	Single Family Building Permits	% of Total
2004-2005	1,801	26.4%
2005-2006	2,151	31.6%
2006-2007	1,652	24.2%
2007-2008	752	11.0%
2008-2009	112	1.6%

2009-2010	149	2.2%
2010-2011	138	2.0%
2011-2012	58	0.9%
Total	6,813	100%

Source: Clayton County Community Development, Permits and Licenses

OCCUPANCY CHARACTERISTICS

Housing tenure refers to whether housing units are occupied by the owner or by a renter. This is an important factor, as neighborhoods with a high rate of owner-occupancy tend to be more stable than neighborhoods with a higher ratio of renter-occupied housing units. As shown in Table 25, Clayton County has a mixture of owner- and renter-occupied housing within the community. Of the total number of housing units in Clayton County in 2010, it is estimated that 86.6% or 90,633 are occupied and 13.4% or 14,072 are vacant. The 2010 U.S. Census data indicates that 49.4% of occupied units within Clayton County are owner-occupied housing units, with the remaining 37.2% renter-occupied housing units. Since 2000, the significant increase in vacant housing units in the County is attributed to the foreclosure crisis as seen in the decrease in the percentage of owner-occupied housing units from 57.6% in 2000 to 49.4% in 2010.

Table 25 Housing Tenure 2000-2010, Clayton County

Housing Tenure	2000	% of Total	2010	% of Total
Owner-Occupied Housing Units	49,844	57.6%	51,730	49.4%
Renter-Occupied Housing Units	32,399	37.5%	38,903	37.2%
Vacant Housing Units	4,218	4.9%	14,072	13.4%
Total Housing Units	86,461	100%	104,705	100%

As shown in Table 26, the average household size of owner-occupied housing units is 2.84 and the average household size of renter-occupied housing units is 2.79. The 3 or more person household dominates all occupied housing categories in the County.

Table 26 Household Size 2010, Clayton County

Household Size	Occupied Housing Units	Owner-Occupied Housing Units	Renter-Occupied Housing Units
1-Person Household	23,032 (25.4%)	11,721 (22.7%)	11,311 (29.1%)
2-Person Household	24,235 (26.7%)	15,170 (29.3%)	9,065 (23.3%)
3+person Household	43,366 (47.8%)	24,839 (48%)	18,527 (47.6%)
Average/Unit	2.82	2.84	2.79

Source: US Census Bureau

The ratios of occupied and vacant housing units are one indicator of a community's economic standing. Since 2000, the number of vacant housing units in Clayton County has more than tripled, as shown in Table 27. Whereas vacancy rates were less than the State in 2000, Clayton County has seen a significant increase in vacancy rates greater than that of the State over the last 10+ years. This increase can be attributed to impacts from the foreclosure crisis plaguing the County. 2015 projections, however, indicate a seven (7) percent decrease in vacancy rates and a 5.3% increase in occupied units from the 2010 U.S. Census data.

Although the County had a slightly higher homeowner vacancy rate than the State in 2010, the County's rental vacancy rate of 16.7% is more than 4% higher than the State, as depicted in

Table 28.

Table 27 Occupied and Vacant Housing Units and Rates,

	Housing Units	Occupied Housing Units	Occupancy Rate	Vacant Housing Units	Vacancy Rate
2000					
Clayton County	86,461	82,243	95.1%	4,218	4.9%
Georgia	3,281,737	3,006,369	91.6%	275,368	8.4%
2010					
Clayton County	104,705	90,633	86.6%	14,072	13.4%
Georgia	4,088,801	3,585,584	87.7%	503,217	12.3%
2011					
Clayton County	104,309	86,747	83.2%	17,562	16.8%
Georgia	4,103,118	3,494,542	85.2%	608,576	14.8%
2015					
Clayton County	106,291	99,488	93.6%	6,803	6.4%
Georgia	4,881,262	4,490,752	92.0%	390,510	8.0%

Source: US Census Bureau, 2011 ACS, ESRI 2010/2015 Demographic Data Forecasts

Table 28 Vacancy Rate by Housing Type 2010

	For Sale Only	Homeowner Vacancy Rate	For Rent Only	Rental Vacancy Rate	All Other Vacant	Seasonal, Recreational or Occasional Use	Total Vacant Units
Clayton County	2,199	4.1%	7,868	16.7%	3,217	290	14,072
Georgia	83,852	3.4%	503,217	12.3%	163,438	81,511	503,217

Source: US Census Bureau

HOUSING COST

Housing cost includes analysis of household units with and without mortgages, contract rent and gross rent. As shown in Table 29, which is based on a sample of units with adjustments as per the 2010 Census, the majority of homes (58.5%) within Clayton County range in value from $50,000 to $99,999. Between 2010 and 2011, it is estimated that the number of owner-occupied housing units with a value of less than $50,000 rose from 2.4% to 16.1%, representing a 535% increase. The median home value in Clayton County is considerably less than the State and has dropped from $97,000 in 2000 to $94,341 in 2010 and $88,800 in 2011. The State median home value is $121,464, which is up from the 2000 census.

Table 29 Value of Owner-Occupied Housing Units, 2010-2011

	Clayton County 2010		Georgia 2010		Clayton County 2011	
Range of Value	Units	%	Units	%	Units	%
Less than $50,000	1,241	2.4%	310,781	13.2%	7,809	16.1%
$50,000 to $99,999	30,262	58.5%	489,716	20.8%	20,993	43.4%
$100,000 to $149,000	14,847	28.7%	576,828	24.5%	10,030	20.7%
$150,000 to $199,999	3,518	6.8%	341,388	14.5%	6,216	12.8%
$200,000 to $299,999	1,138	2.2%	308,427	13.1%	2,529	5.2%
$300,000 or greater	621	1.2%	242,503	10.3%	797	1.7%
Total	51,730	100%	2,354,402	100%	48,374	100%
Median Value ($)	$94,341		$121,464		$88,800	

Source: US Census Bureau, 2011 ACS 1-Year Estimates

According to the Georgia Department of Community Affairs, 77.6% of home values in Clayton County in 2013 are less than $100,000, as shown in Figure 26. Only 3.6% of home values in Clayton County are $200,000 and above.

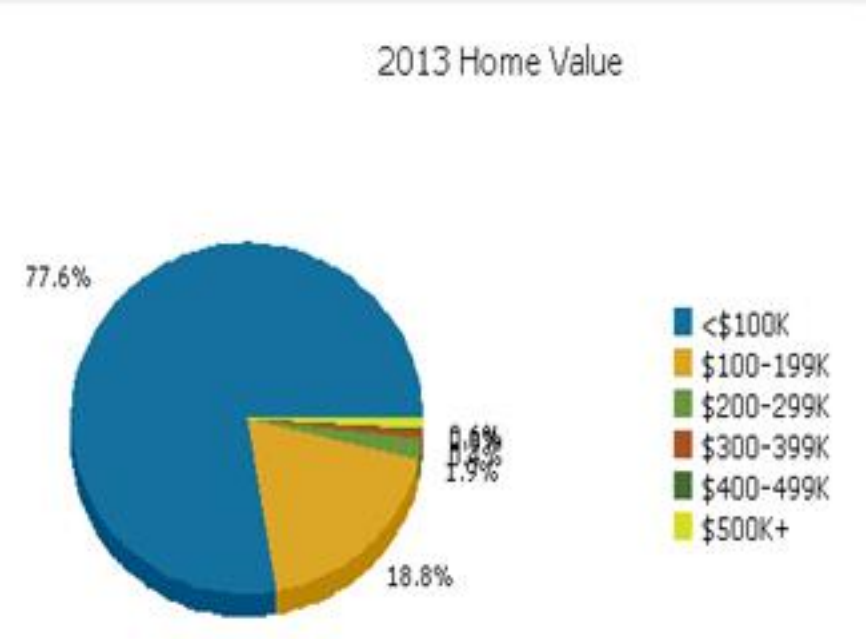

Figure 26 2013 Home Values, Clayton County. Source: Georgia DCA

According to the Georgia Multiple Listing Service (MLS), the sale of homes in Clayton County peaked in the 2nd quarter of 2007 and began a steep decline until the 2nd quarter of 2009. Sale prices on homes also declined during this period. A slight rebound was seen from the 2nd quarter of 2009 to the 2nd quarter of 2011, but was followed up with declining sale prices and number of home sales in the time period since. Figure 27 suggests that the median home value has likely dropped even further from the 2011 estimated $88,800 median home value as evidenced by the median sale price of homes dropping from a 2-year high of approximately $85,000 in Quarter 2 of 2011 to $63,000 in Quarter 2 of 2012.

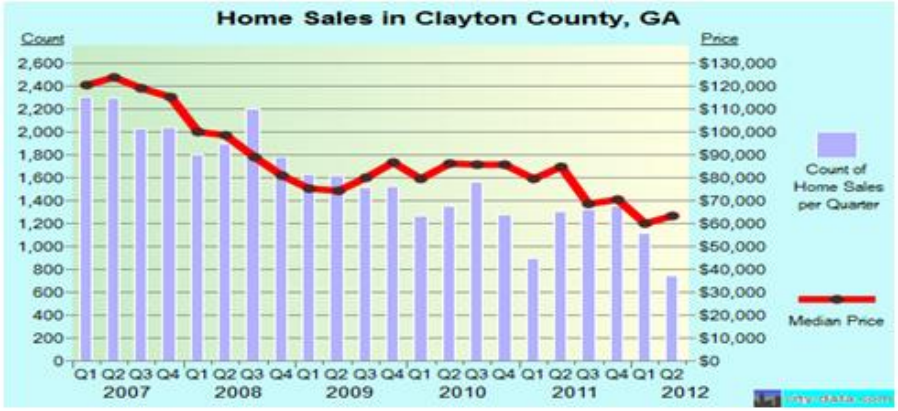

Figure 27 Clayton County Home Sales 2007-2012.Source: Georgia MLS

As stated earlier, 37.2% of housing units within Clayton County are renter-occupied households. Table 30 below analyzes the gross rent within Clayton County from 2005 to 2011. It is important to note that gross rent allows for those units where landlords may include utilities in the monthly payment. The estimated median gross rent for Clayton County in 2011 was $822, which is higher than the State's 2010 median of $630 and represents a 21% increase since 2010. 72% of gross rents in Clayton County range from $500 to $999. The gross rent ranges of $1,000 to $1,499 and $1,500 or more show significant growth between 2010 and 2011, which is likely due to new renter-occupied units on the market as a result of the foreclosure crisis.

Table 30 Gross Rent 2005-2011

Gross Rent	Clayton County 2005		Clayton County 2010		Georgia 2010		Clayton County 2011	
	Units	%	Units	%	Units	%	Units	%
Less than $200	903	2.9%	903	2.8%	125,776	10.4%	294	0.8%

$200-$299	658	2.1%	658	2.0%	97,952	8.1%	203	0.5%
$300-$499	2,854	9.0%	2,889	8.9%	203,159	16.8%	653	1.7%
$500-$749	14,494	45.9%	15,005	46.3%	430,495	35.6%	13,313	35.4%
$750-$999	11,012	34.9%	11,217	34.6%	327,716	27.1%	13,764	36.6%
$1,000-$1,499	1,537	4.9%	1,601	4.9%	21,767	1.8%	8,266	22.0%
$1,500 +	125	0.4%	125	0.4%	2,418	0.2%	1,124	3.0%
Total Units With Rent	31,583	100%	32,398	100%	1,209,283	100%	37,617	100%
Median Gross Rent	$686		$680		$630		$822	

Source: US Census Bureau, 2011 ACS 1-Year Estimates

COST BURDENED HOUSEHOLDS

The census defines "cost burdened" as paying more than 30% of income for housing. Understanding the extent to which households are cost burdened enables jurisdictions to determine whether there is a need for affordable housing and other programs, such as foreclosure assistance programs to assist households. U.S. Census data estimates for 2011, shown in Table 31, indicate that Clayton County owner-occupied households have a higher rate (78.2%) of mortgages than the state (69.4%).

Table 31 Owner-Occupied Housing Unit Mortgage Status 2011 (Estimated)

	Owner-occupied	HU w/Mortgage	%	HU w/o Mortgage	%
Clayton County	48,374	37,839	78.2%	10,535	21.8%
Georgia	2,256,703	1,565,587	69.4%	691,116	30.6%

Source: US Census Bureau, 2011 ACS 1-Year Estimates

Selected monthly owner costs, such as mortgage payments and utilities, are a measure of the cost of homeownership. When combined with income, selected monthly owner costs offer an excellent measure of affordability and excessive shelter costs. In 2011, the estimated median selected monthly mortgage costs for Clayton County homeowners was $1,225, with 47.9% of households spending between $1,000 and $1,499 per month on mortgage and utility payments (as shown in Table 32).

Table 32 2011 Selected Monthly Mortgage Costs (SMMC)

SMMC	Housing Units	Percentage
Less than $300	35	0.1%
$300 to $499	955	2.5%
$500 to $699	1,536	4.1%
$700 to $999	7,137	18.9%
$1,000 to $1,499	18,120	47.9%
$1,500 to $1,999	8,028	21.2%
$2,000 or more	2,028	5.4%
Median Selected Monthly Mortgage Costs		$1,225

Source: 2011 ACS 1-Year Estimates

As provided in Table 33, 43.7% of households with a mortgage are cost burdened, according to the 2011 estimated census data. 33% of households spend 35% or more of their income on selected monthly mortgage costs.

Table 33 2011 SMMC as a Percentage of Household Income

SMMC	Housing Units	Percentage
Less than 20.0 percent	8,577	23.5%
20.0 to 24.9 percent	6,572	18.0%
25.0 to 29.9 percent	5,391	14.8%
30.0 to 34.9 percent	3,886	10.7%
35.0 percent or more	12,008	33.0%

Source: 2011 ACS 1-Year Estimates

Table 34 identifies that 60.9% of renter-occupied households in Clayton County are cost burdened, based on gross rent as a percentage of household income (GRAPI). Of the 60.9%, 51.3% of rental households spend 35% or more of their incomes on gross rent.

Table 34 2011 Gross Rent as a Percentage of Household Income (GRAPI)

GRAPI	Housing Units	Percentage
Less than 15.0 percent	1,986	5.8%
15.0 to 19.9 percent	4,212	12.2%
20.0 to 24.9 percent	3,611	10.5%
25.0 to 29.9 percent	3,656	10.6%
30.0 to 34.9 percent	3,301	9.6%
35.0 percent or more	17,693	51.3%

Source: 2011 ACS 1-Year Estimates

CROWDING

The census defines an overcrowded housing unit as one having 1.01 or more persons per room, and severely overcrowded is defined as 1.51 or more persons per room. As reflected in Table 35, Clayton County has a low rate of overcrowding and severe overcrowding as compared to the State in both 2010 and 2011. This may be attributed to Clayton County's suburban and rural areas where much lower densities are found and where the majority of housing units have at least 3 bedrooms.

Table 35 Overcrowded Housing Units by Tenure 2010-2011

	Clayton County 2010	Georgia 2010	Clayton County 2011
Overcrowded (1.01–1.50) Housing Units	2,467	109,848	3,838
% of Total Housing Units	2.9%	12.9%	4.4%
Severely Overcrowded (1.51 or more) Housing Units	381	57,929	654
% if Total Housing Units	0.4%	3.7%	0.8%

Source: US Census Bureau, 2011 ACS 1-Year Estimates

HOUSING FOR SPECIAL NEEDS POPULATIONS

Disabled Population

Disabled households are another part of the community with unique housing needs. The term "disabled" has a broad meaning within the Americans with Disabilities Act (ADA) and includes any kind of impairment that substantially limits one or more "life activities". Examples of major life activities include caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, working, sitting, standing, lifting, and mental

and emotional processes such as thinking, concentrating, and interacting with others.

As provided in Table 36, the US Census Bureau estimates the 2011 disabled population of Clayton County to be 29,820 individuals. This represents 11.5% of the County's non-institutionalized population. The most common disabilities within Clayton County's disabled population include ambulatory difficulty (15,537), cognitive difficulty (13,132), and independent living difficulty (11,742). The least prevalent disability affecting 2.0% of the total population is hearing difficulty, with an estimated 5,195 individuals.

Table 36 2011 Clayton County Disabled Population

Disabled Population (Non-Institutionalized)	2011	% of Total Population
Total Civilian Non-Institutionalized Population	259,103	100%
Total Disabled Population	29,820	11.5%
Hearing Difficulty	5,195	2.0%
Vision Difficulty	6,525	2.5%
Cognitive Difficulty	13,132	5.1%
Ambulatory (walking) Difficulty	15,537	6.0%
Self-Care Difficulty	5,862	2.3%
Independent Living Difficulty	11,742	4.5%

Source: US Census Bureau, 2011 ACS 1-Year Estimates

HOUSING & DEMOGRAPHIC DATA COMPARISON REPORT

The Housing and Demographic Data Comparison Report was completed on June 30, 2013 for the Clayton County Office of HUD Programs to improve housing conditions and mitigating loss and misfortune amongst the County's largest at-risk demographic groups. This report was created in order to target and profile the County's top five (5) census tracts which possess housing and demographic groups that are considered to be at high risk for foreclosures, dilapidation and neglect, poverty, and overall hardship. The goal of this report was to assist the Clayton County Office of HUD Programs to utilize data in order to best assist those neighborhoods in need for quality housing and community improvements. The primary expected outcomes of this report was to appropriately direct HUD funding and other resources in order to gradually increase property values and overall quality of life in the County's residential areas.

As shown in Figure 28 below, five (5) target areas (shown in red) were identified through an analysis of demographic and housing data indicators. The census tracts within this group have more indicators and greater outliers than other census tracts in the County. More indicators and greater outliers indicate that these census tracts require more immediate attention and assistance.

The top five (5) target census tracts have been prioritized in terms of their needs according to their most significant need indicators. Below each census tract has a list of the most concerning indicators affecting this area, as well as, suggested housing assistance programs that may be useful to this tract according to these indicators.

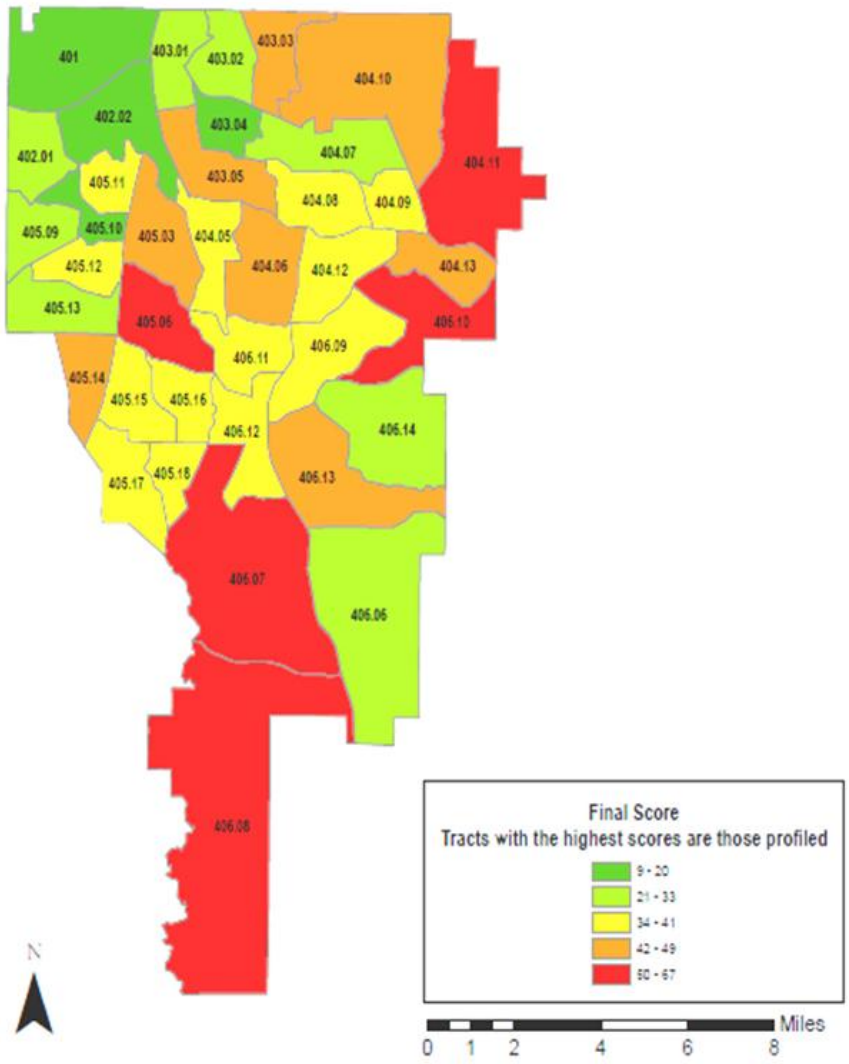

Figure 28 Clayton County Housing Target Areas. Source: Housing and Demographic Data Comparison Report 2013

1st Priority: Riverdale West-Central – Census Tract 405.06

- Non-native English Speaking Population (16% of the census tract's total population)
- Growing Elderly Population (57% increase from 2000-2010)
- Lower than County average median household income ($40,382)
- Large Population in Poverty (20% of the census tract's total population)
- Large Population Age 25+ without a High School diploma (20% of the census tract's total population)
- Lower than County average median home value ($109,808)
- Only 48% of all housing is owner-occupied
- 47% of all housing was built prior to 1980
- 11% of this census tract's total housing filed for foreclosure in 2010
- 12% of this census tract's total housing is considered vacant

Suggested Assistance Programs: Georgia Dream Program, Housing Choice Voucher Program, HOME Tenant-Based Rental Assistance, Continuum of Care Program, The Emergency Solutions Grant, Shelter Plus Care, The Permanent Supportive Housing Program, Section 202, Low Income Tax Credit Program, and the Capital Fund Education and Training Community Facility Grant.

2nd Priority: Irondale – Census Tract 406.07

- 14% of all households are headed by a single mother

- From 2000-2010 this census tract saw a large increase in the middle-aged (79% increase) and elderly population (62% increase)
- 12% of the census tract's total population is considered impoverished
- 10% of this census tract's total housing filed for foreclosure in 2010
- 9% of this census tract's total housing is considered vacant
- In 2010, 14 subprime mortgages were disbursed in this census tract (18% of all subprime loans disbursed in Clayton County in 2010)

Suggested Assistance Programs: Georgia Dream Program, Housing Choice Voucher Program, HOME Tenant-Based Rental Assistance, and Section 202.

3rd Priority: East-Central – Census Tract 406.10

- From 2000-2010 this census tract saw a 39% increase in its middle-aged population
- 17% of this census tracts total population are considered impoverished
- Lower than County average median home value ($104,425)
- 49% of all housing is renter-occupied
- 7% of this census tract's total housing filed for foreclosure in 2010

Suggested Assistance Programs: Georgia Dream Program, Housing Choice Voucher Program, HOME Tenant-Based Rental Assistance, Continuum of Care Program, The Emergency Solutions Grant, Shelter Plus Care, The Permanent Supportive Housing Program, Georgia Dream Single Family Development Program, Section 202, Low Income Tax Credit Program, and the Capital Fund Education and Training Community Facility Grant.

4th Priority: Panhandle – Census Tract 406.08

- 11% of all households are headed by a single mother
- Growing Elderly Population (146% increase from 2000-2010)
- 16% of this census tract's total housing filed for foreclosure in 2010
- In 2010, 4 subprime mortgages were disbursed in this census tract (5% of all subprime loans disbursed in Clayton County in 2010)

Suggested Assistance Programs: Georgia Dream Program, Housing Choice Voucher Program, HOME Tenant-Based Rental Assistance, Section 202, and the Low Income Tax Credit Program.

5th Priority: Ellenwood/Rex – Census Tract 404.11

- The average household size is significantly higher for this census tract (3.09) than for the County (2.7)
- 11% of all households are headed by a single mother
- 12% of this census tracts total population are considered impoverished
- 7% of this census tract's total housing filed for foreclosure in 2010
- 8% of this census tract's total housing is considered vacant

- In 2010, 7 subprime mortgages were disbursed in this census tract (9% of all subprime loans disbursed in Clayton County in 2010)

Suggested Assistance Programs: Georgia Dream Program, Housing Choice Voucher Program, HOME Tenant-Based Rental Assistance, Continuum of Care Program, The Emergency Solutions Grant, Shelter Plus Care, The Permanent Supportive Housing Program, Multi-family Housing Finance and Development Program, Section 202, Low Income Tax Credit Program, and the Capital Fund Education and Training Community Facility Grant

NEXT STEPS

Overall the housing stock in Clayton County is aging, with over 50% of the housing 30-50 years old. This indicates that some of the housing may no longer address the market appropriately. Most of the housing consists of single family homes, some of which are in good shape and have survived long enough to be fashionable again. There are numerous mid-century houses in the metro Atlanta area that have been rehabilitated and renewed with attention from homeowners and investors. Some of these older homes may be similarly refreshed, however there are likely many more which are worn beyond reasonable repair or otherwise not appealing; those homes are likely to be demolished. The County should incentivize those lot-by-lot infill pieces to be more in line with current housing trends, and even add density by allowing townhomes or duplex or triplex units especially when close to commercial development or proposed transit lines. Most areas would benefit from some diversity of high quality housing options.

As indicated above, the housing options are dominated by single family development and that is likely to remain that way, however to attract certain segments of the population other housing options should be available. Currently there is a lack of smaller (2-9 unit) multi-family residential housing. This type of housing allows for incremental changes in density which would support the sort of lifestyle improvement that many Clayton residents want: additional retail and restaurant choices, transit access, and quality of life improvements. Currently the zoning code is restrictive regarding multi-family or attached housing, and only allows 10 acre tracts to be zoned as new multifamily. By allowing more reasonable, small steps towards allowing some multi-family that opens the door to new residents who may be more interested in living and working in Clayton without having to commit to a house immediately. This is especially true of the coveted young professionals.

Along similar lines the housing costs are largely dominated by inexpensive housing ($50-100k), there is a need for a larger diversity of housing choices for middle and upper middle class individuals in the $200-300k range. These need not be estate homes, though those also play a role, but quality built townhomes in desirable locations can command those prices. There are many examples around the metro area of fairly dense single family developments that also house some of the upper middle class. This not only allows the County to collect more revenue and provide a more diverse range of options, but it can support the drive towards more compact development.

The last piece of housing is accessible housing. Since many of individuals in need of accessible housing suffer from a lack of mobility there is a need to target accessible housing in walkable mixed-use development nodes- this not only allows for these

challenged individuals to have easier access to goods and services, it saves the County the unnecessary expense of providing additional transportation services. This sort of lifelong community also has the potential to attract wealthier empty-nesters to the County for their later years.

TRANSPORTATION

INTRODUCTION

An accessible, efficient, and safe transportation network is a vital component of a community. The transportation element of the Comprehensive Plan addresses connections between land use and transportation and provides an inventory and assessment of transportation conditions within Clayton County.

The transportation element consists of a review of the transportation network and its operating conditions including existing conditions and recent historical trends, particularly targeting problem areas and corridors. Collecting the data necessary to compile this inventory involved drawing from many different resources including Clayton County Transportation & Development Department, the Atlanta Regional Commission (ARC), the Georgia Regional Transportation Authority (GRTA) and the Georgia Department of Transportation (GDOT).

Clayton County is located south of the City of Atlanta and Hartsfield-Jackson Atlanta International Airport. A portion of Clayton County land area is owned by the City of Atlanta and consists of the Hartsfield-Jackson Atlanta International Airport. Access to the airport constitutes an important part of transportation and mobility for the northern areas of Clayton County, including interstate interchanges for I-285, I-75, and I-85.

STUDY NETWORK

Many agencies have influence over the various kinds of transportation facilities located within Clayton County. These agencies include at a minimum Clayton County, Federal Highway Administration (FHWA), GDOT, Federal Aviation Administration, Federal Railroad Administration (FRA), CSX, GRTA, Hartsfield-Jackson Atlanta International Airport, and the City of Atlanta. Analysis was made for all transportation facilities that influence travel in Clayton County, however, for this study, primary focus was given to those facilities that are most influenced by the County. For instance, interstates passing through Clayton County are frequently discussed throughout this section, but are not included in the overall inventory of County facilities. Also, airport roadways are excluded from this inventory because projects on these roadways are managed, maintained, and permitted specifically under the authority of the Airport. State roadways, however, are included in the inventory because they are managed and maintained cooperatively between the Clayton County and GDOT.

FUNCTIONAL CLASSIFICATION

Figure 29 displays roadway facilities by GDOT functional classification. There is a large concentration of highly classified roadways in Clayton County. Some of the higher classified roadways within Clayton County include:

- Urban Interstate Principal Arterials
    - I-85
    - I-285
    - I-75
    - I-675
- Urban Principal Arterials
    - US 41/US 19

- SR 138
- SR 85
- SR 54
- SR 3

- Urban Minor Arterials
  - SR 42/US 23
  - SR 314
  - SR 139
  - SR 331
  - SR 54

TRAFFIC VOLUMES

GDOT maintains a database of traffic count data collected at a number of traffic count stations throughout the state of Georgia. The most recent available traffic count data from GDOT is from 2010.

Table 37 reflects traffic count stations along Clayton County roadways, along with the 2008 Average Annual Daily Traffic (AADT) counts. The AADT is a daily traffic volume taken for an entire year and averaged. If data from a count station is only available for a portion of a year then the AADT is calculated using seasonal factors to generate an estimated AADT for the facility. The highest AADT within Clayton County is 203,790 vehicles per day, collected at the count station along I-75 near the I-285 interchange.

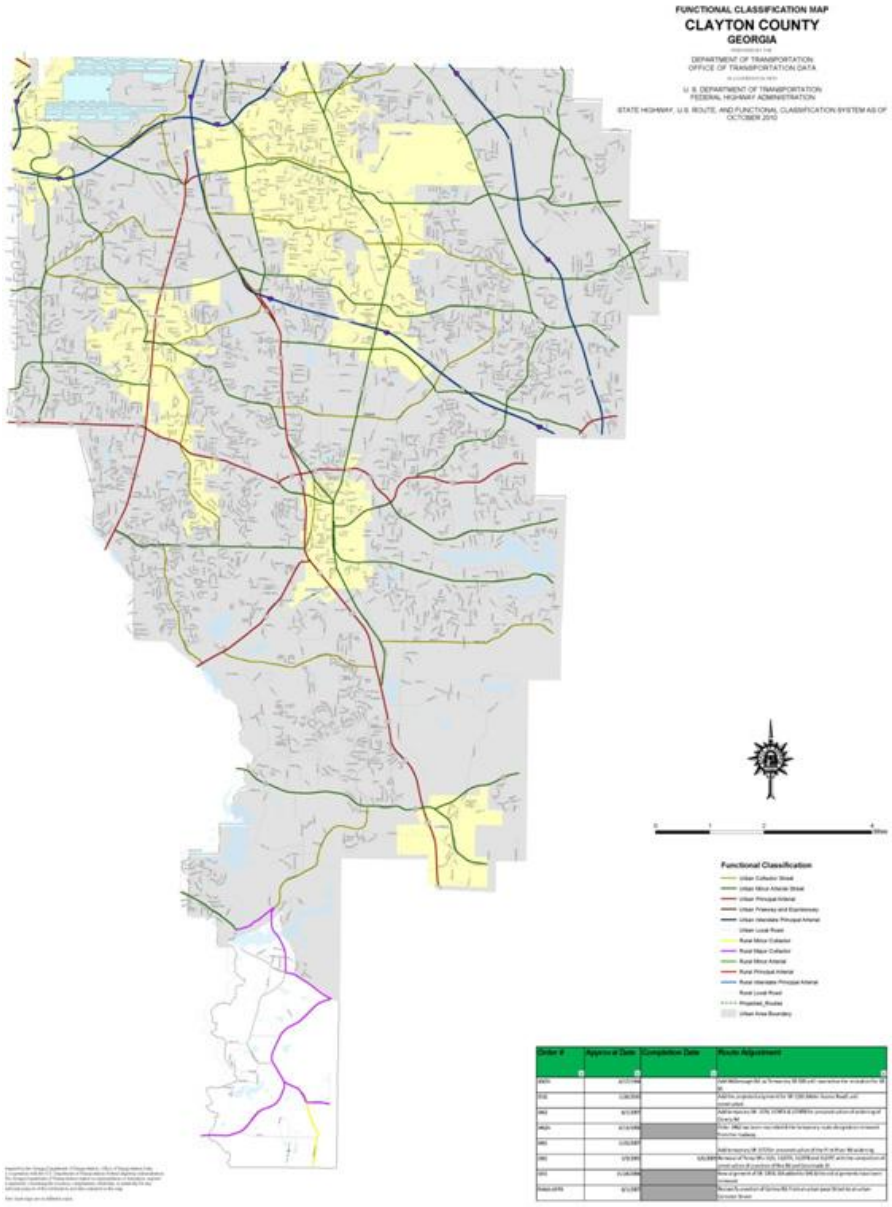

Figure 29 GDOT Functional Classification of roadway facilities

Table 37 Traffic Counts in Clayton County

Distance	Street	Closest Cross-street	Year of count	Count
0.25	Tara Blvd	Poston Rd (0.08 miles NW)	2010	44,920
0.29	S Main St	Old Poston Rd (0.08 miles SE)	1999	10,037
0.37	S Main St	Old Poston Rd (0.18 miles NW)	1999	11,111
0.45	Turner Rd	Paramore Rd (0.08 miles SE)	1999	1,328
0.51	Winding Way Ln	Tara Blvd (0.1 miles NE)	2005	1,310
0.81	Mundy's Mill Rd	Owen Pkwy (0.05 miles E)	1999	3,491
0.85	S Main St	Batiste Rd (0.04 miles S)	2010	12,140
0.93	Brown Rd	Coral Ct (0.05 miles NW)	2005	1,250
0.96	Lake Jodeco Rd	Thornton Dr (0.02 miles W)	2003	7,030
0.97	Tara Blvd	Betty Talmadge Ave (0.2 miles N)	2010	46,250
1.06	Tara Blvd	Fayetteville Rd (0.08 miles NW)	2007	45,630
1.08	Noah's Ark Rd	Dixon Industrial Blvd (0.2 miles E)	1999	7,175
1.1	Lake Jodeco Rd	Turner Rd (0.1 miles SE)	2010	8,630
1.13	Fayetteville Rd	Jenni Ln (0.03 miles SW)	1999	14,622
1.19	Fayetteville Rd	Cypress Estates Cove (0.02 miles NE)	2010	14,000
1.23	S Main St	Mundy's Mill Rd (0.05 miles S)	2010	12,210
1.24	Mundy's Mill Rd	Willow Bend Dr (0.02 miles SW)	2010	6,890
1.25	Lake Forest Tr	Point View Dr (0.06 miles SE)	2005	1,430
1.29	Embrey Dr	Prather Dr (0.07 miles N)	2003	377
1.29	Dixon Industrial Blvd	Noah's Ark Rd (0.06 miles N)	1999	2,305
1.31	S Main St	College St (0.04 miles S)	1999	6,777
1.35	S Mc Donough St	Keystone St (0.04 miles S)	2005	9,400
1.36	S Main St	Mundy's Mill Rd (0.12 miles N)	1997	9,000
1.36	Tara Blvd	Mundy's Mill Rd (0.18 miles N)	2007	56,160
1.36	Tara Blvd	Fayetteville Rd (0.02 miles N)	1997	40,000
1.37	Fayetteville Rd	Fayette Ave (0.01 miles SW)	1997	47,100
1.39	Dixon Industrial Blvd	Lake Chase Ln (0.03 miles N)	1996	2,122
1.41	Church St	Memorial Ave (0.05 miles W)	2005	430
1.46	Thornton Blvd	Lake Jodeco Rd (0.08 miles N)	1999	2,106
1.56	Labelle St	Brass Ring Rd (0.07 miles NW)	2005	1,010

Source: Georgia Department of Transportation

Data Note: The Traffic Profile displays up to 30 of the closest available traffic counts within the largest radius around your site. The years of the counts in the database range from 1963 to 2012. 71.8% of the counts were taken between 2001 and 2012 and 98.8% of the counts were taken in 1990 or later. Traffic counts are identified by the street on which they were recorded, along with the distance and direction to the closest cross-street. Distances displayed as 0.00 miles (due to rounding), are closest to the site. A traffic count is defined as the two-way Average Daily Traffic (ADT) that passes that location.

NUMBER OF LANES

The majority of roadway facilities within Clayton County consist of 2 lanes. There are several 3-4 lanes facilities such as Main Street, Godby Road, and Phoenix Boulevard, most of Camp Creek Parkway, and Riverdale Road, and only a few sections of roadway that consist of 5-6 travel lanes along Lee Street Connector, Old National Highway, and the entrance roads to the Georgia International Conference Center.

Figure 30 graphically displays the number of lanes for each roadway facility within Clayton County.

BRIDGES

GDOT bridge inspection reports show that there are 150 bridges in Clayton County. Because of the large amount of regional transportation facilities that exist in Clayton County, only 57 of these bridges serve as part of the local roadway system. The remaining bridges are part of the interstate system, airport roadway network, or railway system. These bridges are listed below in Table 38.

GDOT assigns a sufficiency rating to all bridges as part of the inspection process. The sufficiency rating is a very general score ranging between 0 and 100 that indicates a bridge's overall status. A score of 50 or below generally indicates that a bridge is in need of significant repair or replacement. Currently all of the bridges identified as part of Clayton County's local roadway network, with the exception of 5 bridges (denoted in red in Table 38), have sufficiency ratings over 50.

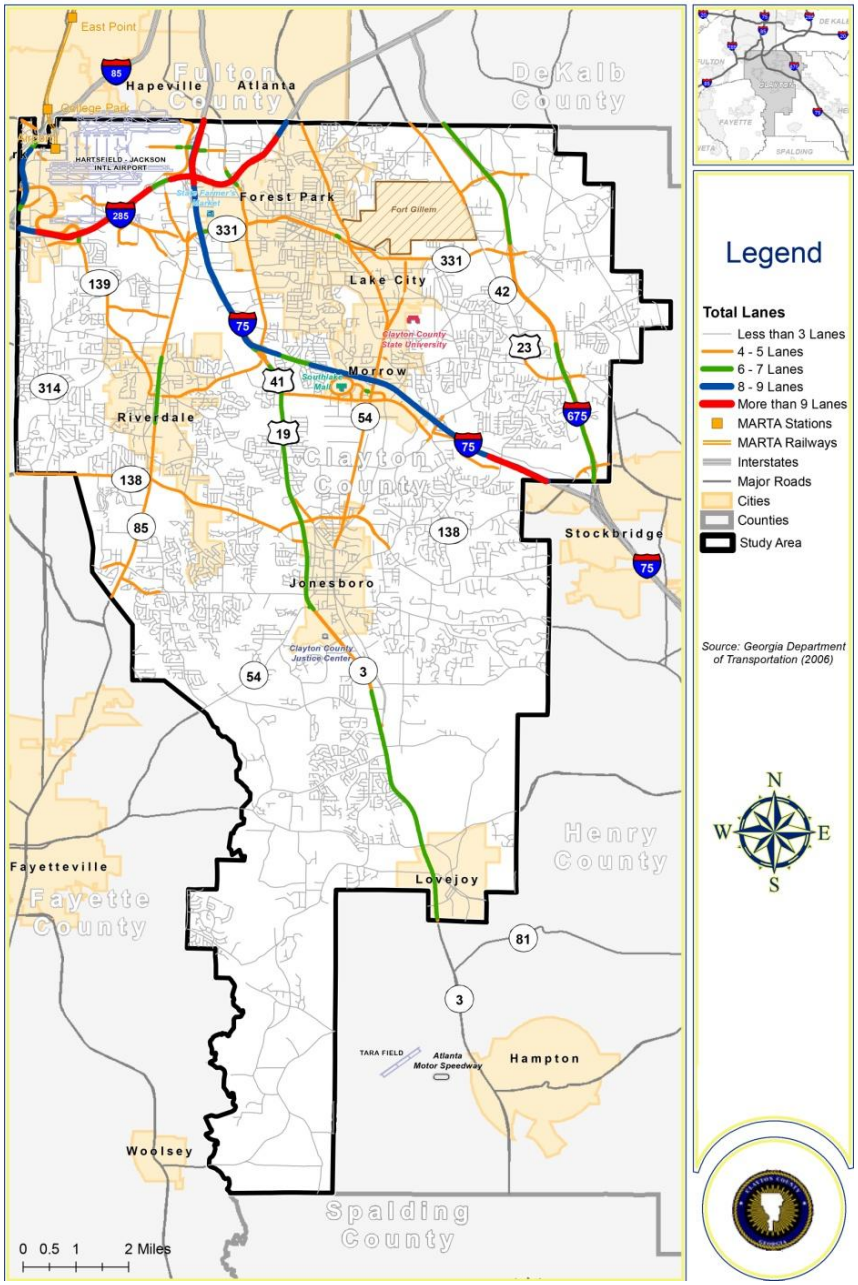

Figure 30 Clayton County Roadway Lanes

Table 38 Bridges in the Local Roadway System in Clayton County

Bridge ID	Location	Feature Intersection	Length	Year Built	GDOT Suffic. Rating
063-5053-0	1 Mi E Of Morrow	Panther Creek	16.4 m	2003	99.6
6-35002-0	2.5 Mi E Of Lake City	Big Cotton Indian Creek	15.5 m	1984	99.6
063-5033-8	4 Mi E Of Morrow	L Cotton Indian Crk Trib	12.1m	1984	99.7
063-5003-0	3.5 Mi E Of Morrow	Big Cotton Indian Creek	13.4m	1990	99.6
063-5054-0	0.1 Mi E Of Forest Park	Conley Creek	10 m	2003	99.9
063-5006-0	1 Mi W Of Forest Park	Conley Creek	8.8 m	1980	99.9
063-5044-0	0.75 Mi NE Of SR 314	Camp Creek	6.4 m	1996	92.2
063-5010-0	0.3 Mi N Of Riverdale	Flint River Trib.	12.1 m	1958	45
063-5004-0	@ Dekalb Co Line	Conley Creek	18.2 m	1962	35.9
063-5045-0	1 Mi W Of Forest Park	Sullivan Creek	12.8 m	1997	99.9
063-5012-0	2 Mi SW Of Riverdale	Jesters Creek Trib	12.1 m	1964	65.7
063-5015-0	At Fayette Co Line	Camp Creek	12.1 m	1971	71.3
063-5047-0	3.5 Mi SW Of Lovejoy	Wallace Creek	9.7 m	2000	99.7
063-5016-0	1mi SW Of Jonesboro	Swamp Creek	12.8 m	1958	50.6
063-5018-0	3mi E Of Lovejoy	Hurricane Creek	24.6 m	1969	78.9
063-5048-0	2mi N Of Lovejoy	Pates Creek	6.7 m	2001	100
063-5020-0	2mi E Of Jonesboro	Rum Creek	8.2 m	1993	98.8

Bridge ID	Location	Feature Intersection	Length	Year Built	GDOT Suffic. Rating
063-5021-0	0.5 Mi E Of Jonesboro	Rum Creek	8.2 m	1986	85.2
063-5022-0	3 Mi E Of Jonesboro	Line Creek	7.3 m	1949	76.2
063-5023-0	3 Mi E Of Jonesboro	Line Creek	9.4 m	1993	95.8
063-5024-0	1 Mi W Of Riverdale	Camp Creek Trib.	18.2 m	1964	69.4
063-5025-0	City Limits Lake City	Jesters Creek Trib	12.4 m	1961	57.2
063-5039-0	SW Forest Park	Mud Creek	60.6 m	1994	99.9
063-5026-0	1mi W Of Riverdale	Flint River Trib	7.9 m	1956	91.9
063-5027-0	1.5 Mi W Of Riverdale	Camp Creek Trib	7.9 m	1969	92.3
063-5029-0	2.5 Mi NE Of Jonesboro	Reeves Creek	12.1 m	1967	7
063-503-0 0	2.4 Mi N Of Riverdale	Flint River	36.5 m	1989	80.5
063-5031-0	2 Mi SW Of Forest Park	Mud Creek	6.4 m	1961	81
063-5030-0	0.1 M E Of Atl Airport	Mud Creek	8.5 m	1984	84.5
063-00063-0	4.5 Mi SW Of Lovejoy	Flint River	60.9 m	1980	85.1
063-5017-0	1.5 Mi E Of Lovejoy	Shoal Creek	35.9 m	1983	72.7
063-0001-0	In Lovejoy	Central Of Ga Railroad	47.8 m	1976	99.5
063-0065-0	2 Mi W Of Lovejoy	Hurricane Creek	17.9 m	1974	72.4
063-5037-0	NW Forest Park E Of I-285	Sullivan Creek	18.5 m	1992	84.9
063-5038-0	NW Forest Park E Of	Flint River	41.1 m	1991	88.4

Bridge ID	Location	Feature Intersection	Length	Year Built	GDOT Suffic. Rating
	I-285				
06-0071-0	1 M W Of Forest Park	Flint River	48.7 m	1984	95.8
063-5036-0	NW Forest Park E Of I-285	Sullivan Creek	15.2 m	1989	83.8
063-5043-0	0.75 Mi N Of SR 3	I-75 & M9101 Fr	118.2 m	1996	76.7
063-5041-0	In Morrow	Jesters Creek	7 m	1996	80.7
063-0075-0	1 Mi W Of Morrow	Jesters Creek Trib	11.2 m	1997	66.6
063-5040-0	In Morrow	Jesters Creek Trib	12.4 m	1965	79.5
063-0076-0	2 Mi SE Of Riverdale	Flint River	46.3	1955	42.5
063-0002-0	1 Mi N Of Jonesboro	Jesters Creek	31 m	1928	92.5
063-0077-0	0.5 Mi E Of Riverdale	Flint River	39 m	1962	68.6
063-0121-0	0.7 Mi E Of SR 42	Big Cotton Indian Creek	9.1 m	1984	81.4
063-0134-0	In Ellenwood	Norfolk Railroad	53.6 m	1987	78.1
063-0068-0	1 Mi SW Of Riverdale	Camp Creek	6.4 m	1970	91.2
063-0030-0	4.4 Mi E Of Jonesboro	Lake Spivey	16.1 m	1961	76.3
063-0097-0	2.6 Mi E Of Jonesboro	Vaughn Branch	6.4 m	1948	88.3
063-0080-0	2 Mi E Of Jonesboro	Flint River	87.7 m	1987	84.1
063-0079-0	2 Mi W Of Jonesboro	Flint River Trib	6.7 m	1955	89.9
063-0081-0	2 Mi N Of Jonesboro	Jesters Creek	31 m	1964	68.6
063-0083-0	1 Mi E Of Morrow	Panther Creek	6.4 m	1969	88.6
063-0085-0	In Morrow	Jesters Creek	9.7 m	1976	81.5
063-0084-0	0.5 Mi W Of Morrow	Jesters Creek Trib	7.9 m	1972	81.5
063-0086-0	1.6 Mi E Jct SR 42 In Rex	Big Cotton Indian Creek	28.9 m	1932	21.1
063-0087-0	4 Mi E Of Forest Park	Norfolk Railroad	46.3 m	1985	95.8

VEHICULAR LEVEL-OF-SERVICE

The Highway Capacity Manual states that Level-of-Service (LOS) is a measure of operating conditions experienced by motorists. The LOS is an indication of delay and is measured on a grading scale from "A" to "F" – "A" represents the best conditions and "F" represents the worst conditions. LOS A typically occurs on roadways with free-flowing conditions and little delay, while LOS F typically occurs on roadways with high congestion and heavy delay (gridlock). LOS D is generally considered acceptable by most municipalities because the roadway is operating near capacity, yet traffic is still flowing at a reasonable speed. LOS E is typically when a roadway is operating at capacity.

As shown in Figure 31, the majority of roadways included in the 2010 model within Clayton County are operating at an acceptable Level-of-Service (LOS D or better). Portions of I-75, SR 314, SR 85, SR 42/US 23, I-675, and SR 3 are experiencing lower Levels-of-Service.

2030 Future RTP Vehicular Level-of-Service

The 2030 RTP travel demand model includes the population and employment growth associated with the year 2030, as well as all of the transportation improvements included in the current RTP. It is important to consider both the 2010 and 2030 travel demand models in determining transportation needs. The 2010 model provides insight into the current conditions and serves as a base for future comparison. Changes in growth patterns or increases in population or employment in certain areas can result in diminishing Levels-of-Service on certain roadways. On the other hand, improvements to roadways can improve Levels-of-Service. The 2030 RTP model includes both population and employment increases, as well as improvements to both the roadway and transit infrastructure.

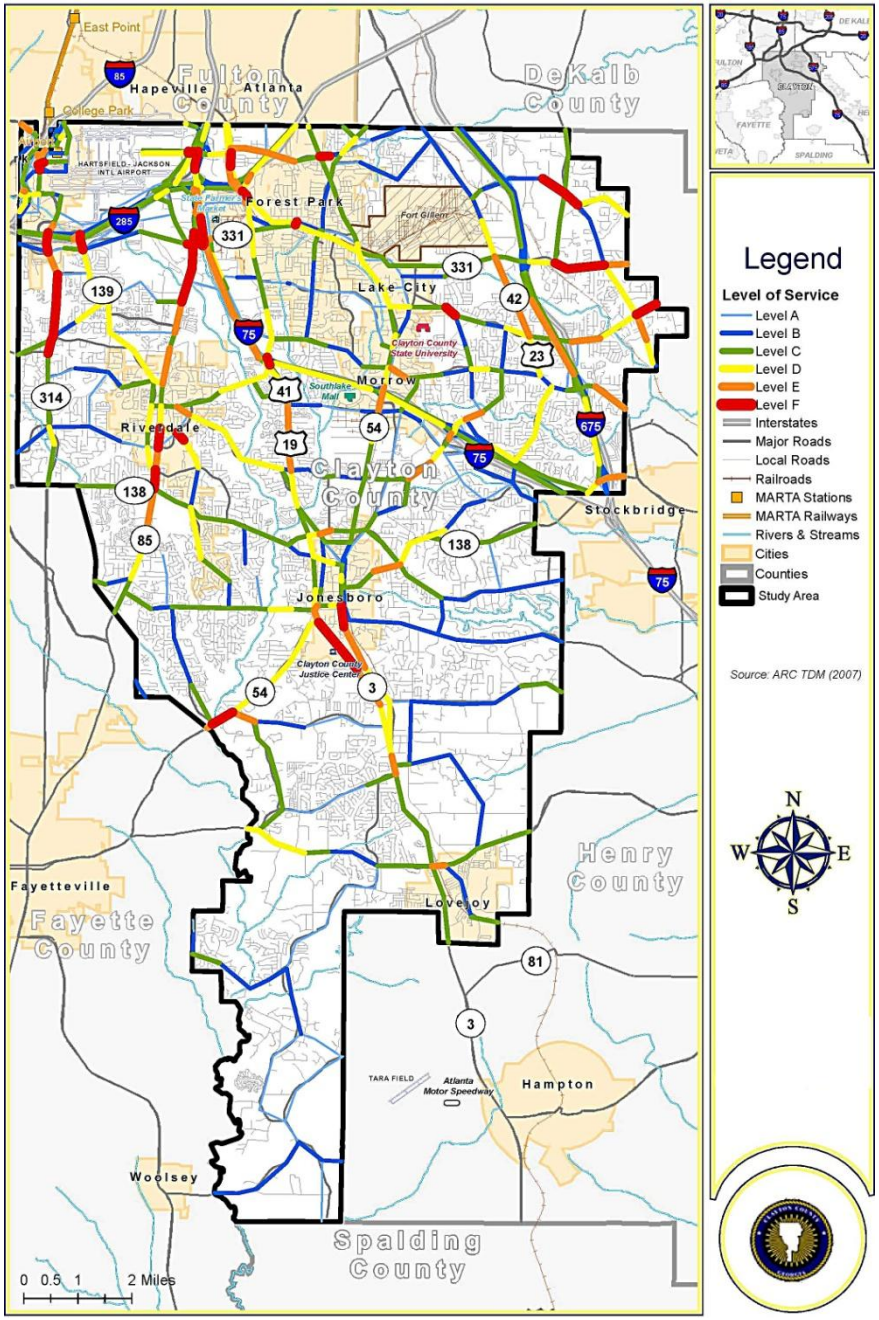

Figure 31 2007 Vehicular Levels of Service

AIR QUALITY CONFORMITY

Pursuant to the Clean Air Act, the Environmental Protection Agency (EPA) established National Ambient Air Quality Standards (NAAQS) for six (6) atmospheric pollutants: carbon monoxide, lead, nitrogen dioxide, particulates, ozone, and sulfur dioxide. The NAAQS are shown in Table 39.

The NAAQS are designed to protect human health and welfare. As a result, applicable transportation projects cannot violate these standards. Of the six (6) pollutants identified in the NAAQS, motor vehicles directly emit all but ozone. Ozone is a secondary pollutant formed by the reaction of hydrocarbons and oxides of nitrogen in the presence of strong sunlight. Thus, ozone levels are reduced by minimizing emissions (from automobiles) of those precursor pollutants.

Currently, the Atlanta region is not in attainment for two (2) of the pollutants identified in the NAAQS: the 8-hour ozone standard and the annual PM2.5 standard, each established in 1997. The Atlanta metropolitan area has a moderate non-attainment level for the 8-hour ozone standard, which is one category more severe than the area's original designation as a marginal level area. The downward classification change was initiated when the Atlanta region was unable to reach attainment by the originally designated year of 2007. The boundaries for the non-attainment areas for ozone and particulate matter are shown in Figure 32.

As potential transportation projects are identified through this study and other related efforts, it is important to consider the effects of air quality on the overall network. This can be done through a variety of forums. Because the region is in non-attainment for 8-hour ozone and PM2.5, a conformity analysis must be initiated for transportation projects of regional significance to be eligible for inclusion in ARC's Transportation Improvement Program (TIP) or the Long Range Transportation Plan (LRTP) and thus eligible for federal financial assistance. These projects must be modeled using the ARC travel demand model and the approved air quality modeling software. Results from this analysis will be compared to air quality pollutant budgets set in the State Implementation Plan (SIP). The net air quality impacts of the combined regional transportation improvements must meet conformity requirements in order for the projects to receive federal approval and be eligible for federal money. Although the airport is a major contributor to air pollutants in the Clayton County area, these effects are not included in the analysis in this report, since the operations of the airport are outside the jurisdictional limitations of Clayton County.

Table 39 National Ambient Air Quality Standards (NAAQS)

	Primary Standards		Secondary Standards	
Pollutant	**Level**	**Averaging Time**	**Level**	**Averaging Time**
Carbon Monoxide	9 ppm (10 mg/m^3)	8-hour	None	
	35 ppm (40 mg/m^3)	1-hour	None	
Lead	1.5 µg/m^3	Quarterly Average	Same as Primary	
Nitrogen Dioxide	0.053 ppm (100 µg/m^3)	Annual (Arithmetic Mean)	Same as Primary	
Particulate Matter (PM_{10})	150 µg/m^3	24-hour	Same as Primary	

	Primary Standards		Secondary Standards	
Particulate Matter ($PM_{2.5}$)	15.0 µg/m^3	Annual (Arithmetic Mean)	Same as Primary	
	35 µg/m^3	24-hour	Same as Primary	
Ozone	0.075 ppm (2008 std)	8-hour	Same as Primary	
	0.08 ppm (1997 std)	8-hour	Same as Primary	
	0.12 ppm	1-hour (Applies only in limited areas)	Same as Primary	
Sulfur Dioxide	0.03 ppm	Annual (Arithmetic Mean)	0.5 ppm (1300 µg/m^3)	3-hour
	0.14 ppm	24-hour		

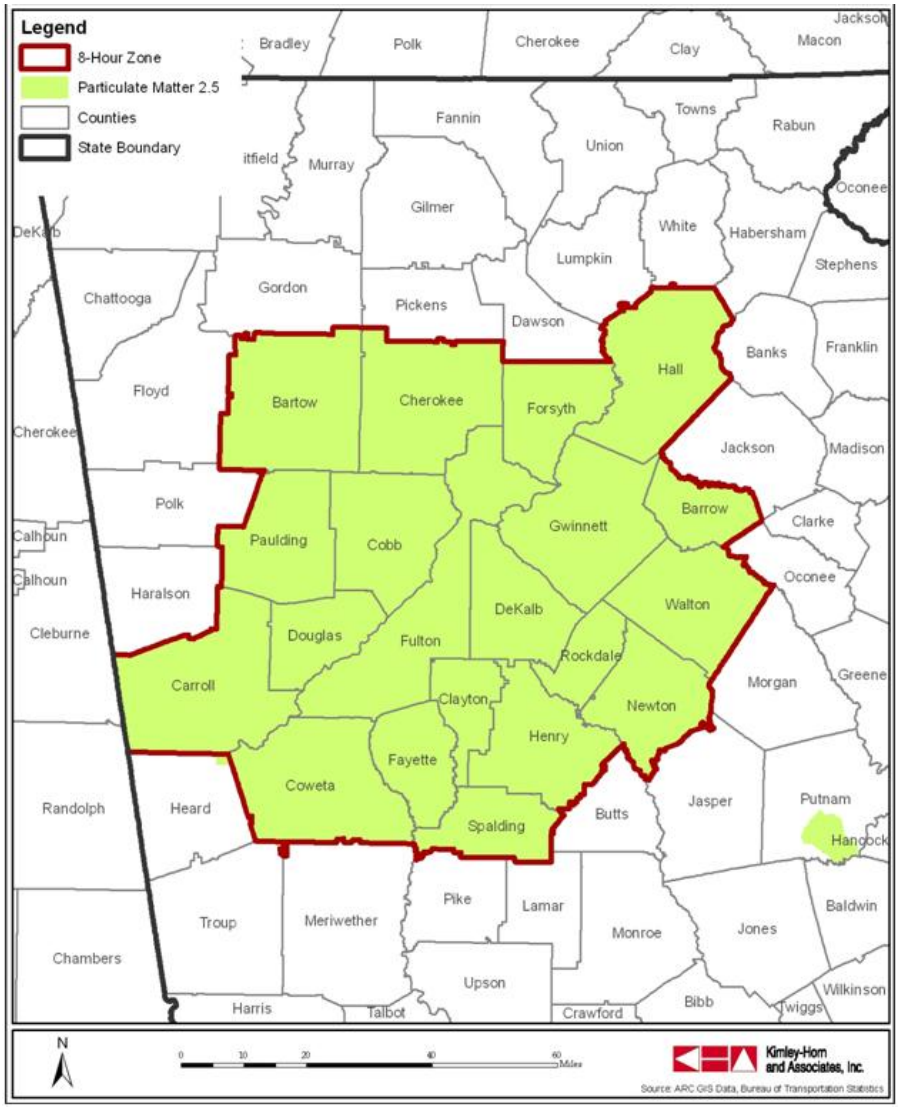

Figure 32 ARC Non-Attainment Areas (UPDATE)

Sidewalks

Pedestrian facilities are limited throughout Clayton County. In areas were sidewalks are present, most are discontinuous, which the longest stretch being no longer than 5 miles. There are signs that pedestrian activity is heavily present in some areas where there is worn grass and dirt along the corridors.

According to the most current Clayton County Transportation Plan, completed in 2007, the areas throughout the County that have the most contiguous sidewalk segments on both sides of the roadway are:

- Bethsaida Road/Lamar Hutcheson Parkway from Church Street to Valley Hill Road
- Downtown Jonesboro (Main Street from North Avenue to South Avenue, South McDonough Street/Lake Jodeco Road from SR 138 to Mercer Drive, Church Street, Smith Street)
- Forest Parkway between Old Dixie Highway and Jonesboro Road
- SR 138 Spur west from Norfolk Southern Railroad to Tara Road
- SR 138 Spur east from Norfolk Southern Railroad to Stockbridge Road
- SR 85 in northern Riverdale from King Road/Camp Street to Roberts Drive
- Jonesboro Road from Ruskin Road to Hood Avenue (Fort Gilliam)
- Jonesboro Road from Forest Parkway to North Lake Drive
- Lovejoy Road between Panhandle Road and US 19/41
- Mount Zion Road (Southlake Mall area) between Tara Boulevard-US 19/41 and Jonesboro Road)
- Roy Huie Road between SR 85 and Upper Riverdale Road

Figure 33 displays the extents of the pedestrian network within Clayton County.

Bicycle Trails

There is an extreme lack of bicycle lanes and trails throughout Clayton County, which limits transportation options for the County's citizens and visitors. There are a total of 5 bicycle pathways throughout Clayton County. The pathways are listed below and illustrated in Figure 34.

- Little White House Route
- Transit Oriented Connector
- Phoenix Trail
- Central Route
- Riverdale Road Path

College Park is in the process of creating an on-street network of bicycle and multi-use trails between Southside Hartsfield and destinations in Fulton County, which include Old National Highway, Downtown College Park and the Georgia International Convention Center (GICC) complex. The City completed the first phase of the Phoenix Trail, connecting the GICC to Clayton County via Lesley Drive, West Point Avenue, Best Road, Sullivan Road, Massachusetts Boulevard, the Riverdale Road Path, and West Fayetteville Road to Phoenix Boulevard.

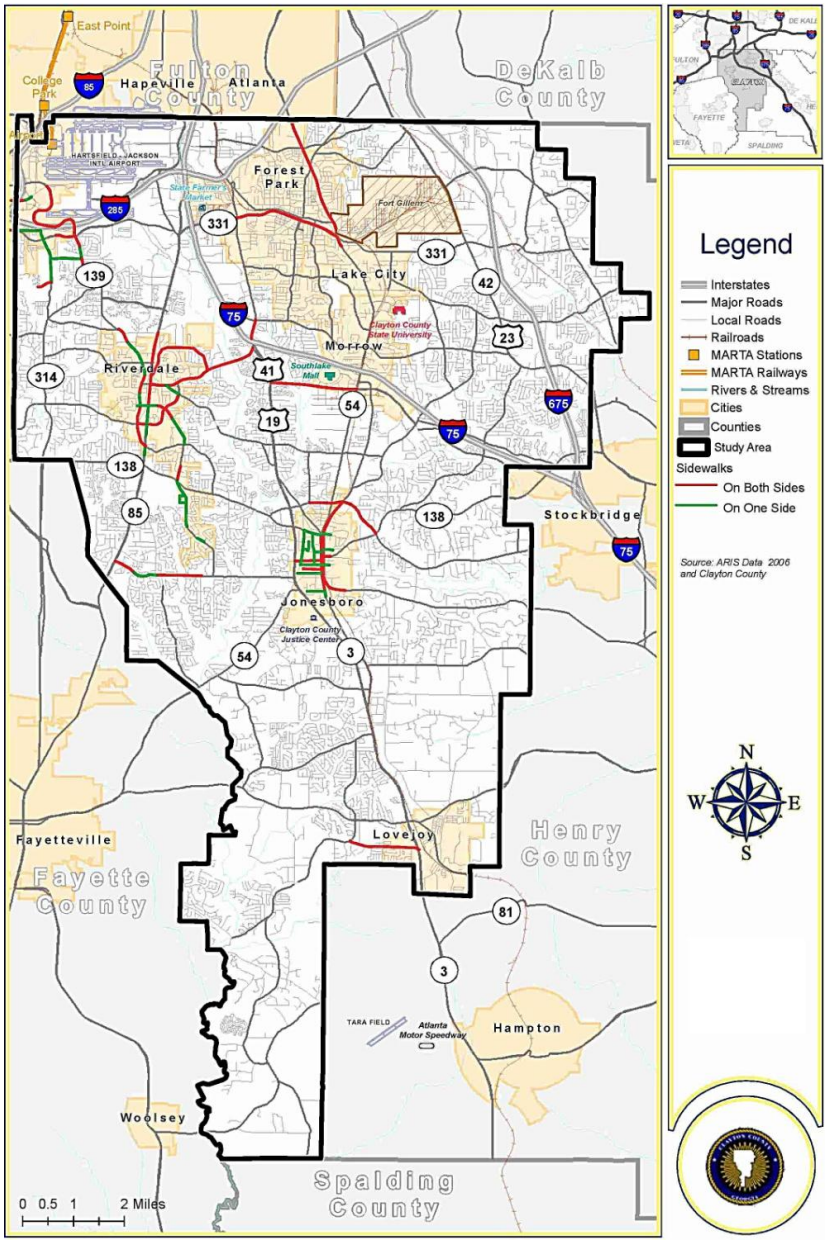

Figure 33 Sidewalk Conditions

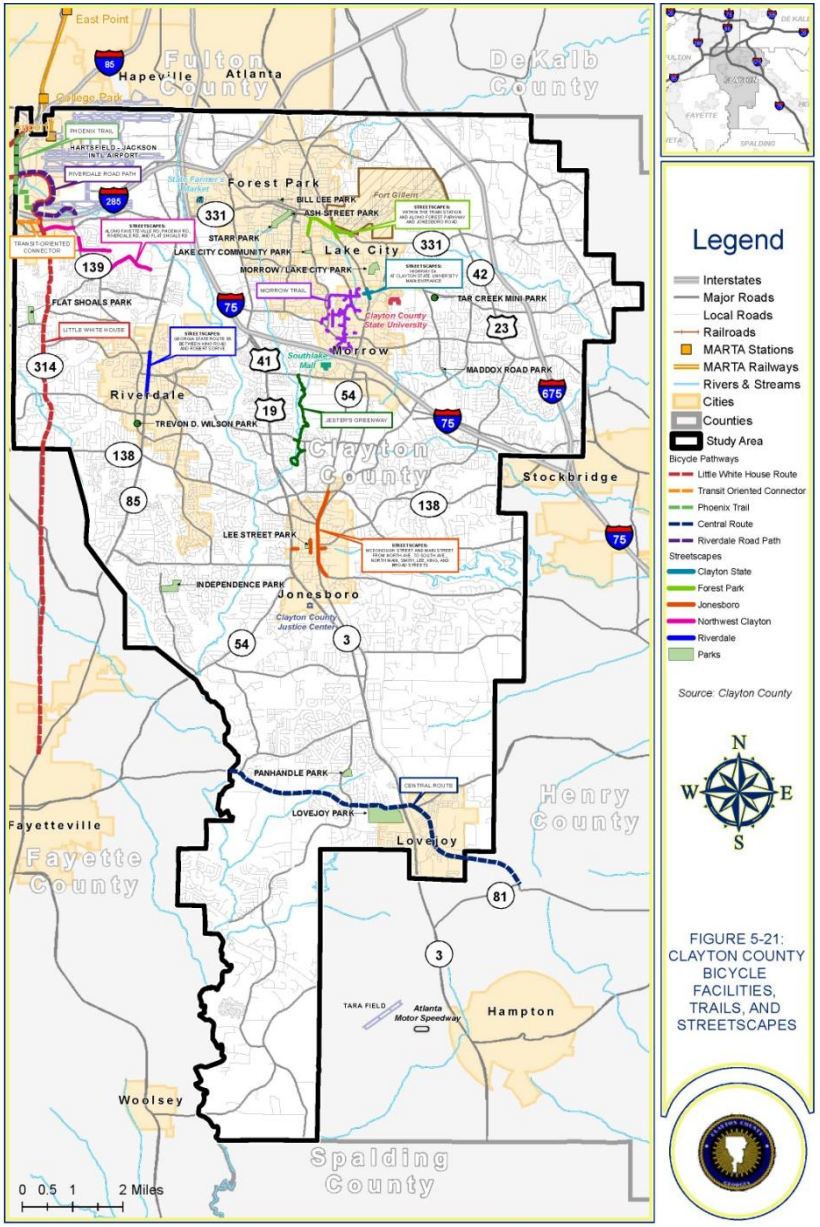

FIGURE 5-21: CLAYTON COUNTY BICYCLE FACILITIES, TRAILS, AND STREETSCAPES

Figure 34 Bicycle Pathways and Streetscapes

Transit

Clayton County Transit service (C-TRAN) was discontinued in early 2010 due to inadequate funding. However, Georgia Regional Transit Authority (GRTA) Xpress bus routes travel through Clayton County. GRTA Park-N-Ride facilities are located at Riverdale, Jonesboro, BrandsMart and connect to Downtown Atlanta and MARTA. While the GRTA Xpress bus transit is available to Clayton County residents, the operating times are limiting. Service is offered in the morning beginning at 5:30am and runs through 10:05am at the latest, depending on the route and in the afternoon with service beginning between 1:00pm and 4:00pm (depending on the route) and ending between 7:00pm and 8:00pm.

GRTA service routes are shown in Figure 35.

Metropolitan Atlanta Regional Transit Authority (MARTA) Expansion

In July 2014, the Clayton County Board of Commissioners voted to put a proposed 1 percent transit tax on the November 2014 ballot for County residents to decide if they are willing to contribute to the funding necessary to expand MARTA rail and bus service into Clayton County.

MARTA expansion will provide for enhanced transportation options that the County has access to, as well as enhanced economic development opportunities and access to jobs.

Maps of the proposed Clayton County MARTA rail and bus expansion can be found in Figure 36 and Figure 37.

Figure 35 Xpress GA Transit Routes

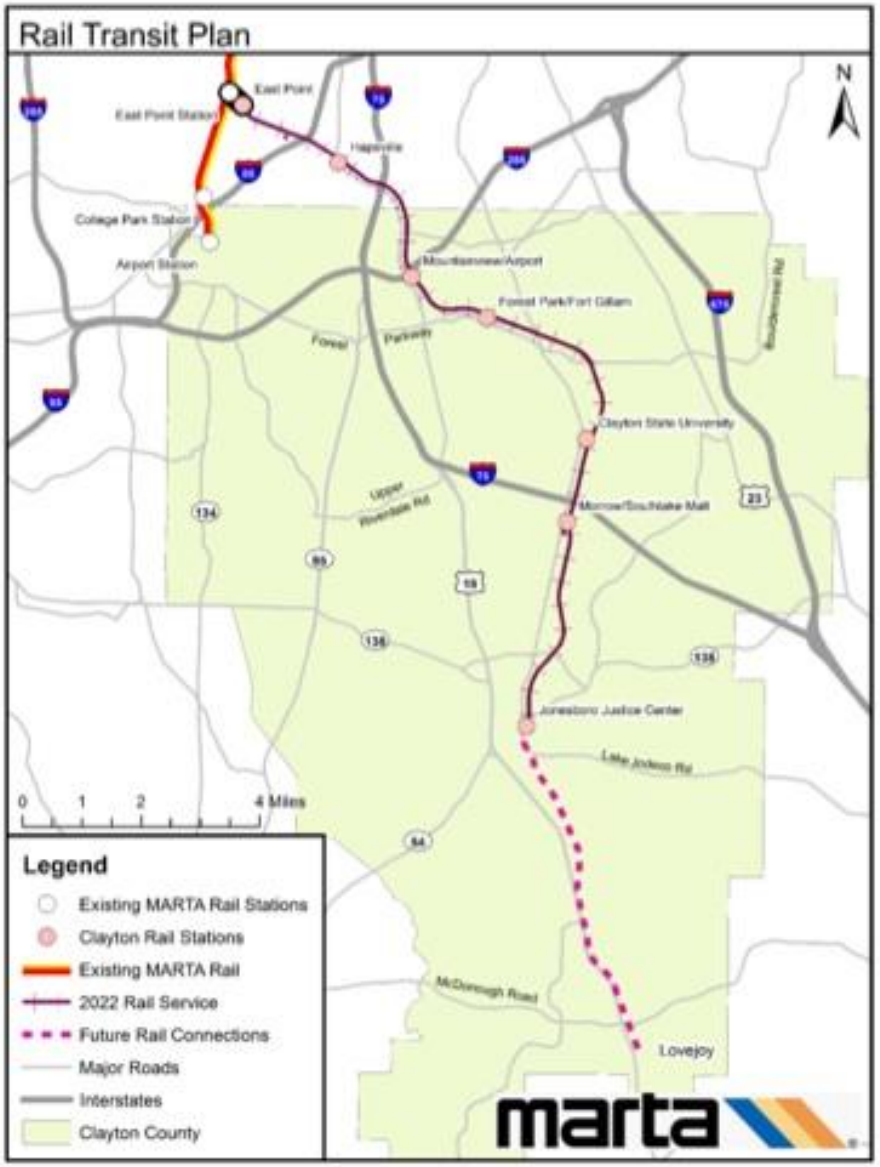

Figure 36 Proposed Clayton County MARTA Rail expansion

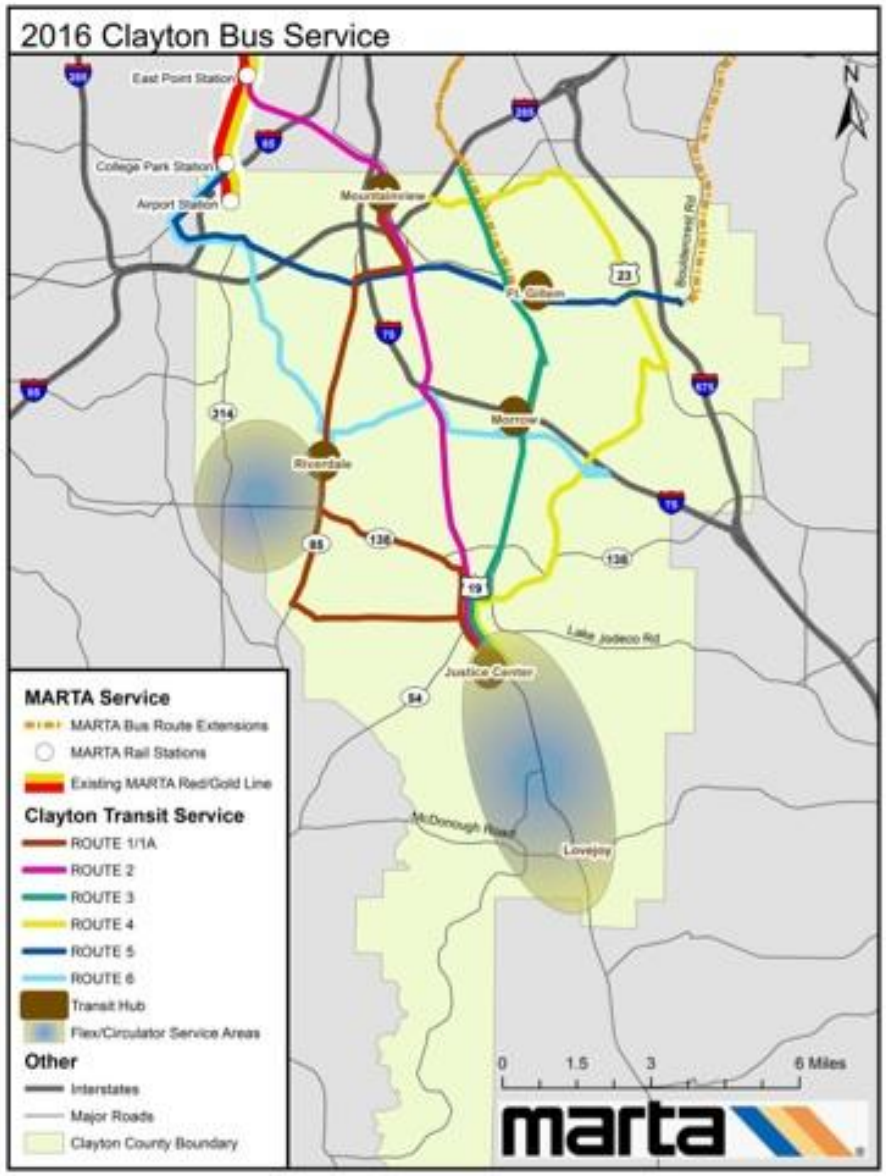

Figure 37 Proposed Clayton County MARTA Bus Service for 2016

Overview

Clayton County benefits from a high concentration of freight infrastructure located within the County limits. Two major interstates, I-75 and I-675 serve as the primary routes for freight movement, providing links to Savannah, Georgia and other Atlantic and Gulf seaports.

Freight Routes

The following truck routes are designated in ARC's Atlanta Regional Strategic Truck Route Master Plan as being significant regional truck corridors:

- I-85
- I-285
- I-75
- I-675
- SR 85
- Tara Boulevard/US19-41/SR 3
- SR 331/ Forest Parkway

Railroads

Three major rail lines serve Clayton County, operated by CSX Transportation Norfolk Southern Corporation. CSX operated a major north-south line that runs parallel to US 29 and is located in the northwestern corner of the County. Norfolk Southern operates the other two main lines and the majority of the spur and industrial lines throughout the County.

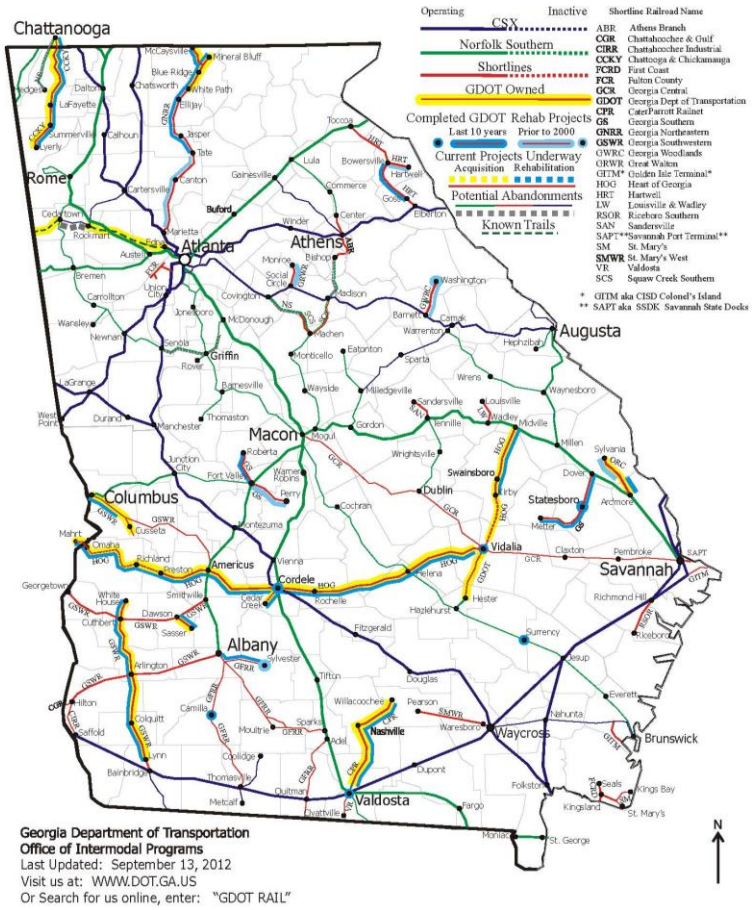

Figure 38 Georgia Railroad System

Air Transportation

The transportation network in Clayton County is directly impacted by the proximity to the Hartsfield-Jackson Atlanta International Airport which is operated by the City of Atlanta. Many airport roadways are located in the Clayton County, yet are overseen by Airport management. Primarily, vehicular access to and from the

Airport involves direct access from the interstates. Some airport traffic does use Clayton County roadways. The following are Airport projects that have been recently completed or are still in development that could potentially influence travel patterns in Clayton County:

Fifth Runway

This new runway facility has averaged more than 100,000 landings and take-offs per year since its opening in May 2006. This additional flight capacity translates into more trips generated to and from the Airport, which could potentially impact roadway volumes in Clayton County.

Maynard H. Jackson Jr. International Terminal

The new Maynard H. Jackson Jr. International Terminal opened in 2013. This facility provides a dedicated terminal between the fourth and fifth runways specifically for international travelers. Features of this new facility include:

- 1.2 million square-foot terminal and concourse complex
- 12 wide-body capable international gates, convertible to 16 narrow-body capable gates
- 1,100 short-term parking spaces in close proximity to the terminal

New facility will ease load on existing domestic gates by providing gate capacity during international non-peak times

Major growth in vehicular volumes on Clayton County roadways is anticipated as a result of this project because access to this new facility will be primarily from I-75 on the east side of the airport via Aviation Boulevard.

Parking

There are currently no public parking facilities within unincorporated Clayton County. Parking for individual businesses and commercial shopping centers appear to be sufficient for the demand. According to the Clayton County 2005-2015 Comprehensive plan, parking requirements in commercial districts are considerably more than necessary according to the zoning ordinance.

TRANSPORTATION AND LAND USE

Issues Specific to Transportation and Land Use

The 2008 Clayton County CTP identified specific issues related to the correlation between transportation and land use within Clayton County. These issues included the following:

Hartsfield-Jackson Atlanta International Airport

Clayton County's development decisions have been influenced by the continued expansion of the airport. The expansion has resulted in converting residential property to commercial, office and industrial uses in the areas surrounding the airport. This conversion of land use is also a result of the airport noise.

Low Density Development

Within Clayton County low-density single family subdivisions have frequently been developed in areas of the County distant from employment centers, shopping, and other destination, thus creating an automobile dependency for the residents of these subdivisions. This development pattern has creates a decrease in economic feasibility for alternative transportation options. The low-density

development has consequently led to an increase in roadway congestion during peak travel hours.

Development Pressures

Within northeast Clayton County, the industrial and low-density residential areas are receiving attention and pressure to promote higher density residential. If fulfilled, higher density residential automobile traffic mixed with industrial freight traffic could create an increase in roadway congestion.

Lack of Open Space

Only five percent of the total land area in categorized as parks, recreation, and conservation within Clayton County. This is an area of concern because as development continues throughout the County open space is not being reserved for recreational uses.

Existing Land Use and Transportation Studies

Livable Centers Initiative (LCI) Program

The ARC created the LCI program to aid local jurisdictions in planning and implementing capital improvements that would link transportation improvements with land use policies to create sustainable, livable communities. This program supports and funds studies of town centers, activity centers, and corridors to make them healthier places to live and work. The LCI program encourages the thoughtful integration of homes, stores, offices, streetscapes, pedestrians, transit, bicycles, and cars.

Clayton County LCIs

There are five LCI grants in Clayton, almost all fall within a City. There is the Forest Park LCI, the Morrow/Clayton State LCI, the Riverdale LCI, and the Jonesboro LCI. The only LCI not in a City is the Northwest Clayton LCI near the airport. That area is also home to a TAD and to one of the County's overlays, the Cherry Hills Overlay. Each of these areas has gained attention from the Atlanta Regional Commission (ARC) and was awarded a grant to foster a closer connection between land use and transportation. There are possibilities for additional funding in these areas if the LCI plans are followed and executed.

Northwest Clayton LCI (2004)

The intent of this study was to encourage the development of a mixed-use multi-modal center and also to address changes in Northwest Clayton brought on largely by the construction of the fifth runway at the Hartsfield-Jackson Atlanta International Airport. Transportation projects that were recommended as part of this plan include:

- Sidewalks/Streetscapes along Riverdale Road. Phoenix Boulevard and Flat Shoals Road
- I-285 Interchange in Cherry Hills
- Pleasant Hill Road to West Fayetteville Road Extension
- An off-road greenway trail system that connected to a County Recreation Center in the NW Clayton LCI area

Programmed Improvements

Table 40 displays projects that are currently listed in the state's Transportation Improvement Plan (TIP) and are within Clayton County:

Table 40 Georgia Transportation Improvement Plan: Projects in Clayton County

Name	ARC Project Number	GDOT Project Number	Description	Service Type	Cmpltn. Date	Corridor Length	Total Funding Commitment	Funding Source
Xpress Bus Operating Facility	AR-623	9307		Transit / Facilities Capital	2014-2017	N/A	$26,117,905	GRTA
Sr 85 Widening	CL-015	721290-	From Sr 279(Old National Highway) In Fayette County To Roberts Drive					
In City Of Riverdale	Roadway / General Purpose Capacity	2014-2017	4.1 Miles	$23,501,262	GDOT			
Battle Creek Road Widening	CL-017	751775-	From Valley Hill Road To Southlake Parkway	Roadway / General Purpose Capacity	2014-2017	2.0 miles	$17,182,000	Clayton County
Mount Zion Boulevard Widening	CL-019	751770-	From Southlake Parkway To Lake Harbin Road	Roadway / General Purpose Capacity	2014-2017	3.9 miles	$27,002,502	Clayton County
Mount Zion Road Widening	CL-063	N/A	From Richardson Parkway To Sr 138	Roadway / General Purpose Capacity	2014-2017	2.1 miles	$9,100,000	Clayton County
Flint River Road Operations And Safety Improvements	CL-020A	751810-	From Glenwoods Drive To Kendrick Road	Roadway / Operations & Safety	2014-2017	1.1 miles	$8,705,457	GRTA
Us 23 Widening	CL-064	322050-	From Sr 138 (North					

			Henry Boulevard / Stockbridge Road) To I-675 In					
Clayton County	Roadway / General Purpose Capacity	2014-2017	2.3 Miles	$28,330,544	GDOT			
Anvil Block Road Widening	CL-230A	771210-	From Grant Road To Bouldercrest Road	Roadway / General Purpose Capacity	2014	0.6 miles	$4,727,424	GRTA
Anvil Block Road Operations And Safety Improvements	CL-230B	4638	From Bouldercrest Road To Allen Drive	FROM BOULDERCREST ROAD TO ALLEN DRIVE	2014	1.3 miles	$8,074,551	GRTA
Godby Road Widening	CL-238	6860	From Southampton Road To Sr 314 (West Fayetteville Road)	Roadway / General Purpose Capacity	2014-2017	0.6 miles	$10,662,589	Clayton County
Valley Hill Road Widening	CL-243	N/A	From Upper Riverdale Road To Battle Creek Road	Roadway / General Purpose Capacity	2014-2017	2.3 miles	$18,930,800	Clayton County
C.W. Grant Parkway Grade Separation	CL-260	181	At Norfolk Southern Rail Line - Includes Realignment Of Conley Road					
And Us 19/41 In Vicinity	Roadway / Interchange Capacity	2014-2017	1.1 Miles	$53,583,208	GDOT			

Clayton County is served by several highways and freight railroads, and also contains part of Hartsfield-Jackson Atlanta International Airport. Clayton County is well-positioned geographically to be incorporated into the future growth of the Metro Atlanta Region.

Transportation and connectivity are crucial to ensure quality development within the County. The proposed MARTA rail and bus extension, shown in Figure 8, is a vital component of future transportation improvements. Local connectivity, including alternate modes of transportation, is another aspect that needs to be addressed. The provision and maintenance of sidewalks, bike paths and multi-use trails will allow for better connectivity between and within neighborhoods and add to the quality of life of communities in the County. Additionally, encouraging transit-oriented development around new rail lines will further help achieve the goals of creating "live, work, play" communities that will increase property values and make the County more attractive to businesses.

APPENDIX

DEMOGRAPHICS

INTRODUCTION

Population and demographic data provide important information about the residents of Clayton County, which will be utilized in order to anticipate future needs. For example, through examining trends and projections in population through the years, the County can begin to determine how much water and sewer capacity may be needed to meet demands of future residents, what additions to the transportation network will be required to transport future residents, and the amount of police and fire personnel that may be necessary to provide adequate coverage throughout the County.

Understanding the composition of current and future residents is also critical in preparing to meet the needs of the residents of tomorrow. For instance, if the population is expected to include a large proportion of young families, this may necessitate a need for additional educational opportunities and recreational programs. Likewise, if seniors are expected to comprise a significant portion of the population, appropriate policies should be established to provide adequate housing, services, and access to healthcare to serve that segment of the population. Furthermore, indicators such as educational attainment provide insight into the types of jobs that will be needed in order to offer ample employment opportunities for all of the County's residents.

CURRENT AND PROJECTED POPULATION

As indicated in Table 41, Clayton County experienced population growth between 1990 and 2000; however, the rate of population growth in the County since 2000 has been at a modest rate relative to the rate of population growth for the Atlanta Metropolitan Statistical Area (MSA). Between 1990 and 2000 the community experienced a significant increase in population of nearly 30%. Since the 2000 Census, the community population has seen a steady increase of 9.7%. Overall, the community has seen an increase of 42.5% since the 1990 Census.

Table 42 shows that the average annual population change for both Clayton County and the Atlanta region from 2010-2012 has seen a significant decrease as compared to 1990-2010. The slowdown in the population growth rate within Clayton County and the surrounding Atlanta metro area can be attributed to the Atlanta area being less competitive with other similar metropolitan areas, such as Austin, TX, Raleigh, NC, and Charlotte, NC.

Table 41 Population Change 1990-2011, Source: US Census Bureau

Jurisdiction	1990	2000	% Change 90-00	2010	% Change 00-10	% Change 90-10	2011 (est.)
United States	248,032,624	281,421,920	13.5%	308,745,538	9.7%	24.5%	311,591,917
Georgia	6,478,216	8,186,453	26.4%	9,687,653	18.3%	49.5%	9,815,210
Atlanta MSA	2,959,950	4,112,198	38.9%	5,268,860	28.1%	78.0%	5,359,205
Clayton County	182,055	236,517	29.9%	259,424	9.7%	42.5%	261,532

Table 42 Population Change 2010-2012, Source: Atlanta Regional Commission

Area	2010	2012	Average Annual Change 2010-2012	Average Annual Change 1990-2010	% Change in Average Annual
Atlanta Region	4,107,750	4,179,500	35,875	77,498	(53.7%)
Clayton County	259,424	262,300	1,438	3,766	(61.8%)

Understanding historical population trends and anticipating future population growth are key to identifying future needs for additional housing, jobs, services, transportation infrastructure, schools, and other community facilities and services. Population projections can be made by utilizing statistical methods, which are based upon assumptions about the future, to predict numeric change in the population. These methods are helpful in painting a picture of what the population of a community may look like in the future; however, it is important to be mindful that these population projections are estimates, and that these projections shift over time as a result of any number of factors, which may include changes in local policy, development patterns, and market forces, among others.

Given the opportunities for development and redevelopment within Clayton County, it is anticipated that the County will see an increase in its population as the efforts for development and redevelopment continue.

As shown in Table 43, the population of Clayton County is expected to increase by a modest 24.1% over the next 30 years. This would add an additional 62,407 residents to the County. Neighboring Counties are expected to continue to see even greater increases in population during the same time period, with Henry County projected to grow by over 112%.

Table 43 Projected Population Growth 2010-2040, Source: Atlanta Regional Commission 2040 Population Forecast

	2010	2016	2020	2025	2030	2040	Total Change 10-40	% Change 10-40
Clayton County	259,424	295,547	302,675	307,931	312,994	321,831	62,407	24.1%
DeKalb County	691,893	806,567	832,422	856,511	880,070	930,718	238,825	34.5%
Fayette County	106,657	120,420	130,573	140,851	149,968	168,482	61,825	58.0%
Fulton County	920,581	1,103,781	1,148,576	1,198,143	1,244,333	1,338,891	418,310	45.4%
Henry County	203,922	245,053	282,062	320,968	358,338	432,647	228,725	112.2%

FUNCTIONAL POPULATION

Functional population, or daytime population, is a quantitative measure of the number of people who are within the County during working hours on a typical day. This measure is calculated by subtracting the number of out-commuters, or residents who work outside of the County, from the total resident population, and then adding the total number of employees working in the County. The following formula can be used to calculate functional population:

Functional Population = Residents – Out-Commuters + Local Employment

Functional population is an indicator of the jobs-housing balance of the community. In communities that are home to large employment centers, schools, tourist attractions, transportation hubs, or other facilities that are primarily active during the daytime hours, the daytime population of the community may actually be higher than the resident population. Clayton County, home to major employment centers such as Hartsfield-Jackson Atlanta International Airport and its related uses and Clayton State University, among others, is an example of a community with a larger functional or daytime, population than resident population. As reflected in Table 44, the functional population of Clayton County is 13.4% higher than its resident population.

Table 44 2010 Functional Population, Clayton County, Source: US Census Bureau, 2010 American Community Survey

Functional Population	Residents	Out-Commuters	Local Employment
294,278	259,424	(64,201)	99,055

RACE AND ETHNICITY

As indicated in Table 45, Clayton County has experienced population growth between 1990 and 2010, with changing demographics. Through the years, Clayton County has seen a steady decrease in the percentage of white residents, while the percentage of black or African-American residents has increased significantly between 1990 and 2010. In 2010, African-Americans made up approximately 66.1% of the population of 259,424. The Hispanic population saw significant increase from 1990 to 2010, from 2.1% of the population to 13.7%. Individuals identifying themselves as 'other race' have experienced significant increases since 1990, growing from 0.8% of the population to 7.1%.

Table 45 Racial and Ethnic Composition 1990-2010, Clayton County, Source: US Census Bureau

Category	1990	%	2000	%	2010	%
White Alone	131,726	72.4%	89,741	37.9%	48,960	18.9%
Black or African-American Alone	43,403	23.8%	121,927	51.6%	171,480	66.1%
American Indian Alone	456	0.3%	751	0.3%	965	0.4%
Asian or Pacific Islander Alone	5,046	2.8%	10,784	4.6%	13,076	5.0%
Other Race	1,418	0.8%	8,392	3.6%	18,376	7.1%
Total	182,055	100%	236,517	100%	259,424	100%
Persons of Hispanic Origin	3,747	2.1%	17,728	7.5%	35,447	13.7%

The Georgia Department of Community Affairs has provided most recent estimates on the 2013 Clayton County population by race. As shown in Figure 39, DCA estimates that the black or African-American 2013 population has experienced a very small decrease representing 64.3% of the County's population and the white population has grown slightly to 19.5% of the population.

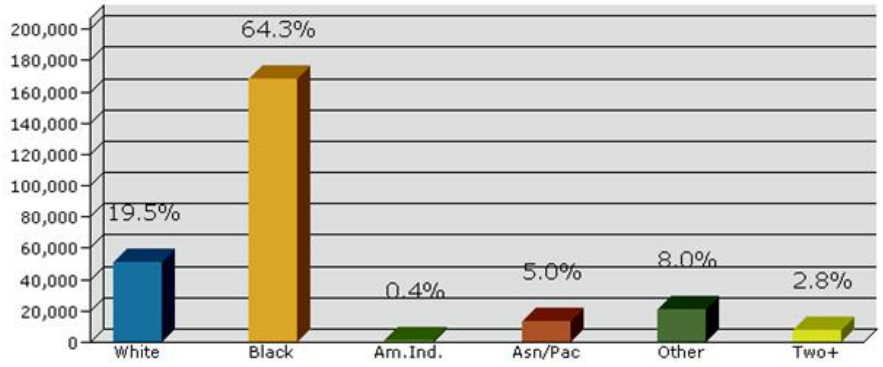

Figure 39 2013 Clayton County Population by Race. Source: Georgia DCA

AGE DISTRIBUTION

Age distribution is an important indicator of whether a community is generally older or younger. This is a key predictor of future school enrollment, future needs for community services, as well as an indicator of the size of the workforce in coming years. Historically, Clayton County has been home to a large population of individuals in the family forming age group, between ages 25 and 44. As indicated in Figure 77, this age group accounted for 37.1% of the population in 1990. During the 2000 and 2010 census counts this age group fell slightly to 35.3% and 30.8%, respectively. This may be attributed to Clayton County's close proximity to the City of Atlanta, as well as the service employment jobs associated with the airport industry. Given the age distribution within the County, additional community facilities in the form of schools, recreation facilities, and health care facilities may be necessary to meet the needs of the population.

Since 1990, the age group experiencing the most significant change is the 45-64cohort, which has increased from 17.2% of the population in 1990 to 23.0% in 2010. In light of this shift, the County should explore opportunities to provide housing, amenities, and services that would encourage these residents to continue to make Clayton County their home as they become empty-nesters and plan for retirement.

Table 46 Historic Population by Age, Clayton County, Source: US Census Bureau

Age Group	1990	%	2000	%	2010	%
0-4	15,420	8.5	19,726	8.3	21,939	8.5
5-9	14,128	7.8	20,798	8.8	20,779	8.0
10-14	13,290	7.3	19,598	8.3	20,026	7.7
15-19	13,909	7.6	17,446	7.4	20,233	7.8
20-24	15,748	8.7	17,834	7.5	19,769	7.6
25-34	37,394	20.5	43,611	18.4	39,896	15.4
35-44	30,221	16.6	40,010	16.9	39,909	15.4
45-54	19,243	10.6	28,355	12.0	35,713	13.8
55-64	12,017	6.6	15,216	6.4	23,924	9.2
65-74	6,937	3.8	8,558	3.6	10,876	4.2
75-84	2,950	1.6	4,260	1.8	4,921	1.9
85+	783	0.4	1,105	0.5	1,439	0.6
Total	182,055	100%	236,517	100%	259,424	100%

The Georgia Department of Community Affairs is projecting increases to the 25-34 age group, as well as the continued growth in the 55+ age group (see Figure 40).

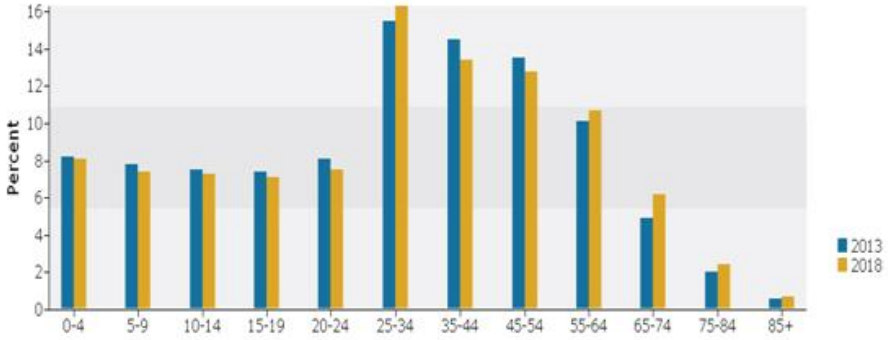

Figure 40 2013-2018 Clayton County Population by Age. Source: Georgia DCA

HOUSEHOLDS

The total resident population of Clayton County includes the household population, which resides in housing units known as households, as well as the "group quarters" population, which resides in facilities such as nursing homes, college dormitories, military barracks, and correctional facilities. Clayton County has a very small group quarters population, accounting for 1.6 percent of the total population, as indicated in Table 47. This is a slight increase from 2000.

In 2010, the US Census Bureau reported that there were a total 90,633 households in Clayton County. As illustrated in Table 48, the County experienced a significant increase in the number of households between 1990 and 2000, with an increase in the next decade that corresponds with the overall population increase of the County. During the twenty year span of time between 1990 and 2010, the average household size remained steady, averaging around 2.80 people. The Atlanta Regional Commission forecasts an increase in households to 117,501 in 2040, which represents a 30% increase over the next 30 years.

Table 47 Household and Group Quarters 2000-2010, Source: US Census Bureau

Household & Group Quarters Population	2000	%	2010	%
Household Population	233,259	98.6%	255,387	98.4%
Group Quarters Population	3,258	1.4%	4,037	1.6%
Total Population	236,517	100%	259,424	100%

Table 48 Households and Average Household Size, Clayton County, Source: US Census Bureau, Atlanta Regional Commission 2040 Forecasts

	1990	2000	2010	2016	2020	2025	2030	2040
Households	65,523	82,243	90,633	103,371	106,573	109,671	112,192	117,501
Aver. Household Size	2.74	2.84	2.82	2.86	2.84	2.81	2.79	2.74

In 2010, it was estimated that 26.7% of households in Clayton County were two-person households and 25.4% of households were one-person households. This is a shift from 2000, which indicated that two-person households were more dominant, as reflected in Table 49.

Table 49 Household Distribution, Source: US Census Bureau

Household Distribution	2000	%	2010	%
1-Person Household	17,950	21.8%	23,032	25.4%
2-Person Household	23,296	28.3%	24,235	26.7%
3-Person Household	15,967	19.4%	16,344	18.0%
4-Person Household	13,394	16.3%	12,838	14.2%
5-Person Household	6,736	8.2%	7,492	8.3%
6-Person Household	2,801	3.4%	3,649	4.0%
7-Person Household	2,099	2.6%	3,043	3.4%
Total	82,243	100%	90,633	100%

EDUCATIONAL ATTAINMENT

Table 50 illustrates the educational attainment levels of residents in Clayton County. Clayton County is comparable to state rates in many of the attainment levels. In 2010, high school graduates accounted for 31.8% of the County's population, which is slightly above state levels. In addition, residents with some college education represent 32.1% of the Clayton County population, which is a steady increase since 1990. Since 1990, the percentage of Clayton residents completing a post-secondary course of study has rose slightly. 2010 US Census data indicates that 16.7% of Clayton County residents have completed a post-secondary education (bachelor's degree or higher). However, the percentage of Clayton residents with a bachelor's or graduate degree continues to lag behind the state average of 27.3% in 2010.

Table 50 Educational Attainment, Source: US Census Bureau

	1990		2000		2010	
	Clayton	Georgia	Clayton	Georgia	Clayton	Georgia
Persons 25 years and over	110,326	4,023,420	141,554	5,185,965	156,597	6,235,623
Less Than High School	22.8%	29.1%	19.9%	21.4%	19.4%	15.7%
High school graduate (inc. equivalency)	35.8%	29.7%	31.9%	28.7%	31.8%	29.3%
Some college	26.7%	22.0%	31.5%	25.6%	32.1%	27.7%
Bachelor's degree	10.3%	12.9%	12.2%	16.0%	12.0%	17.5%
Graduate or professional degree	4.5%	6.4%	4.5%	8.4%	4.7%	9.8%

INCOME AND POVERTY

Historical trends suggest that the County's median household income will continue to rise despite the negligible increase between 2000 and 2010, as depicted in Table 51. As the economy continues to rebound, the County should expect higher median household incomes in future years. In 1990, median household income in Clayton County was recorded at $33,472, and has steadily increased over the past 20 years. Between 1990 and 2010, median household income in Clayton County increased by approximately 28%, while the State median household income grew by nearly 64%. Clayton County's median household income is approximately 10.5% lower than the median household income for the State of Georgia, which

is a change from 2000 where the County had a slightly higher median household income than the State.

Table 51 Median Household Income Trend 1990-2010, Source: US Census Bureau

Median Household Income	1990	2000	2010	% Change 90-00	% Change 00-10
Clayton County	$33,472	$42,697	$42,975	27.6%	0.7%
Georgia	$29,021	$42,433	$47,469	46.2%	11.9%

Georgia Department of Community Affairs estimates that nearly 60% of the County's 2013 household income is below $49,000 (see Figure 41). A little more than 10% of the County's 2013 household income is above $100,000. Clearly, the County must address education and higher paying jobs in the County.

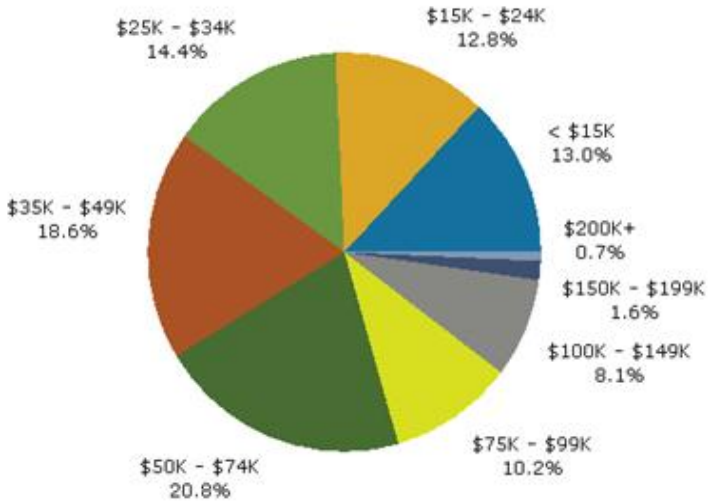

Figure 41 2013 Household Income, Clayton County. Source: Georgia DCA

Poverty status is determined through a comparison of income and family size and the number of children present. According to the annual US Census Bureau Report, "Income, Poverty, and Health Insurance Coverage in the United States: 2010," the national poverty level for a two-parent family of four is $22,113. An American Community Survey Brief (Poverty 2010 and 2011), released in September 2012 indicates that nationwide the poverty rate increased from 15.3% in 2010 to 15.9% in 2011. The poverty rate for the State of Georgia is reported to be 19.1% in 2011, an increase from 17.9% in 2010. The increasing poverty rate can be attributed to the current economic recession, which has resulted in substantial job loss. Due to job loss, many throughout the US and Georgia who were previously working and middle class have now fallen below the poverty line. A number of these residents have been unemployed for a long period of time, further impacting their household financial status.

Overall, 28,018 residents within Clayton County, comprising 10.8% of the County's population, are living below the poverty level, as shown in Table 52. In 2010, residents ranging in age from 18 to 64 accounted for 53.7% of those living below the poverty rate, representing 5.8% of the total population. Nearly 37% of Clayton County residents living in poverty are children below the age of 18, while approximately 9.2% of residents living in poverty are senior citizens age 65 and older. Overall, the poverty rate within Clayton County is 7.1% lower than State and 4.5% lower than national levels. Given the County's relatively low median household income and poverty experienced by some residents within Clayton County, particularly during these challenging economic times, the County should continue its social services programs, as well as its efforts to connect residents in need with the appropriate services.

Table 52 Poverty Status by Age Group 2010, Source: US Census Bureau

	Clayton County	
	Total	%
Total (population with poverty status determined)	259,424	100%
Total persons with incomes in 2010 below poverty level	28,018	10.8%
Under 5 years	2,335	0.9%
5 years	3,343	1.3%
6 to 11 years	519	0.2%
12 to 17 years	4,151	1.6%
18 to 64 years	15,047	5.8%
65 to 74 years	1,557	0.6%
75 years and over	1,038	0.4%

NEXT STEPS

Due to large presence of young adults (age 25-44) the County should focus outreach on non-traditional approaches for citizen engagement. This means that in addition to public meeting and newspaper advertisements, the County should think strategically about how to roll out electronic notifications, social media, or dedicated applications that would allow citizens to interact with the County in a variety of ways. Though this approach targets a younger audience, other members of the population can benefit from an additional forum for interaction as well.

A large number of residents in the County commute to other Counties for their jobs and similarly a large number of Clayton jobs are occupied by people who live outside the County. The County as part of its economic development goals should strive to increase the number of high-quality jobs in the County, especially those that would attract middle class workers, who now depart the County for work.

Overall the educational level of the County is lower than optimal, so the County must focus on education both for the long and the short term. In the short term, the County must support and emphasize technical schooling or vocational high schools both of which emphasize skills relevant to jobs that are in demand as well as those jobs for which demand is expected to increase. Some of the fields expected to grow are health care, transportation, and communication. Note that technical schools are a supplement to growing the existing educational system and not a replacement. High quality education starts at the elementary level and is needed all the way through institutions of higher education.

COMMUNITY FACILITIES & SERVICES

WATER SUPPLY AND TREATMENT

The Clayton County Water Authority (CCWA) was created by an Act of the Georgia General Assembly on March 7, 1955 to provide water and sewer services to residents of Clayton County. Since then, the Authority has grown to provide water, sewer and storm water services to more than a quarter of a million people throughout Clayton County and its seven (7) Cities through approximately 75,000 customer accounts. CCWA is recognized throughout the world for its sustainability practices and has been named one of the 'Top Water Wise Communities' in the U.S.

The Clayton County Water Authority (CCWA) water supply and treatment system works as a "surface water" system, meaning that the water production cycle begins with the collection of rainfall that hits the surface of the basin and drains into one of the utility's five (5) reservoirs. Once the raw water is captured in the Water Authority's reservoir system, it is piped to one of the County's three (3) water production facilities- the J.W. Smith, W.J Hooper, or Terry R Hicks water treatment plants. In addition to this, CCWA also withdraws water from the Flint River, which runs through the heart of the County. In total, the CCWA can produce up to 42 million gallons per day of clean drinking water for the residents and business of Clayton County.

CCWA constantly monitors the water throughout the system for safety and efficiently. Emergency Operating Procedures are updated frequently with scheduled vulnerability assessments. From the Authority's water production facilities, finished drinking water is piped through a distribution system (1,500 miles of water distribution pipes) and into the homes and businesses of Clayton County. An intricate collection of above ground storage tanks provide for more efficient distribution, as well as additional storage for operation flexibility.

In addition, the water production department manages the raw water reservoirs in the County to ensure sufficient quantity and quality of water is available for drinking water production. The Authority owns and operates five (5) raw water reservoirs - the J.W. Smith (240 acres in size and holding approximately 844 million gallons of water when full), Shamrock (78 acres in size and holding 260 million gallons of water when full), Edgar Blalock, Jr. (263 acres in size and holding 889 million gallons of water when full), William J. "Billy" Hooper (143 acres in size and holding approximately 180 million gallons when full), and Shoal Creek (387 acres in size and holding 2.19 billion gallons of water when full).

Figure 42 illustrates the location of water supply and treatment systems in the County.

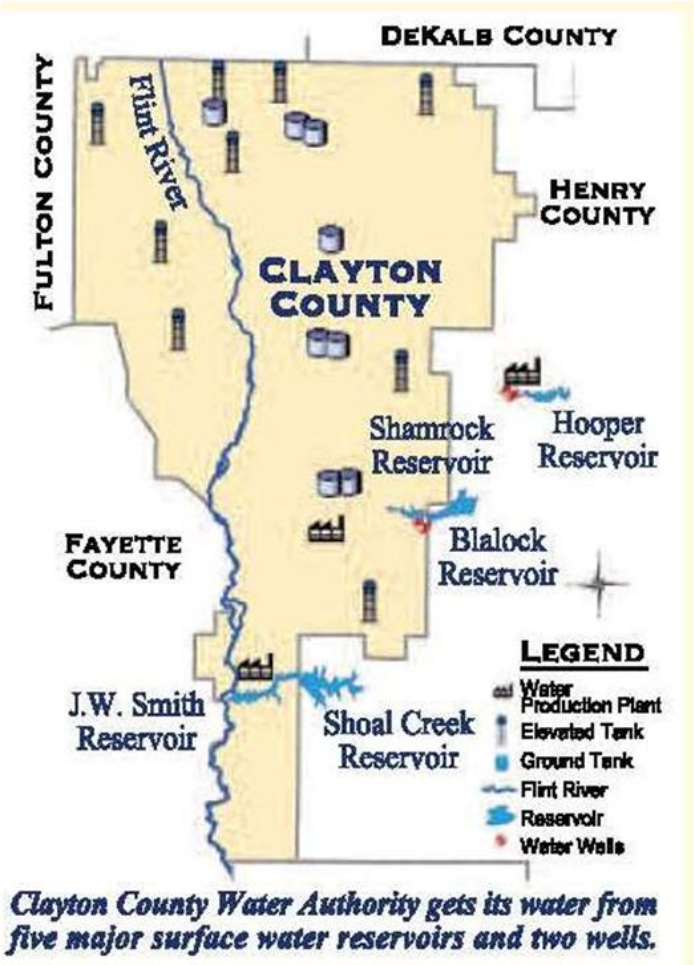

Figure 42 Clayton County Water Supply and Treatment Systems. Source: CCWA

WATER DISTRIBUTION SYSTEM

CCWA's water distribution system delivers safe, clean water to approximately 275,000 customers through roughly 1,446 miles of pipe. All water lines are either installed by CCWA's own work force or under its direct supervision.

The Distribution Section includes:

Installation of large water lines

Installation of large meters

Meter Testing and Backflow Prevention

Leak Detection

Utility Locates

Water Line Repair

Relining of old water lines

Dedicated Valve & Hydrant maintenance

SEWAGE AND WASTEWATER TREATMENT

Clayton County Government, its Cities and the Water Authority worked together to implement a Stormwater Management Program that provides residents and businesses with an improved level of service. The CCWA took full responsibility of all stormwater services on July 1, 2007. Clayton County was one of the first jurisdictions to have a unified utility that includes unincorporated areas and local Cities. The Clayton County Board of Commissioners and the City councils of Forest Park, Jonesboro, Lake City, Lovejoy, Morrow and Riverdale adopted the Clayton County Stormwater Utility Ordinance in 2006, placing the new Countywide utility under the management of the Water Authority.

CCWA wastewater treatment system treats up to 38.4 million gallons of wastewater every day and staff maintains approximately 1,400 miles of sewer conveyance pipes and 500 miles of stormwater

infrastructure throughout the County and its Cities. The Authority installs all major sewer lines (10" in diameter or larger), generally referred to as outfalls or interceptors, by contractor. Smaller collection lines (6" and 8" in diameter), are almost always installed by the land developer under the direction of the Authority's staff resident inspectors. Upon completion to CCWA standards, the lines are accepted as part of the sewer system and are maintained by Conveyance staff.

Once water leaves a consumer's home or a local business after consumption, it enters the Authority's complex system of pipes and lift stations known as the conveyance system. The final destination of this system is one of three (3) water reclamation facilities (WRFs) - Northeast, Shoal Creek or W.B. Casey. In these water reclamation facilities, wastewater passes through a series of standard treatment and purification processes. The first process is called preliminary treatment, which consists of screening and grit removal. Debris, sand, and grit collected in these processes are hauled to a landfill for disposal.

The next stop in the treatment train is called the Biological Reactor basins. This is the heart of the process and involves the presence of billions of common bacteria and microorganisms whose primary function is to stabilize the waste materials in the water by utilizing the remaining organic matter and nutrients as their food supply. Once the water has been biologically treated, it is sent to settling tanks, called clarifiers, where solids are separated from the water for further recycling. Effluent water from these clarifiers is then put through a disinfection process to kill any remaining pathogens. CCWA uses both chlorine and ultraviolet disinfection processes. At this point, most water utilities would discharge their effluent to a receiving stream, which is what happens to effluent at our Northeast WRF. However, CCWA uses an additional polishing treatment process called Natural Treatment Systems to complete the purification of this reclaimed water.

After the initial phase of wastewater treatment, CCWA utilizes natural treatment systems to complete the purification of this reclaimed water. This tertiary stage involves the discharge of treated wastewater into a network of constructed treatment wetlands and some spray irrigation on a land application system (LAS). CCWA is one of the few metropolitan water utilities in the country utilizing constructed treatment wetlands as a final treatment stage of water reclamation. Constructed wetlands treatment is a natural process involving plants, soils and the bacteria naturally occurring within the aquatic ecosystem all playing a part in removing residual nutrients. These wetland systems provide filtration, plant uptake and an environment for microbial treatment of the water that flows through them. The level of treatment achieved through this process provides a finished product that is in accordance with all Environmental Protection Agency and Georgia regulations.

Constructed wetlands offer a cost effective, energy efficient alternative with lower operational and maintenance costs. The wetlands also provide a much more sustainable water system that enhances the potable water supply availability to our customers. In September 2003, CCWA put its first constructed treatment wetlands into operation when the Shoal Creek Land Application System (LAS) was taken out of service and converted to the Panhandle Constructed Wetlands System with a capacity of 4.4 Million Gallons Per Day (MGD).

E.L. Huie Jr. Constructed Treatment Wetlands

With the success of the Panhandle Road site, CCWA began looking at the much larger E.L. Huie Site for its next conversion. From 2005 until 2010, the E.L. Huie Site was converted from the aging Land Application System (LAS) into a 532-acre constructed treatment wetlands site. The project was completed in four (4) phases and was funded through a combination of municipal bonds, a GEFA loan and designated funds from CCWA. The site has 263 wetted acres and is currently designed to indirectly recycle up to 17.4 million gallons per day (MGD), which is almost all of the current daily flow from the W.B. Casey Water Reclamation Facility.

Figure 43 E.L. Huie Jr. Wetlands Aerial View

In September 2005, phase one of the Huie Constructed Wetlands was brought on line providing 3.6 MGD of treatment capacity. The 2.6 MGD phase two of this system was brought on line in August 2006 and the 3.1 MGD phase three was brought on line one year later. The 8.1 MGD phase four of the system was brought on line in September 2010, bringing the site's total treatment capacity to 17.4 MGD. With customers using an average of 25 MGD, CCWA is able to return almost as much water as consumers use each day.

The success of these constructed treatment wetlands has led to accolades and several industry awards, including:

- Georgia Association of Water Professionals (GAWP) Distribution System of the Year Award for Large Systems (2013)
- 2010 - WateReuse Association honored CCWA with an Award of Merit in recognition of having a truly sustainable water supply through the use of constructed treatment wetlands
- 2009 - Georgia House of Representatives recognized CCWA for its 'Total Watershed Management approach' in Resolution 371
- 2009 - American Rivers Named CCWA one of nation's eight 'Water Smart Communities'
- The Clayton County Water Authority operates three (3) award-winning water reclamation facilities.

W.B. Casey Water Reclamation Facility

The W.B. Casey WRF was put into operation in the fall of 2004. This wastewater treatment plant can treat up to 24 Million Gallons Per Day (MGD) of wastewater. The treated effluent from this plant is piped to our E.L. Huie Jr. Constructed Treatment Wetlands for additional treatment. The W.B. Casey facility also houses the

Authority's water reclamation departmental offices and wastewater laboratory.

W.B. Casey Pelletizing Facility

The solids from the W. B. Casey WRF are converted into sanitized pellets and sold to a fertilizer company under the registered name Agri-Plus 650. This solids handling facility was constructed in 1980 and renovated in 2011.

Northeast Water Reclamation Facility

The Northeast WRF originally opened in 1971 and was upgraded in 1986, 1996, and 2008. This wastewater treatment plant can treat up to 10 MGD. The treated effluent from this award-winning facility is discharged into Panther Creek.

Shoal Creek Water Reclamation Facility

The Shoal Creek WRF originally opened in 1982 and was expanded in 1990, 1993, and 2002. This wastewater treatment plant can treat up to 4.4 MGD. The treated effluent from this plant is discharged to the Panhandle Constructed Treatment Wetlands for additional treatment.

CONVEYANCE SYSTEM

CCWA's sewer system includes an estimated 1,032 miles of sewer lines. The Authority installs all major sewer lines (10" in diameter or larger), generally referred to as outfalls or interceptors, by contractor. Smaller collection lines (6" and 8" in diameter), are almost always installed by the land developer under the direction of the Authority's staff resident inspectors. Upon completion to CCWA standards, the lines are accepted as part of the sewer system and are maintained by Conveyance staff.

The Conveyance Section includes:

- Environmental Compliance
- Manhole Inspections
- Manhole Maintenance
- Exposed Pipe Inventory
- Sewer Line Inspections
- Smoke Testing/Dye Testing
- Right of Way Inspections
- Closed Circuit Televising
- Sewer Line Maintenance
- Sewer Line Repair
- Pipe Bursting
- Pipe Replacement
- Sanitary Sewer Tap Installation

SOLID WASTE MANAGEMENT

Clayton County offers its residents and business owners landfill and recycling services, but does not provide waste collection services. Collection services are provided by private haulers; however, several Cities within the County do provide garbage removal. The Clayton

County Transportation & Development Department is responsible for the operation and maintenance of its landfill, located at 11678 Hastings Bridge Road in the City of Lovejoy. This facility accepts and disposes of waste according to EPD standards and is funded entirely through fees collected from waste disposal.

Revenues generated from the landfill also fund the operation and maintenance of the Clayton County Recycling Drop Off Center, located at 1430 Highway 138 Spur, Jonesboro, GA, as well as, the Processing Center located at 11650 SLR Blvd, Lovejoy, GA.

The Recycling Drop Off Center accepts the following items: glass, plastic, cardboard, aluminum cans, newspapers and magazines, and phone books. However, the Recycling Drop Off Center cannot accepted the following: egg cartons, mirrors, light bulbs, window glass, drinking glass, ceramics, heat resistant ovenware, crystal, plastic bags, and paper bags.

POLICE

The Clayton County Police Department is a nationally accredited agency by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). The police department is managed under the direction of the Chief of Police who is appointed by the five (5) elected members of the Clayton County Board of Commissioners. With an authorized strength of 385 sworn personnel, over 500 employees and an annual operating budget of $38 million dollars, the Clayton County Police Department is the primary responder for all calls for police services within the unincorporated areas of Clayton County.

Currently, the Clayton County Police Department is made up of eight (8) divisions: Office of the Chief, Uniform Patrol Division, Criminal Investigation Division, Special Services Division, Administrative Services Division, E911/Communications Division, Narcotics Division, and the Police Academy. In addition to these eight (8) divisions, the County's police department has fifteen (15) separate units. These units include: Animal Control Unit, Aviation Unit, Code Enforcement Unit, C.S.I. Crime Scene Investigation Unit, Gang Intelligence Unit, Honor Guard, Office of Professional Standards, Special Operations Unit, S.R.O. School Resource Officer Unit, S.T.A.R. Specialized Traffic Accident Reconstruction, S.W.A.T. Special Weapons and Tactics, Traffic/H.E.A.T. Unit, Training Unit/Firearms Training/Pistol Range, and lastly the Underwater Search and Rescue Unit.

FIRE DEPARTMENT & EMERGENCY MEDICAL SERVICES

The County's Fire Department and Emergency Medical Services (EMS) operates with 367 billeted positions, of which 357 are sworn positions and 10 are administrative positions. 143 are Paramedics and 180 are Emergency Medical Technicians (EMT's). This department operates with three (3) 24-hour shifts, requiring a minimum of 84 persons per shift for operations. Table 53 shows the various stations serving the County. Clayton County Fire & Emergency Services maintains and staffs its own Ambulance Service consisting of 12 full-time Advance Life Support Transport Units. The County has the following equipment, as shown in Table 54.

Table 53 Fire Stations Serving Clayton County, Source: Clayton County Fire & EMS

Fire Station	Address
Station One	6375 Garden Walk Boulevard, Riverdale, GA 30274
Station Two	5329 Hwy 42, Ellenwood, GA 30049
Station Three	1077 Battle Creek Rd., Jonesboro, GA 30236
Station Four	1034 E. Fayetteville Rd., Riverdale, GA 30296
Station Five	2135 Walt Stephens Road, Jonesboro, GA 30236
Station Six	10580 Panhandle Road, Hampton, GA 30228
Station Seven	8796 Roberts Road, Jonesboro, GA 30236
Station Eight	6700 Maddox Road, Morrow, GA 30260
Station Nine	4320 Old Dixie Highway, Hapeville, GA 30354
Station Ten	12554 Panhandle Road, Hampton, GA 30228
Station Eleven	7810 Hwy 85, Riverdale, GA 30274
Station Twelve	280 Mundy's Mill Rd., Jonesboro, GA 30238
Station Thirteen	264 N. Main Street, Jonesboro, GA 30236
Station Fourteen	4610 Southpark Blvd., Ellenwood, GA 30294

Table 54 Clayton County Fire Department and Emergency Medical Services Equipment,

Equipment	Number
Engines	16
Aerials	7
Ambulances	17
Air Light Units	2
Command Vehicles	7
Staff Vehicles	7
Special Operations Vehicles	7
Brush Trucks	2
Boats	2

The County's Fire Department and Emergency Medical Services (EMS) has an ISO Class rating of 3 and uses the following facilities and plans to maintain this rating:

- Complete Regional Training Facility
- Begin fleet replacement initiative for transport units
- Implement QRV Initiative
- Complete EMS Academy accreditation
- 2013 – 2018 Strategic Initiative Plan

OTHER PUBLIC SAFETY BUILDINGS

Clayton County's new Harold R. Banke Justice Center opened at 9151 Tara Boulevard in November 2000. This 727,000 sq. ft. facility houses the court system, sheriff's administration and County detention center.

PUBLIC HEALTH

Given the County's outstanding accessibility to the entire metropolitan Atlanta area, residents of Clayton County have a number of options in choosing healthcare providers and facilities, including a vast network of hospitals and other healthcare facilities throughout the region. Southern Regional Medical Center, originally dedicated as Clayton General Hospital, was established in 1971 to provide high quality medical care to the residents of Clayton County and surrounding communities. Southern Regional is a not-for-profit,

community based healthcare provider and began growing into a health system in the early 1990s. The 331-bed facility is located in Riverdale, Georgia and managed by Emory Healthcare.

The Clayton County Department of Health Services provides a variety of healthcare services to its citizens at several locations. The two (2) largest locations include the Southern Regional Medical Center at 11 Upper Riverdale Rd. SW, Riverdale, Georgia, and an additional sister facility- Spivey Station at 7813 Spivey Station Blvd., Jonesboro, Georgia. These facilities offer a number of services for adults and children, including emergency services, child health services, immunizations, nutritional counseling, women's health services, HIV screening and testing, tuberculosis screening, and parent and infant educational services, to name a few.

In addition to these two (2) primary healthcare facilities, Clayton County has over a dozen other clinics and medical centers. Table 55 below identifies the majority of the healthcare facilities within Clayton County by facility type, name, address, and telephone number.

Table 55 Healthcare Facilities Serving Clayton County

Facility Type	Facility	Address & Telephone Number
Medical Care	Community Care Center	Southern Regional Medical Center: 11 Upper Riverdale Rd, Bldg 29, Riverdale (770) 991-8400
Medical Care	Women's Community Care	Southern Regional Medical Center: 11 Upper Riverdale Rd, Bldg 29, Riverdale (770) 991-8218
Medical Care	Good Shepherd Clinic	First Baptist Church of Morrow: 6392 Murphy Dr, Morrow (770) 968-1310
Medical Care	Riley Clinic	Jonesboro First Baptist Church: 151 West Mill St, Jonesboro (770) 478-6710
Medical Care	Public Health Department	1117 Battlecreek Rd, Jonesboro
Medical Care	Southern Regional Medical Center	11 Upper Riverdale Rd. SW, Riverdale
Medical Care	Spivey Station	7813 Spivey Station Blvd, Jonesboro
Vision and Hearing	Georgia Lions Lighthouse Foundation	(404) 325-3630
Dental	Ben Massell Clinic	700 14th St, Atlanta 30318 (404) 881-1858
Dental	Good Samaritan Dental	(404) 523-6571
	Clayton County Board of Health Comprehensive Health Facility	1117 Battlecreek Rd, Jonesboro 30236 (678) 610-7199
Office of Emergency Preparedness and Response	Office of Environmental Health, Clayton County Board of Health Annex	685 Forest Pkwy, Forest Park 30297 (678) 610-7471
Behavioral Health	Child and Adolescent Service/ Adult Counseling	6315 Garden Walk Blvd, Riverdale, 30274 (770) 991-7420
Behavioral Health	Clayton Mental Health Center: Adult Day Services	1800 Slate Rd, Conley, Georgia 30288 (404) 366-1529
Behavioral Health	Clayton Center Mental Health: Addictive Diseases	853 Battle Creek Rd, Jonesboro 30236 (770) 478-1099
Community Support Services		217 Stockbridge Rd, Jonesboro 30236 (770) 471-4617
Community Support Services	Paula Crane Life Enrichment Center	1792 Mt Zion Rd, Morrow 30260 (770) 960-2009

PUBLIC SCHOOLS

A number of public, private, and post-secondary education facilities serve residents of Clayton County. Public education is provided by the Clayton County Public Schools System, which is the fifth largest school system in the state of Georgia. According to the School System's website, Clayton County Public Schools System has 70 campuses and roughly 50,256 students.

Table 56 and Figure 44 feature public elementary, middle, and high schools in Clayton County. The table includes the school addresses, capacity, and current and projected enrollment numbers.

Table 56 Public Schools Serving Clayton County, Source: Clayton County Schools

School	Address	Capacity	2012-2013 Enrollment
Elementary Schools			
Anderson Elementary School	4199 Old Rock Cut Rd, Conley GA 30288	450	476
Arnold Elementary School	216 Stockbridge Rd, Jonesboro, GA 30236	500	468
Ash Street Center Elementary School	5277 Ash St, Forest Park, GA 30297	25	25
Brown Elementary School	9771 Poston Rd, Jonesboro, GA 30238	750	792
Callaway Elementary School	120 Oriole Dr, Jonesboro, GA 30238	900	824
Church Street Elementary School	7013 Church St, Riverdale, GA 30274	825	881
East Clayton Elementary School	2750 Forest Pkwy, Ellenwood, GA 30294	650	615
J.E. Edmonds Elementary School	4495 Simpson Rd, Forest Park, GA 30297	450	584
W.A. Fountain Elementary School	5215 West St, Forest Park, GA 30297	650	604
Alfretta A. Harper Elementary School	93 Valley Hill Rd SW, Riverdale, GA 30274	900	890
Hawthorne Elementary School	10750 English Rd, Hampton, GA 30228	929	955
B.C. Haynie Elementary School	1169 Morrow Rd, Morrow, GA 30260	737	788
Huie Elementary School	1260 Rock Cut Rd, Forest Park, GA 30297	675	727
James A. Jackson Elementary School	7711 Mt. Zion Blvd, Jonesboro, GA 30236	900	1,011
Kemp Elementary School	10990 Folsom Rd, Hampton, GA 30228	850	668
Edwin S. Kemp Primary School	1090 McDonough Rd, Hampton, GA 30228	650	719
Kilpatrick Elementary School	7524 Tara Rd, Jonesboro, GA 30236	650	626
Lake City Elementary School	5354 Phillips Dr, Lake City, GA 30260	462	541
Lake Ridge Elementary School	7900 Lake Ridge Cir, Riverdale, GA 30296	788	723
Lee Street Elementary School	178 Lee St, Jonesboro, GA 30236	500	590
Thurgood Marshall Elementary School	5885 Maddox Rd, Morrow, GA 30260	725	856
Martin Luther King Elementary School	5745 West Lee's Mill Rd, College Park, GA 30349	700	982
McGarrah Elementary School	2201 Lake Harbin Rd, Morrow, GA 30260	750	679
Morrow Elementary School	6115 Reynolds Rd, Morrow, GA 30260	450	472

School	Address	Capacity	2012-2013 Enrollment
Mt. Zion Elementary School	2984 Mt. Zion Rd, Jonesboro, GA 30236	700	561
Mt. Zion Primary School	2920 Mt. Zion Rd, Jonesboro, GA 30236	750	684
G.W. Northcutt Elementary	5451 West Fayetteville Rd, College Park, GA 30349	750	620
E.W. Oliver Elementary School	1725 Cheryl Leigh Dr, Riverdale, GA 30296	675	589
Pointe South Elementary School	8482 Thomas Rd, Riverdale, GA 30274	675	652
Riverdale Elementary School	6630 Camp St, Riverdale, GA 30274	700	632
River's Edge Elementary School	205 North Bridge Rd, Fayetteville, GA 30215	863	625
Roberta T. Smith Elementary	6340 Highway 42 South, Rex, GA 30273	900	959
Suder Elementary School	1400 Jodeco Rd, Jonesboro, GA 30236	765	732
E.J. Swint Elementary School	500 Highway 138 Southeast, Jonesboro, GA 30238	776	649
Tara Elementary School	937 Mt. Zion Rd, Morrow, GA 30260	725	694
Unidos Dual Language Charter School (Elementary & Middle)	4475 Hendrix Dr, Forest Park, GA 30297	450	553
West Clayton Elementary School	5580 Riverdale Rd, College Park, GA 30349	600	439
Eddie J. White Academy Elementary School	11808 Panhandle Rd, Hampton, GA 30228	695	698
Middle Schools			
Adamson Middle School	3187 Rex Rd, Rex, GA 30273	775	614

School	Address	Capacity	2012-2013 Enrollment
Ash Street Center Middle School	5277 Ash St, Forest Park, GA 30297	28	28
Babb Middle School	5500 Reynolds Rd, Forest Park, GA 30236	775	802
Flint River Middle School	1098 Fifth Ave, Jonesboro, GA 30236	10	10
Forest Park Middle School	930 Finley Dr, Forest Park, GA 30297	600	684
Elite Scholars Academy (Middle & High)	5968 Maddox Rd, Morrow, GA 30260	398	398
Jonesboro Middle School	1308 Arnold St, Jonesboro, GA 30236	875	861
Kendrick Middle School	7971 Kendrick Rd, Jonesboro, GA 30238	1,100	844
Lovejoy Middle School	1588 Lovejoy Rd, Lovejoy, GA 30250	725	658
Morrow Middle School	5934 Trammell Rd, Morrow, GA 30260	1,200	683
Mundy's Mill Middle School	1251 Mundy's Mill Rd, Jonesboro, GA 30238	850	797
North Clayton Middle School	5517 West Fayetteville Rd, College Park, GA 30349	1,000	776
Pointe South Middle School	8495 Thomas Rd, Jonesboro, GA 30238	925	871
Rex Mill Middle School	6380 Evans Dr, Rex, GA 30273	1,100	1,109
Riverdale Middle School	400 Roberts Rd, Riverdale, GA 30274	850	723
M.D. Roberts Middle School	1905 Walt Stephens Rd, Jonesboro, GA 30236	1,100	775
Sequoyah Middle School	95 Valley Hill Rd Southwest, Riverdale, GA 30274	875	837

School	Address	Capacity	2012-2013 Enrollment
E. J. White Academy Middle School	11808 Panhandle Rd, Hampton, GA 30228	1,425	698
High Schools			
Ash Street Center High School	5277 Ash St, Forest Park, GA 30297	32	32
Charles Drew High School	6237 Garden Walk Blvd, Riverdale, GA 30274	1,850	1,471
Flint River High School	1098 Fifth Ave, Jonesboro, GA 30236	7	7
Forest Park High School	5452 Phillips Dr, Forest Park, GA 30297	1,550	1,631
Jonesboro High School	7728 Mt. Zion Blvd, Jonesboro, GA 30236	1,725	1,287
Lovejoy High School	1587 McDonough Rd, Hampton, GA 30228	1,850	1,879
Morrow High School	2299 Old Rex Morrow Rd, Morrow, GA 30260	1,375	1,578
Mt. Zion High School	2535 Mt. Zion Pkwy, Jonesboro, GA 30236	1,575	1,597
Mundy's Mill High School	9652 Fayetteville Rd, Jonesboro, GA 30238	1,850	1,649
North Clayton High School	1525 Norman Dr, College Park, GA 30349	1,325	785
The Perry Learning Center (Middle and High)	137 Spring St, Jonesboro, GA 30236	358	358
Riverdale High School	160 Roberts Dr, Riverdale, GA 30274	1,325	1,241

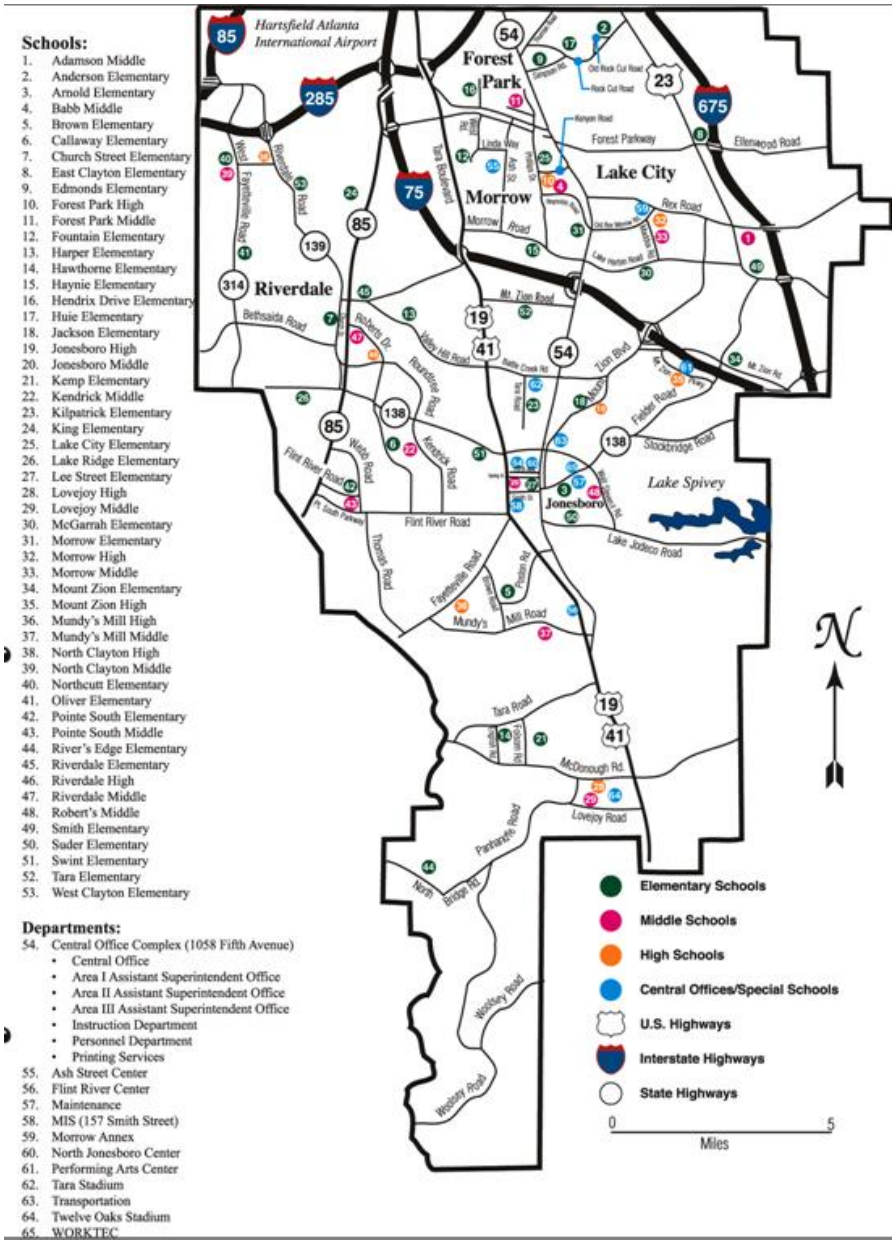

Figure 44 Clayton County Public Schools

PRIVATE SCHOOLS

Clayton County has over twenty private schools for its young citizens. These schools range in their religious affiliation and size, as provided in Table 57.

Table 57 Private Schools Serving Clayton County, Sources: privateschoolreview.com, usa.com, schoolfinder.us, Georgia.educationbug.org

School	Address	Religious Affiliation	2012-2013 Enrollment
Solid Rock Academy	106 Commerce St, Riverdale, GA 30296	Nonsectarian	137
Rising Son Academy Inc.	588 Old Dixie Hwy, Forest Park, GA 30297	Christian- no specific denomination	69
Strategic Academy Solutions	7175 Jonesboro Rd, Ste 200a, Morrow, GA 30260	Christian- no specific denomination	26
Lighthouse Accelerated Christian Academy	71801 Southlake Pkwy, Morrow, GA 30260	Christian- no specific denomination	66
Forest Park Christian School	5881 Phillips Dr, Forest Park, GA 30297	Baptist	27
Ash Street Baptist Learning Center	5370 Ash St, Forest Park, GA 30297	Baptist	50
Evangel Temple Christian Academy	2230 Rex Rd, Morrow, GA 30260	Pentecostal	38
Phyl's Academy Preparatory School	2721 Highway 138 E Jonesboro, GA 30236	Nonsectarian	121
Atlanta Adventist International School	9940 Dixon Industrial Blvd, Jonesboro, GA 30236	Seventh-Day Adventist	24
Hope Christian Academy	455 Highway 138 W, Ste H, Jonesboro, GA 30238	Christian- no specific denomination	92
The Owens Academy for Exceptional Learners	6611 Church St, Riverdale, GA 30274	Christian- no specific denomination	20
Prime Care Learning Center	6550 Church St, Riverdale, GA 30274	Nonsectarian	43
Crestwood Academy	7721 Mt Zion Blvd, Jonesboro, GA 30236	Nonsectarian	106
Upper Room Ministries Christian Academy	587 Garden Walk Blvd, College Park, GA 30349	Christian- no specific denomination	52
Jackson Wesley Academy	Jonesboro, GA 30260	Nonsectarian	26
Creekside Christian Academy	5900 Reynolds Rd, Morrow, GA 30260	Christian- no specific denomination	151
Treetop Learning Academy	5754 Attucks Blvd, Morrow, GA 30260	Christian- no specific denomination	226
Camelot Christian Academy	6346 Highway 42, Rex, GA 30273	Christian- no specific denomination	73
Woodward Academy Busey School	8009 Carlton Rd, Riverdale, GA 30296	Nonsectarian	208
Lake City Christian Academy	5405 Jonesboro Rd, Morrow, GA 30260	Christian- no specific denomination	70
Mt. Zion Christian Academy	7102 Mt. Zion Blvd, Jonesboro, GA 30236	Baptist	373
Community Christian Academy	5900 Reynolds Rd, Morrow GA 30260	Christian- no specific denomination	302

CLAYTON STATE UNIVERSITY

Clayton State University, part of the University System of Georgia, currently offers eight (8) master's degree programs and more than 30 baccalaureate degree programs. With an enrollment of 6,600 students, Clayton State has experienced significant growth over the past six years. The University has been ranked six times by U.S. News & World Report as having the most diverse student population among comparable institutions of higher education in the south and is currently in U.S. News' first tier among those same comparable institutions. Clayton State University is the only university in the country adjacent to both state and national archives facilities: the Georgia Archives and the National Archives in Atlanta.

PARKS AND RECREATION

The Clayton County Parks and Recreation Department maintains parks and recreation centers in the County, and offers a number of recreational programs. Currently, the County owns approximately 696 acres of recreation and open space, including twenty-three County parks and two (2) senior recreation centers. A variety of recreational programs are offered for citizens of all ages, including basketball, football, baseball, softball, soccer, cheerleading, gymnastics, track and field, dance, swimming lessons, tennis, aerobics, weightlifting, tutoring, and computer classes, among others. Table 58 and Figure 45 identify parks and recreation facilities in the County and their amenities.

Table 58 Parks and Recreation Facilities

Facility Type	Facility	Location	Amenities
Mini Park	Sigma Chi Memorial Park	11095 Tara Blvd, Jonesboro, GA	Picnic Areas
Neighborhood Park	J.W. Arnold Park	140 Irvin St, Jonesboro, GA	Playground, Picnic Areas, Baseball/Softball Fields
Neighborhood Park	Grant Road Park	4255 Grant Rd, Ellenwood, GA	Basketball Courts, Playground, Picnic Areas, Baseball/Softball Fields
Neighborhood Park	Key Street Park	Key St, Jonesboro, GA	Baseball/Softball Fields
Neighborhood Park	Maddox Road Park	6650 Maddox Rd, Morrow, GA	Basketball Courts, Playground, Picnic Areas
Neighborhood Park	Pine Circle Park	5671 Pine Cir, Ellenwood, GA	Basketball Courts, Playground, Picnic Areas, Baseball/Softball Fields
Neighborhood Park	Jester Creek Park & Walking Trails	844 Jester Lake Dr, Jonesboro, GA	Picnic Areas, Baseball/Softball Fields

Facility Type	Facility	Location	Amenities
Community Park	J. Charlie Griswell Park and Rum Creek	1303 Government Cir, Jonesboro, GA	Playground, Picnic Areas, Baseball/Softball Fields
Community Park	Flat Shoals Park	1915 Flat Shoals Rd, Riverdale, GA	Tennis Courts, Playground, Picnic Areas, Soccer Fields, Football Fields, Baseball/Softball Fields
Community Park	Independence Park	8970 Thomas Rd, Jonesboro, GA	Tennis Courts, Walking Trails, Playground, Picnic Areas, Baseball/Softball Areas
Community Park	Morrow/Lake City Park	5555 North Lake Dr, Lake City, GA	Playground, Picnic Areas, Football Fields, Baseball/Softball Areas
Community Park	Panhandle Park	109930 Panhandle Rd, Jonesboro, GA	Playground, Picnic Areas, Football Fields, Baseball/Softball Fields
Community Park	Rex Park	3499 Rex Rd, Rex, GA	Walking Trails, Playground, Picnic Areas, Baseball/Softball Fields
Large Urban Park	International Park	2300 Highway 138, SE, Jonesboro, GA	Pool, Multi-purpose rooms, Fitness/Wight Room, Catering/Kitchen, Tennis Courts, Volleyball Courts, Walking Trails, Mountain Biking Trails, Playground, Picnic Areas, Soccer/Baseball/Softball Fields
Natural Resource Areas	Rex Equestrian Park	3499 Rex Rd, Rex, GA	Equestrian Center
Natural Resource Areas	Reynolds Nature Preserve	5665 Reynolds Rd, Morrow, GA	Multi-purpose rooms, Walking Trails, Picnic Areas
Sports Complex	Gerald Matthews Sports Complex	1935 McDonough Rd, Hampton, GA	Tennis Courts, Walking Trails, Playground, Picnic Areas, Soccer Fields, Baseball/Softball

Facility Type	Facility	Location	Amenities
			Fields
Special Use	Jim Huie Recreation Center/ Steven Lunquist Recreation Center	9045 Tara Blvd, Jonesboro, GA	Pool, Gymnasium, Multi-purpose Rooms, Fitness/Weight Room, playground
Special Use	Virginia Burton Gray Recreation Center	1475 East Fayetteville Rd, Riverdale, GA	Pool, Gymnasium, Multi-purpose rooms, Fitness/Weight Room, Catering/Kitchen
Special Use	Carl Rhodenizer Recreation Center	3499 Rex Rd , Rex, GA	Pool, Gymnasium, Multi-purpose rooms, Fitness/Weight Room, Catering/Kitchen, Walking Trails, Playground
Special Use	South Clayton Recreation Center	1837 McDonough Rd, Hampton, GA 30228	Basketball Gyms, Outdoor Swimming Pool, Kiddie Pool, Meeting Room, Multi-Purpose Room, Community Room with Kitchenette, Fitness Center, Indoor Track, Computer Lab, Game Room, Dance Room, Aerobic Room
Special Use	Frank Bailey Senior Center	6213 Riverdale Rd, Riverdale, GA	Pool, Multi-purpose Rooms, Fitness/Weight Rooms, Catering/Kitchen
Special Use	Wilma W. Shelnutt Senior Adult Center	849 Battlecreek Rd, Jonesboro, GA	Multi-purpose Rooms
Special Use	Melvin L. Newman Wetlands Center	2755 Freeman Rd, Hampton, GA 30228	Educational center, ½ mile trail

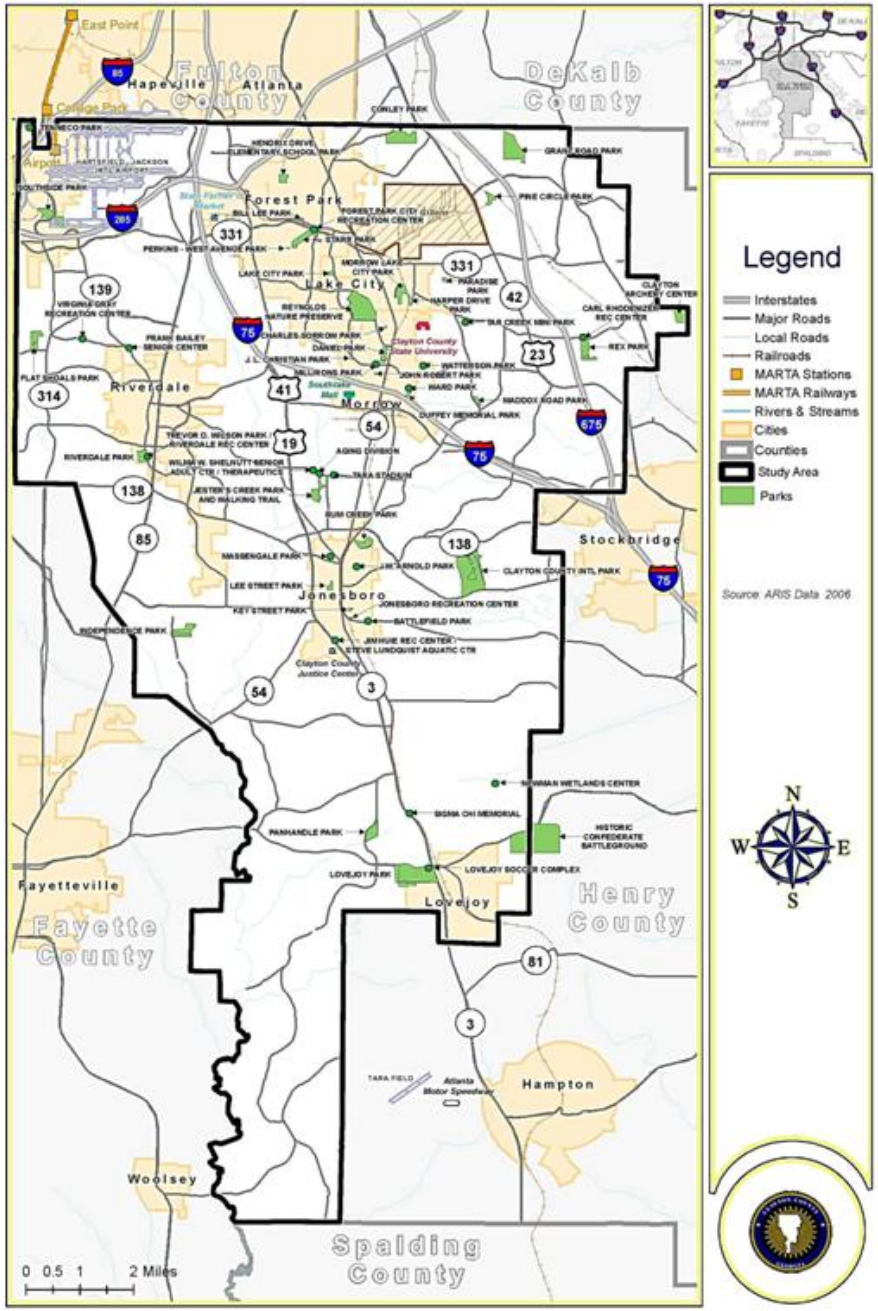

Figure 45 Clayton County Parks and Recreation Facilities

Table 59 lists planned improvements to recreation facilities that have been identified in the County's Short Term Work Program FY2010-FY2014.

Table 59 Planned Improvements to Recreation Facilities, Source: Clayton County Parks and Recreation Department

Facility	Improvements	Year
Rex Equestrian Park	Develop a dog park	2010-2014
Rex Equestrian Park	Create formal archery areas for the Clayton County Archery Association	2010-2012
Rex Equestrian Park	Add formal parking to site	2010-2012
Rex Equestrian Park	Improve internal signage	2010
Pine Circle Park	Add additional directional signage to the park	2010
Morrow/Lake City park	Convert the concrete pad behind the concessions building to a basketball court	2010-2011
Morrow/Lake City park	Add mulch to the playground area	2010
Reynolds Nature Preserve	Create and install interpretive signage throughout the preserve to educate hikers on plants and animals	2010-2011
Rex Park	Make the playground ADA accessible from the parking lot	2010
Grant Road Park	Remove graffiti on picnic pavilion and basketball court	2010
Maddox Road Park	Reposition the backstop for the informal play field based on the location of the basketball court	2010
Forest Park	Install more prominent park signage	2010

Facility	Improvements	Year
Jim Huie Recreation Center	Educational Program Area	2010-2014
Independence Park	Landscaping around park to assist with prime prevention	2010-2014
Gerald Matthews Sports Complex	Remove all parking obstacles from the parking lots	2010
J.W. Arnold Park	Improve landscaping around current parking area to prevent erosion	2010-2014
Lee Street Park	Replace ADA parking signs in the parking lot	2010
Jesters Creek Park	Directional signage to the park	2010
International Park	New directional sign needed off the highway with more description	2010
Key Street Park	Upgrade the park with formal paved parking to prevent erosion	2011
Key Street Park	Update dugout areas	2010-2014
*All County Parks	County Park and Facility entry signs replaced	2010-2014
*TBD	10 additional swing sets needed throughout the county (for toddlers)	2010-2013
*TBD	Toddler play features in parks adjacent to existing playgrounds	2010-2014
Forest Park Recreation Center	Replace the deteriorated roof of the recreation center	2011-2015
Reynolds Nature Preserve and surrounding area	Design and construction of a linear park encircling playground equipment on Hammack Drive and expansion of trail system along Reynolds Rd. to Reynolds Nature Preserve	2011-2015
Flat Shoals Park	Park design upgrade and improvement	2011-2015
Shellnut Kinship Playground	Additional funding for proposed Kinship playground	2011-2015
Panhandle Park	Upgrades to Panhandle Park	2011-2015
Independence Park	Upgrades to Independence Park	2011-2015

The Clayton County Parks and Recreation Master Plan identifies several proposed additions to the County's trail system, connecting existing County parks and recreation facilities and other County buildings. Figure 46 identifies existing and proposed trail systems throughout the County.

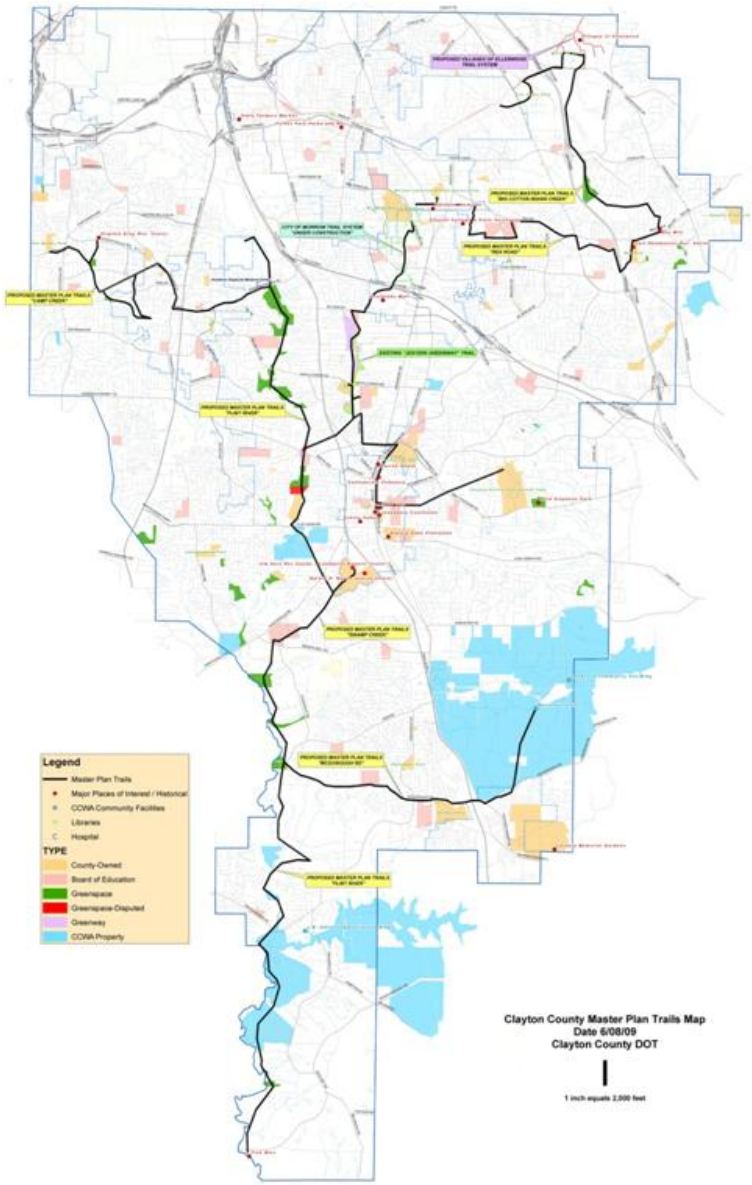

Figure 46 Clayton County Existing and Proposed Trail System

CLAYTON COUNTY WATER AUTHORITY RECREATION FACILITIES

The Clayton County Water Authority offers several recreation options from fishing and hunting to bird watching and picnicking.

Reservoir Recreation

CCWA opens three (3) reservoirs for fishing during the months of March through October. The J.W. Smith Reservoir is located on North Bridge Road in Hampton while the Shamrock and Blalock Reservoirs are located on Shamrock Road in Jonesboro. The reservoirs have bass, bream, crappie, channel and bullhead catfish.

Archery Deer Hunting

CCWA's E.L. Huie Land Management Site is a unique area. The site is a wildlife haven where white-tailed deer thrive and can present a danger to motorist traveling the roadways adjacent to the site. After consulting with the Georgia Department of Natural Resources, CCWA implemented archery deer hunting on the site in 1996 to reduce and control the deer herd. Archery hunters have safely and effectively controlled the deer herd over the past 16 years. Hunters must apply between June and August to be accepted for each hunting season. All archery hunting is strictly regulated and is limited to Fridays and weekends only.

Community Use Building Rental

CCWA offers two (2) buildings for public rental. The Shamrock Community Use Building in Jonesboro accommodates up to 200 people. This facility's wrap around deck offers a beautiful view of the Shamrock and Blalock Reservoirs. The J.W. Smith Community

Use Building in Hampton accommodates up to 50 people and is located on the J.W. Smith Reservoir. Both facilities have great rooms with fireplaces, kitchens and restroom facilities.

Newman Wetlands Center

The Melvin L. Newman Wetlands Center is the focal point of the Clayton County Water Authority's community education efforts. Since its opening in 1995, the Wetlands Center has hosted more than 280,000 visitors, including students of all ages, to lessons & interpretive experiences of wetlands ecology, conservation and watershed protection.

The Newman Wetlands Center was created to demonstrate the importance of preserving wetlands environments and to provide public education in matters of natural resource conservation. The Center is a 32-acre site that includes a wetlands trail and a 4,800 sq/ft building complex comprised of an exhibit/learning area, a 50-seat auditorium, offices, and a conference facility.

LIBRARIES

Clayton County has six (6) public libraries. Each library offers a variety of events and activities for the community, including free tutoring, children's story time, and GED testing, among others. Below is a list of the County libraries with their names, address, telephone number, and facility notes (see Table 60)

Table 60 Clayton County Libraries, Source: Clayton County Public Libraries

Library	Address & Telephone	Facility Notes
Headquarters Branch	865 Battle Creek Rd Jonesboro, GA 30236 Tele: (770)473-3850	Largest branch in the Clayton County Library System. Offers numerous public computer workstations, research assistance at the Information desk, Genealogy Research Room, large number of study tables and comfortable seating areas, and two (2) meeting rooms that are available for booking by the public.
Forest Park Branch	4812 West St Forest Park, GA 30297 Tele: (770) 347-0160	The newest addition to the Clayton County Public Library System opened its doors in December 2012. 16,000 sq. ft. with a capacity for 64,000 books and library materials. The library offers 36 general use computers, 22 youth computers, a computer lab, multipurpose meeting room, teen room, homework center, children's program room, and a toddler area.
Jonesboro Branch	124 Smith St Jonesboro, GA 30236 Tele: (770)478-7120	Located in downtown Jonesboro.
Lovejoy Branch	1721 McDonough Rd Hampton, GA 30228 Tele: (770)472-8129	Located on McDonough Road at the southern end of Clayton County near the Lovejoy High School, the Lovejoy Soccer Complex, and the Lovejoy Station Shopping Center. The library has ample parking, welcoming seating areas, fireplace, and a beautiful hand-painted mural.

Library	Address & Telephone	Facility Notes
Morrow Branch	6225 Maddox Rd Morrow, GA 30260 Tele: (404)366-7749	10,000 sq. ft. with space for 60,000 books. Offers general seating for over 100 people and a multi-use meeting room. Meeting room seats up to 50 people and is available for use by community and non-profit groups. Morrow Branch also features a spacious children's area with story time corner.
Riverdale Branch	420 Valley Hill Rd SW Riverdale, GA 30274 Tele: (770)472-8100	12,000 sq. ft. with space for 60,000 books. Multipurpose room seats 30. Parking for 80 vehicles, easy access from Valley Hill Rd and Lamar Hutcheson Pkwy, and a convenient location for the Riverdale community.

ARTS VENUES

Residents of Clayton County have easy access to a variety of nearby arts venues with its close proximity to the City of Atlanta. However, a trip to the City is not necessary with the several arts and history venues that Clayton County offers its residents and visitors.

Arts Clayton, Inc.

Arts Clayton is a non-profit community arts organization dedicated to enriching lives through the Arts. The organization offers children's art programs, full-time public art gallery in historic downtown Jonesboro, and educational opportunities. In addition, Arts Clayton, Inc. hosts many dance, music, and visual arts performances throughout the year.

Clayton County Performing Arts Center

The Clayton County Performing Arts Center's first priority is to serve the needs of schools and students. However, community and state-wide organizations, along with commercial ventures are welcome to utilize the Center for their functions. The most impressive aspect of this state-of-the-art facility is its unique facility- offering three (3) performance areas under one roof. The versatility of the Center's design enables the scheduling of three (3) separate events simultaneously or one large event. The facility is able to flexibly accommodate different sizes of shows and audiences. Stroud Hall features a 600 square foot full fly loft auditorium stage with a large electrically operated screw lift orchestra pit. Areas of seating at the left and right rear sections of the hall sit on large turntables. By turning both turntables away from the Stroud Hall stage, the Center's seating capacity becomes 1,211. With the turntables revolved in this configuration, seating is provided for two (2) additional performance areas. Tarpley Theater, seats 339 persons facing a 1,500 square foot stage. The other, Recital Hall, seats 261 persons facing a 1,200 square foot carpeted recital space.

Spivey Hall

Since opening its doors in 1991, Spivey Hall, located on the campus of Clayton State University, has earned renown as one of the premiere recital halls in the United States, boasting the finest acoustics and a perennial top-notch concert season. Spivey Hall offers a wide-ranging season that features the finest in piano, vocal, chamber, jazz, world, choral, organ, string and early music. Artists, patrons and journalists have all sung the hall's praises.

Table 61provides a listing of the different arts and cultural venues in the County with corresponding information on each venue, including location and telephone number.

Table 61 Clayton County Arts and Culture Venues

Venue Name	Address and Telephone Number
Arts Clayton Inc.	865 Battle Creek Rd, Jonesboro, GA 30236 (770) 473-3850
Clayton County Performing Arts Center	2530 Mt Zion Pkwy, Jonesboro, GA 30236 (770) 473-2875
Spivey Hall @ Clayton State University	Clayton State University, Morrow, GA 30260 (678) 466-4200
Road to Tara Museum @ Jonesboro Depot Welcome Center	104 North Main St, Jonesboro, GA 30236 (770) 478-4800
Stately Oaks Plantation	Carriage Lane & Jodeco Roads, Jonesboro, GA 30236 (770) 473-0197
National Archives Southeast Region	5780 Jonesboro Rd, Morrow, GA 30260 (770) 968-2100
Georgia State Archives	5800 Jonesboro Rd, Morrow, GA 30260 (678) 364-3700

NEXT STEPS

Residents of Clayton County have access to several services and facilities within the County. Clayton County has been named one of the 'Top Water Wise Communities' within the United States and is home to a nationally accredited police department per the Commission on Accreditation for Law Enforcement Agencies, Inc. Residents of the County have access to several medical facilities including two hospitals (Southern Regional Medical Center and Spivey Station) and several clinics that provide a wealth of medical services. Clayton County is home to the 5th largest public school system in the state of Georgia, over twenty (20) private schools and Clayton State University, which has experienced significant growth over the last six years. While more green space, pocket parks and community gardens throughout the County is highly recommended, Clayton County owns approximately 696 acres of recreation and open space throughout the County, which includes (23) twenty-three parks and two senior recreation centers.

While these services and facilities within Clayton County provide residents with needed amenities, it is important to maintain the same level of service within certain categories that are thriving while continuing to enhance the services and facilities that are in need of improvement. There is a delicate balance between maintaining services at award winning and required levels, while at the same time working and investing in enhancement for services and facilities that need attention, however with improvements in transportation infrastructure and service coupled with increased economic development, additional services and enhancements can be made possible to serve more of the County's residents in a more equitable manner.

NATURAL & CULTURAL RESOURCES

INTRODUCTION

As required by the Minimum Planning Standards, this Chapter is devoted to an inventory and analysis of the natural, environmentally sensitive, historic, archeological, and cultural resources in Clayton County. More specifically, this chapter will identify water supply watersheds, groundwater recharge areas, wetlands, river corridors, and mountains; and includes an assessment of the current and future needs for protection and management of these resources, as well as goals, policies, and strategies for preservation.

WATER SUPPLY WATERSHEDS

The Georgia Department of Community Affairs (DCA) defines a Water Supply Watershed as the area of land upstream of a governmentally owned public drinking water intake. Clayton County is divided by the sub-continental divide and lies in the upper part of the Flint River Basin (which flows to the Gulf of Mexico) and the Ocmulgee River Basin (which flows to the Atlantic Ocean). Clayton County has three (3) small drinking water supply watersheds and two (2) large drinking water supply watersheds. The Flint River and Big Cotton Indian Creek Basins are the large drinking water supply watersheds and the Shoal Creek Watershed (J.W. Smith Reservoir and Shoal Creek Reservoir), Pates Creek Watershed (Shamrock Reservoir and Edgar Blalock, Jr. Reservoir), and Little Cotton Indian Creek Watershed (William J. Hooper Reservoir) are the small drinking water supply watersheds. The Flint River Basin is a large (100+ square mile) water supply watershed that runs from north to south from the City of College Park through the City of Riverdale and along the western boundary of the County down through the Panhandle area. Both small and large drinking water supply watersheds are protected by a Reservoir and Watershed Management Plan. Figure 47 illustrates the Water Supply Watersheds in Clayton County.

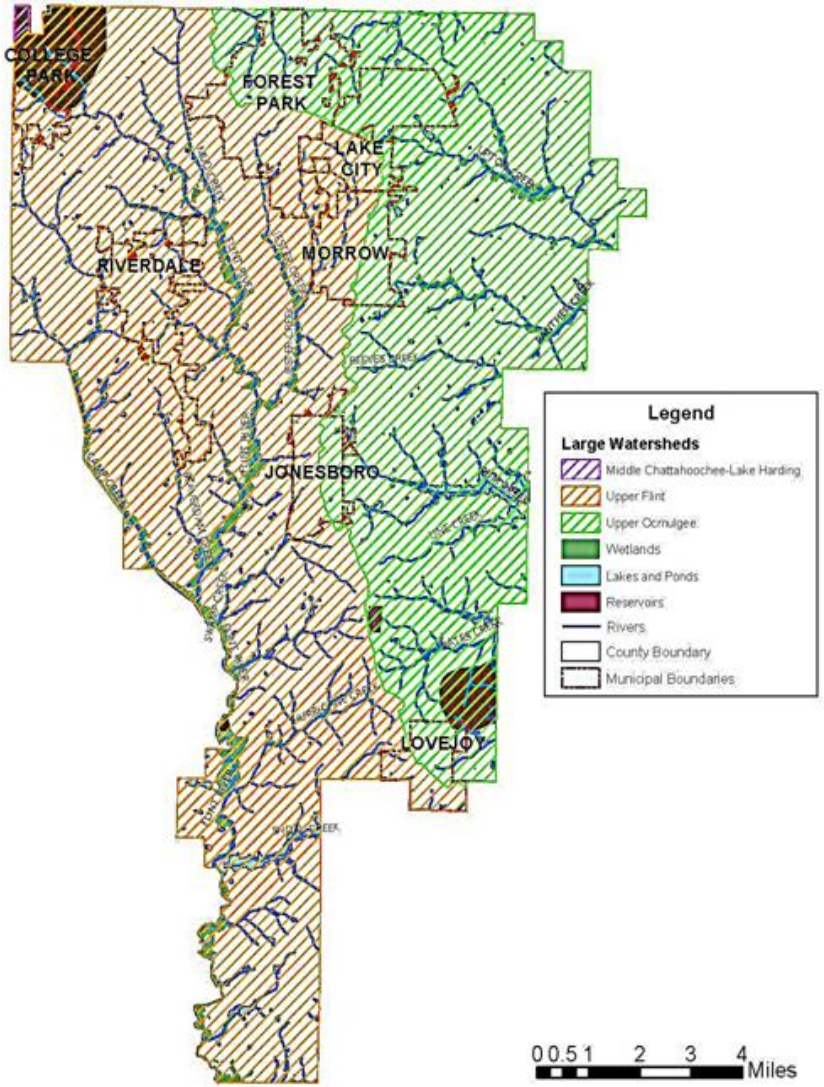

Figure 47 Clayton County Water Supply Watersheds

GROUNDWATER RECHARGE AREAS

Groundwater recharge areas are defined as any portion of the earth's surface where water infiltrates into the ground to replenish an aquifer. Within Clayton County there are three (3) groundwater recharge areas, identified in Figure 48. These areas are defined as a "significant recharge area" by the Georgia Department of Natural Resources (DNR). Significant recharge areas are generally those with thick soils and slopes of less than 8%. The largest area is found in the extreme northwest corner of the County, within the City limits of College Park and adjacent to the western edge of the Hartsfield-Jackson Atlanta International Airport. The two (2) other recharge areas are located in the extreme southeast corner of the County and extend into the City of Lovejoy and into Henry County.

These groundwater recharge areas are located in areas where development has already occurred, with heavy development in the recharge area near the airport. Although some groundwater pollution is inevitable, Clayton County adopted a Groundwater Recharge Area ordinance to provide protection standards for the recharge areas.

WETLANDS

Wetlands are defined as areas that are permanently or seasonally saturated by surface and groundwater, and that sustain vegetation in continuously saturated soils. Wetlands play an important role in the environment by filtering pollutants; aiding flood control because of their ability to absorb runoff; improving water quality by acting as a natural filter, removing sediment and pollution from runoff; and groundwater recharge by slowly migrating downward through wetlands to maintain groundwater levels.

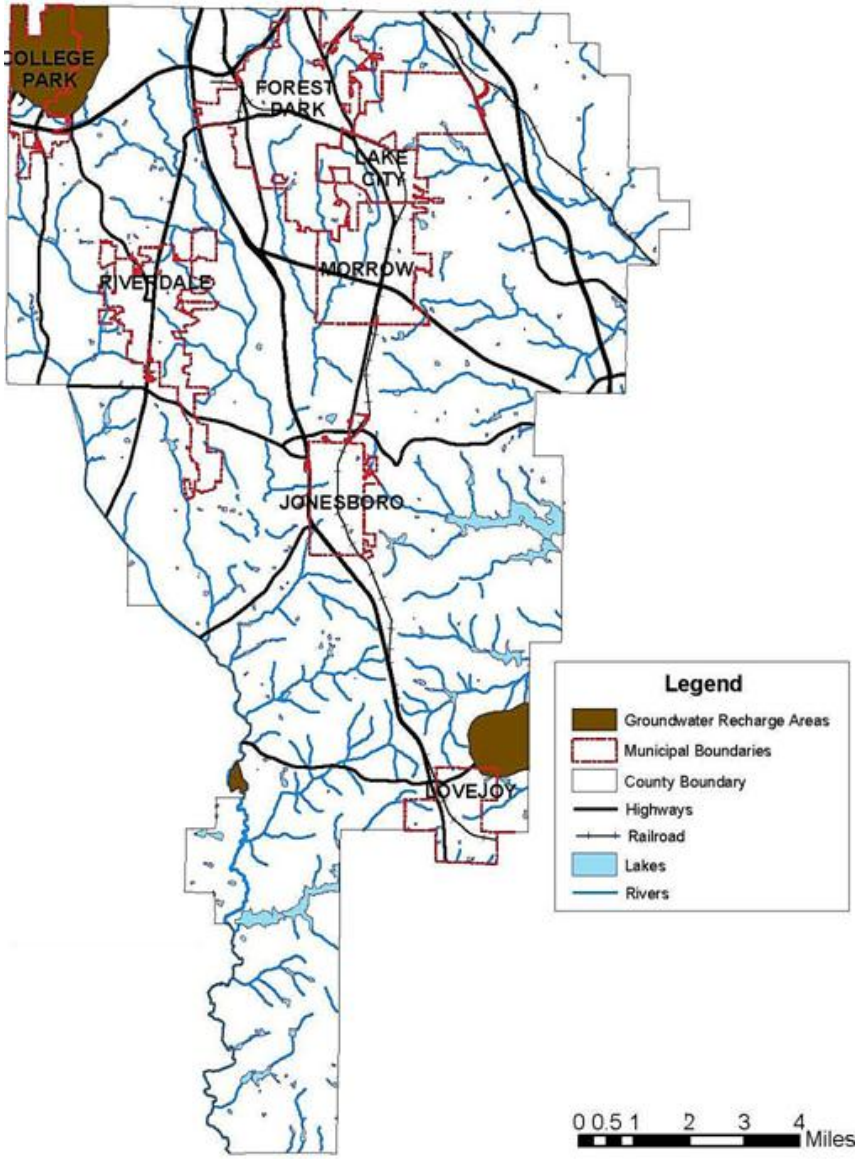

Figure 48 Clayton County Significant Groundwater Recharge Areas

Local governments are required to acknowledge the importance of wetlands for the public good in the land use planning process for future development and redevelopment under the DNR's Rules of Environmental Planning Criteria.

The majority of wetlands found within Clayton County are located in the southwestern parts of the County along the border with Fayette County. Figure 49 illustrates the wetlands found within the County boundaries. Most of the County's wetlands are associated with the system of rivers and creeks found throughout the County. There are also many small, natural and man-made wetlands within the County. The predominant wetland type along river and creek systems are located in forested areas with deciduous terrain and are temporary flooded during the year. Due to the extensive flood plain found in the County, wetlands along river and creek systems are less likely to be encroached upon by development.

One of its most recent innovations in the County is the use of constructed treatment wetlands. The Clayton County Water Authority (CCWA), an innovative steward of its water resources, has used innovative ways to handle water supply and growth since 1955.

Over the last several years, CCWA has transitioned from spray irrigation to the wetlands treatment. With the constructed wetlands, treated wastewater flows through several wetland cells by gravity, where plants remove additional pollutants and nutrients. The water then flows into a water reservoir. This enables the CCWA to return 15 million gallons a day to its reservoirs.

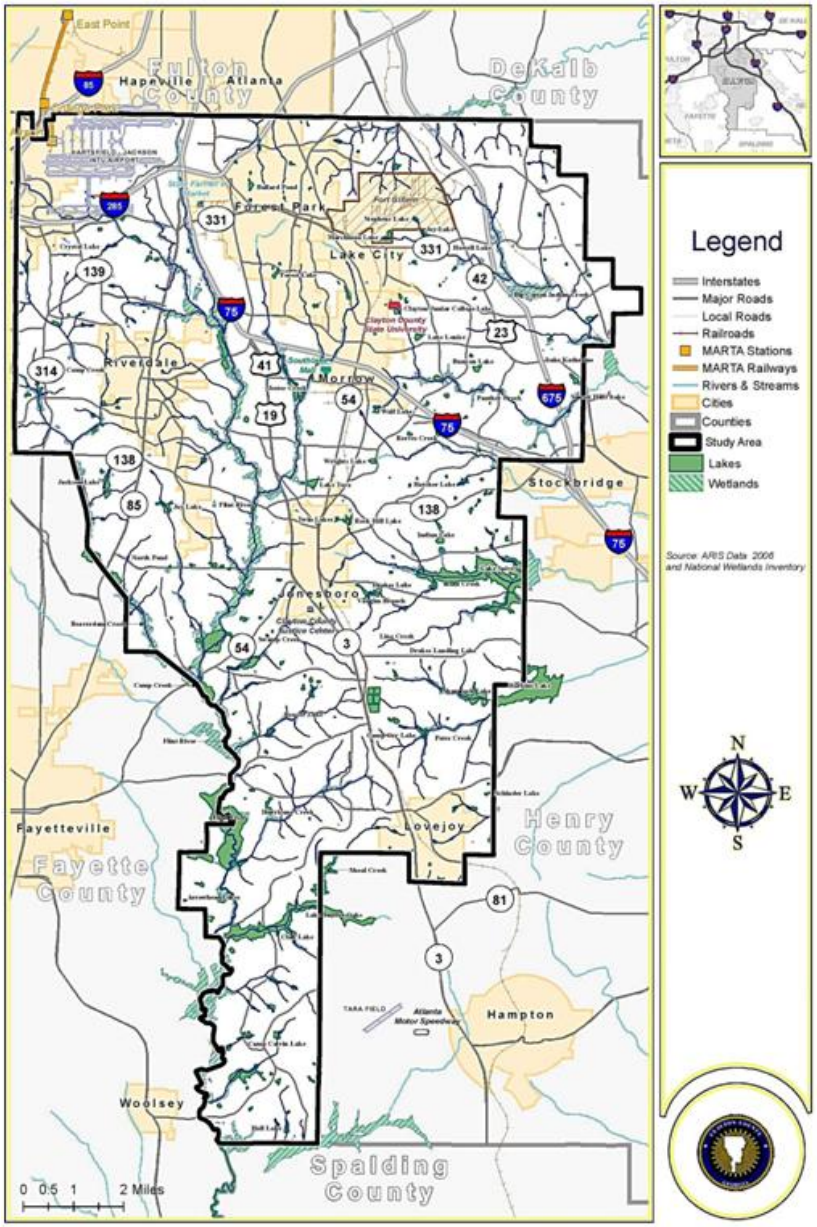

Figure 49 Clayton County Wetlands

RIVER CORRIDORS

Under the specified criteria for protected rivers by the Georgia Department of Natural Resources Environmental Protection Division, Clayton County does not have any protected river corridors located within the County boundaries.

MOUNTAINS

Under the specified criteria for protected mountains by the Georgia Department of Natural Resources Environmental Protection Division, Clayton County does not have any protected mountains located within the County boundaries.

PUBLIC WATER SUPPLY SOURCES

Clayton County's water supply is managed through the Clayton County Water Authority (CCWA), which receives its public water supply from the Flint River, Pates Creek, and Little Cotton Indian Creek Basins. Raw water is captured in one of the Authority's five (5) reservoirs – the J.W. Smith (240 acres in size and holding approximately 844 million gallons of water when full), Shamrock (78 acres in size and holding 260 million gallons of water when full), Edgar Blalock, Jr. (263 acres in size and holding 889 million gallons of water when full), William J. "Billy" Hooper (143 acres in size and holding approximately 280 million gallons when full), and Shoal Creek (387 acres in size and holding 2.19 billion gallons of water when full). Water is produced at one of three (3) water production plants - the W.J. Hooper, J.W. Smith, and Terry R. Hicks. For a more detailed assessment of the public water supply see Chapter 5: Community Facilities and Services.

STEEP SLOPES

Steep slopes are defined as non-rocky terrain with a slope of more than 25% and are considered to have a high risk for severe soils erosion. Steep slopes are important for their scenic quality and for their hazard potential due to erosion or slippage. There are few areas of steep slopes in Clayton County. Primarily, they occur in the northwest and northeast areas of the County, which are associated with a significant geological feature called Soapstone Ridge. The approximately six (6) square mile of the Soapstone Ridge located in Clayton County extends into north central and northeastern Clayton County. This area is developable; however, the high shrink/swell ratios of the rock and steep slopes contribute to some development constraints.

Generally, intensive uses (commercial and industrial) should be developed on land with slopes that do not exceed 5% and residential uses should be developed on land that do not exceed 12% slope. The primary mechanism for controlling development along steep slopes is the County's Erosion and Sedimentation Control Ordinance, which is administered by the Land Development Section of the Transportation & Development Department.

FLOOD PLAIN

Flood plains are areas that are subject to flooding, based on the 100-year, or base flood. As shown on Figure 50 below, flood plains in

Clayton County are found primarily along the Flint River, which flows north to south through the middle of the County before curving to the west along the County's border with Fayette County. Another significant flood plain can be found along the western border of the County and is associated with Camp Creek. Several smaller flood plains are found on the eastern side of the County, including Cotton Indian Creek, Panther Creek, Pates Creek, Reeves Creek, and Lake Spivey.

Flood plains are environmentally sensitive and significant areas, which are vulnerable to the impacts of development activities. The Federal Emergency Management Agency (FEMA) is the federal agency which administers the National Flood Insurance Program. This agency prepares, revises, and distributes the flood plain maps and duties adopted under the Clayton County Flood Damage Prevention Ordinance. The purpose of flood plain management is to minimize public and private losses due to flood conditions in specific areas by provisions designed to promote the health, safety, and general welfare.

SOILS

The six (6) predominant soil types are Cartecay-Wehadkee, Cecil-Appling-Pacolet, Cecil-Pacolet-Madison, Gwinnett-Cecil, Pacolet-Ashlar-Gwinnett, and Urban Land. These soils generally consist of sandy loam surface soils and red clay sub-soils. Urban land soils are soils that have been found in predominantly developed areas, which have been modified by development activities such as grading, shaping and smoothing. Areas consisting of Cartecay-Wehadkee and Pacolet-Ashlar-Gwinnett soils are highly flood-prone and therefore unsuitable for urban development.

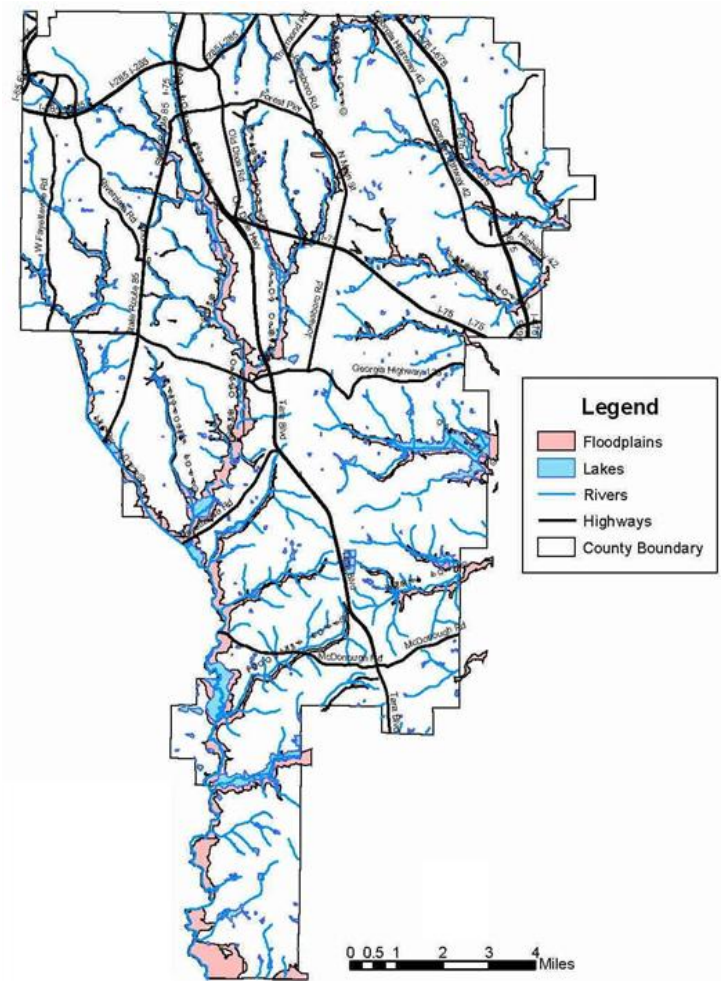

Figure 50 Clayton County Floodplains and Water Features

Clayton County has adopted Erosion and Sedimentation Control Ordinance to insure developers utilize best management practices to prevent excessive runoff brought on by disturbing the land.The Ordinance also allows the County to take punitive measures towards anyone who does not comply with best management practices, including the issuance of stop work orders as well as fines.

PLANT AND ANIMAL HABITATS

According to the US Fish and Wildlife Service, which maintains an active list of threatened and endangered plants and animals, there are three (3) endangered and one (1) threatened animal species found within the area of Clayton County (Table 62). There are no endangered or threatened plant species found within the area of Clayton County. The list maintained by the U.S. Fish and Wildlife Service was last updated in November 2012.

The charts identify whether or not a species is listed as an "Endangered" or "Threatened" species at the Federal and State levels. In addition, the charts clearly identify the habitat in which the species are found and common threats commonly distressing those habitats. Habitats are the location where a particular taxon of plant or animal lives, and its surroundings (both living and nonliving), and includes the presence of a group of particular environmental conditions surrounding an organism including air, water, soil, mineral elements, moisture, temperature, and topography.

Endangered species is defined as any species which is in danger of extinction throughout all, or a significant portion of its range. [ESA §3(6)]

Threatened species is defined as any species which is likely to become an endangered species within the foreseeable future throughout all, or a significant portion of its range. [ESA §3(20)]

Table 62 Threatened and Endangered Animals in Clayton County

Species	Federal Status	State Status	Habitat	Threats
Invertebrate				
Gulf moccasinshell ***Medionidus penicillatus***	E	E	Medium streams to large rivers; usually found in areas with slight to moderate current over sand and gravel substrates; may be associated with muddy sand substrates around tree roots.	Habitat modification, sedimentation, and water quality degradation.
Shiny-rayed pocketbook ***Hamiota subangulata***	E	E	Rivers and streams; usually found in sand, sand mixed with mud, or gravel substrates in moderate currents.	Habitat modification, sedimentation, and water quality degradation.
Oval pigtoe ***Pleurobema pyriforme***	E	E	Endemic to ACF basin. River tributaries and main channels; usually found in slow to moderate currents over silty sand, muddy sand, sand, and gravel substrates.	Habitat modification, sedimentation, and water quality degradation.
Fish				
Cherokee darter ***Etheostoma scotti***	T	T	Shallow water (0.1-0.5 m) in small to medium creeks (1-15 m wide) with predominantly rocky bottoms. Usually found in sections with reduced current, typically runs above and below riffles and at ecotones of riffles and backwaters.	Habitat loss due to dam and reservoir construction, habitat degradation, and poor water quality

The Bald Eagle has been delisted, but it is still protected under the Migratory Bird Treaty Act and the Bald and Golden Eagle Protection Act.

T= Threatened

E= Endangered

Source: US Fish and Wildlife Service http://www.fws.gov/athens/endangered.html

PRIME AGRICULTURAL AND FOREST LAND

The U.S. Department of Agriculture reports that there are six (6) types of prime farmland soils present in Clayton County; Altavista sandy loam, Appling sandy loam, Cecil sandy loam, Davidson loam, Gwinnett sandy loam, and Madison sandy loam. These soils are considered prime unless they are urban or built up.

Forest coverage occurring naturally in Clayton County consists primarily of Southern Pines, in particular Loblolly Pine. Shortleaf Pine grows with the Loblolly Pine in greater or lesser quantities depending on the fertility and slope of the topography. Mixed hardwoods, such as Oaks, Hickories, American Winged Elms, and Dogwoods can be found under pine canopies. Bottomland hardwoods, such as Yellow Poplar, Tupelo Gum, Sweetgum, Sycamore, Red Maple, and Ash occupy the more fertile sites along creeks and swamps. There are no prime forest lands in Clayton County.

HISTORIC AND CULTURAL RESOURCES

Clayton County dates back to 1858 when the County was formed out of Fayette and Henry Counties. The County is named in honor of Judge Augustin Smith Clayton (1783–1839), who served in the Georgia General Assembly and United States House of Representatives from 1832 until 1835. The County was formed out of Fayette County and Henry County. In 1823, Leaksville, later named Jonesboro, was founded and became an important stop on railroad running from Macon to Atlanta, that connected the southeast to the port City of Savannah.

With diverse history and heritage, the County has hundreds of acres of land listed on the National Register of Historic Places. These historic properties consist of homes, monuments, businesses, schools, churches, parks, cemeteries, government buildings, and railway stations. However, the unincorporated area of the County does not have any designated historic districts. Areas such as Historic Jonesboro, Crawford Dorsey House/Cemetery, The Orr House/Stately Oaks, and Rex Mill should be capitalized upon and steps should be taken to preserve their historical significance. Figure 51 identifies historic resources found throughout Clayton County. Several cultural sites are located throughout the County, including Arts Clayton, Georgia State National Archives, Spivey Hall, Clayton State University, State Farmer's Market, and Clayton County Performing Arts Center, to name a few. Figure 52identifies cultural resources found throughout Clayton County.

Jonesboro Historic District

The District encompasses eighteen historical sites, including the 1869 and 1898 Courthouses, the County Jail, the Confederate Cemetery and ten private residences. The total acreage of the district is approximately 300 acres and building styles were primarily Greek Revival and Gothic.

Crawford Dorsey House/Cemetery

Built in 1835, with additions made in 1858, the Crawford Dorsey House/Cemetery is located north of Lovejoy at the intersection of McDonough and Freeman Roads. Designated in July 1984, this site is the most recent addition to Clayton County's list of National Historic Register sites. It was the scene of heavy fighting during the Battle of Lovejoy in the Civil War. In December 1984, the house was destroyed by fire which left only three chimneys standing.

The Orr House/Stately Oaks Plantation

Located in the Jonesboro Historic District, this plantation home was listed on the National Historic Register in 1972. The 151-year old, ten-room house was constructed by Whitemall P. Allen in the late 1830's, four miles north of Jonesboro on Tara Boulevard. Through the efforts of Clayton County, the City of Jonesboro and Historical Jonesboro, Inc., the house was moved to a 42-acre site on Lake Jodeco Road in 1973. Dedicated as the Margaret Mitchell Memorial Center, complete restoration work began in 1979.

Rex Mill

Listed on the National Historic Register in 1979, this grist mill is believed to have been constructed sometime between 1820 and 1860. The 1.5-acre site is located north of Rex Road on Cotton Indian Creek in the unincorporated Rex area. The Mill is historically significant in that it reflects a characteristic architectural style and the industrial history of the County.

The County is encouraged to develop a Historic Preservation Ordinance to help preserve these areas identified below. The ordinance will ensure comparable architectural styles and design features are adhered to within the district to preserve the historic character of the area. In addition to developing an ordinance, the County should create a Historic Preservation Commission to oversee these areas of the County. Currently, there is an unofficial historic preservation group named "Historical Jonesboro", which is a non-profit volunteer organization dedicated to the preservation of local history and heritage.

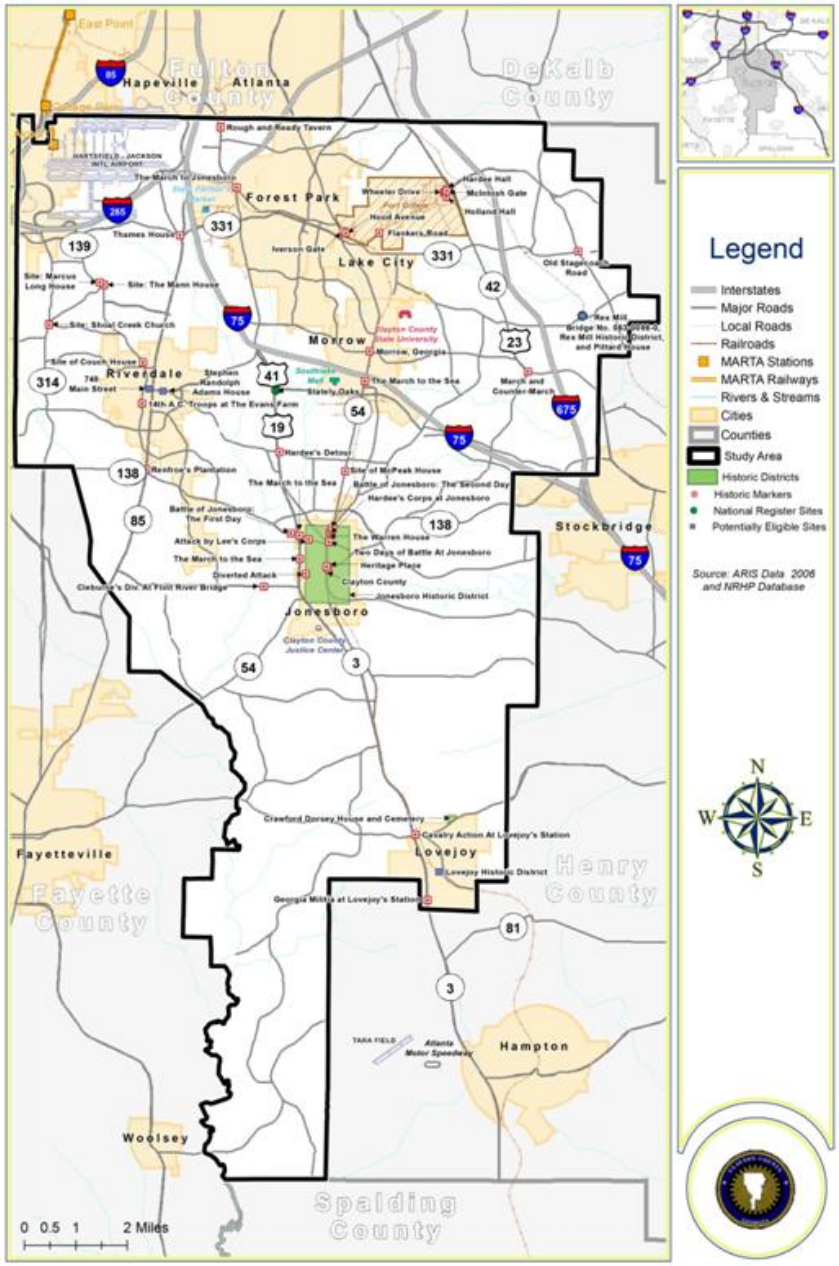

Figure 51 Clayton County Historic Resources

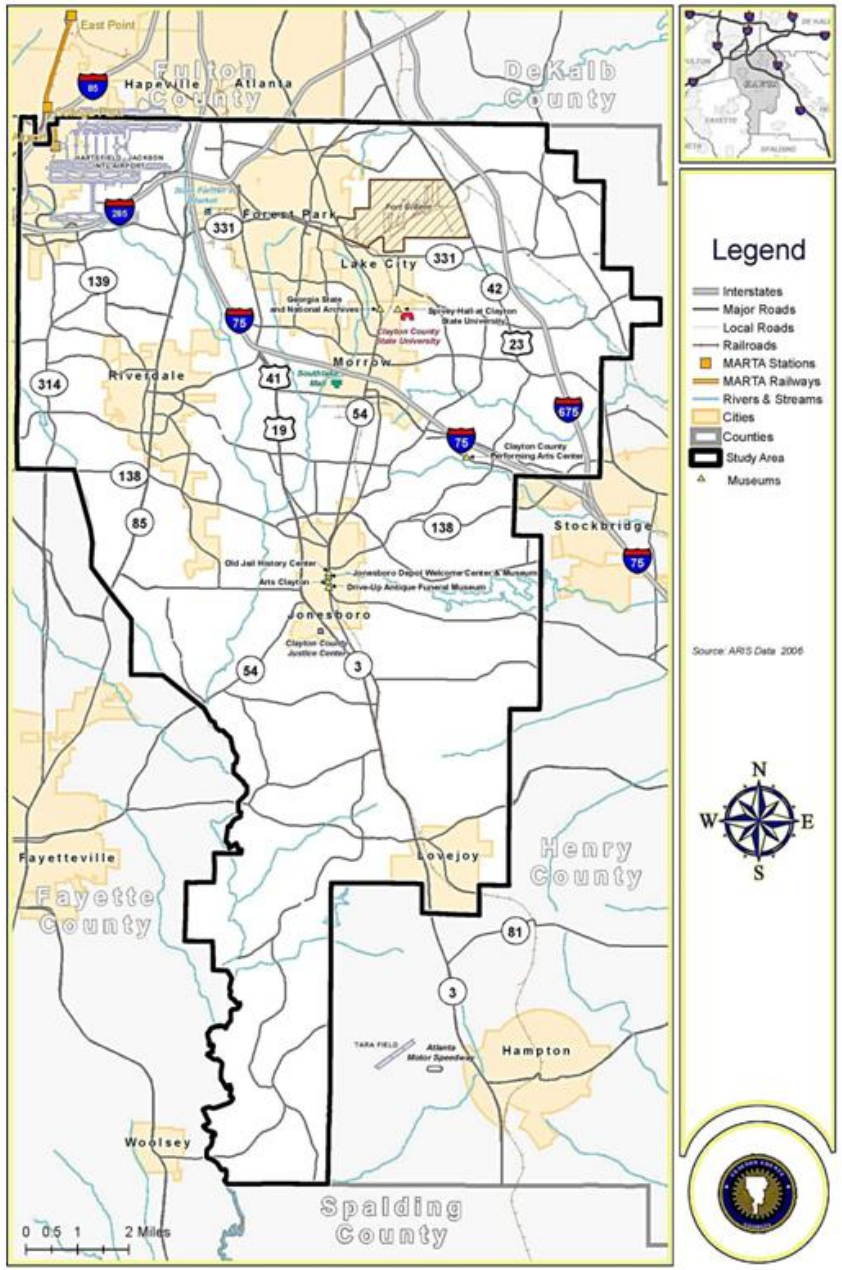

Figure 52 Clayton County Cultural Resources

NEXT STEPS

Clayton's Natural Resources are in fairly good shape, but the County cannot rest on its laurels. The Groundwater Recharger areas are protects under the current ordinances, but the County should continue to strive to protect its groundwater from pollution and abuse. Wetland areas are noted in the Future Land Use map as protected areas as are floodplains. However, floodplains can change over time, especially as impervious surface increases as development intensifies. The County must encourage innovative solutions to reduce stormwater runoff while still meeting the goal of compact development.

Clayton's extensive system of Lakes and Rivers must also be protected, and is designated as such on the Future Land use map. These areas serve as natural infrastructure and must be maintained as such. However, these areas can also be used for recreational areas at the same time. Given their extensive reach, a trail system incorporating the lakes, streams, and floodplains would not only protect watersheds and people, but also provide amenities to residents throughout the County as well as alternative connections. If connected to the larger PATH network, it could pull in significant numbers of visitors from other parts of the metro area.

The County does have some work to do regarding historic resources. There are a number of historic areas throughout the County that are not registered and are not receiving the care they need. The County must develop a Historic Preservation Ordinance to help preserve these identified areas. The ordinance will ensure compatible architectural styles and design features are adhered to within the district to preserve the historic character of the area. In addition to developing an ordinance, the County should create a

Historic Preservation Commission to oversee these areas of the County. Currently, there is an unofficial historic preservation group named "Historical Jonesboro", which is a non-profit volunteer organization dedicated to the preservation of local history and heritage. Not only does preserving historic areas provide a glimpse in the past for future generations, it also can attract visitors to the County to experience the same.

INTERGOVERNMENTAL COORDINATION

ADJACENT LOCAL GOVERNMENTS

Clayton County is situated in south metro Atlanta, immediately south of the City of Atlanta and the Hartsfield-Jackson Atlanta International Airport. The County is bordered by Fulton County to the northwest, DeKalb County to the northeast, Henry County to the east, Spalding County to the south, and Fayette County to the west. There are seven (7) municipalities located within Clayton County, including the Cities of Forest Park, Riverdale, Morrow, Lake City, Jonesboro, Lovejoy, and a small portion of the City of College Park. As required by the Georgia Department of Community Affairs, a Service Delivery Strategy is in place with all the Cities within Clayton County.

REGIONAL AND STATE GOVERNMENTAL ENTITIES

Clayton County participates with several regional and state governmental entities in order to coordinate efforts with other jurisdictions in the region and the state as appropriate.

Atlanta Regional Commission

The Georgia Department of Community Affairs (DCA) has established Regional Commissions, formerly known as Regional Development Centers, throughout the state to ensure implementation of the Georgia Planning Act. Regional Commissions provide a variety of services to the local jurisdictions that they serve, including:

- Assistance with preparation of local Comprehensive Plans, solid waste management plans, and service delivery strategies, among others;
- Review of local government plans to identify potential implications to surrounding jurisdictions;
- Assisting, as necessary, with mediation of intergovernmental conflicts;
- Maintenance of geographic information system (GIS);
- Assistance with plan implementation activities;
- Provide innovative solutions to regional concerns; and
- Enhancing and protecting regionally important resources.

Clayton County participates in the Atlanta Regional Commission (ARC), which serves the following ten (10) Counties and their Cities: Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale. ARC first emerged in 1947 as the Metropolitan Planning Commission (MPC), serving DeKalb and Fulton Counties, as well as the City of Atlanta. This was the first publicly supported multi-County planning agency in the United States. That agency evolved over the years to become today's Atlanta Regional Commission, coordinating planning efforts for its membership, including ten (10) Counties and 68 municipalities.

As indicated in the mission stated on the ARC website, "The Atlanta Regional Commission (ARC) serves as a catalyst for regional progress by focusing leadership, attention and planning resources on key regional issues. This is accomplished through professional planning initiatives and the provision of objective information. In

addition, it is made possible through the involvement of the community in collaborative partnerships that encourage healthy economic growth compatible with the environment, improve the region's quality of life and provide opportunities for leadership development."

Metropolitan North Georgia Water Planning District

In 2001, the Georgia General Assembly established the Metropolitan North Georgia Water Planning District (MNGWPD) to help manage and protect the region's water resources. Serving 15 Counties, 90 Cities, and seven (7) independent water authorities, the MNGWPD promotes intergovernmental coordination of water issues, and plans for the preservation of water resources. MNGWPD also develops regional and watershed-specific plans for stormwater management, wastewater treatment and water supply and conservation. Jurisdictions and utilities are responsible for implementing the plans at the local level.

In addition to developing plans and promoting intergovernmental coordination of water issues, MNGWPD works to raise awareness of water issues. Through programs such as the Clean Water Campaign and Water Use it Wisely, the general public is made aware of the importance of preserving the area's water resources. Television advertising, outdoor advertising, brochures, workshops, seminars, and primary and secondary education programs have been utilized to heighten public awareness of water matters.

There are several documents that provide guidance to water management in Clayton County. These are the MNGWPD Water Supply and Water Conservation Management Plan, the Waste Water Management Plan and the Watershed Management Plan. The Clayton County Water Authority has adopted all of the Model Watershed Ordinances required under the plan.

Georgia Department of Transportation

In 1972, the Georgia Department of Transportation (GDOT) was established to plan, construct and maintain roads and bridges throughout the state, as well as to provide planning for other modes of transportation such as mass transit and airports. GDOT is also responsible for waterways throughout the state, ports in Savannah and Brunswick, and rail transit.

Clayton County works closely with GDOT to maintain and improve state and federal highways in the County. Funding is also provided through GDOT to the County for road improvements. This coordination is expected to continue through the planning period.

Georgia Department of Natural Resources

As specified in its mission statement, the mission of the Georgia Department of Natural Resources (DNR) is to, "...sustain, enhance, protect and conserve Georgia's natural, historic and cultural resources for present and future generations, while recognizing the importance of promoting the development of commerce and industry that utilize sound environmental practices." DNR assists the County, as necessary, with its water conservation, environmental protection, wildlife preservation, and historic preservation efforts. This coordination is expected to continue through the planning period.

Georgia Department of Community Affairs

The Georgia Department of Community Affairs (DCA), established in 1977, provides grant funding; leads state housing finance and development initiatives; and provides planning and research assistance to local governments, among other functions. DCA is also responsible for reviewing local Comprehensive Plans for compliance with the Minimum Planning Standards. It is anticipated that the Department will continue to offer technical assistance and grant funding to the County through the planning period.

School Board

The Clayton County Board of Education oversees Clayton County Public Schools, which serves public school students residing in Clayton County and its local jurisdictions. The Board adopts courses of study; approves school attendance boundaries; approves budgets, financial reports, audits and major expenditures; funds the operation of the school system; and sets standards for the operation and improvement of the school system, among other responsibilities.

Most recently, Clayton County Public Schools developed the CCPS Strategic Improvement Plan 2012-2017, which was the direct result of the work of multiple stakeholder groups. This document is the roadmap to systemic improvement in the school district. It supports the comprehensive local education agency improvement plan and its addendum, which are required by the state and federal governments under the Elementary Secondary Education Act (formerly No Child Left Behind legislation). The Strategic Improvement Plan is the foundation of Key Performance Indicators for all areas and provides a clear direction for the education of the district's students. The Plan is based on six (6) strategic goals, including the following:

Strategic Goal Area I: To increase academic achievement for all students in Clayton County Public Schools as evidenced by state, national, and international assessment results.

Strategic Goal Area II: To provide and maintain a safe, orderly and secure learning environment.

Strategic Goal Area III: To create an environment that promotes active engagement, accountability, and collaboration of all stakeholders to maximize student achievement.

Strategic Goal Area IV: To effectively communicate the system's vision and purpose and allow stakeholder involvement in an effort to build understanding and support.

Strategic Goal Area V: To provide high quality support services delivered on time and within budget to promote student academic success in Clayton County Public Schools.

Strategic Goal Area VI: To recruit and retain highly qualified and effective staff.

To have a positive impact in the future development and growth of the County, it is critical that Clayton County Public Schools implements the strategic goals, objectives, and initiatives identified in the CCPS Strategic Improvement Plan. In addition, Clayton County government must continue and expand an open dialogue and cooperation with the Clayton County Board of Education for the overall betterment of the School District and the County.

Development Authority of Clayton County

The Development Authority of Clayton County provides taxable and tax-exempt bond financing opportunities, as well as a variety of economic development services, to unincorporated Clayton County, as well as its municipalities. The Authority can also provide tax breaks, venture capital programs, tax abatements and enterprise zones, as well as buy and sell property and construct buildings.

Hartsfield-Jackson Atlanta International Airport

Given that large portions of Hartsfield-Jackson Atlanta International Airport are located within Clayton County, and that the Airport is not only the largest employer in the state of Georgia, as well as the world's busiest airport, coordination of Airport and County initiatives is critical. In order to better facilitate coordination between the County and the Airport, as well as to assess the impacts of the Airport on the County, the County should consider appointing and/or employing a Director of Airport Affairs. Coordination between the County and the Airport is expected to continue through the planning period.

Clayton County Water Authority

The Clayton County Water Authority (CCWA) was created by an Act of the Georgia General Assembly on March 7, 1955 to provide water and sewer services to residents of Clayton County. Since then, the Authority has grown to provide water, sewer and storm water services to more than a quarter of a million people throughout Clayton County and its seven (7) Cities through approximately 75,000 customer accounts. CCWA is recognized throughout the world for its sustainability practices and has been named one of the 'Top Water Wise Communities' in the U.S.

Airport Area Chamber of Commerce

The Clayton County Office of Economic Development and Community Development Department participate in the Airport Area Chamber of Commerce (AACOC). Established more than 50 years ago, AACOC strives to promote the growth of businesses in the airport area. AACOC provides a number of benefits for its members, including monthly luncheons, advertising assistance, networking events, an annual directory, and a newsletter.

Clayton County Chamber of Commerce

Founded in 1953, CCCOC promotes business growth throughout Clayton County, including its municipalities. CCCOC provides several benefits to its members, including monthly breakfast and luncheon meetings, networking events, training opportunities, and an annual directory. CCCOC also organizes Leadership Clayton annually.

SERVICE DELIVERY STRATEGY

The Service Delivery Strategy Act (HB489) was passed in 1997, requiring local governments throughout Georgia to develop a Service Delivery Strategy (SDS). This document identifies the services provided by various governmental entities, assigns responsibility for the provision of services and the location of service areas, identifies funding sources, and specifies the contracts, ordinances, and other appropriate measures to ensure the implementation of the SDS. The Service Delivery Strategy addresses police services, jails, fire protection, EMS, 911, roadway

construction and maintenance, animal control, parks and recreation, and building services.

The Clayton County Service Delivery Strategy was adopted and submitted for compliance review in October 1999. Subsequently, the SDS was extended for three (3) additional years in April 2000, in April 2004, in May 2006, and in October 2011 it was extended through
December 2012. Most recently, the SDS and Local Option Sales Tax agreements were adopted by Clayton County and its Cities on July 25, 2013 for a period of ten (10) years.

Table 63 provides an outline of services provided in Clayton County and any inconsistencies with the Service Delivery Strategy.

Table 63 Services Provided in Clayton County

Service Provided	Provider	Inconsistencies
911	Clayton County	None
Animal Control	Clayton County	None
Building Inspection and Permits	Clayton County	None
Building Maintenance	Clayton County	None
Code Enforcement	Clayton County	None
Courts	Clayton County	None
District Attorney	Clayton County	None
Drug Task Force	Clayton County, GBI, DEA, Hartsfield-Jackson International Airport-DEA	None
	agreement	
Economic Development	Clayton County	None
Elections	Clayton County	None
Electricity	Private Utilities	None
EMS	Clayton County	None
Engineering	Clayton County	None
Environmental Health	Clayton County	None
Fire	Clayton County	None
GIS (Mapping)	Clayton County	None
Law Enforcement	Clayton County	None
Library	Clayton County	None
Medical Examiner	Clayton County	None
Parks and Recreation	Clayton County	None
Physical Health	Clayton County	None
Planning and Zoning	Clayton County	None
Purchasing	Clayton County	None
Recycling	Clayton County	None
Senior Services	Clayton County	None
Stormwater	Clayton County Water Authority	None
Street Construction	Clayton County	None
Street Maintenance	Clayton County	None
Tax Assessment	Clayton County	None
Waste Collection	Clayton County	None
Wastewater Treatment and Collection	Clayton County Water Authority	None
Water	Clayton County Water Authority	None

NEXT STEPS

Coordination and communication between the various governmental entities that operate within the boundaries of Clayton County is necessary to ensure that individual long-term plans align well with each other, and with overarching goals and objectives of the County.

For instance, the Mountain View area is under its own tax allocation district, is expected to be part of the mixed use development surrounding the airport, and has been designated by MARTA as a potential rail stop and transit oriented development. However, it currently lacks adequate water and sewer infrastructure for extensive development. A comprehensive strategy with service provision will help create more holistic development.

The coordination of future growth areas in the County through comprehensive plans between Transportation and Land Use divisions and the Water and Sewer Authority would help ensure that areas which show future growth have sufficient infrastructure to support it.