# CLAYTON COUNTY
# Partial Update to the Comprehensive Plan

Prepared by The Collaborative Firm, LLC

October 20, 2009

STATE OF GEORGIA

COUNTY OF CLAYTON

RESOLUTION 2009 – 172

A RESOLUTION AUTHORIZING CLAYTON COUNTY TO ADOPT THE PARTIAL UPDATE TO CLAYTON COUNTY'S COMPREHENSIVE PLAN 2005 – 2025; TO AUTHORIZE THE CHAIRMAN TO PERFORM ALL OTHER ACTS NECESSARY TO ACCOMPLISH THE INTENT OF THIS RESOLUTION; TO PROVIDE AN EFFECTIVE DATE OF THIS RESOLUTION; AND FOR OTHER PURPOSES.

WHEREAS, the Clayton County Board of Commissioners has completed the Partial Update to Clayton County's Comprehensive Plan 2005 – 2025; and

WHEREAS, these documents were prepared according to the Georgia Department of Community Affairs (DCA) 2005 Local Planning Requirements and the required public hearing was held on July 27, 2009; and

WHEREAS, Clayton County also submitted its Draft Partial Update to the Atlanta Regional Commission for review prior to the County's adoption of the Partial Update; and

WHEREAS, the DCA has reviewed and approved the Partial Update; and

WHEREAS, the Board of Commissioners deems that it is in the best interest of Clayton County to adopt the finalized Partial Update.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF CLAYTON COUNTY, GEORGIA AND IT IS HEREBY RESOLVED

Section 1. The Board of Commissioners hereby authorizes Clayton County to adopt the Partial Update to Clayton County's Comprehensive Plan 2005-2025. {A copy is attached and is on file with the Atlanta Regional Commission.} The Board of Commissioners hereby authorizes the Chairman to perform all other acts necessary to accomplish the intent of this Resolution.

Section 2. This Resolution shall be effective on the date of its approval by the Board of Commissioners.

SO RESOLVED, this the 20th day of October, 2009

CLAYTON COUNTY BOARD OF COMMISSIONERS

ELDRIN BELL, CHAIRMAN

WOLE RALPH, VICE CHAIRMAN

GAIL B. HAMBRICK, COMMISSIONER

SONNA SINGLETON, COMMISSIONER

MICHAEL EDMONDSON, COMMISSIONER

ATTEST:

SHELBY D. HAYWOOD, CLERK

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# INTRODUCTION

This document represents a partial update to the Clayton County's Comprehensive Plan 2005-2025. In keeping with the Georgia State Law, the comprehensive plan update for Clayton County follows the format for the Requirements for a Partial Update to the Local Comprehensive Plan.

In May 2005, the Georgia State Department of Community Affairs (DCA) adopted new Standards and Procedures for Local Comprehensive Planning. These standards are significantly different from the previous guidelines in terms of format, process for submission, and the content required. As a result, there was a need to produce an interim document called the Partial Update that would address only some of the components under the new guidelines but serve as a bridge from the old comprehensive planning guidelines to the new. The full update to the Clayton's County Comprehensive Plan is due in the fall of 2012.

This partial update includes the following:
1. Quality Community Objectives (QCO) Assessment, 2. Analysis of Areas Requiring Special Attention, 3. Identification of Issues and Opportunities, and 4. Implementation Update including Policies and Strategies, Report of Accomplishments and Short Term Work Program for 2010 to 2014. Also an Update to Future Land Use Map was produced to reflect latest initiatives in the zoning ordinance and district overlays.

# EXECUTIVE SUMMARY

This Partial Update to Clayton County's Comprehensive Plan was prepared in 2009, in accordance with the guidelines of the Georgia Department of Community Affairs (DC), which regulates local comprehensive planning for jurisdictions throughout the State. This document is not intended to replace Clayton County's Comprehensive Plan 2005-2025, rather it is supplementary to the current Comprehensive Plan, as the issues and opportunities and implementation plan have been updated to more accurately reflect the existing conditions within the County at this time.

Within the Partial Update to Clayton County's Comprehensive Plan, there are four primary components:

- Quality Community Objectives Assessment: This chapter will assess the County's existing policies, regulations, and development patterns, among other key factors, relative to the Quality Community Objectives that have been established by DCA.
- Areas Requiring Special Attention: The identification and assessment of Areas Requiring Special Attention is a new feature within the Partial Update to Clayton County's Comprehensive Plan that was not included in Comprehensive Plan 2005-2025. This chapter identifies areas that have significant natural or cultural resources, areas that are experiencing or expected to experience rapid development or land use changes, areas where development has occurred at a rate that exceeded what the community facilities and services could support, areas in need of redevelopment, and other key areas that should be addressed with care in planning for the future. These areas have been identified on the Map of Areas Requiring Special Attention.
- Issues and Opportunities: This chapter outlines specific issues and opportunities facing Clayton County. It is important to identify these so that they can be appropriately addressed in the implementation plan.
- Implementation Update: The final component of the Partial Update to Clayton County's Comprehensive Plan is the Implementation Update. This chapter includes a Report of Accomplishments, which provides a status update for projects listed in Short Term Work Program 2005-2009; recommended policies and strategies; and Short Term Work Program 2010-2014.

### Chapter 1. Quality Community Objectives Assessment

The Quality Community Objectives Assessment evaluates existing policies, regulations, and development patterns against the Quality Community Objectives established by DCA. These Quality Community Objectives are specific objectives that DCA has recommended each local jurisdiction within the State should strive to achieve. For the purposes of the Partial Update to Clayton County's Comprehensive Plan, the Quality Community Objectives have been grouped into four categories of similar objectives: Development Patterns, Resource Conservation, Social and Economic, and Government Relations.

### *Development Patterns*

Clayton County's development over the years, much like many other communities in the Atlanta region, has consisted primarily of single-family residential neighborhoods and strip commercial centers, which has led to significant sprawl within the County and heavy dependence on automobile transportation. In 2008, the County adopted a new Zoning Ordinance, introducing new mixed-use zoning districts that are intended to promote more pedestrian-friendly development.

In addition to the proliferation of low-density, single-family neighborhoods throughout the County, a number of the strip commercial centers that have been developed over the years have fallen into a state of disrepair and low-occupancy. These commercial centers present significant opportunity for redevelopment along key corridors within the County.

As previously mentioned, the development patterns in Clayton County have led to dependency on automobile transportation. Clayton County does offer mass transit service through C-Tran, which provides bus service throughout the County. Biking and walking are also viable alternatives to automobile transportation in some parts of the County; however, many areas of the County do not have adequate bicycle and pedestrian facilities.

### *Resource Conservation*

Clayton County is home to a number of significant historical, cultural, and natural resources. Some of the key historic assets in the County include Historic Jonesboro, Crawford Dorsey House/Cemetery, the Orr House/Stately Oaks, and Rex Mill. Currently, the County does not have regulations in place to protect such historic properties; however, the establishment of a Historic Preservation Ordinance is encouraged in the future.

Clayton County has made substantial efforts to preserve its valuable natural resources. In 2008, the County adopted a 10-Year Parks and Recreation Master Plan, and a Greenspace Program Land Trust has also been established to provide for open space. Also, the Clayton County Water Authority is a standard-bearer in the water industry for its innovative initiatives employed to treat wastewater, maintain and improve water quality, and manage water resources.

In addition to the efforts described above, since the adoption of Comprehensive Plan 2005-2025, Clayton County has enacted a number of new ordinances and plans geared toward preserving natural resources, including a new Zoning Ordinance, Subdivision Regulations, Tree Protection Ordinance, Stormwater Development Guidelines, Watershed Management Plan, Sewer Use Ordinance, and Transportation Plan.

### *Social and Economic*

Clayton County has experienced significant growth over the years, and is anticipated to continue experiencing steady population growth for years to come. Significant efforts have

been made to prepare for this population growth so that the level of service received by the County's residents and businesses is not compromised.

As the population continues to grow, the County should take the necessary steps to ensure that there are diverse employment and housing opportunities for its residents. Currently, Hartsfield-Jackson Atlanta International Airport significantly affects the types of jobs that are available in the County, with three of the five largest employers within the County- Air Tran Airways, Delta Airlines, and Gate Gourmet- directly related to the Airport. In total, Transportation, Communication, and Utilities jobs comprise over 30% of the jobs in Clayton County.

The County is in need of a higher proportion of professional jobs, as many professionals who are residents within the County must travel outside of the County to find employment. The Finance, Insurance and Real Estate (FIRE) job category is the highest paying job category in the Metropolitan Atlanta area; however, these jobs account for just over 2% of the jobs in Clayton County.

The lack of diversity in employment options and incomes is a key factor affecting the availability of housing choices. Housing within the County caters heavily to low to medium income earners, with the median home value in Clayton County in 2008 at $72,000, as opposed to $128,350 in 2003. This represents a 43% reduction in home values since 2003. This drop in home values can be attributed to the housing issues being experienced nationwide.

***Government Relations***

Clayton County coordinates with a number of surrounding jurisdictions and entities on a number of key issues. Many of the County's land use, transportation, water and housing efforts with surrounding jurisdictions as a member of the Atlanta Regional Commission (ARC). The Economic Development Authority participates in regional and statewide bodies in order to further economic development in the County and the region. Also, the County works closely with entities such as the Metropolitan North Georgia Water Planning District, Hartsfield-Jackson Atlanta International Airport, the Georgia Department of Natural Resources and the Georgia Department of Community Affairs to preserve natural resources and ensure water quality.

In addition to participating with jurisdictions and entities throughout the region, Clayton County has a Service Delivery Strategy in place to provide services such as police, fire, jails, EMS, 911, road construction, parks and recreation, and animal control, among others, to residents throughout the County and its cities.

## Chapter 2. Areas Requiring Special Attention

As Clayton County sets policy to guide future development in the County, there are a number of key areas within which the County should exercise care in its planning efforts. Some of the sites include areas with significant natural and cultural resources, areas that are in need of redevelopment or aesthetic improvements, and areas experiencing high rates of vacancy, abandonment, poverty and unemployment.

Clayton County boasts a wealth of natural and historical resources. A number of ponds, lakes, streams, rivers, and other wetlands are found throughout the County. Likewise, the County is home to sites of historical significance, including the Orkin Early Quartz Site and the Orr House/Stately Museum, among others. Concerted efforts should be made to preserve these valuable assets for years to come.

With remarkable access to the City of Atlanta, Hartsfield-Jackson Atlanta International Airport, and amenities throughout the region, Clayton County is an attractive location with great potential for population and economic growth. Also, the pattern of strip commercial development that has been experienced in the years has resulted in a number of aging and underutilized commercial centers, providing opportunity for redevelopment along major corridors in the County. Some of these areas include Tara Boulevard, Highway 138, Highway 85, Highway 54 and Highway 42. There are a number of redevelopment areas in the County for which plans are currently in place, such as the Mountain View Redevelopment Area, Fort Gillem, the Northwest Clayton Livable Centers Initiative study area, the Villages of Ellenwood Tax Allocation District, Northwest Clayton Tax Allocation District, and the Central Clayton Commercial Corridors Tax Allocation District.

## Issues and Opportunities

### *Key Issues*

In order to effectively plan for the future, it is important for Clayton County to have clear understanding of the key issues it is facing. Some of the key issues that were identified within the County include:

- Availability of Parks and Open Space: Clayton County currently has 896 acres of parkland and 650 acres of designated greenspace. Moving forward, the County should continue efforts to increase the availability of parks and open space.
- Little Vacant Land: Currently, only 1.2 percent of the County's land is vacant or undeveloped. It will be important for the County to manage its remaining vacant and undevelopable land well, encourage redevelopment, and direct future growth to areas with existing infrastructure.
- Transportation: While Clayton County has a complex and well-developed system of roadways, including a number of major corridors, the major thoroughfares in the County experience significant congestion during peak hours.
- Population: Clayton County has experienced significant population growth over the years, contributing to the County's transformation from a suburban to urban community. This has placed, and will continue to place, a strain on infrastructure and services.
- Employment/Jobs: While employment growth has been steady, Clayton County has a disproportionate number of jobs in lower paying job categories, including Transportation, Communication and Utilities, and much fewer jobs in higher paying categories such as Finance, Insurance and Real Estate. Moving forward, it will be important for the County to attract more jobs in the higher paying categories in order to promote diversity of income.

- Housing: The housing opportunities in the County mirror the job opportunities, with a disproportionate number of housing choices available for lower income earners, as compared to housing choice for mid to high income earners. Also, the high rate of foreclosure has contributed to a substantial decrease in home values.

***Key Opportunities***

While Clayton County faces some challenges, many of these challenges pose significant opportunities for the County. Some of the key opportunities that were identified include:

- Adoption of New Zoning Ordinance and Subdivision Regulations: Through the adoption of the new Zoning Ordinance and Subdivision Regulations adopted in 2008, Clayton County has established policies, practices, regulations and standards that encourage enhanced urban design and the utilization of alternatives to automobile transportation.
- Redevelopment of Major Corridors: Along with the Zoning Ordinance, overlay districts were enacted in 2008 for major corridors in the County, specifically Tara Boulevard and state routes 42, 54 and 138. These overlay districts will improve the quality of development along these critical thoroughfares. In addition to the enhanced guidelines that are currently in place for these corridors, Mount Zion Boulevard/Road, Riverdale Road, and Upper Riverdale Road, among others, present opportunities for redevelopment.
- Enhancement of Transportation Infrastructure: Clayton County offers tremendous accessibility to Atlanta, the State, and the world via Interstates 75, 285 and 675, a network of US and State highways, and Hartsfield-Jackson Atlanta International Airport. In order to meet future needs and encourage new economic development, continuous investment in transportation infrastructure and transit alternatives will be necessary.
- Mixed-Use Districts: The recently adopted Zoning Ordinance introduces new mixed-use zoning districts, which will allow for higher density development in key areas, promote development of office uses which may attract new professional jobs, and provide an opportunity for residents to live, work and play all within one node.
- Neighborhood Stabilization Program: Through the Neighborhood Stabilization Program (NSP), Clayton County has been awarded over $9.7 million to address abandoned and foreclosed homes.

## Implementation Update

***Report of Accomplishments***

The Report of Accomplishments provides a detailed update on the progress that has been made on specific projects listed within Comprehensive Plan 2005-2025. Within the update, the status of each project is provided, whether it is underway, complete, or postponed.

***Policies and Strategies***

Within the Partial Update to Clayton County's Comprehensive Plan, several policies and strategies are outlined in order to aide the County as it seeks to address its various issues and opportunities. Among these recommended policies are the Atlanta Regional Commission's

(ARC) Growth Policies, which were approved as part of ARC's Envision 6 initiative as specific policies that are applicable to local jurisdictions throughout the Atlanta Region. In addition to these policies, a number of policies specific to Clayton County are recommended. Some of the policy highlights include:

- Establish priority areas for redevelopment and infill development.
- Create redevelopment plans for key corridors.
- Promote medium to high density development in appropriate areas.
- Promote transit-oriented development in key redevelopment areas.
- Explore the establishment of development impact fees to meet growing needs for infrastructure improvement.
- Pursue the creation of a Historic Preservation Commission.
- Explore the creation of urban enterprise zones and community improvement districts.

***Short Term Work Program 2010-2014***

The Short Term Work Program is a required element of the Implementation Update, which outlines an action plan with specific items to be accomplished over the course of the next five years. Projects listed on the Short Term Work Program have been submitted by various departments within Clayton County, and include the anticipated years for completion, estimated cost, and possible funding sources for each project.

# 1. Quality Community Objectives Assessment

This chapter includes an assessment of the 15 Quality Community Objectives (QCOs) promulgated by the Georgia Department of Community Affairs. The Partial Update of the Comprehensive Plan is required to provide an assessment as to how policies and development patterns of the local government either meet, or do not meet, these objectives. This assessment lists a particular QCO, and then an assessment of each objective follows. Where applicable, the assessment describes existing policies adopted in the comprehensive plan, regulations and existing development patterns based on some analysis in the field.

The assessment is useful in terms of identifying additional issues and opportunities that need to be addressed in the County's implementation program. In some cases, similar QCOs are grouped and discussed together.

## 1.1 Development Patterns

**1.1.1** ***"Traditional Neighborhood****s: Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity."*

Over the past 20 years, development patterns of Clayton County have led to sprawl that encouraged low density development, drained natural resources, and promoted the use of the automobile.

On May 22, 2008, the Clayton County Board of Commissioners adopted a new Zoning Ordinance. The ordinance is intended to guide the growth and development of Clayton County in accordance with the Clayton County Comprehensive Plan. In addition to the adoption of the new ordinance, the County Commission also adopted a Tree Protection Ordinance and Subdivision Ordinance.

Atlanta Traditional Neighborhood
Source: Landmark Builders Group

Clayton County is striving to achieve traditional neighborhoods that are walkable, and contain a mixture of uses. The new zoning ordinance does allow for mixed use development that permits a mixture of uses to be located in one zoning area. The County allows for Neighborhood Mixed Use and Regional Mixed Use developments to be developed. The Neighborhood Mixed Use District is established to provide a mixture of residential housing options and supportive commercial uses within close proximity to each other. The Regional Mixed Use district was also established to provide an intense mixture of residential, office, and commercial uses in close proximity of each other as the Neighborhood Mixed Use designation. Developing

in these types of patterns makes it more ideal and feasible to locate school campuses in and around neighborhood developments. Approaching all new development patterns from a more nodal development as opposed to a strip or corridor development will allow more compact and walkable developments that promote pedestrian activity.

Although many of the Clayton County Schools are located within or around neighborhood developments, sidewalks and vegetation need to be better maintained to allow for students to safely travel back and forth to school. The Clayton County Transportation Plan highlighted two policy recommendations:

- Require that new developments and subdivisions address pedestrian and bicycle circulation needs as they would vehicular traffic impacts.

- Eliminate barriers to non-motorized travel by encouraging direct, off-street pedestrian and bicycle connections between residential developments and local community destinations such as schools, playgrounds, parks, shopping centers, transportation facilities and other community facilities.

Neighborhood w/ Sidewalks
Source: Westhaven Community Franklin, TN

According to the Clayton County Transportation Plan, adopted October, 2008, there continues to be a need for more policies in Clayton County that promote medium to high density development, encourage connectivity around transit stations via sidewalks, transit roadways, and bike lanes. The County must provide transportation alternatives to provide for improved health through physical activity, and offer residents transportation mobility options.

With the adoption of the County's Tree Protection Ordinance, developers are now required to achieve the appropriate Tree Density for a site before development can take place. If the developer can reach the appropriate density for the site with existing vegetation, then the developer is not required to plant new tree specimens. Although the County does not have a progressively organized tree-planting campaign, the County does give out tree seedlings for residents twice a year. This is done with the County's Christmas Tree Recycling Program, and once more in conjunction with Arbor Day celebrations each year.

**1.1.2** ***"Infill Development****: Communities should maximize the use of existing infrastructure and maximize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community."*

Clayton County has industrial and commercial strip center uses within the County, and it is very important that once these properties are no longer being used for these intended uses that these sites are identified as potential sites for redevelopment and/or infill development. Currently, the County has access to an inventory of developable sites and utilizes an outside source to access this information. The County is encouraged to develop and maintain its own inventory of developable sites to ensure completeness and accuracy of the information. Current potential development areas center in and around the:

- Atlanta State Farmers Market
- Gateway Village Project
- Ellenwood Tax Allocation District (TAD)
- Southside Hartsfield Redevelopment & Stabilization Plan (NW Clayton LCI)
- River Walk
- Commuter Rail station stops
- Mountain View Redevelopment

The Clayton County Economic Development Department is starting to take the necessary steps to promote greyfield redevelopment within the County. Over the next five years, the Department plans to identify and develop plans for the revitalization of declining or vacant strip shopping centers and commercial structures throughout the County. In addition, incentives should be established to encourage redevelopment of blighted areas within the County. Currently, brownfield areas are not being widely promoted for redevelopment because the County does not have large parcels of land that have been identified as brownfields. Primarily, brownfield areas within the County are small lots, such as gas stations, scattered throughout the County, which will soon be identified for redevelopment opportunities.

**1.1.3** ***"Sense of Place****: Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment."*

Clayton County has many resources that can be capitalized upon to create a stronger sense of place. Resources include its rich historical heritage, natural resources, and opportunities for redevelopment.

The Atlanta Framers Market creates a sense of place for the northernmost portion of the County, in the Forest Park community, as the area promotes gathering and pedestrian interaction. The County can achieve a greater sense of place encouraging more nodal and mixed-use, pedestrian-friendly developments. The Zoning Ordinance also identifies specific areas in the County which are termed as Special Districts. These districts are overlay districts

Atlanta Farmers Market

that have been established as an additional layer of zoning standards, intended to preserve and enhance the character of specific areas within the County, as well as encourage redevelopment in key areas. The districts include Tara Boulevard, Cherry Hills, Highway 42, Highway 54, Highway 138, Watershed District and Panhandle Overlay District.

**1.1.4 *"Transportation Alternatives**: Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged."*

The Clayton County Transportation Plan was a joint effort undertaken by the County and each of its incorporated cities to address the future transportation needs of the County. The plan addresses the needs of the County relating to automobile circulation, mass transit, bicycle routes, and pedestrian facilities.

Alternative modes of transportation are available within Clayton County such as C-Tran, walking, hiking, and biking. C-Tran, which is the County's mass transit service, provides four (4) routes that connect with MARTA at the MARTA Airport Station. These routes service the entire County to give residents an alternative to relying upon the automobile.

Clayton County Mass Transit
Source: Clayton County

Other alternatives to the automobile are walking, biking or hiking to nearby destinations. The County has developed a Master Plan for trails that snakes its way throughout the County along the Flint River, many creeks, roadways and connects to existing Jesters Greenway Trail system. In addition to County-owned and operated trail systems, cities provide an additional source of trails to contribute to the Countywide system. The City of Morrow is the only city in the County with a formal trail system design and plan, which is included in the Clayton County Parks and Recreation Master Plan[1].

Some areas of the County do have well maintained sidewalks and bike lanes, but many areas are still lacking adequate facilities. The Comprehensive Transportation Plan requires that all newly built sidewalks connect to existing sidewalks wherever possible. The plan also illustrates proposed and existing bicycle routes throughout the community[2].

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[1] The trails Master Plan is a living document and therefore alternative trail alignments and locations may be considered at the time of implementation based on the needs of Clayton County, private property concerns, and environmental/cultural resources issues. Clayton County 10-year Parks and Recreation Master Plan, page 96.

[2] Where sidewalks are presently provided, gaps within the existing sidewalk network should be closed to eliminate safety and connectivity. Clayton County Comprehensive Transportation Plan October 2008, page 91.

**1.1.5** ***"Regional Identity****: Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics."*

The Clayton County community contributes to the region, and draws from the region, as a source of local culture, commerce, entertainment and education. The Economic Development Authority currently partners with the Joint Development Authority of Metro Atlanta, along with DeKalb, Fulton and Rockdale Counties, to address economic development issues. The County also participates in the Association of Development Authorities of Georgia, an informal statewide forum for Development Authorities on issues affecting economic development. In addition to the aforementioned organizations, the Economic Development Authority partners with MetroSouth, which provides economic development assistance to the member counties of Clayton, Fayette, Henry, Fulton, Coweta, and Spalding.

Clayton County offers a number of amenities to serve the surrounding region. Clayton is home to Clayton State University, which serves approximately 6,000 students from all over the Atlanta metro region. Another regional draw is the Atlanta State Farmers Market, which at 146 acres is the largest wholesale distribution hub for the Southeast, and contributes over $1 billion directly to the local economy (Clayton County Comprehensive Plan 2005-2025). The biggest regional draw for Clayton is being home to the world's busiest airport, Hartsfield-Jackson Atlanta International Airport. Culturally, Clayton offers many regional draws such as Arts Clayton, Spivey Concert Hall located on the campus of Clayton State University, Jonesboro Historic District, Crawford Dorsey House/Cemetery, The Orr House/Stately Oaks, Rex Mill and Orkin Early Quartz Site.

## 1.2 Resource Conservation

**1.2.1** ***"Heritage Preservation****: The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character."*

With Clayton's vast historical heritage, the County has not 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.

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 an 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.

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 300 acres and building styles were primarily Greek Revival and Gothic. (Clayton County Comprehensive Plan 2005-2025)

Stately Oaks Plantation
Source: Historic Jonesboro

Crawford Dorsey House/Cemetery

Designated in July 1984, this site is the most recent addition to Clayton County's list of National Historic Register sites. Built in 1835, with additions made in 1858, it is located north of Lovejoy at the intersection of McDonough and Freeman Roads. It was the scene of heavy fighting during the Battle of Lovejoy in the Civil War. In December 1984 it was destroyed by fire which left only three chimneys standing. (Clayton County Comprehensive Plan 2005-2025)

The Orr House/Stately Oaks Plantation

Located in the Jonesboro Historic District, this home became a National Historic Register site 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. (Clayton County Comprehensive Plan 2005-2025)

Rex Mill

Listed on the National Historic Register in 1979, this grist mill is believed to have been constructed sometime between 1820 and 1860. This 1.5-acre site is located north of Rex Road on Cotton Indian Creek in unincorporated Rex. The Mill is historically significant in that it reflects a characteristic architectural style and the industrial history of the County. (Clayton County Comprehensive Plan 2005-2025)

**1.2.2** ***"Open Space Preservation****: New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation."*

The County has taken great steps to preserve its natural resources and open space by adopting Clayton's countywide 10-year Parks and Recreation Master Plan in 2008. The plan includes a greenspace plan for the area, as well. In addition to the Parks and Recreation Master Plan, the County has set up a Greenspace Program Land Trust, which is designed to maintain and protect greenspace throughout the County. Although this is a great achievement on behalf of the County, more steps should be taken to preserve Clayton's open space. According to the Parks and Recreation 10-year Masterplan, there are 896 acres of parkland and 650 acres of designated greenspace within the County. Based on the 2020 population forecast for the County, the Department of Parks and Recreation and the Greenspace Division should to strive to acquire approximately 784 additional acres of parkland and greenspace to be in line with comparable metro Atlanta counties.

Clayton County Wetland Trail
Source: Clayton County Water Authority

In addition to the Parks and Recreation 10-year Masterplan, the County should partner with local, state, and national land conservation programs. Partnering with these organizations and agencies will open up possible funding opportunities for the County to achieve the desired acreage, and provide information to the County on making smart decisions relating to land acquisitions, conservation and preservation. Below is a list of just some of the organizations or agencies available that not only specialize in preservation of open space, but historical sites, waterways, and natural resources as well.

Georgia Land Conservation Program

The Georgia Land Conservation Program (GLCP) works to preserve a statewide network of land and water resources for current and future generations to use and enjoy. The GLCP promotes partnerships between cities and counties in Georgia, state and federal agencies, landowners, and other private sector partners to protect the State's valuable natural resources. (Georgia Land Conservation Program)

The Georgia Conservancy

Founded in 1967 at Sweetwater Creek State Park by a group of concerned citizens, the Georgia Conservancy collaborates, advocates and educates to protect Georgia's natural environment. Through its focus on clean air and water, land conservation, coastal protection, growth management and education, the Georgia Conservancy works to develop solutions to protect Georgia's environment and promote the stewardship of the State's vital natural resources. (The Georgia Conservancy)

The Trust for Public Land

The nationally recognized organization has been established not only for the purpose of conserving open space, but a variety of other outdoor spaces. The Trust for Public Land (TPL) is a national, nonprofit, land conservation organization that conserves land for

people to enjoy as parks, community gardens, historic sites, rural lands, and other natural places, ensuring livable communities for generations to come. (Trust for Public Land)

The County's has adopted a Subdivision Ordinance and Tree Protection Ordinance. The Subdivision Ordinance was adopted to provide protection and conservation of the value of land structures, and other improvements to the land, as well as encourage the protection of natural resources in order to preserve the integrity, stability, natural beauty, topography, and the value of land. The Tree Protection Ordinance was adopted with the purpose of providing standards for the conservation or replacement of trees as part of the land development and building construction process within the County, and establishing and maintaining appropriate diversity in tree species and age classes to provide a stable and sustainable urban forest in developed and developing areas of the County and a stable and sustainable rural forest in undeveloped areas. Adoption of both ordinances will allow the County to preserve a vast amount of open space and natural resources while acknowledging the ever growing pressure for subdivision and commercial developments.

**1.2.3** ***"Environmental Protection****: Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved."*

Along with taking great steps in preserving the Open Space within the County, Clayton County has also taken major steps in preserving the natural resources of the County by adopting many land use measures. These land use measures protect and control water quality, storm water, natural terrain, vegetation, rivers, creeks and stream restoration. The County has developed a very detailed inventory of its natural resources that is primarily maintained by the Clayton County Water Authority. Identifying these environmentally sensitive areas ensures that the County takes the necessary steps to protect them by adopting or establishing such districts as the Watershed Protection District, which was established with the intent of protecting the environmental quality of Clayton County's drinking water supply watersheds[3].

The Clayton County Water Authority (CCWA) has long been recognized as a leader in the water industry for its environmentally sound approach to wastewater treatment and resource management. Through innovative programs such as land application of treated wastewater, and the development of systems for producing marketable compost and fertilizer products from solid waste, CCWA has set the standard in Georgia and the

Source: Clayton County Water Authority

[3] The Clayton County Zoning Ordinance was adopted May 22, 2008 and amended on July 24, 2008. The Watershed Protection District is considered a Special District within Clayton County, Page 91.

southeast for water provision and wastewater service.

The Clayton County Water Authority is an innovative steward of its water resources. They use innovative ways to handle water supply and growth since 1955. One of its most recent innovations is the use of constructed treatment wetlands. For the last five years, CCWA has been transitioning from spray irrigation to the wetlands irrigation. With the constructed wetlands, treated wastewater flows through several wetland sells by gravity, where plants remove additional pollutants and nutrients. The water then flows into a water reservoir. This enables the CCWA to return 10 million gallons a day to its reservoirs.

Clayton County land use measures include, but are not limited to:

- Clayton County Zoning Ordinance Adopted May 22, 2008
- Clayton County Subdivision Ordinance Adopted May 22, 2008
- Clayton County Tree Protection Ordinance Adopted May 22, 2008
- Georgia Stormwater Management Plan
- Clayton County Parks and Recreation Master Plan Adopted 2008
- Clayton County Transportation Plan Adopted October, 2008
- Clayton County Watershed Management Plan Adopted July, 2001
- Clayton County Stormwater Development Guidelines November, 2006
- Clayton County Sewer Use Ordinance November, 2007

The Georgia Stormwater Management Manual, which was adopted by Clayton County, is a policy document designed to provide guidance on the basic principles of effective storm water management for Georgia communities. The County has also adopted and enforces the "Part V" Environmental Planning Criteria, which deals with the measuring of non-point source water pollution.

The County has numerous historic and cultural resources and is committed to developing a historic preservation plan and to creating a Historic Preservation Commission.

As need for other funding sources to provide for infrastructure demand, including parks and open space increase, the County needs to pursue other options including the creation of the Impact Fee Program. Currently, the County is evaluating options for the implementation of this Program.

## 1.3 Social and Economic

**1.3.1** ***"Growth Preparedness****: Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, and sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs."*

Since 2000, Clayton County has experienced a steady growth in population as well as households. It is projected that by 2030, the County will sit just shy of 300,000 residents. By 2030, the County will add 28,739 new households and an additional 63,399 residents. With this projection, it is important that the County begin to lay the groundwork to accommodate the growth so that levels of service are not compromised.

**Table 1: Clayton County 2030 Population and Household Estimates**

| Clayton County 2030 Population and Household Estimates | | | | | | | |
|---|---|---|---|---|---|---|---|
| | **2000** | **2005** | **2010** | **2015** | **2020** | **2025** | **2030** |
| **Population** | 236,517 | 263,900 | 276,170 | 288,608 | 291,272 | 293,954 | 299,916 |
| **Households** | 82,272 | 93,448 | 97,336 | 103,653 | 106,142 | 108,392 | 111,011 |
| *Source: Atlanta Regional Commission 2030 Population and Housing Forecast.* | | | | | | | |

The County is preparing for growth and has taken the necessary actions to accommodate the projected population growth. The Clayton County local government, as well as the Clayton County School Board, utilizes the Atlanta Regional Commission for the latest population projections. The two governing bodies utilizing the same population data ensures there is no discrepancy in the adequate planning of future public services and facilities.

In preparation for the future growth that is expected, the County has adopted important land use measures that will ensure that, along with preparing for the population growth, it also achieves the desired types of development desired. In 2008, the Clayton Board of Commission adopted the new Zoning Ordinance, Subdivision Ordinance, Tree Protection Ordinance and Clayton County Transportation Plan. All of the land use measures adopted above were developed through a series of public involvement planning exercises and presentations, where the residents were able to voice their concerns about the future growth and development of Clayton County. Allowing the public to be involved in the planning process empowers residents to get behind and support the plans that are developed. The County should incorporate a citizen education campaign to allow all interested parties to learn even more about the planning process. This can be accomplished by holding various town hall meetings, planning workshops, and/or incorporating an interactive zoning and development website for residents.

**1.3.2** ***"Appropriate Business****: The business and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for the expansion and creation of higher skill job opportunities."*

The Clayton County Economic Development Department has considered the strengths, assets and weaknesses of the County, and is currently in the process of developing a business plan to capitalize on those findings. As discussed earlier, the Department is working to identify all greyfield sites within the County to target for redevelopment. The Department is also establishing fiscal incentives to aid in attracting developers that will develop desirable industries. Often, the creation of new jobs and industries leads to many

companies creating more employment opportunities through their own support network of business partners. This will allow the County to provide more professional level jobs for its residents that will in turn cut down on residents' commutes to and from work.

According to the Georgia Department of Labor, Clayton County lacks an abundance of professional level occupations. Currently, the County industry mix make-up is approximately 18% total government, 78% service providing and 4% goods producing.

**1.3.3** ***"Employment Options****: A range of job types should be provided in each community to meet the diverse needs of the local workforce"*

As discussed in the previous section, the Clayton County Economic Development Department is working to diversify the employment options of the County. The biggest employment base that is currently deficient is the access to professional jobs within the County.

**Table 2: Clayton County Industry Mix**

| Clayton County Industry Mix | |
|---|---|
| Total-Government | 18% |
| Service-Providing | 78% |
| Goods-Producing | 4% |
| *Source: Georgia Department of Labor, Area Labor Profile for Clayton County, June 15, 2009.* | |

Providing more types of professional jobs for a more adequate employment mix will allow residents of the County to greatly shorten commute times. Currently, residents have to travel great distances to destinations within the metro Atlanta area for employment. According to the Georgia Department of Labor, 44% of residents residing within Clayton County work within the County. This means 56% of residents are traveling to other destinations for employment. The chart below illustrates the number of individuals working in Clayton County and where they reside.

**Table 3: Persons Working Clayton County Commuter Patterns**

| Person Working In Clayton | | |
|---|---|---|
| County of Residence | Number | Percent of Total |
| Clayton | 42,924 | 44.2 |
| Henry | 13,541 | 13.9 |
| Fulton | 9,722 | 10.0 |
| Fayette | 6,048 | 6.2 |
| DeKalb | 5,644 | 5.8 |
| Cobb | 3,166 | 3.3 |
| Coweta | 3,097 | 3.2 |
| Spalding | 2,113 | 2.2 |
| Other | 10,907 | 11.2 |
| Total Residents | 97,162 | 100.0 |
| *Source: Georgia Department of Labor, Area Labor Profile for Clayton County, June 15, 2009.* | | |

As stated above, 56% of all residents living in Clayton are commuting elsewhere for employment options. It is important to identify and analyze these areas so the County can lure those same types of industries to the County for its workforce. Overwhelmingly, 35.8% of residents commute to parts of Fulton County for employment. The chart below will illustrate other areas of metro Atlanta to which residents are commuting.

**Table 4: Employed Residents of Clayton County Commuter Patterns**

| Employed Residents of Clayton | | |
|---|---|---|
| County of Residence | Number | Percent of Total |
| Clayton | 42,924 | 38.2 |
| Fulton | 40,271 | 35.8 |
| DeKalb | 9,024 | 8.0 |
| Henry | 4,413 | 3.9 |
| Cobb | 4,053 | 3.6 |
| Fayette | 3,760 | 3.4 |
| Gwinnett | 2,785 | 2.5 |
| Rockdale | 652 | 0.6 |
| Other | 4,556 | 4.1 |
| Total Residents | 112,438 | 100.0 |
| *Source: Georgia Department of Labor, Area Labor Profile for Clayton County, June 15, 2009.* | | |

The five (5) largest employers within Clayton County, according to the Georgia Department of Labor, include Air Tran Airways Inc., Delta Air Lines Inc., Gate Gourmet Inc., Southern Regional Medical Center Inc. and Wal-Mart[4]. Three of the five largest employers are related to Hartsfield-Jackson Atlanta International Airport. In Clayton County, transportation, communication and public utilities (TCU) accounts for the biggest area of employment. Jobs categorized as TCU jobs are usually lower paying (Clayton County Transportation Plan 2008.) TCU's accounted for 30.69% of the workforce in 2005. By 2025, it is estimated TCU's will account for 34.30% of the employment sector[5].

**Table 5: Clayton County Transportation, Communication & Public Utilities Employment Projection**

| Clayton County TCU Employment Projection | | | | | | |
|---|---|---|---|---|---|---|
| | 2000 | 2005 | 2010 | 2015 | 2020 | 2025 |
| Transportation, Communication & Public Utilities | 28.14% | 30.69% | 32.61% | 33.88% | 34.45% | 34.30% |
| *Source: Woods and Pool Economics, Clayton County Comprehensive Plan 2005-2025* | | | | | | |

In the metropolitan Atlanta area, the Finance, Insurance and Real Estate (FIRE) represented the highest paying job category. Clayton County ranks last in the percentage

[4] Information produced by the Georgia Department of Labor Area Labor Profile Workforce information and Analysis for Clayton County June 15, 2009.

[5] Information produced by Woods and Pool Economics, Inc within the Clayton County Comprehensive Plan 2005-2025 page 41; Table 4.2 Employment by Sector.

of FIRE jobs. The County must find ways to grow this employment sector within the county.

**Table 6: Clayton County Finance, Insurance and Real Estate Employment Projection**

| Clayton County FIRE Employment Projection | | | | | | |
|---|---|---|---|---|---|---|
| | 2000 | 2005 | 2010 | 2015 | 2020 | 2025 |
| Finance, Insurance & Real Estate | 2.4% | 2.28% | 2.19% | 2.13% | 2.11% | 2.11% |
| *Source: Clayton County Comprehensive Plan 2005-2025* | | | | | | |

With the lack of diversity in employment options in the County, there is a lack of income diversity. The lack of income diversity within the County has led to the lack of diversity in housing options for residents. There is an abundance of low-income, single-family and multifamily units within the County. Primarily areas north of Mundy's Mill Road and Noah's Ark Road are where the greatest concentration of poverty is found within the County. The median household income for Clayton County as of 2007 was $43,000 according to the US Census Bureau.

**Table 7: Median Household Income Distribution**

| Median Household Income Distribution | | |
|---|---|---|
| | Total Households | Percentage |
| | **88,190** | **100%** |
| Less than $10,000 | 5,342 | 6.1% |
| $10,000 to $14,999 | 4,720 | 5.4% |
| $15,000 to $24,999 | 10,715 | 12.1% |
| $25,000 to $34,999 | 12,731 | 14.4% |
| $35,000 to $49,999 | 17,182 | 19.5% |
| $50,000 to $74,999 | 17,939 | 20.3% |
| $75,000 to $99,999 | 10,506 | 11.9% |
| $100,000 to $149,999 | 7,058 | 8.0% |
| $150,000 to $199,999 | 1,357 | 1.5% |
| $200,000 or more | 640 | 0.7% |
| Median household income (dollars) | 43,077 | |
| *The table illustrates the income breakdown for households within Clayton County ranging from less than 10,000, up to 200,000 or more. Source: US Census Bureau; 2007 Median Household Income Distribution* | | |

**1.3.4** ***"Housing Choices****: A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs."*

As discussed earlier, the lack of diversity of employment options and incomes is the biggest factor affecting housing choices. The County currently does not offer diverse housing options for residents. Table 10 discusses past and projected trend for population,

housing, and employment. Residents choosing to live in Clayton County can afford to live and work in the community because the current housing offerings cater to residents within the low to medium income brackets.

Between 2003 and 2007, the median home price for a home in Clayton County ranged between the mid 120's to upper 120's. As of 2008, the median price has fallen to $72,000 for homes in the County. The drop in home values is directly related to the current housing foreclosure market. Clayton County experienced high foreclosure rates since 2005, which has negatively impacted the many neighborhoods. Compared to home prices within the surrounding counties, Clayton County is fairing the worst. The County has experienced a 43% drop in home prices over the past year. The average home price in the Atlanta metro region is approximately $170,000.

**Table 8: Clayton County Home Sales**

| Clayton County Home sales | | | | | | | |
|---|---|---|---|---|---|---|---|
| | **2003** | **2004** | **2005** | **2006** | **2007** | **2008** | **2007-2008 change** |
| New Units Sold | 2448 | 1648 | 1942 | 1944 | 1688 | 595 | -64.75% |
| Resale Units Sold | 2640 | 2988 | 3275 | 3335 | 2827 | 3129 | 10.68% |
| Total Units Sold | 5088 | 4636 | 5217 | 5279 | 4515 | 3724 | -17.52% |
| Median New Price | $145,300 | $144,900 | $149,300 | $161,111 | $175,395 | $160,909 | -8.26% |
| Median Resale Price | $113,900 | $114,000 | $118,000 | $118,000 | $103,607 | $60,000 | -42.09% |
| Median Total Price | $128,350 | $123,700 | $125,900 | $128,000 | $126,900 | $72,182 | -43.12% |
| *Source: Atlanta Journal Constitution: Accessed July 8, 2009* | | | | | | | |

**Table 9: Clayton County Home Sales of Surrounding Counties**

| Home Sales Surrounding Counties | | | | |
|---|---|---|---|---|
| County | 2008 total units sold | 2007-2008 change | 2008 median price | 2007-2008 change |
| **Clayton** | **3724** | **-17.52%** | **$72,182** | **-43.12%** |
| DeKalb | 9825 | -16.79% | $149,000 | -14.86% |
| Fayette | 1159 | -29.71% | $255,400 | -5.33% |
| Fulton | 16441 | -19.93% | $176,910 | -18.81% |
| Henry | 2956 | -31.42% | $150,189 | -16.10% |
| Spalding | 787 | -10.26% | $98,000 | -14.78% |
| *Source: Atlanta Journal Constitution: Accessed July 8, 2009* | | | | |

The County also has a disproportionate number of renter-occupied housing units that have furthered the decline of the Clayton housing market. The lack of housing choices for median to high income levels have encouraged many who work within the County to

seek other counties surrounding Clayton to call home. Only 44 % of Clayton's workforce is classified as residents of the County. This is of great concern because this means 56% of the workforce has to commute into the County on a weekly basis according to the Georgia Department of Labor. Additional information of County commuter patterns can be found on page 11, Table 3 and Table 4, page5.

A greater focus should be placed upon improving the housing choices available to all income levels within the County. Primary emphasis should be placed on attracting housing for medium to high income brackets. As the County works to improve the diversity of the workforce to include more professional jobs, this should allow for a more diverse income structure for County residents.

## Table 10: Population Housing and Employment Trends

| Clayton County Georgia<br>Population Housing and Employment Trends | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2000 | 2008 | 00-08<br>% Change | 2010 | 08-10<br>% Change | 2020 | 10-20<br>% Change | 2030 | 20-30<br>% Change | 00-30<br>% Change | 08-30<br>% Change |
| Population | 236,517 | 281,400 | 19.0% | 276,170 | -1.9% | 291,272 | 5.5% | 299,916 | 3.0% | 26.8% | 6.6% |
| Households | 82,243 | 99,739 | 21.3% | 97,336 | -2.4% | 106,142 | 9.0% | 111,011 | 4.6% | 35% | 11.3% |
| Employment | 135,900 | 120,613 | -11.2% | 134,304 | 11.4% | 144,708 | 7.5% | 168,726 | 16.6% | 24.2% | 39.9% |
| *Source: The Atlanta Regional Commission 2008: 2030 Clayton County Forecast consisting of Population, Housing, and Employment Data. May 2009* | | | | | | | | | | | |

## Table 11: Housing Units by Structure Type

| Clayton County Georgia<br>Housing Units by Structure Type<br>Region, County, Cities | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Total Housing Units | | Single-Family (SF) Units | | | | Multi-Family (MF) Units | | | | Mobile Homes (MH) Units | | | |
| | **2008 Housing Units** | **2000 Housing Units** | **2008 SF Units** | **% SF Units** | **2000 SF Units** | **SF Change** | **2008 MF Units** | **% MF Units** | **2000 MF Units** | **MF Change** | **2008 MH Units** | **%MH Units** | **2000 MH Units** | **MH Change** |
| Metro Region | 2,092,708 | 1,629,927 | 1,494,276 | 71.4% | 1,156,880 | 337,396 | 531,122 | 25.4% | 405,795 | 125,327 | 67,310 | 3.2% | 67,252 | 58 |
| **Clayton County** | **107,337** | **86,461** | **70,883** | **66.0%** | **57,265** | **13,618** | **32,769** | **30.5%** | **25,327** | **7,442** | **3,685** | **3.4%** | **3,869** | **(184)** |
| Jonesboro | 1,635 | 1,612 | 1,165 | 71.3% | 1,157 | 8 | 404 | 24.7% | 389 | 15 | 66 | 4.0% | 66 | 0 |
| Lake City | 982 | 978 | 695 | 70.8% | 703 | (8) | 227 | 23.1% | 227 | - | 60 | 6.1% | 48 | 12 |
| Lovejoy | 2,109 | 605 | 559 | 26.5% | 51 | 508 | 1,041 | 49.4% | 2 | 1,039 | 509 | 24.1% | 552 | (43) |
| Morrow | 2,183 | 1,772 | 1,489 | 68.2% | 1,078 | 411 | 679 | 31.1% | 679 | - | 15 | 0.7% | 15 | 0 |
| Riverdale | 5,720 | 4,533 | 3,803 | 66.5% | 2,822 | 981 | 1,900 | 33.2% | 1,694 | 206 | 17 | 0.3% | 17 | 0 |
| *Source: The Atlanta Regional Commission 2008: 2030 Clayton County Forecast consisting of Population, Housing, and Employment Data. May 2009* | | | | | | | | | | | | | | |

**1.3.5** ***"Educational Opportunities****: Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions."*

There are a number of educational opportunities within the County and in the surrounding area. These institutions combined offer many educational and training opportunities. Within the County, residents have access to Clayton State University, and Strayer University (Morrow Campus).

Each of the institutions offers many programs for residents to improve or gain their skills. Clayton State University offers many entrepreneurial courses within the business school that equip students who have ambitions to start their own business with the knowledge and skills to achieve their goal. This also can be said for the many other programs offered at the University, such as Nursing, Arts and Sciences, Professional Studies, and Information and Mathematical Sciences. In addition, Graduate Programs are available for students wishing to continue their education.

Strayer University offers degree programs in accounting, business, criminal justice, public administration, information technology, management, health services administration, and education at its Morrow Campus.

The County is currently providing workforce training and is in the process of becoming a Georgia Certified Workforce Ready Community. "To be designated a Certified Work Ready Community, counties must drive current workers and the available workforce to earn Work Ready Certificates, demonstrate a commitment to improving public high school graduation rates and build community commitment for meeting these goals. Each community has created a team of economic development, government and education partners to meet the certification criteria. Counties are given three years to reach the goals necessary to become a Certified Work Ready Community. Those counties willing to complete the process in 18 months are eligible for state-funded grants and serve as models for the initiative, showcasing successes and best practices for others to follow." (Georgia Certified Workforce Ready Community)

**Table 12: Education of Labor Force**

| Education Of Labor Force | |
|---|---|
| | Percent of Total |
| Some High School | 18.0 % |
| High School Grad/GED | 23.0% |
| Some College | 27.7% |
| College Grad 4 Yr | 20.7% |
| Post Grad Studies | 10.7% |
| Totals | 100.0% |

*Note: Totals are based on the portion of the Labor force between the ages 18-65+. Some College category represents the percentage total of workers with either Some College with no degree or an Associate Degree.*
*Source: US Census Bureau – 2000 Decennial Census; Georgia Department of Labor, Area Labor Profile for Clayton County, June 15, 2009*

There is a definite need for the County to become more diversified in its workforce. It appears 57% of the potential workforce has to commute outside of the County for employment opportunities. Currently, recent graduates have little access to the type of professional jobs they are seeking within the County, which encourages them to look outside of the County for employment.

As discussed earlier, the County is working very hard to become a Workforce Ready Community, and working with local and surrounding institutions to provide the necessary educational skills to equip residents to gain employment.

## 1.4 Government Relations

**1.4.1** ***"Regional Solutions****: Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer."*

***"Regional Cooperation****: Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network."*

Clayton County participates regionally and locally in regards to land use, transportation, housing, economic development, environmental concerns and services that it provides to its citizens.

The County works closely with the Atlanta Regional Commission (ARC) and surrounding local governments on land use, transportation, water and housing matters, providing solutions and alternatives to many land use matters that may impact or overlap jurisdictions. These land use matters may include density issues, transportation, housing, Developments of Regional Impact (DRI), and solid waste, among others. The ARC provides planning coordination to the metro region by promoting and implementing comprehensive planning processes.

Many of the roadways within the County are classified as state routes, requiring the local government to have great coordination with the Georgia Department of Transportation (GDOT). These roadways are critical to the transportation network locally and regionally.

Housing is another issue that is approached regionally by local governments. It is an important goal for all local governments to be in the position to provide affordable and adequate housing for residents, whether it is in the form of single-family or multi-family housing.

Currently, there is adequate coordination between the County, GDOT and the ARC, but this coordination should be enhanced to have better access to funding opportunities at the

local, regional and state level for planning efforts related to land use, transportation, the environment and housing.

The Economic Development Authority not only works regionally, but statewide as well, to solve key economic development issues and to recruit new business and desirable industries to the area. The Economic Development Authority currently partners with the Joint Development Authority of Metro Atlanta, along with DeKalb, Fulton and Rockdale Counties to address economic development issues. Also, the Department partners with the Association of Development Authorities of Georgia, which is an informal statewide forum for Development Authorities on issues affecting economic development. Lastly, the Development Authority is part of MetroSouth, which provides economic development assistance to Clayton County, as well as the other member counties of Fayette, Henry, Fulton, Coweta, and Spalding.

The County is working with all local, regional, and state entities in protecting the County's natural resources, open space, water quality, and water quantity. The County has also done a great job with coordination with the Metropolitan North Georgia Water Planning District. Other organizations and agencies coordinating with the County include: Hartsfield-Jackson Atlanta International Airport, Georgia Department of Natural Resources, Georgia Department of Community Affairs.

In addition to working closely with state and regional entities, the County works closely with its local municipalities to deliver adequate services to residents. There are a total of seven municipalities within the County that require coordination as it relates to the delivery of services. These include the cities of College Park, Forest Park, Jonesboro, Lake City, Lovejoy, Morrow, and Riverdale. The County currently has a Service Delivery Strategy (SDS) agreement that was adopted on May 1, 2001, and expires on April 29, 2011, with all of these entities, which is designed as the primary coordination mechanism between the city governments and the County. Ongoing review of the Service Delivery Strategy is key to encouraging better coordination among all governing bodies to ensure services are not being duplicated and taxpayer dollars wasted.

Clayton County currently has a Service Delivery Strategy addressing police services, jails, fire protection, EMS, 911, roadway construction and maintenance, animal control, parks and recreation, and building services.

- Police Services - The Clayton County Police Department is responsible for providing police services to the unincorporated areas of Clayton County, as well as within the City of Lovejoy.

- Fire Protection - The Clayton County Fire Department is responsible for providing fire services to the unincorporated areas of Clayton County, as well as within the cities of Lovejoy and Jonesboro. The cities of Forest Park, Morrow, Lake City and Riverdale have their own Fire Departments, which provide service within each of their city limits.

- EMS – Clayton County EMS is responsible for providing services to the unincorporated areas of Clayton County, as well as within the cities of Riverdale, Lovejoy and Jonesboro.

- 911 Service – Clayton County 911 is responsible for providing services to the unincorporated areas of Clayton County, as well as within the cities of Lovejoy and Jonesboro.

- Jails – Clayton County has agreements to provide jail services to the cities of Jonesboro, Lake City, Forest Park, Lovejoy, Morrow, and Riverdale.

- Animal Control – The Clayton County Police Department (Animal Control Division) is responsible for providing animal control services to the unincorporated areas of Clayton County as well as within the cities of Lovejoy, Morrow, and Lake City. Clayton Animal Control only responds to the cities of Forest Park, Jonesboro and Riverdale on the weekends.

- Parks and Recreation – Clayton County Parks and Recreation Department provides services to all of unincorporated Clayton County and its cities, except for the City of Forest Park.

There is an ongoing effort to assess and amend the County's current dispute resolution process as needed to ensure its effectiveness as conflicts arise. This agreement pertains to lands that border jurisdictions of the County and its seven municipalities as it relates to matters regarding annexation, zoning and distribution of sales tax.

# 2.0 Areas Requiring Special Attention

## 2.1 Areas with significant natural and cultural resources

Clayton County's goal is to conserve and protect the qualities of the natural environment which give the County its character, and preserve those areas that have important recreational, scenic, historic, archeological, educational and aesthetic value. Surface water, in the form of streams, rivers, wetlands and lakes, are found throughout Clayton County. Thirty-six lakes or ponds and 18 named streams are located within the County, as well as high concentration of wetlands. The County has a number of significant historic resources that need to be preserved, among them the Orkin Early Quartz site. Cultural resources include the Orr House/Stately Museum. For more details about historic and cultural resources see the QCO assessment section 1.2 Resource Conservation. In addition, numerous parks and recreational areas can be found throughout the County. Limited agricultural land exists in the southern portion of the County and needs to be preserved. At 98.8 percent build out, Clayton County must place an emphasis on protecting and preserving its historic, cultural and natural environments from development and development impacts.

## 2.2 Areas where rapid development or change of land uses is likely

Areas where growth and land use changes are likely to occur include targeted redevelopment areas, major urban redevelopment corridors, Tax Allocation District (TAD) areas, Livable Centers Initiative (LCI) communities, and proposed commuter rail station areas. These areas are expected to experience rapid development accompanied by changing land uses in coming years. In many of these areas, existing economic pressures are driving rapid growth and redevelopment, while other areas have been targeted by planners and policy makers for land use changes coupled with economic development and public investment incentives, which are expected to bring rapid development. This reflects considerable effort to develop or redevelop critical areas of the County to support live/work/play activity, while minimizing the growth of population and employment in other areas.

Clayton County is easily accessible by interstate highways 75, 85, 285 and 675, as well as major urban corridors/principal arterials, including Tara Boulevard (US 19/41) and State Routes 42, 54, 85, and 138. In addition to exceptional accessibility as a catalyst for growth, key assets include the proximity to Hartsfield-Jackson Atlanta International Airport, the busiest airport in the world; Clayton State University, a 163-acre campus located in Morrow; Southern Regional Medical Center; the proposed commuter rail line from Macon to Atlanta with its first leg extending from Atlanta to Lovejoy, including four stops within Clayton County; the availability of over 1200 acres of land as part of the Fort Gillem redevelopment; and the development of the Ellenwood Town Center, a 400-acre site. See Section 2.4 Areas Needing Redevelopment for additional information and Map # 1 Areas Requiring Special Attention.

## 2.3 Areas where development has outpaced community facilities, services and transportation

Currently the needs of the existing population in many cases outpace the availability of community facilities, particularly transportation. Current growth has placed demands on the entire transportation network for mobility, connectivity, and accessibility. A large portion of the state route and interstate roadway system faces congestion, particularly in the northern half of the County, which has experienced rapid growth. Transportation facilities have been addressed in the recently completed Comprehensive Transportation Plan. In addition to experiencing areas of significant congestion, the County currently has few east-west connections. Furthermore, transit service within the County does not meet the existing needs.

In some parts of the County, particularly in portions of the northeast and the Panhandle area, use of septic systems is prevalent. Adequate sewer capacity exists to meet the projected needs of the County for over 20 more years. The Water Authority is building its water capacity to meet future demands.

Currently, Clayton County does not meet national standards for park space per capita, with only 5.5 acres of parkland per 1000 population. Maintaining open space and meeting park needs will be a challenge.

In addition to transportation, water and sewer, and park services, police and fire services, public schools and libraries are provided within the County. New facilities are being built to accommodate future demands as population continues to grow.

## 2.4 Areas needing redevelopment or improvements to aesthetics or attractiveness (including strip commercial corridors)

Clayton County has many areas and corridors which could benefit from redevelopment and aesthetic improvements. Some of these areas are currently economically depressed, but have enormous potential for improvement through redevelopment and public investment. Some of these areas are major corridors, redevelopment areas, Livable Centers Initiatives communities, and tax allocation/ redevelopment districts. See Map # 1 Areas Requiring Special Attention for additional information.

### Major Corridors

Several corridors have been identified by the County as significant planning opportunities for redevelopment and/or aesthetic improvement. Some of them have already undergone significant planning and public involvement to begin to identify future planning activities. Land use and development patterns along these corridors are inconsistent, with minimal connectivity between adjacent businesses and residences, and the existing land use patterns are not transit supportive. Many of the older commercial developments are blighted and losing market viability. Overall aesthetics of the corridors are in need of improvement. Some of

these corridors include: (See Map # 1 Areas Requiring Special Attention for additional information.)

Tara Boulevard (US/19/41)
State Route 138
State Route 85
State Route 54
State Route 42

In 2008, Clayton County adopted overlay zoning districts along Tara Boulevard and state routes 138, 54 and 42 to provide standards that will encourage appropriate redevelopment; enhance the quality and compatibility of development; encourage balance of uses for living, working, shopping and recreating; and promote the use of various transportation modes including vehicles, bicycles, walking and public transit.

**Redevelopment Areas/Opportunities**

There are several planned development and redevelopment opportunities that will drive future economic growth within Clayton County. Some of these areas exhibit not only significant levels of poverty, unemployment and disinvestment, but also potential for improvement with concerted public investment and economic development. Some of these areas are: (See Map # 1 Areas Requiring Special Attention for additional information.)

Mountain View Redevelopment Area

This is a thriving redevelopment area 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 current 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.

Atlanta State Farmers Market

At 146 acres, the Atlanta Farmer's Market is the largest wholesale distribution hub for the Southeast, and contributes over $1 billion directly to the local economy. It features a garden center, wholesale and retail activities, and is a major marketing hub and distribution point for fresh produce in the Southeast and throughout the country. The

Market also features a restaurant, welcome center, and USDA Federal-State offices. A new 50,000 square foot Market Hall is planned for development and will generate approximately $42 million in sales annually.

Riverwalk

Clayton County Development Authority and the Southern Regional Medical Center (SRMC) have prepared a redevelopment plan for the Upper Riverdale Road corridor. The plan for a community hospital district includes an SRMC campus village, with neighboring parcels redeveloped to create a mix of office/professional and residential development. The plan also calls for significant improvements to Upper Riverdale Road and upgrading the roadway to a parkway. This project has been named "Riverwalk" because of its proximity to the Flint River. This plan considers the Flint River and its floodplains and wetlands as a regional asset., and includes a series of open spaces and educational exhibits focused on wetlands ecology and preservation.

Gateway Village Project

Gateway Village is a public-private partnership to develop 165 acres of land into a new mixed-use development in the City of Morrow. It is located between Clayton State University and Reynolds Nature Preserve. Existing and current developments in the area include the Southeast Division of National Archives, the State of Georgia Archives, the Clayton Place Apartments, the Clayton State University Freshmen Housing, and the Clayton State University Student Activity Center. Future development will include a hotel and conference center, a genealogy museum, office, housing and retail developments, the Morrow Town Center and park with commuter rail station.

Fort Gillem

This site is a 1,427-acre military base east of the City of Forest Park. The Army Fort is scheduled to be reduced to a military enclave in 2011. 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.

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

Rex Village

Nestled along the banks of Little Cotton Creek, Rex Village is a 90-acre community featuring properties that were constructed in the 19th century. The village is home to such unique structures as Rex Mill, built in 1837; Rex Bridge, erected in 1936; and several homes and mercantile buildings that were constructed in the late 19th century. Once a thriving mill and railroad community, the area is now surrounded by urban sprawl. Many of the village's buildings have become dilapidated and in are need of major redevelopment. Clayton County is seeking to revitalize the area using historic preservation and smart growth principles.

Commuter Rail

The proposed commuter rail line from Atlanta to Macon includes four transit stations in Clayton County. These proposed stations include Southern Crescent Transportation Services Center (SCTSC), Forest Park, Morrow, Jonesboro, and Lovejoy. An environmental impact analysis was completed from Atlanta to Macon. The section from Atlanta to Lovejoy will be the first leg for commuter rail service in Georgia.

**Livable Centers Initiatives**

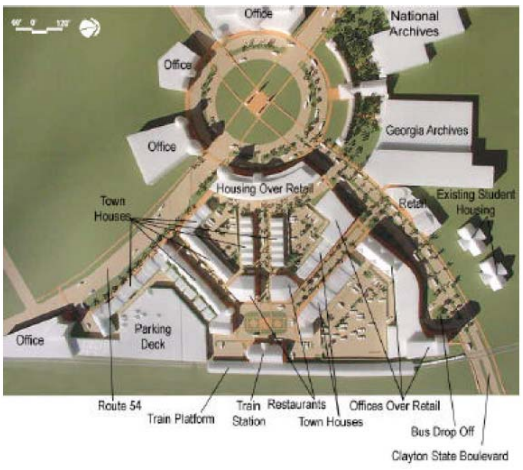
Five areas within Clayton County have been designated by the Atlanta Regional Commission as Livable Centers Initiatives (LCI) Study areas because of their potential to become vital and sustainable activity hubs which support the County's long term growth strategies. These LCI areas have been recognized as significant opportunities for redevelopment. The LCI status qualifies these areas to access additional state and federal matching funds, allowing local funds to be significantly leveraged. LCI provides seed money to communities that are working to enhance livability and mobility for their residents. The implementation of these plans should be a priority for Clayton County. See Map # 1 Areas Requiring Special Attention for additional information.

Northwest Clayton LCI, 2004 (Unincorporated Clayton County)

The Northwest Clayton Livable Centers Initiative seeks to implement a plan that will aid in the redevelopment of this changing area and support a community where individuals can live, work and play. The Northwest Clayton area is facing significant challenges, including the impact of the fifth runway at Hartsfield-Jackson Atlanta International Airport. This LCI plan also addresses issues such as traffic congestion and related impacts on connectivity within the study area, linkages to other County and regional centers, the potential for large-scale redevelopment of the Cherry Hills subdivision, and the opportunity to bring more community facilities.

Morrow/Clayton State University LCI, 2000 (City of Morrow)

The Morrow/Clayton State University LCI plan is centered on the development of a commuter rail station which will serve as a focus for a mixed-use residential community in the areas immediately adjoining the station. The envisioned development includes residential units, retail, offices, live/work units, parking and a community green.




Forest Park LCI, 2001 (City of Forest Park)

This LCI examines and utilizes the development of a new train station that would serve as Forest Park's component of the Atlanta to Macon commuter rail line. It encompasses not only the area surrounding the proposed commuter rail station, but also a 292-acre area that includes Forest Park's Main Street.

Jonesboro LCI, 2003 (City of Jonesboro)

This LCI seeks to build upon the historic character of the Jonesboro community, and calls for the creation of new residential and mixed use developments, expanded market opportunities, and increased pedestrian connections. This plan also takes into account future transit, parking and commuter rail needs.

Riverdale LCI, 2006 (City of Riverdale)

This LCI seeks to create a new town center within downtown Riverdale. It encourages both development and redevelopment while promoting a variety of land uses and activities within a pedestrian friendly environment. The LCI plan calls for the creation of new civic buildings, an amphitheatre, a public plaza, a village green, retail storefronts, condominiums, live/work apartments and townhomes.

**Tax Allocation Districts**

The Tax Allocation Districts (TAD's) were established as a major financial incentive to support the creation of an effective public-private partnership to facilitate the resurgence and redevelopment areas within the TAD boundaries. These TAD's establish the framework for new redevelopment opportunities and investment, and provide an important economic incentive to enhance the market competitiveness of these areas. The TAD incentives will allow these areas to compete aggressively for new development opportunities that might otherwise locate outside of Clayton County. The County

currently has four Tax Allocation Districts. See Map # 1 Areas Requiring Special Attention for additional information.

Northwest Clayton TAD

This TAD Plan seeks to provide Clayton County with an effective tool for achieving full realization of Northwest Clayton's commercial and residential development potential. With its proximity to Hartsfield-Jackson Atlanta International Airport, the Northwest Clayton TAD is a key instrument for Clayton County's participation in the Aerotropolis plans for offices, warehouse and logistics centers, residences and shopping districts, and convention and hospitality facilities. The major components of the Northwest Clayton TAD include the following areas and sites:

- Hartsfield-Jackson Atlanta International Airport (HJAIA)
- Mountain View (See Redevelopment areas additional information)

Central Clayton Commercial Corridors TAD

This TAD encompasses portions of five major transportation corridors that have concentration of commercial development in the north-central area of the County. These areas are:

- 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 major components of the Northwest Clayton TAD include the following areas and site:

-River Walk (See Redevelopment areas additional information)

-High School No. 9

With its proximity to Hartsfield-Jackson Atlanta International Airport, Interstate 75 and major employment centers of Metro Atlanta, this TAD is a key instrument for Clayton County's participation in area and regional plans for offices, warehouse and logistics centers, residences and shopping districts, and convention and hospitality facilities.

Villages of Ellenwood TAD

This district encompasses 400 acres at the intersection of Interstate 675 and Anvil Block Road, just south of Interstate 285. The focal point of this development is a major new shopping, dining, and entertainment center that offers distinctive retail on a pedestrian-friendly scale. This mixed-use development includes retail, office, apartments, townhomes and single-family residences.

Fort Gillem TAD

This site is a 1,427-acre military base east of the City of Forest Park. The Army Fort is scheduled to be reduced to a military enclave in 2011. Approximately 1,200 acres will be available for redevelopment. See redevelopment areas for additional information.

## 2.5 Areas with abandoned structures or sites including contaminated sites

There is no inventory of abandoned structures or sites including contaminated sites in Clayton County. One of the proposed initiatives for the Department of Economic Development will be to list major abandoned sites along major redevelopment corridors.

## 2.6 Areas with significant infill development opportunities (scattered vacant sites)

Infill development opportunities exist in the major redevelopment areas, major corridors, Livable Centers Initiative communities and areas designated as Tax Allocation Districts. The area located in the northeast corner of the County near the Rex and Ellenwood communities is anticipated to continue to experience development pressure due to the proximity to the City of Atlanta and major regional transportation routes. Also the closing/reduction of Fort Gillem has made available a large portion of land that will change the character of the area and create new infill development opportunities.

## 2.7 Areas of significant disinvestment, levels of poverty, and/or unemployment substantially higher that average levels for the community as a whole

**Areas of significant residential disinvestment, vacancy, and abandonment**

Since 2005, Clayton County has been one of the counties in Georgia with the highest numbers and the highest percentages of foreclosures of single-family owner-occupied housing. As a result of the large number of foreclosures in the County, there has been a negative impact on the neighborhoods in which these structures are located. These single-family residential neighborhoods have seen a sharp increase in the abandonment and vandalism of homes and properties due to economic forces such as high foreclosure rates stemming from sub-prime lending, mortgage fraud, and a thriving black-market for home-building materials such as copper, which encourages theft and vandalism. All census tracts /block groups located in Clayton County are considered Foreclosure Priority Areas by HUD with the exception of two areas: the area of the Airport Super District (CT 401) bounded by I-285 and I-75, site for the Hartsfield-Jackson International airport; and the areas located in portions of the Census Tracts 404.08, 404.06 and 404.12, including Clayton State University and surrounding areas.

**Areas of significant commercial and industrial disinvestment, vacancy, and abandonment**

Clayton County has a large inventory of vacant or underutilized industrial properties, particularly along railroads and major regional interstates. A concerted effort must be made to preserve industrial land within the County since 35.85 percent of the employment in the County is in manufacturing, transportation, communications and utilities.

## 3.0 Issues and Opportunities

The purpose of this component of the partial update of the Comprehensive Plan is to identify issues and opportunities that result from the assessment of Quality Community Objectives (QCO's) and Areas Requiring Special Attention.

## 3.1 Development Patterns

**Issues**

Clayton County's development pattern has been influenced by several factors. The expansion of the Hartsfield Jackson International Airport has caused the conversion of residential property to commercial, office and industrial uses in areas adjacent to the airport due to the airport noise effect. The proximity of the County to major regional transportation route has played a role in the concentration of distribution centers and other light industrial uses along I-75 and I-675 corridors. This accessibility to regional transportation routes has made the County attractive to residential development, especially the northern areas. The availability of water and sewer throughout most of the County, coupled with land uses policies and development regulations among the least restrictive in the Atlanta Region have played a role/been largely responsible for the proliferation of suburban style residential development with high concentration of lower cost residential development.

Parks and Open Space Availability

One major issue is the low percentage of land reserved for conservation and open space in the County. Parks/Recreation/Conservation comprises 1.2 percent of the land use in Clayton County. Lack of appropriate parks and open space areas is one of the major concerns. According to the Clayton County Parks and Recreation Master Plan (2008) there are 896 acres of parkland and 650 acres of designated greenspace. The Department of Parks and Recreation needs to acquire approximately 784 additional acres based on the 2020 population forecast for the County.

Current trends indicate that parks and open space land use will increase due to the efforts by the County and local governments to preserve land for green space and other recreational activities. The adoption of the new zoning ordinance, the subdivision ordinance and the tree ordinance are keys to accomplish this goal.

Little Vacant Land

Vacant and undeveloped land compromises only 1.2 percent of the County's land use and that percentage is decreasing rapidly. At 98.2 build out, future development will focus on redevelopment and infill development opportunities. The few underdeveloped or vacant areas within the County are large tracts in the southern and northeastern portions of the County.

The County needs to carefully manage remaining developable land and redevelopment efforts to attract the kind of high-end housing, diverse retail, and high paying jobs that

are currently lacking. Future growth and development needs to be directed into areas with existing infrastructure.

Development Pressure

The northeastern corner of the County (Ellenwood/Rex Area) is in a state of transition. This section of the County is becoming denser. Development is most prevalent in the northern portion of the County primarily because of the close proximity to the City of Atlanta and I-75, and major regional corridors.

Underutilized Commercial Corridors

Older commercial corridors are experiencing an increase in the number of retail vacancies with some sections showing signs of deterioration and blight. In 2007, the County placed a moratorium on development along several major corridors including Tara Boulevard and SR 138 to allow for a review and revision of land use and zoning ordinances.

Transportation

The roadway system in Clayton County is well developed. The network provides direct access to most major interstates I-75, I-285, and I-685 as well as to the network of state routes, County roads and City streets. However most of the major thoroughfares are congested during peak hours. In order to accommodate future growth and leverage redevelopment opportunities, Clayton County will require improvements to the majority of its existing major thoroughfares and corridors.

One of the biggest concerns to transportation within the county is roadway accessibility and connectivity. As Clayton County implements development and redevelopment plans, local traffic needs in redevelopment areas, particularly around commuter rail stations will have to be addressed.

There is need to search for additional funding sources to provide for infrastructure demand in transportation in addition to the Special Purpose Local Option Sales Tax (SPLOST), federal, state and other local funding.

Land Use and Development Characteristics

Land use and development practices in recent years have favored automobile use/reliance, focusing primarily on low-density, single family subdivisions located throughout the County in areas distant from employment centers. The proportion of land use types and land use mix, impacts transportation needs. Land use and development distribution is a very important consideration for transit services since feasibility and suitable service types are directly related to the pattern of trip origins (residential areas) and trip ends (commercial, institutional) as well as population and employment densities.

**Opportunities**

The Clayton County Zoning and Subdivision Ordinances approved in 2008 began to form the foundation for future growth and development as it transitions from a low-density suburban to a higher density urban community. These ordinances establish policies and practices, regulation/codes, and standards that favor alternative transportation modes and urban design.

The revision of the County's zoning ordinance and development regulations is intended to create consistency/compatibility among land uses and to better protect resources, maintain/improve community character and promote sustainable economic development while balancing public and private needs. Zoning changes will allow for higher densities along key transit corridors, provide for the creation of transit oriented development and other mixed use zoning classification. The creation of the agriculture zoning category as part of the zoning ordinance intends to protect the remaining rural areas, specifically the Panhandle area and some pockets in the northeastern section of the County.

Overlay districts for some of the main corridors, Tara Boulevard (US 19/41) state routes 138, 54, and 42 have been already established providing standards that will improve quality of development as well as providing for a mix of uses and promote the use of different transportation modes.

The current Future Land Use Map, which was adopted along with the 2005-2025 Comprehensive Plan, is being updated as part of the current partial plan update The revised map reflects changes in land use patterns and policy since the current map was adopted, particularly the new overlay districts and mixed-use zoning districts that were established through the adoption and enactment of the new zoning ordinance. The updated Future Land Use Map will require further update to include additional key strategic corridors as redevelopment corridors and to reflect land use changes in redevelopment areas. See Map #2 Future Land Use.

Future trends indicate a transition to clustering large scale mixed-use development along selected major corridors presenting opportunities for multimodal transportation options such as transit.

At over 98 percent build out, Clayton County is entering into a redevelopment approach for its future development. This approach involves preserving vital greenspace, historically significant resources, and environmentally sensitive land, while promoting redevelopment and infill development supported by a sustainable well connected transportation network.

With the focus on redevelopment and infill development moving forward, the County's ability to create a transportation network with alternative transportation modes between communities, employment centers, and activity centers become key to maintaining and enhancing performance levels.

The Clayton County Comprehensive Transportation Plan has identified key strategic corridors to the transportation network overall performance. They include: Tara Boulevard (US 19/41) SR 54, West Fayetteville Road (SR 314) Mount Zion Boulevard/Road, Riverdale Road, Moreland Avenue (US 23), Forest Parkway, Upper Riverdale Road, Jonesboro Road, and SR 138.

These corridors are vital in connecting redevelopment areas in Clayton County, and in providing connections to the interstate highways, HJAIA, and other transportation facilities for communities in Clayton and other Southern Crescent counties. It is recommended that these corridors be designated as redevelopment corridors (corridor overlay districts) This designation create the opportunity to direct, guide and establish how redevelopment will occur to increase mobility options for all. Currently, Tara Boulevard (US 19/41), state routes 54, 138 and 42/ US 23 have already zoning overlay districts.

Clayton County's projected growth will required continuous investment on transportation facilities to meet the needs of the community, particularly if the County is seeking to encourage economic development and broaden its tax base through a proportional mix of residential, commercial and industrial land uses.

Currently, the County is evaluating the implementation of the Impact Fee Program to provide for the transportation infrastructure needed as population continue to grow

Transportation infrastructure and land use polices create the framework for community change and evolution. Their interrelationship affects economic prosperity, environmental quality, and social equity, all basic components of development.

## 3.2 Resource Conservation

**Issues**

As the population of Clayton County grows, the County is faced with many challenges, some of which include providing adequate infrastructure as well as recreational opportunities while preserving natural and cultural resources.

There is currently little land used for agricultural purposes in Clayton County with the bulk in the Panhandle area and some pockets in the northeastern section of the County.

According to the Clayton County Parks and Recreation Master Plan (2008) there are 896 acres of parkland and 650 acres of designated greenspace. The Department of Parks and Recreation needs to acquire approximately 784 additional acres based on the 2020 population forecast for the County.

One constraint highlighted in the master plan was the availability of funding sources. With an expected decline in tax revenue in the near future the Clayton County Department of Parks and Recreation will need to identify innovative ways to increase programs and services with less amount of funding.

The County has a number of significant historic resources that need to be protected but there no inventory of these historic/cultural resources or preservation plans. The county needs to develop a Historic Preservation Ordinance to establish standards to help preserve these areas and to create a Historic Preservation Commission.

**Opportunities**

Protecting areas with rural landscapes, environmental sensitive lands, watershed supply areas, and historic cultural resources is necessary to maintain the quality of life and cultivate a unique identity to Clayton County.

Current trends indicate that parks and open space land use will increase due to the efforts by the County and local governments to preserve land for green space and other recreational activities. The adoption of the new zoning ordinance, the subdivision ordinance and the tree ordinance are keys to accomplish this goal.

The County has revised its zoning ordinance to provide for agricultural land category protecting the Panhandle area and pockets in the northeastern section of the County as agricultural land. Also the Planned Unit Development Districts (PUD's) incorporated into the zoning ordinance allows for more flexible development practices while continuing to meet the overall density and land use goals. The Watershed Protection District included in the new Zoning ordinance protects the environmental quality of Clayton County's drinking water supply watershed. Special Overlay Districts include standards for multi-use trails, street trees, landscaping and open space. All of these initiatives contribute to the increase and preservation of natural resources, parks and open space.

The County developed a Comprehensive Trails Plan, as part of the Parks and Recreation Master Plan that proposes a system of trails and paths that is destination driven and focuses on giving people the opportunity to travel to specific areas of interest such as parks, historic sites, and hospitals, expanding the community's transportation network. In order to advance construction of multi-trails and greenways identified in the Parks and Recreation Master Plan, opportunities to combine trail development with roadways should be identified.

The Clayton County Comprehensive Transportation Plan recommends multi-use trails along waterways should be developed as blueways integrated with stream improvements projects and feeding into nearby parks and greenways. Building on the successful implementation of the existing Jesters Creek Greenway trail, recommended blueways/greenways corridors include an extension along East Jester Creek, Hurricane Creek, Panther Creek and Flint River. The Flint River trail will provide the opportunity for north-south non-motorized travel across the western side of Clayton County. Close coordination with the Clayton County Water Authority, the Clayton County parks and Recreation Department, local neighborhoods and neighboring counties is essential to implement the blue/greenway concept.

The County has numerous historic and cultural resources and is committed to developing a historic preservation plan and to create a Historic Preservation Commission.

As need for other funding sources to provide for infrastructure demand, including parks and open space increase, the county needs to pursue other options including the creation of the Impact Fee Program. Currently, the County is evaluating options for the implementation of this program.

## 3.3 Social and Economic Development

**Issues**

Population

Clayton County has experienced significant population growth. Between 1990 and 2008, the County's population increased by 97,300 persons, or almost 53% percent. The total population in 2008 was 281,400, compared 184,100 in 1990. Clayton County's population has grown rapidly during the past decades and is expected to continue to grow, at somewhat slower rate, during the 2010-2030 planning period.

Clayton County has more population in a smaller area as compared to other counties in the region. Clayton County ranks 17$^{th}$ of 18 counties in the Atlanta Region Metropolitan Planning area for land area, but ranks fifth on population. Population density in 2005 for the County was 2.97 persons per acre. The County's increasing density is transforming it from a suburban enclave (Clayton County Comprehensive Plan) to an urban community.

Population growth continues to be a challenge throughout the Atlanta Metro area, including Clayton County, especially on physical infrastructure and government services. Impacts will include a growing tax base, increase in demand for services, increased maintenance costs, and new physical infrastructure demands while land is disappearing. The County must achieve balance between residential and commercial and industrial land uses in order to maintain a tax base that can support the required facilities and service needs.

Employment /Jobs

Employment growth has remained steady. According to the Georgia Department of Labor, total employment in the County increased by 11,013 from 109,600 in 1990 to 120,613 in 2008, an increase of 10 percent. Employment in the County is expected to be mostly blue collar jobs (services and retail). More employment growth is needed in Clayton County to reduce trip lengths and travel costs and to keep up with population growth

According to the 2000 Census, as a percentage of total jobs, Clayton has the largest percentage of Transportation, Communications and Utilities (TCU) over 35% in 2005. This compares to 8.2 percent for the entire 20-county region. In the Metropolitan Atlanta area, the Finance, Insurance and Real Estate (FIRE) category represents one of the highest paying job categories. As a percentage of total jobs, Clayton ranks last in the percentage of FIRE jobs with just 2.1 percent in 2005, compared to 6.8 percent in the region.

The local economy needs to become more diversified to provide for income diversification. As more types of jobs become available at varied pay scales, demand for different types for housing will also be created

Housing

As discussed earlier, the lack of diversity of employment options and incomes is the biggest factor affecting housing choices. The County currently does not offer diverse housing options for residents.

Affordable housing has not been accompanied with a diversification of job types, pay scales and a broad retail mix. The levels of discretionary income necessary to support high-end retail are lacking, and a lack of office space discourages higher paying jobs from locating in Clayton County.

Clayton County housing mix consists mostly of low-density, single family housing and multifamily housing with a high percentage of rental units. With the anticipated growth, population and housing density will increase as developable land becomes increasingly scarce.

Clayton County has a large housing inventory built in 1980’s and 1990’s. This inventory shows deterioration, and in some cases blight, because of low development standards and insufficient maintenance,

The high concentration of foreclosures and abandoned housing throughout the County has impacted not only the housing value, but also the incident of crime.

Housing values have continued to deteriorate as foreclosures continue to be a prominent issue in Clayton neighborhoods. According to the *Atlanta Journal Constitution Home Sales Report* for 2009, median housing price for housing units in 2003 was $128,350 and $72,182 in 2008, a decrease of 42 percent. Home prices were generally lower than what was found around the region.

A greater effort should be placed upon improving the housing choices available to all income levels within the County. Primary emphasis should be placed on attracting housing for medium to high income brackets.

**Opportunities**

The update of the County's Future Land Use Map and Zoning Ordinance will provide opportunities for the expansion of all employment sectors, specifically office. Additionally the County will provide greater opportunities for workers to live in close proximity to a variety of job types by encouraging the development of mixed-use nodes.

The creation of the Medical Mixed-Use zoning category provides the opportunity to attract companies in the medical sector, and as a result diversify job opportunities.

In addition to exceptional accessibility as a catalyst for growth, key assets include the proximity to Hartsfield-Jackson Atlanta International Airport, Clayton State University and the Southern Regional Medical Center.

The Clayton County Chamber of Commerce, Clayton County Development Authority and the Office of Economic Development are working on aggressively pursuing new companies to diversify the Clayton County job base.

Clayton County has been approved by the U.S. Department of Housing and Urban Development (HUD) to receive over $9.7 million under the Neighborhood Stabilization Program (NSP). Funding will be used for redeveloping abandoned and foreclosure homes. This initiative will help provide stability to neighborhoods stressed by abandoned homes and crime.

Clayton County is proposing to be a part of a regional application (Atlanta Region NSP 2 Consortium) to be submitted to the Department of Housing and Urban Development (HUD) requesting Neighborhood Stabilization Program 2 (NSP 2) funds. The NSP 2 Program is a national competition for funding to address the problems in neighborhoods caused by housing foreclosures. The proposed organizations in the Atlanta Region NSP 2 Consortium application are the Atlanta Regional Commission, Atlanta Neighborhood Development Partnership, Inc. (ANDP), Clayton County, DeKalb County, Douglas County, Gwinnett County, Henry County, and Rockdale County.

The following census tracts are Clayton County's proposed target geographical areas for NSP2: 404.10, 404.07, 403.04, 405.03, 405.06, and 405.12. This additional initiative will further improve the affected neighborhoods.

See Section 1.3 Social and Economic for additional information

## 3.4 Government Relations

**Issues/Opportunities**

As the County transitions its development patterns (suburban enclave to an urban community), coordination with local municipalities, residents and business owners is critical. Coordination between jurisdictions is crucial to achieve common economic development goals, avoid overburdened infrastructure, and maintain transportation system functionality. Multimodal transportation connections to the rest of the region are essential to allow Clayton County residents access to employment opportunities. An aggressive massive public education campaign is necessary to help facilitate the implementation of future land and transportation infrastructure investment. See Section 1.1 Regional Solutions and Cooperation for additional information.

# 4.0 Implementation Update

## 4.1 Report of Accomplishments

## 4.2 Policies and Strategies

## 4.3 Short Term Work Program 2010-2014

## 4.1 Report of Accomplishments

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Planning and Zoning<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Housing / Policy 1.1.1 | Develop design guidelines for new residential developments | | X | | Design guidelines were incorporated in the new zoning ordinance that includes six new overlay districts. Went into effect July 2008 |
| 2 | Housing/ Policy 1.2 / Land Use Policies 1.1, 6.2, Goal 8, Policy 9.2, 10.4, 11.1, 15.1, 16.3, 17.2, 18.3.2, 18.3.3, 18,4, 19.1 – 19.5, 20.1, 21.1 and 2.12 | Review/Revise/Rewrite County Zoning Ordinances to support the goals and policies included in the Comprehensive Plan. | | X | | Design guidelines were incorporated in the new zoning ordinance that includes six new overlay districts. Went into effect July 2008 |
| 3 | Housing/ Policy 1.2.1 | Revise residential building codes to increase minimum quality level acceptable | | | X | Postponed to 2013 |
| 4 | Housing/ Policy 1.3.1 | 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 | Postponed to 2013 |
| 5 | Housing/Policy 3.1.3 Land Use/ Policy 4.1 | Foster the development of a county-wide association of Homeowner's Associations to function as a citizen advisory group for planning related matters | | | X | Postponed to 2010 |
| 6 | Housing/ Policy 3.1.4 | Conduct a neighborhood study to identify a priority list of neighborhoods in need of revitalization and recommend specific revitalization strategies. | X | | | Efforts started recently in 2009 and expected to be complete by 2013. |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Planning and Zoning<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| **#** | **Chapter/Policy** | **Description** | **Status**<br>U= underway C= completed<br>P= postponed | | | **Comment** |
| | | | **U** | **C** | **P** | |
| 7 | Housing/<br>Policy 7.2. | Conduct a study to determine the feasibility and appropriate process for establishing impact fees for new residential development. | | | **X** | Postponed to 2010 |
| 8 | Housing/<br>Policy 7.2.1 | 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** | Postponed to 2010 |
| 9 | Community Facilities / Water / Policy 1.6 | Conduct a study to determine the feasibility and a process for implementing impact fees to fund for water distribution system improvements required to serve new development. | | | **X** | Deleted-no longer wish to pursue |
| 10 | | Entering Parcel Data into GIS | **X** | | | Initiative began in 08/2008 and is expected to be completed in 08/2009 |
| 11 | Natural and Cultural Resources/Policy 3.1 | Comprehensive county-wide historic resources survey and assessment. | **X** | | | 4 to 5 priority areas finished. |
| 12 | Natural and Cultural Resources/ Policy 3.2 | Cultural resources management plan for the County. | | | **X** | No activity – No longer wish to pursue at this time because of lack of funding |
| 13 | Natural and Cultural Resources/ Policy 4.1.2 | Develop a program of incentives to persuade developers to provide open space as part of new residential developments. | **X** | | | Ongoing |
| 14 | Natural and Cultural Resources/<br>Policy 7.1/<br>Land Use Policies 6.4 and 6.4.1 | Review the county's current tree ordinance and revise as necessary to ensure that developers are not clear cutting land or leaving only a perimeter of trees when clearing land for development | | **X** | | Completed |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Planning and Zoning<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| **#** | **Chapter/Policy** | **Description** | **Status**<br>U= underway C= completed<br>P= postponed | | | **Comment** |
| | | | **U** | **C** | **P** | |
| 15 | Natural and Cultural Resources/<br>Policy 8.1 | Revise county ordinances to restrict land disturbing activities adjacent to rivers and streams in order to limit erosion and the potential for increased flow velocities and flood heights. | | | **X** | No activity – no longer wish to pursue at this time. |
| 16 | Natural and Cultural Resources/<br>Policy 8.2.2 | Revise the county's ordinances to allow for zero wetlands loss to development and in the case of unavoidable destruction promote replacement versus mitigation. | | | **X** | No activity – no longer wish to pursue at this time. |
| 17 | Land Use / Policy 1.2 | 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** | Postponed to 2011 |
| 18 | Land Use / Policy 1.3 | 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** | | | Schedule to be complete 2011 |
| 19 | Land Use / Policy 1.5 | Update the Land Use Plan and Short Term Work Program. | **X** | | | Schedule to be complete 2009 |
| 20 | Land Use / Policy 1.5.1 | 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** | | | Schedule to be complete 2011 |
| 21 | Land Use / Policy 1.6 | Develop, Implement, and Train staff to conduct all of the county's current and long range planning using GIS. | **X** | | | Began in 2009. No completion date establishes. |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Planning and Zoning<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 22 | Land Use / Policy 1.6.1 | 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 | | | Schedule to be complete 2011 |
| 23 | Land Use / Policy 2.1 | Expand the presence of planning and zoning issues on the homepage of the Clayton County website. | X | | | Ongoing activity |
| 24 | Land Use / Policy 2.2 | Revise the Planning and Zoning Department's web site to include a wider variety of information | X | | | Ongoing activity |
| 25 | Land Use / Policy 2.2.1 | 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 | | | Ongoing to be completed by 2010 |
| 26 | Land Use / Policy 2.3 | Develop programs for using additional media such as local public television and radio stations to promote planning and zoning education in Clayton County. | X | | | Ongoing activity |
| 27 | Land Use / Policy 3.1 | 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 | Postponed to 2011 |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Planning and Zoning<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| **#** | **Chapter/Policy** | **Description** | **Status**<br>U= underway C= completed<br>P= postponed | | | **Comment** |
| | | | **U** | **C** | **P** | |
| 28 | Land Use / Policy 3.2 | Develop a Planning Handbook to be used as an educational tool and quick reference by the Zoning Advisory Group and County Commissioners | | | **X** | Postponed to 2010 |
| 29 | Land Use / Policy 4.1.2 | Establish and publicize processes by which older neighborhoods can reestablish HOA's. | **X** | | | To be completed by 2011-2012 |
| 30 | Land Use / Policy 7.1 | 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** | | Complete |
| 31 | Land Use / Policy 8.2 | Establish design guidelines for development in general commercial and neighborhood commercial areas. | | **X** | | Complete |
| 32 | Land Use / Policy 8.3 | 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** | | | Ongoing activity |
| 33 | Land Use / Policy 14.2 | Pursue funding assistance for the continuation of efforts to improve the Tara Boulevard entrance to Clayton County. | **X** | | | Ongoing activity |
| 34 | Land Use / Policy 14.7 | Pursue funding for streetscape improvements to enhance the visual quality of Clayton County's major roadways. | **X** | | | Ongoing activity |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Planning and Zoning<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 35 | Land Use/ Policies 17.3, 17.3.1 | Create incentives to encourage the development of "executive housing" in Clayton County. | X | | | Ongoing activity |
| 36 | Intergovernmental Coordination / Policy 2.2 | 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 | | | Ongoing activity |
| 37 | Economic Development/Policy 5.3.1 | Revise /Rewrite the county's sign ordinance to eliminate visual clutter along countys roadways | | X | | Combined with project 2 of list of accomplishments. |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Finance<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Housing /Policy 7.3.2 | Conduct a study to determine if the county's hotel/motel tax can be modified to help offset the high cost of public safety and school use that the county is reportedly incurring from extended-stay motels. | | | X | Deleted project no longer wish to pursue at this time. |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Code Enforcement<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Housing /Policy 2.1.1.1.1/Landuse 12.1.1, 12.1.2 | Develop a website and online code violation reporting capability for the County's Code Enforcement office. | | | X | Deleted project no longer wish to pursue |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – CC Convention and Visitors Bureau<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Community Facilities/Cultural Facilities/Policy 2.2 | 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 | | | Ongoing. |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Economic Development / Chamber of Commerce<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Economic Development / Policy 1.1.1 | Develop and maintain an up-to-date inventory of available existing office space within the County and market it to prospective businesses. | X | | | The Office of Economic Development (OED) has subscribed to a web-based database, allowing the Department to establish a real-time inventory of spaces that are available for lease, comparable sales data, tenant information, properties for sale, analytic information, and property advertisements. The OED is exploring how to effectively market this information to prospective clients. |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Economic Development / Chamber of Commerce<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 2 | Economic Development / Policy 1.2.1 | Develop job training programs that prepare workers for industrial businesses Clayton County wishes to attract. | | X | | The Office of Economic Development (OED) administers workforce development resources to industrial workers via the Georgia Work Ready Initiative. Georgia Work Ready was launched in August, 2006, by the Governor's Office of Workforce Development and the Georgia Chamber of Commerce to improve the job training and marketability of Georgia's workforce and drive future economic growth for the state. The Clayton County OED administers this program through a partnership between state and local governments, state and local chambers of commerce, and community stakeholders, thereby ensuring that companies can more reliably match the right people with the right jobs. Work Ready is based on a skills assessment and certification for job seekers and a job profiling system for businesses. By identifying both the needs of business and the available skills of Clayton County's workforce, both the state and Clayton County can more effectively generate the right talent for the right jobs. |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Economic Development / Chamber of Commerce<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 3 | Economic Development / Policy 2.6 | Conduct redevelopment studies for declining or vacant strip shopping centers and "big-box" commercial structures throughout the County. | X | | | The Office of Economic Development (OED) is currently engaged in redevelopment efforts within the Central Clayton Commercial Corridors Tax Allocation District (CCCC TAD). These efforts include providing technical assistance to support the revitalization of the Innovation Office Park (217 Arrowhead Blvd) and the Riverwalk/ Upper Riverdale Road Corridor. They also include efforts to develop revitalization strategies for the shopping center located at Tara Blvd and Patton Road. Furthermore, the OED is also developing a strategy to redevelop the aging and vacant properties that are located in Rex Village. This strategy includes the use of historic preservation principles, quality growth initiatives, walkability concepts, and mixed use developments. |
| 4 | Economic Development / Policy 2.6.2 | Establish incentives for developers that purchase and redevelop blighted shopping centers in Clayton County. | X | | | The Office of Economic Development (OED) has established an incentives package that includes such items as bonding assistance, property tax abatements, and tax credits. The OED is currently exploring ways to market these incentives to prospective clients. In addition, OED is also exploring the feasibility of creating façade improvement programs and enterprise zones. |
| 5 | Economic Development / Policy 2.7.1 | Form and coordinate business associations for each of the County's commercial corridors. | X | | | The Office of Economic Development (OED) has assisted business and neighborhood associations within the Conley and Normandy areas. The OED is developing a strategic plan for establishing business associations within the Upper Riverdale Road Corridor, the 138 Corridor, and Tara Blvd. The OED is also exploring the feasibility of creating Business Improvement Districts (BID's) and Community Improvement Districts (CID's). |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Economic Development / Chamber of Commerce<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 6 | Land Use / Policy 8.4 | Identify and develop plans for the revitalization of declining or vacant strip shopping centers and "big-box" commercial structures throughout the County. | X | | | Article 4 of the Clayton County Zoning Ordinance establishes design standards for such retail corridors as Highway 138, Tara Boulevard, and Cherry Hills. These standards were created to "encourage appropriate redevelopment of vacant and underutilized properties". The OED is currently working with the Georgia Department of Community Affairs to create form-based models to the design standards. |
| 7 | Land Use / Policy 8.3 | Establish unique design guidelines for redevelopment areas in conjunction with the development of area specific redevelopment plan's or immediately after the completion of an area redevelopment plan. | | X | | Article 4 of the Clayton County Zoning Ordinance establishes design standards for such retail corridors as Highway 138, Tara Boulevard, and Cherry Hills. These standards support of the redevelopment goals of the Central Clayton Commercial Corridors Tax Allocation District (CCCC TAD) and the Northwest Clayton Tax Allocation District (NC TAD). |
| 8 | Land Use / Policy 13.1 | Establish incentives for redevelopment projects that make the projects fiscally attractive for private developers to undertake. | | X | | Article 4.13 of the Clayton County Zoning Code establishes incentives for redevelopment projects. More specifically, the article establishes that "if all requirements within this article are met, the developer of the property shall be entitled to additional intensity of use for uses authorized in the applicable zoning district". |
| 9 | Land Use / Policy 14.2 | Pursue funding assistance for the continuation of efforts to improve the Tara Boulevard entrance to Clayton County. | X | | | The Clayton County Board of Commissioners is in the process of hiring a Grant Writer/ Coordinator to conduct grant research, writing, and submission activities on behalf of Clayton County's governmental Departments. Funding assistance for gateway enhancements along Tara Boulevard remains an integral directive from the OED. As such, this funding request will be communicated to the new Grant Writer/ Coordinator after they are officially hired as an employee of Clayton County. |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Economic Development / Chamber of Commerce<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 10 | Economic Development / Policy 4.4 | Develop recruitment strategy to attract upscale dining establishment to the area around Spivey Hall | X | | | Ongoing activity |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Water Authority<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Community Facilities / Water / Goal 1.0 | Additional raw water capacity study | | X | | Completed 2005 |
| 2 | Community Facilities / Water / Goal 1.0 | Replace raw water intake pumps @ William J Hooper WTP | | X | | Completed 2009 |
| 3 | Community Facilities / Water / Goal 1.0 | Replace high service pumps @ William J Hooper WTP | | X | | Completed 2009 |
| 4 | Community Facilities / Water / Goal 1.0 | Make intake improvements @ William J Hooper WYP | | X | | Completed 2009 |
| 5 | Community Facilities / Water / Goal 1.0 | Replace transfer pumps @ William J Hooper WTP | | X | | Completed 2009 |
| 6 | Community Facilities / Water / Goal 1.0 | Incorporate improvements into SCADA @ William J Hooper WTP | | X | | Completed 2009 |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Water Authority<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 7 | Community Facilities / Water / Goal 1.0 | Replace high service pumps at Morrow ground storage tank | | X | | Completed 2005 |
| 8 | Community Facilities / Water / Goal 1.5 | Distribution line improvements and extensions | X | | | Ongoing project. Combined with project 13 of STWP |
| 9 | Community Facilities / Water / Goal 1.0 | Effluent Storage improvements @ Casey WRF | | X | | Completed 2005 |
| 10 | Community Facilities / Water / Goal 1.0 | Equipment replacement @ RL Jackson WRF | | X | | Completed 2005 |
| 11 | Community Facilities / Water / Goal 1.0 | A&E services @ RL Jackson WRF | | X | | Completed 2005 |
| 12 | Community Facilities / Water / Goal 1.0 | Effluent screening for TPS @ RL Jackson WRF | | X | | Completed 2005 |
| 13 | Community Facilities / Water / Goal 1.0 | Design – TPS upgrade/expansion @ RL Jackson WRF | | X | | Completed 2005 |
| 14 | Community Facilities / Water / Goal 1.0 | Distribution loop modifications/additions @ Huie LAS Facility | | X | | Completed 2009 |
| 15 | Community Facilities / Water / Goal 1.0 | Rehabilitation of water conveyance system | X | | | Ongoing project |
| 16 | Community Facilities / Water / Goal 1.0 | Interception/collector extensions for water conveyance system | X | | | This is an ongoing project that is currently scheduled to be complete in 2009 |
| 17 | Community Facilities / Water / Goal 1.0 | Regulatory support and nonpoint source pollution projects | | X | | Completed 2005 |
| 18 | Community Facilities / Water / Goal 1.0 | CCWA Administrative facilities expansion | | X | | Completed 2005 |
| 19 | Community Facilities / Water / Goal 2.0 | Future Wetlands @ Huie LAS Facility 3 phases with 9mil gal/day capacity | | X | | Completed 2009 |
| 20 | Community Facilities / Water / Goal 2.0 | Future Wetlands @ Huie LAS Facility phase 4 with 8mil gal/day capacity | X | | | Project currently under construction. Phase 1-3 were completed in 2009. |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Water Authority<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 21 | Community Facilities Water / Policy 1.6 | Conduct a study to determine the feasibility and a process for implementing impact fees to provide funds for water distribution system improvements required to serve new developments. | | X | | Completed in 2006 |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Fire Department & EMS<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Community Facilities / Fire Protection/EMS/Policy 1.1 | Develop 3 new fire stations (Panhandle, Stockbridge, and Hall Road). | | X | | Mundy's Mill Road, East Fayetteville Road and South Park Boulevard stations were developed in 2005.<br>Hall Rd Station is currently in Planning Stages. |
| 2 | Community Facilities/Fire Protection and EMS/Policy 3.2.1 | Acquire 3 additional ALS vehicles (ambulances). | | X | | Completed 2009 |
| 3 | Community Facilities/Fire Protection and EMS/ Policy 3.2.2 | Acquire a quick response vehicle. | | X | | Completed 2008 |
| 4 | Community Facilities/Fire Protection and EMS/ Policy 3.3.3 | Upgrade all the department's engines to ALS engines. | X | | | Currently underway planned to be complete by 2012. |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Fire Department & EMS<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 5 | Community Facilities/Fire Protection and EMS/Policy 3.2.3.1 | Secure a supervisor position to oversee the unit assigned to the quick response vehicle. | | X | | Completed 2005 |
| 6 | Community Facilities/Fire Protection and EMS/Policy 3.3 | Develop a countywide master street address guide and eliminate duplicate street names to improve EMS/911 response times. | | X | | Completed 2005 |
| 7 | Community Facilities/Fire Protection and EMS/Policy 3.4 | Institute workplace language instruction programs to improve communication between EMS and firefighters and the County's growing ethnic communities. | X | | | Ongoing activity |
| 8 | Community Facilities/Fire Protection and EMS Policy 2.1 | Acquire a state-of-the-art transmission and receiver radio system for the enhanced 911 system that can be tied to a countywide Geographic Information System. | | | X | Delete project. It was replaced with a more comprehensive project. |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments<br>Building and Maintenance<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Community Facilities/General | Renovate 1117 Battlecreek Rd for | | X | | renovation of warehouse to be used for health department facility |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments<br>Building and Maintenance<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| | Government Facilities/Goal 1.0 | the Clayton County Health Department | | | | |
| 2 | Community Facilities/General Government Facilities/Goal 1.0 | New building for Building and Maintenance | | X | | Construction of new facility<br>electrical, plumbing, a/c, hardware |
| 3 | Community Facilities/General Government Facilities/Goal 1.0 | Renovate Old 911 Building | | | X | funding not yet determined<br>start date 2009 or 2010 |
| 4 | Community Facilities/General Government Facilities/Goal 1.0 | Renovate Alzheimer Building<br>Slate Road | | X | | Complete interior remodel - painting, flooring, Ceiling, HVAC, ADA Restroom facilities |
| 5 | Community Facilities/General Government Facilities/Goal 1.0 | Renovate old Traffic Engineering Building | | X | | painting, flooring and ceilings |
| 6 | Community Facilities/General Government Facilities/Goal 1.0 | Renovate Transportation and Development brick building | | X | | remodel interior of the building<br>painting, ceiling, flooring and locks |
| 7 | Land Use / Policy 20.3 | Adopt a county wide policy of using multi-story construction for all public buildings when feasible. | | | X | Delete no current activity with this initiative |
| 8 | Community Facilities/General Government | DFACS Renovation | X | | | electrical, doors, a/c, paint |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments<br>Building and Maintenance<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| | Facilities/Goal 1.0 | | | | | |
| 9 | Community Facilities/General Government Facilities/Goal 1.0 | Construction of the Police Department Firing Range Facility | X | X | | phase 1 completed March 2009<br>Remodel with additional buildings to range<br>phase 2 estimated completion Sept. 2009<br>Remodel target area & build a pavilion |
| 10 | Community Facilities/General Government Facilities/Goal 1.0 | Renovation of the Indigent Defense | | X | | carpet, paint and communications |
| 11 | Community Facilities/General Government Facilities/Goal 1.0 | Additional Courtroom to the Clayton County Courthouse | X | | | Clean-up and cosmetic remodel. |
| 12 | Community Facilities/General Government Facilities/Goal 1.0 | Frank Bailey Fitness Center | X | | | Construction to start late 2009 |
| 13 | Community Facilities/General Government Facilities/Goal 1.0 | Satellite Tag Move Renovate | | X | | relocation of satellite tag office<br>paint, electrical, flooring, plumbing, hardware |
| 14 | Community Facilities/General Government Facilities/Goal 1.0 | Computer Center Remodel | | X | | remodel of office areas<br>paint, electrical, a/c, plumbing |
| 15 | Community Facilities/General Government Facilities/Goal 1.0 | Library Riverdale Renovation<br>420 Valley Road<br>Riverdale GA | | X | | paint, electrical, general supplies for remodel |
| 16 | Community | Personnel | | X | | electrical, paint, HVAC |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments<br>Building and Maintenance<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| | Facilities/General Government Facilities/Goal 1.0 | Renovation | | | | |
| 17 | Community Facilities/General Government Facilities/Goal 1.0 | Old Forest Park Teen Renovation | | X | | remodeling of building<br>painting, flooring, ceiling, HVAC |
| 18 | Community Facilities/General Government Facilities/Goal 1.0 | Old Jonesboro Health Department<br>Renovation | | X | | Build new offices for Risk Management<br>painting, flooring, hardware, removal of trees, HVAC, ceiling |
| 19 | Community Facilities/General Government Facilities/Goal 1.0 | Old Forest Park Health Department<br>Renovation | | X | | plumbing, electrical, general supplies for renovation |
| 20 | Community Facilities/General Government Facilities/Goal 1.0 | Staff Attorney<br>Remodel | | X | | painting, flooring |
| 21 | Community Facilities/General Government Facilities/Goal 1.0 | Westwood Way<br>1588 Westwood Way<br>Morrow GA | X | | | complete renovation of donated house<br>plumbing, paint, flooring, electrical |
| 22 | Community Facilities/General Government Facilities/Goal 1.0 | Fire station 13<br>Remodel | | X | | electrical, doors, paint, plumbing, general remodeling supplies |
| 23 | Community Facilities/General Government | Old Archives<br>Renovation | | X | | electrical, doors, hardware |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments<br>Building and Maintenance<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| | Facilities/Goal 1.0 | | | | | |
| 24 | Community Facilities/General Government Facilities/Goal 1.0 | Forest Park Library Renovation | | X | | glass, electrical |
| 25 | Community Facilities/General Government Facilities/Goal 1.0 | J T Auto/New ETSC Renovation | | X | | complete renovation of inside of building |
| 26 | Community Facilities/General Government Facilities/Goal 1.0 | S.C.S.A.C. Renovation | | X | | remodeling of area painting, flooring, hardware |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Intergovernmental Coordination<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Intergovernmental Coordination/Policy 1.1 | Asses and amend the County's current dispute resolution process as needed to ensure its effectiveness | X | | | Currently ongoing process. |
| 2 | Intergovernmental Coordination/Policy 2.1 | Update the County's Service Delivery Strategy | X | | | Currently underway with a 2012 deadline for completion. |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Parks and Recreation<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| **#** | **Chapter/Policy** | **Description** | **Status**<br>U= underway C= completed<br>P= postponed | | | **Comment** |
| | | | **U** | **C** | **P** | |
| 1 | Community Facilities/Parks and Recreation/ Policies 1.1/.2 Natural/Cultural Resources / Policy 1.1 | Recreation Needs Assessment study and update of County's Recreation Master Plan. | | **X** | | Completed in 2008 |
| 2 | Community Facilities/Parks and Recreation Policy 1.5 | 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** | | | Jester Creek has been expanded all the way to Mount Zion Road. Negotiations are underway to connect Jester Creek Park with Jester Creek Trail. |
| 3 | Community Facilities and/Parks and Recreation Policy 1.4 | Develop incentive programs or requirements for developers to provide greenspace and age appropriate recreation outlets with all new housing developments. | **X** | | | Ongoing activity |
| 4 | Community Facilities/Cultural Facilities/Policy 2.2 | 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** | | | Ongoing activity |
| 5 | Natural and Cultural Resources/ Policy 1.2 | 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** | | | Scheduled to be complete by 2012 |
| 6 | Natural and Cultural Resources/ Policy 1.3 | Develop a program for the joint use of school board recreational properties for countywide recreational programs when these properties are not in use by the school system. | **X** | | | Ongoing coordination with all parties. |
| 7 | Natural and Cultural Resources/ Policy 1.5.1 | User fee feasibility study | **X** | | | Scheduled to be completed by 2010 |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Parks and Recreation<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| **#** | **Chapter/Policy** | **Description** | **Status**<br>U= underway C= completed<br>P= postponed | | | **Comment** |
| | | | **U** | **C** | **P** | |
| 8 | Natural and Cultural Resources/ Policy 2.1 | Parks and Recreation long term land acquisition plan | **X** | | | Ongoing activity |
| 9 | Land Use/ Policy 7.1 | 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 park and greenspace to the County's residents. | | **X** | | Complete |
| 10 | Land Use/ Policy 7.2.1 | 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** | | | Scheduled to be completed by 2011 |
| 11 | Land Use/ Policy 7.2.2 | Develop a recreation/open space plan for the historic Rex community that incorporates public education and trails and/or other passive recreation amenities. | **X** | | | Scheduled to be completed by 2010 |
| 12 | Parks and Recreation/Policy 1.3 | Griswell Senior Center - Jonesboro | | **X** | | Completed 2005-2009 |
| 13 | Parks and Recreation/Policy 1.3 | Jim Huie Recreation Center – Jonesboro Area | | **X** | | Completed 2005-2009 |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments - Sheriff & Police Department<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Community Facilities/Police and Sheriff Departments / Policy 1.1 | 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 | | | Ongoing activity |
| 2 | Community Facilities/Police and Sheriff Departments / Policy 1.3 | Institute workplace language instruction programs to improve communication | | | | No longer wished to be pursued. |
| 3 | Community Facilities/Police and Sheriff Departments /Policy 1.2.1 | Provide the Sheriff's Department with the staff necessary to fully staff the Clayton County Corrections Institution and provide enough officers to fulfill the Department's other law enforcement duties. | | | X | Currently postponed due to funding |
| 4 | Community Facilities/Police and Sheriff Departments /Goal 1.0 | Fund the 26 positions open in the Sheriff's Department. | | | X | Currently postponed due to funding |
| 5 | Community Facilities/Police and Sheriff Departments /Policy 2.1 | Undertake a comprehensive effort to address crime prevention and drug problems. | X | | | Ongoing activity |
| 6 | Community Facilities/Police and Sheriff Departments /Policy 2.2 | Increase support of law enforcement efforts, bolster treatment programs offered in the County, improve crime awareness and drug education programs and support state and federal governments in their efforts to create stiffer penalties and develop innovative techniques in the fight against drugs. | X | | | Ongoing activity |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments<br>Clayton County Public Schools<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Community Facilities /Education/Policy 2.1 | Adamson Middle School renovations & modifications | | X | | Completed 2005 |
| 2 | Community Facilities /Education/Policy 2.1 | Kemp Elementary School renovations | | X | | Completed 2006 |
| 3 | Community Facilities /Education/Policy 2.1 | Kilpatrick Elementary School renovations and additions | | X | | Completed 2005 |
| 4 | Community Facilities /Education/Policy 2.1 | Morrow Elementary School renovations and modifications | | X | | Completed 2005 |
| 5 | Community Facilities /Education/Policy 2.1 | New Middle School 6 (Rex Mill Middle)<br>New 68 classrooms middle school | | X | | Completed in 2006 |
| 6 | Community Facilities /Education/Policy 2.1 | New Elementary School #11 (Mt. Zion Primary)<br>New 50 classrooms K-2 school | | X | | Completed in 2008 |
| 7 | Community Facilities /Education/Policy 2.1 | New Middle School # 7 - Under Construction<br>New 72 classrooms middle school | | | X | Postponed in 2008. New construction date is TBD |
| 8 | Community Facilities /Education/Policy 2.1 | Mt. Zion High School<br>12 classroom addition and modifications | | X | | Completed 2007 |
| 9 | Community Facilities /Education/Policy 2.1 | Smith Elementary School<br>12 classroom addition and modifications | | X | | Completed in 2008 |
| 10 | Community Facilities /Education/Policy 2.1 | Hawthorne Elementary School<br>11 classroom addition | | X | | Completed 2007 |
| 11 | Community Facilities /Education/Policy 2.1 | Lake Ridge Elementary School<br>8 classroom addition | | X | | Completed 2008 |
| 12 | Community Facilities /Education/Policy 2.1 | Jonesboro High School<br>11 classroom addition and modifications | | X | | Completed 2007 |
| 13 | Community Facilities /Education/Policy 2.1 | Rivers Edge Elementary School<br>14 classroom addition | | X | | Completed 2008 |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments<br>Clayton County Public Schools<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 14 | Community Facilities /Education/Policy 2.1 | Kendrick Middle School<br>14 classroom addition | | X | | Completed 2008 |
| 15 | Community Facilities /Education/Policy 2.1 | North Clayton Middle School<br>15 classroom addition & modifications | | X | | Completed 2008 |
| 16 | Community Facilities /Education/Policy 2.1 | Harper Elementary School Design Phase<br>12 classroom addition | | | X | Postponed in 2009 and has yet to be sent out for bid. |
| 17 | Community Facilities /Education/Policy 2.1 | Roberts Middle School<br>15 classroom addition | | X | | Completed in 2008 |
| 18 | Community Facilities /Education/Policy 2.1 | Mundy's Mill High School<br>24 classroom addition | | X | | Completed in 2008 |
| 19 | Community Facilities /Education/Policy 2.1 | Jackson Elementary School<br>12 classroom addition | | | X | Postponed in 2008. New construction date is TBD |
| 20 | Community Facilities /Education/Policy 2.1 | New High School #2<br>(Charles R. Drew High)<br>New 96 classroom high school | | X | | Completed in 2009 |
| 21 | Community Facilities /Education/Policy 2.1 | Riverdale Middle School<br>9 classroom addition | | | X | Postponed in 2009 |
| 22 | Community Facilities /Education/Policy 2.1 | Pointe South Middle School Design Phase<br>12 classroom addition | | | X | Postponed in 2009 and has yet to be sent out for bid. |
| 23 | Community Facilities /Education/Policy 2.1 | Lovejoy High School<br>11 classroom addition & modifications | | | X | Postponed in 2009. New construction date is TBD. |
| 24 | Community Facilities /Education/Policy 2.1 | Forest Park High School<br>15 classroom addition | | | X | TBD – lack of funding |
| 25 | Community Facilities /Education/Policy 2.1 | Jonesboro Middle School<br>13 classroom addition | | | X | TBD – lack of funding |
| 26 | Community Facilities /Education/Policy 2.1 | New Elementary School #13 location to be determined | | | X | TBD – lack of funding |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments<br>Clayton County Public Schools<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 27 | Community Facilities /Education/Policy 2.1 | Elementary School 9<br>(Thurgood Marshall Elementary)<br>12 classroom addition | | | X | TBD – lack of funding |
| 28 | Community Facilities /Education/Policy 2.1 | Middle School 5<br>(Sequoyah Middle School) | | X | | Completed 2005 |
| 29 | Community Facilities /Education/Policy 2.1 | Middle School 5<br>(Sequoyah Middle School)<br>13 classroom addition | | | X | TBD – lack of funding |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Library System<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Community Facilities / Libraries / Goal 1.0 | Renovate Forest Park Branch, retrofit for technology, and make wheelchair accessible | | | X | Project was deleted because t a new 16,000 square foot facility is planned. |
| 2 | Community Facilities / Libraries / Goal 1.0 | Build 10,000 square foot addition to Library Headquarters and retrofit for technology. | | | X | Postponed to 2012-2014 |
| 3 | Community Facilities / Libraries / Goal 1.0 | Build meeting room at Jonesboro Branch, retrofit for technology, and make wheelchair accessible. | | | X | Scheduled to break ground 2013 |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – Library System<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 4 | Community Facilities / Libraries / Policy 1.2 | Purchase additional volumes for each branch to meet the State's minimum level of service standards. | X | | | The Library System purchased over 31,000 items during FY 2009 with limited resources ($485,332). Since 2006 the library has subscribed to 11 premium electronic databases (available from the library's website). These are valuable resources for students, job seekers, business people and the general public. One particular database is Learning Express, which provides remedial instruction for math and English and practice tests for GED, SAT, etc. |
| 5 | Community Facilities / Libraries / Policy 1.3.2 | Contract for skilled technical support adequate to maintain the Library's network and troubleshoot problems with computers and printers. | X | | | Currently utilizes Clayton County for basic IT support to troubleshoot problems with computers and printers. Limited outsourcing for firewall monitoring and network maintenance. |
| 6 | Community Facilities / Libraries / Policy 1.3.1 | Develop and implement a plan to replace public and staff computers at the County's public libraries every three years. | | | X | Currently there has been no activity or implementation. Only able to maintain basic Library equipment due to funding. |
| 7 | Community Facilities / Libraries / Goal 1.0 | Construct 16,000 square foot Forest Park Library. | X | | | Project began 2009 and scheduled to be completed in 2012. |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments – C-Tran<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Transportation Element | C-Trans Operational Planning | X | | | Ongoing activity |
| 2 | Transportation Element | C-Trans Preventive maintenance | X | | | Ongoing activity |
| 3 | Transportation Element | C-Trans Operations | X | | | Ongoing activity |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments - Transportation<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 1 | Transportation Element | Roadway Capacity Improvements - SR 314- West Fayetteville Road from Norman Drive to SR 279 in Fayette County | | | X | Long-Range 2030 Transportation / GDOT |
| 2 | Transportation Element | Roadway Capacity Improvements - SR 42 from Lake Harbin Road to Anvil Block Road | | | X | Long-Range 2030 Transportation / GDOT |
| 3 | Economic Development Policy 3.5 Land Use / Policy 14.5 Transportation Element | Roadway Capacity Improvements - SR 85, including interchange at Forest Parkway from I-75 S. to Adams Drive | | | X | Long-Range 2030 Transportation / GDOT |
| 4 | Transportation Element | Roadway Capacity Improvements - SR 85 from SR 279 to Roberts Road | | | X | Long-Range 2030 Transportation / GDOT |
| 5 | Transportation Element | Roadway Capacity Improvements - SR 138 from Walt Stephens to I-75 (in Henry Co.) | | X | | Completed in 2009 |
| 6 | Economic Development Policy 3.5 Land Use / Policy 14.5 Transportation Element | Roadway Capacity Improvements - SR 54 from McDonough Road (in Fayette Co.) to US 19/US 41- SR 3/Tara Blvd | | | X | Long-Range 2030 Transportation / GDOT |
| 7 | Transportation Element | Roadway Capacity Improvements - Battle Creek Road from Southlake Parkway to Valley Hill Road | X | | | Medium-Range 2015 Transportation / GDOT |
| 8 | Transportation Element | Roadway Capacity Improvements - Mt. Zion<br>Boulevard from Southlake Parkway to Lake Harbin Road. | X | | | Medium-Range 2015 Transportation / GDOT |
| 9 | Transportation Element | Roadway Capacity Improvements - Flint River Rd. from Glenwood Rd. to Kendrick Rd | X | | | Medium-Range 2015 Transportation / GDOT |
| 10 | Economic Development Policy 3.5 Land Use / Policy 14.5 Transportation Element | Widen SR 54 from SR 138 Spur to Oxford Drive | | | X | Long-Range 2030 Transportation / GDOT |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments - Transportation<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| # | Chapter/Policy | Description | Status<br>U= underway C= completed<br>P= postponed | | | Comment |
| | | | U | C | P | |
| 11 | Transportation Element | Roadway Capacity Improvements - Mt. Zion<br>Road from Richardson Parkway to SR 138 | | | X | Medium-Range 2015- 2020 Transportation / GDOT |
| 12 | Transportation Element | Roadway Capacity Improvements - SR 42 / SR 138 / North Henry Boulevard. from I-675 in Clayton to SR 138 in Henry | | | X | Long-Range 2030 Transportation / GDOT |
| 13 | Transportation Element | Conley Road/Aviation Boulevard Extension from SR 54 / Jonesboro Road to I-285 | | | X | Long-Range 2030 Transportation / GDOT |
| 14 | Transportation Element | Conley Road/Aviation Boulevard Extension from I-285 to St R 3 | | | X | Medium-range 2010-2015 Transportation / GDOT |
| 15 | Transportation Element | Bridge Upgrade – SR 42 @ Upton Creek | | | X | Long-Range 2030 Transportation / GDOT |
| 16 | Transportation Element | Bridge Upgrade – Central of GA RR @ US 19/41 – SR 3 Old Dixie Hwy | | X | | Completed 2007 |
| 17 | Transportation Element | Tara Road turn lanes and improvements from<br>McDonough Road to Tara Boulevard | | X | | Completed 2007 |
| 18 | Transportation Element | Roadway Capacity Improvements - SR 920 from Jonesboro Road /SR 54 to US 19/41 – SR 3 | | | X | Long-Range 2030 Transportation / GDOT |
| 19 | Transportation Element | Streetscaping North Avenue and South Avenue (City of Jonesboro) | X | | | Started 2009 |
| 20 | Transportation Element | Roadway Capacity Improvements - Anvil Block Road 5 lane section to Bouldercrest Road | | | X | Medium-range 2010-2015 Transportation / GDOT |
| 21 | Transportation Element | Roadway Capacity Improvements – Anvil Block Road from Bouldercrest Road to Allen Road | | | X | Medium-range 2010-2015 Transportation / GDOT |

| Clayton County, Georgia<br>Short Term Work Program Report of Accomplishments - Transportation<br>2010 to 2014 | | | | | | |
|---|---|---|---|---|---|---|
| **#** | **Chapter/Policy** | **Description** | **Status**<br>U= underway C= completed<br>P= postponed | | | **Comment** |
| | | | **U** | **C** | **P** | |
| 22 | Transportation Element | Roadway Operations Improvements – Conley<br>Road from SR 54 to Cherokee Trail | | | **X** | Long Range 2020-2030 Transportation / GDOT |
| 23 | Transportation Element | Bridge Upgrade – Rex Road at Big Cotton Indian Creek | | **X** | | Completed 2009 |
| 24 | Transportation Element | Traffic Signals on SR 85 and 138 from SR 331 /<br>SR 85 to Pointe South Parkway and North Avenue | | **X** | | Completed 2009 |
| 25 | Transportation Element | Clayton ATMS/ITS enhancements and implementation | **X** | | | Medium-range 2010-2015 Transportation / GDOT |
| 26 | Transportation Element | Roadway Capacity Improvements – Goby Road from Southampton Road to SR 31 | | | **X** | Medium-range 2010-2015 Transportation / GDOT |
| 27 | Transportation Element | Roadway Capacity Improvements – Panola Road from Bouldercrest Road to Bailey Drive | **X** | | | Started and scheduled to be completed by 2012 |
| 28 | Transportation Element | Roadway Operations Improvements – Medians for SR 54/ Jonesboro Road | | | **X** | Long-Range 2030 Transportation / GDOT |
| 29 | Transportation Element | Interchange Upgrades I-75 from Mt. Zion Boulevard to Old Dixie and SR 54 Interchange, including the railroad bridge | **X** | | | Started 2009 and scheduled to be completed 2011 |

## 4.2 Policies and Strategies

Clayton County should continue implementation of the Atlanta Regional Commission Growth policies approved as part of the Envision 6, which include the following:

**Developed Area Policies**

- Promote sustainable economic growth in all areas of the region.
- Encourage development within principal transportation corridors, the Central Business District, activity centers and town centers.
- Increase opportunities for mixed-use development, transit-oriented development, infill development and redevelopment.
- At strategic locations, plan and retain industrial and freight uses.
- Design transportation infrastructure to protect the context of adjoining development and provide a sense of place appropriate for our communities.
- Promote the reclamation of brownfield development sites.

**Housing and Neighborhood Policies**

- Protect the character and integrity of existing neighborhoods, while also meeting the needs of the community.
- Encourage a variety of home styles, densities, and price ranges in locations that are accessible to jobs and services to ensure housing for individuals and families of all incomes and age groups.
- Promote new communities that feature greenspace and neighborhood parks, pedestrian scale, support transportation options and provide for appropriate mix of uses and housing types.
- Promote sustainable and energy-efficient development.

**Open Space and Preservation Policies**

- Protect environmentally-sensitive areas including wetlands, floodplains, smaller water supply watersheds, rivers, and stream corridors.
- Increase the amount, quality, connectivity and accessibility of greenspace.
- Provide strategies to preserve and enhance historic resources.
- Through regional infrastructure planning, discourage growth in undeveloped areas of the region.

**Coordination Policies**

- Assist local governments to adopt growth management strategies that make more efficient use of existing infrastructure**.**
- Inform and involve the public in planning at regional, local and neighborhood levels.
- Coordinate local policies and regulations to support regional policies.

- Encourage the development of state and regional growth management policy.

Some specific policies to be incorporated into the existing policies and strategies include:

- Establish priority areas for redevelopment and infill development in major corridors, redevelopment areas, Livable Centers Initiative communities, and Tax Allocation District designations. See Map #1 for Areas Requiring Special Attention.

- Create redevelopment plans for key corridors, and at a minimum zoning overlay districts based on a visioning process. The Clayton County Comprehensive Transportation Plan has identified key strategic corridors to the transportation network's overall performance. These standards will encourage appropriate redevelopment, enhance the quality and compatibility of development, encourage balance of uses for living, working, shopping and recreating and promote the use of various transportation modes, vehicles, bicycles, walking and public transit. Some of these key corridors are partially or totally in the incorporated cities, requiring participation with local municipalities.

  SR 85 (Riverdale Road), Unincorporated Clayton County
  West Fayetteville Road (SR 314), Unincorporated Clayton County
  Mount Zion Boulevard, Unincorporated Clayton County
  Moreland Avenue (SR 42/US 23), City of Forest Park
  Forest Parkway, City of Forest Park
  Jonesboro Road (SR 54), City of Jonesboro
  Upper Riverdale Road, Unincorporated Clayton County and City of Riverdale

  Currently, key corridors with zoning overlay districts include Tara Boulevard (US 19/41), SR 138, 54 (Fayetteville Rd.) and SR 42/US 23. These overlays apply only to unincorporated areas, and should be expanded to include incorporated areas based on a visioning process to create a cohesive plan for the entire corridors, and having as a main goal improving the transportation network's overall performance and defining major and neighborhood activity nodes. This initiative will require strong coordination with the cities of Jonesboro, Riverdale and Forest Park.

- Promote medium to high density development in major corridors, major nodes within redevelopment areas, Livable Centers Initiative communities and Tax Allocation Districts.

- Promote transit-oriented developments (TOD's) as a model for development and redevelopment in key redevelopment areas. This will provide the stimulus for walkable neighborhoods and create the density levels necessary to warrant expansion of fixed-route transit. TOD's, combined with the implementation of overlay districts, can introduce new quality residential, retail, and even office uses in the County, supporting economic and quality of life goals. Encouragement of TOD's will also support the expansion of bike/pedestrian networks which

complement dense development. TOD specific ordinance and design standards are regulatory techniques used to promote this type of development.

- Pursue Livable Centers Initiative designation for key corridors that do not have redevelopment plans.

- Initiate conversations with Atlanta Regional Commission to update the Northwest Clayton LCI. The Northwest Clayton area is facing significant challenges, including the impact of the fifth runway at Hartsfield-Jackson Atlanta International Airport. This LCI plan also addresses issues such as traffic congestion and related impacts on connectivity within the study area, linkages to other counties and regional centers.

- Pursue establishment of development impact fees to meet the growing demand for transportation and parks and open space infrastructure improvements. Impact fees are used as a strategy to control development and fund infrastructure improvements associated with new development. Currently, the County is evaluating options for the implementation of an Impact Fee Program.

- Explore community support for the creation of Community Improvement Districts (CID's) in redevelopment areas. A CID is a public/private partnership in which businesses in a defined area elect to pay additional taxes in order to fund specific improvements within the CID area.

- Pursue the creation of the Historic Preservation Commission to produce an inventory of County's historic resources, which will be invaluable tool for recording the County's history, increasing awareness of a community history and buildings, and develop a plan for promotion and preservation of the County's historic resources. Historic resources can serve as a catalyst for economic development when they are preserved and promoted as cultural tourism opportunities.

- Explore the creation of urban enterprise zones (housing, mixed-use, commercial, industrial) in priority areas that do not have Tax Allocation District designation. This program provides tax abatement for a specific period of time in underutilized/ underdeveloped areas. Historic structures could also receive tax abatements if included as part of an urban enterprise zone.

- Continue intergovernmental coordination/cooperation at all levels with cities, surrounding counties and the region to further implementation of strategies and projects to make Clayton County a better place to live, work, and play.

## 4.3 Short Term Work Program

**The 2010 – 2014 Short Term Work Program presents a list of programs to be initiated and regulations to be adopted in order to implement the goals and policies put forth by the preceding.**

**Clayton County, Georgia**
**Short Term Work Program for 2010-2014**

**Table: Short Term Work Program**

| Clayton County, Georgia<br>Short Term Work Program – Planning & Zoning<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 1 | Housing/ Policy 1.2.1 | Revise residential building codes to increase minimum quality level acceptable | | | | X | | $50,000 | TBD | Planning/Zoning |
| 2 | Housing/ Policy 1.3.1 | 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 | Planning/Zoning |
| 3 | Housing/ Policy 2.1.1.1.1/ Land Use 12.1.1.12.1.2 | Develop a website and online code violation reporting capability for the County's Code Enforcement office | X | | | | | $15,000 | General Fund | Planning/Zoning |
| 4 | Housing/Policy 3.1.3 Land Use/ Policy 4.1 | 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 | Planning/Zoning |

| Clayton County, Georgia<br>Short Term Work Program – Planning & Zoning<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 5 | Housing/ Policy 3.1.4 | 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 | Planning/Zoning |
| 6 | Housing/ Policy 7.2. | Conduct a study to determine the feasibility and appropriate process for establishing impact fees for new residential development. | X | | | | | $35,000 | General Fund | Planning/Zoning |
| 7 | Housing/ Policy 7.2.1 | 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 | Planning/Zoning |
| 8 | Natural and Cultural Resources/Policy 3.1 | Comprehensive county-wide historic resources survey and assessment. | X | X | X | | | $150,000 | General Fund/Grants | Planning/Zoning |
| 9 | Natural and Cultural Resources/ Policy 3.2 | Cultural resources management plan for the County. | | | X | | | $100,000 | General Fund/Grants | Planning/Zoning |
| 10 | Natural and Cultural Resources/ Policy 4.1.2 | 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 | Planning/Zoning |
| 11 | Land Use / Policy 1.2 | 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 | Planning/Zoning |
| 12 | Land Use / Policy 1.3 | 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 | Planning/Zoning |

| Clayton County, Georgia<br>Short Term Work Program – Planning & Zoning<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 13 | Land Use / Policy 1.5.1 | 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 | Planning/Zoning |
| 14 | Land Use / Policy 1.6 | Develop, Implement, and Train staff to conduct all of the county's current and long range planning using GIS. | X | X | | | | TBD | General Fund | Planning/Zoning |
| 15 | Land Use / Policy 1.6.1 | 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 | Planning/Zoning |
| 16 | Land Use / Policy 2.1 | 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 | Planning/Zoning |
| 17 | Land Use / Policy 2.2 | 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 | Planning/Zoning |
| 18 | Land Use / Policy 2.2.1 | 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 | Planning/Zoning |
| 19 | Land Use / Policy 2.3 | 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 | Planning/Zoning |

| Clayton County, Georgia<br>Short Term Work Program – Planning & Zoning<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 20 | Land Use / Policy 3.1 | 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 | Planning/Zoning |
| 21 | Land Use / Policy 3.2 | 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 | Planning/Zoning |
| 22 | Land Use / Policy 4.1.2 | Establish and publicize processes by which older neighborhoods can reestablish HOA's. | X | X | | | | TBD | Included in Staff Time | Planning/Zoning |
| 23 | Land Use / Policy 8.3 | 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 | Planning/Zoning |
| 24 | Land Use / Policy 9.3 | Develop and adopt appropriate landscaping and buffering requirements for all land uses in Clayton County. | X | X | X | | | TBD | General Fund | Planning/Zoning |
| 25 | Land Use / Policy 14.2 | 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 |
| 26 | Land Use / Policy 14.7 | 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 | Planning and Zoning / Transportation |

| Clayton County, Georgia<br>Short Term Work Program – Planning & Zoning<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 27 | Land Use/ Policies 17.3, 17.3.1 | Create incentives to encourage the development of "executive housing" in Clayton County. | X | X | X | X | X | TBD | Included in Staff Time | Planning/Zoning |
| 28 | Intergovernmental Coordination / Policy 2.2 | 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 | Planning and Zoning / CCPS |

| Clayton County, Georgia<br>Short Term Work Program – CC Visitors Bureau<br>2005 to 2009 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 1 | Community Facilities/Cultural Facilities/Policy 2.2 | 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 |

| Clayton County, Georgia<br>Short Term Work Program Economic Development / Chamber of Commerce<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 1 | Economic Development / Policy 1.1.1 | 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 | Economic Development / Policy 1.2.1 | 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 | Economic Development / Policy 2.6 | 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 | Economic Development / Policy 2.6.2 | 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 | Economic Development / Policy 2.7.1 | Form and coordinate business associations for each of the County's commercial corridors. | X | X | X | X | X | TBD | Grants/ Staff Time | Clayton County Development Authority |

| Clayton County, Georgia<br>Short Term Work Program Economic Development / Chamber of Commerce<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 6 | Economic Development / Policy 4.2 | 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 |
| 7 | Land Use / Policy 8.4 | 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 | Land Use / Policy 14.2 | 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 | Economic Development / Policy 4.4 | Develop recruitment strategy to attract upscale dining establishment to the area around Spivey Hall | X | X | X | X | X | TBD | TBD | Chamber of Commerce |

| Clayton County, Georgia<br>Short Term Work Program – Water Authority<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 1 | Community Facilities/ Wastewater / Goal 1.0 | 2010 Strategic Master Plan | X | | | | | $600,000 | User Fees | CCWA |

| Clayton County, Georgia<br>Short Term Work Program – Water Authority<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 2 | Community Facilities/ Water / Goal 1.0 | Emergency Generators - all Water Facilities | X | X | X | X | X | $3,000,000 | User Fees | CCWA |
| 3 | Community Facilities/ Water / Goal 1.0 | Replace galvanized and AC water system pipes | X | X | X | X | X | $1,500,000/yr | User Fees | CCWA |
| 4 | Community Facilities/ Wastewater / Goal 1.0 | Solids Handling Improvements at Casey WRF, phase 1 | X | | | | | $4,000,000 | User Fees | CCWA |
| 5 | Community Facilities/ Wastewater / Goal 1.0 | Solids Handling Improvements at Casey WRF, phase 2 | | | | | X | $5,500,000 | User Fees | CCWA |
| 6 | Community Facilities/ Wastewater / Goal 1.0 | Reroute sewer flows from Atlanta South River WRC | X | | | | | $5,000,000 | User Fees | CCWA |
| 7 | Community Facilities/ Water / Goal 1.0 | Improvements to the JW Smith WTP (Filter valving, Filter media/under drain, Filter gallery dehumidification) | X | | | | | $5,000,000 | User Fees | CCWA |
| 8 | Community Facilities/ Wastewater / Goal 1.0 | Sewer system rehabilitation | X | X | X | X | X | $1,000,000/yr | User Fees | CCWA |
| 9 | Community Facilities/ Wastewater / Goal 1.0 | Huie Constructed Treatment Wetlands, phase 5 | X | X | X | X | | $8,000,000 | User Fees | CCWA |
| 10 | Community Facilities/ Wastewater / Goal 1.0 | Meter upgrades including radio read | X | X | X | | | $1,500,000/yr | User Fees | CCWA |
| 11 | Community Facilities/ Wastewater / Goal 1.0 | Fire Hydrant Security upgrades | X | X | X | X | X | $2,000,000/yr | User Fees | CCWA |
| 12 | Community Facilities/ Wastewater / Goal 1.0 | Reroute sewer flows from DeKalb Snapfinger WRF | X | X | X | X | X | $9,500,000 | User Fees | CCWA |
| 13 | Community Facilities/ Water / Goal 1.0 | Water Distribution System Interception collector extensions for water conveyance system upgrades | X | X | X | X | X | $1,500,000/yr | User Fees | CCWA |
| 14 | Community Facilities/ Wastewater / Goal 1.0 | Sewer System Collection System upgrades | X | X | X | X | X | $1,000,000/yr | User Fees | CCWA |
| 15 | Community Facilities/ Water / Goal 1.0 | Rehabilitation of water conveyance system | X | X | X | X | X | $5,000,000 | User Fees | CCWA |

| Clayton County, Georgia<br>Short Term Work Program – Water Authority<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 16 | Natural and Cultural Resources/ Policy 1.2 | 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 | Community Facilities Water / Policy 1.6 Fire Policy 1.2 Education 1.2/ Land use Policy 10.3 | 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 | Community Facilities/Parks and Recreation Policy 1.5 | 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 | Land Use / Policy 7.1 | 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 |

| Clayton County, Georgia<br>Short Term Work Program – Water Authority<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 20 | Land Use / Policy 7.2.1 | 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 | Land Use / Policy 7.2.2 | 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 | General Fund | TBD | Greenspace Board / Parks and Recreation / CCWA |

| Clayton County, Georgia<br>Short Term Work Program – Fire Department and EMS<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 1 | Community Facilities / Fire Protection/EMS/Policy 1.1 | 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 | Community Facilities/Fire Protection and EMS/ Policy 3.3.3 | Upgrade all the department's engines to ALS engines | X | X | X | | | $200,000 each | Fire District Tax | Clayton County Fire Department & EMS |
| 3 | Community Facilities/Fire Protection and EMS/Policy 3.4 | 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 |

| Clayton County, Georgia<br>Short Term Work Program – Fire Department and EMS<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 4 | Community Facilities/Fire Protection and EMS Policy 2.1 | Build a multipurpose building to serve as emergency operation center, classroom facility and back-up 911 center and upgrade radio system for entire county<br>. | X | X | X | | | $4,700,000 | 2009 Splost | Clayton County Fire Department & EMS |

| Clayton County, Georgia<br>Short Term Work Program – Sheriff & Police Department<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 1 | Community Facilities/Police and Sheriff Departments / Policy 1.1 | 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 | TBD | Included in staff time | Clayton County Sheriff and Police Department |
| 2 | Community Facilities/Police and Sheriff Departments /Policy 1.2.1 | Provide the Sheriff's Department with the staff necessary to fully staff the Clayton County Corrections Institution and provide enough officers to fulfill the department's other law enforcement duties. | X | X | X | X | X | TBD | General Fund | Clayton County Sheriff's Department |
| 3 | Community Facilities/Police and Sheriff Departments /Goal 1.0 | Fund the 26 positions open in the Sheriff's Department. | X | X | X | X | X | TBD | General Fund | Clayton County Sheriff's Department |

| Clayton County, Georgia<br>Short Term Work Program – Sheriff & Police Department<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 4 | Community Facilities/Police and Sheriff Departments /Policy 2.1 | Undertake a comprehensive effort to address crime prevention and drug problems. | X | X | X | X | X | TBD | General Fund | Clayton County Sheriff's Department |
| 5 | Community Facilities/Police and Sheriff Departments /Policy 2.2 | Increase support of law enforcement efforts, bolster treatment programs offered in the county, improve crime awareness and drug education programs and support state and federal governments in their efforts to create stiffer penalties and develop innovative techniques in the fight against drugs. | X | X | X | X | X | TBD | General Fund | Clayton County Sheriff's Department |

| Clayton County, Georgia<br>Short Term Work Program – Clayton County Public Schools<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 1 | Community Facilities/Education/Policy 2.1 | Middle School #7 New 74 Classroom Middle School | X | | | | | $24,599,000 | SPLOST & CAPITAL OUTLAY | CC Board of Education |
| 2 | Community Facilities/Education/Policy 2.1 | K-8 Facility New 80 Classroom K-8 School | X | | | | | $25,918,725 | SPLOST & CAPITAL OUTLAY | CC Board of Education |
| 3 | Community Facilities/Education/Policy 2.1 | Riverdale Middle 9 Classroom Addition Renovation & Modification | X | | | | | $5,207,000.0 | SPLOST & CAPITAL OUTLAY | CC Board of Education |

| Clayton County, Georgia<br>Short Term Work Program – Clayton County Public Schools<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 4 | Community Facilities/Education/Policy 2.1 | Tara Stadium & Twelve Oaks Stadium Renovations, Modifications & Track Re-surfacing | X | | | | | $1,000,000.00 | SPLOST | CC Board of Education |
| 5 | Community Facilities/Education/Policy 2.1 | Worktec Reroof & HVAC Upgrades | X | | | | | $900,000 | SPLOST | CC Board of Education |
| 6 | Community Facilities/Education/Policy 2.1 | Ash St. Center Renovation & Modification | X | | | | | $4,300,000 | SPLOST | CC Board of Education |
| 7 | Community Facilities/Education/Policy 2.1 | Harper Elementary 12 Classroom Addition | X | | | | | $2,500,000 | SPLOST & CAPITAL OUTLAY | CC Board of Education |
| 8 | Community Facilities/Education/Policy 2.1 | Pointe South Middle 14 Classroom Addition Renovations & Modifications | X | | | | | $2,500,000 | SPLOST & CAPITAL OUTLAY | CC Board of Education |

| Clayton County, Georgia<br>Short Term Work Program – Library System<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 1 | Community Facilities / Libraries / Goal 1.0 | Build 10,000 sq. foot addition to Library Headquarters and retrofit for technology. | | | X | X | X | TBD | TBD | Clayton County Library System |
| 2 | Community Facilities / Libraries / Goal 1.0 | Build meeting room addition at Jonesboro Branch, retrofit for technology, and make wheelchair accessible. | | | X | | | $450,000 | General Fund | Clayton County Library System |
| 3 | Community Facilities / | Purchase additional volumes for each branch to meet the State's minimum | X | X | X | X | X | $638,000/yr ($441,838 | General Fund | Clayton County Library System |

| Clayton County, Georgia<br>Short Term Work Program – Library System<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| | Libraries / Policy 1.2 | level of service standards. | | | | | | proposed) | | |
| 4 | Community Facilities / Libraries / Policy 1.3.2 | 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 | Community Facilities / Libraries / Policy 1.3.1 | 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 | Community Facilities / Libraries / Goal 1.0 | 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 |
| 7 | Community Facilities / Libraries / Goal 1.0 | 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 | Community Facilities / Libraries / Goal 1.0 | Improvement and renovation of existing Libraries | X | X | X | X | X | $1,000,000 | 2008 SPLOST | Clayton County Library System |
| 9 | Community Facilities / Libraries / Goal 1.0 | 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 |

| Clayton County, Georgia<br>Short Term Work Program - Building and Maintenance<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 1 | Community Facilities/General Government Facilities/Goal 1.0 | Renovate Old 911 Building | X | X | | | | $130,000-$150,000 | General Funds | Buildings and Maintenance |
| 2 | Land Use / Policy 20.3 | 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 | Community Facilities/General Government Facilities/Goal 1.0 | Renovation of the County Economic Development facility | X | | | | | TBD | General Funds | Buildings and Maintenance |
| 4 | Community Facilities/General Government Facilities/Goal 1.0 | Construction of the Police Department Long Range training Facility | X | | | | | TBD | General Funds | Buildings and Maintenance |
| 5 | Community Facilities/General Government Facilities/Goal 1.0 | Addition the Virginia Grave wellness Center | X | X | | | | TBD | General Funds | Building and Maintenance |

| Clayton County, Georgia<br>Short Term Work Program – Parks and Recreation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 1 | Community Facilities/Parks and Recreation Policy 1.5 | 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 |

| Clayton County, Georgia<br>Short Term Work Program – Parks and Recreation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 2 | Community Facilities and/Parks and Recreation Policy 1.4 | 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 | Community Facilities/Cultural Facilities/Policy 2.2 | 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 | Natural and Cultural Resources/ Policy 1.2 | 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/ |
| 5 | Natural and Cultural Resources/ Policy 1.3 | 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 | Natural and Cultural Resources/ Policy 1.5.1 | User fee feasibility Study | X | | | | | TBD | General Fund | Parks and Recreation |
| 7 | Natural and Cultural Resources/ Policy 2.1 | Parks and Recreation long term land acquisition plan | X | X | X | X | X | TBD | General Fund | Parks and Recreation/Greenspace Board |

| Clayton County, Georgia<br>Short Term Work Program – Parks and Recreation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 8 | Land Use/ Policy 7.2.1 | Develop a recreation/open space plan for the Flit 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 | Land Use/ Policy 7.2.2 | 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 | Parks and Recreation/Policy 1.3 | (Rex Equestrian Park) Develop a dog park | X | X | X | X | X | $106,305 | General/Splost/REC | Parks and Recreation/ |
| 11 | Parks and Recreation/Policy 1.3 | (Rex Equestrian Park) Create formal archery area for the CC archery association | X | X | X | | | $4,000 | General/Splost/REC | Parks and Recreation/ |
| 12 | Parks and Recreation/Policy 1.3 | (Rex Equestrian Park) Add formal parking to site | X | X | X | | | $64.017 | General/Splost/REC | Parks and Recreation/ |
| 13 | Parks and Recreation/Policy 1.3 | (Rex Equestrian Park) Improve internal signage. | X | | | | | $1.000 | General/Splost/REC | Parks and Recreation/ |
| 14 | Parks and Recreation/Policy 1.3 | (Pine Circle Park) More directional signage to the park | X | | | | | $1,500 | General/Splost/REC | Parks and Recreation/ |
| 15 | Parks and Recreation/Policy 1.3 | (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/ |

| Clayton County, Georgia<br>Short Term Work Program – Parks and Recreation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 16 | Parks and Recreation/Policy 1.3 | (Morrow/Lake City Park) Add mulch to the playground area | X | | | | | TBD | General/Splost/REC | Parks and Recreation/ |
| 17 | Parks and Recreation/Policy 1.3 | (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 | Parks and Recreation/Policy 1.3 | (Rex Park) Make the playground ADA accessible from the parking lot | X | | | | | $300 | General/Splost/REC | Parks and Recreation/ |
| 19 | Parks and Recreation/Policy 1.3 | (Grant Road Park) Limbs trees around the park | X | | | | | $2,250 | General/Splost/REC | Parks and Recreation/ |
| 20 | Parks and Recreation/Policy 1.3 | (Grant Road Park) Remove graffiti on picnic pavilion and basketball court | X | | | | | $3,000 | General/Splost/REC | Parks and Recreation/ |
| 21 | Parks and Recreation/Policy 1.3 | (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 | Parks and Recreation/Policy 1.3 | (Forest Park) Demolish the old concession and restroom building | X | X | | | | $10,000 | General/Splost/REC | Parks and Recreation/ |
| 23 | Parks and Recreation/Policy 1.3 | (Forest Park) Install more prominent park signage. | X | | | | | $500 | General/Splost/REC | Parks and Recreation/ |

| Clayton County, Georgia<br>Short Term Work Program – Parks and Recreation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 24 | Parks and Recreation/Policy 1.3 | (Jim Huie Recreation Center) Educational Program area | X | X | X | X | X | TBD | General/Splost/REC | Parks and Recreation/ |
| 25 | Parks and Recreation/Policy 1.3 | (Independence Park) Landscaping around park to assist with crime prevention. | X | X | X | X | X | TBD | General/Splost/REC | Parks and Recreation/ |
| 26 | Parks and Recreation/Policy 1.3 | (Gerald Matthews Sports Complex) Remove all parking obstacles (dirt, etc.) from the parking lots | X | | | | | $1,000 | General/Splost/REC | Parks and Recreation/ |
| 27 | Parks and Recreation/Policy 1.3 | (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 | Parks and Recreation/Policy 1.3 | (Lee Street Park) Replace ADA parking signs in the parking lot | X | | | | | $500 | General/Splost/REC | Parks and Recreation/ |
| 29 | Parks and Recreation/Policy 1.3 | (Jesters Creek Park) Directional signage to the park | X | | | | | $1,500 | General/Splost/REC | Parks and Recreation/ |
| 30 | Parks and Recreation/Policy 1.3 | (International Park) New directional sign needed off the highway with more description. | X | | | | | $500 | General/Splost/REC | Parks and Recreation/ |
| 31 | Parks and Recreation/Policy 1.3 | (Key Street Park) Upgrade the park with formal paved parking to prevent erosion. | | X | | | | $8,574 | General/Splost/REC | Parks and Recreation/ |
| 32 | Parks and Recreation/Policy 1.3 | (Key Street Park) Update dugout areas | X | X | X | X | X | TBD | General/Splost/REC | Parks and Recreation/ |

| Clayton County, Georgia<br>Short Term Work Program – Parks and Recreation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 33 | Parks and Recreation/Policy 1.3 | County Park and Facility entry signs replaced | X | X | X | X | X | $205,000 | General/Splost/REC | Parks and Recreation/ |
| 34 | Parks and Recreation/Policy 1.3 | 10 additional swing sets needed throughout the county (specifically for toddlers) | X | X | X | X | | $30,818 | General/Splost/REC | Parks and Recreation/ |
| 35 | Parks and Recreation/Policy 1.3 | Toddler play features in parks adjacent to existing playgrounds | X | X | X | X | X | TBD | General/Splost/REC | Parks and Recreation/ |

| Clayton County, Georgia<br>Short Term Work Program – Intergovernmental Coordination<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 1 | Intergovernmental Coordination/Policy 1.1 | 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 | Intergovernmental Coordination/Policy 2.1 | Update the county's Delivery Service Strategy | X | X | X | | | TBD | General Fund | County Commission |

| Clayton County, Georgia<br>Short Term Work Program – C-Trans<br>2005 to 2009 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 1 | Transportation Element | C-Trans Operational Planning | X | X | X | X | X | $100,000 | 2005-2010 TIP | C-Trans |
| 2 | Transportation Element | C-Trans Preventive maintenance | X | X | X | X | X | $500,000 | 2005-2010 TIP | C-Trans |
| 3 | Transportation Element | C-Trans Operations | X | X | X | X | X | $100,000 | 2005-2010 TIP | C-Trans |

| Clayton County, Georgia<br>Short Term Work Program - Transportation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 1 | Transportation Element | 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 | Transportation Element | 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 |

| Clayton County, Georgia<br>Short Term Work Program - Transportation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 3 | Transportation Element | 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 | Transportation Element | Lee Street Bridge Improvements | X | X | X | | | $1,360,000 | 2005 – 2010 TIP | Transportation / GDOT |
| 5 | Transportation Element | 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 | Transportation Element | Streetscaping North Avenue and South Avenue (City of Jonesboro) | X | | | | | $1,302,000 | 2005 – 2010 TIP | City of Jonesboro |
| 7 | Transportation Element | Roadway Capacity Improvements – Anvil Block Road | X | | | | | $1,785,000 | 2005 – 2010 TIP | Transportation |
| 8 | Transportation Element | Roadway Capacity Improvements - Anvil Block Road 5 lane section to Bouldercrest Road | X | X | X | X | X | $1,785,000 | 2005 – 2010 TIP | Transportation |
| 9 | Transportation Element | 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 | Transportation Element | Clayton ATMS/ITS enhancements and implementation | X | X | X | X | X | $6,350,000 | 2005 – 2010 TIP | Transportation |
| 11 | Transportation Element | Roadway Capacity Improvements – Godby Road from Southampton Rd. to SR 314 | X | X | X | X | X | $3,085,000 | 2005 – 2010 TIP | Transportation |
| 12 | Transportation Element | Roadway Capacity Improvements – Panola Road from Bouldercrest Road to Bailey Drive | X | X | X | | | $12,000,000 | 2005 – 2010 TIP | Transportation |
| 13 | Transportation Element | 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 |

| Clayton County, Georgia<br>Short Term Work Program - Transportation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 14 | Transportation Element | Clark Howell Highway at SR 85 (Sullivan Road) Roadway Operational Upgrades | X | X | X | X | | $7,700,000 | SPLOST | Transportation |
| 15 | Transportation Element | Old Rex-Morrow Road/Maddox Road/Rex Road Roadway Operational Upgrades | X | X | X | X | | $2,765,500 | SPLOST | Transportation |
| 16 | Transportation Element | Road improvements to support other SPLOST Capital Projects | X | X | X | X | | $1,000,000 | SPLOST | Transportation |
| 17 | Transportation Element | Traffic Signal, Signing and Pavement marking-related improvement in unincorporated areas | X | X | X | X | | $5,500,000 | SPLOST | Transportation |
| 18 | Transportation Element | Countywide sidewalk construction | X | X | X | X | | $5,500,000 | SPLOST | Transportation |
| 19 | Transportation Element | C-Tran Buses, paratransit vehicles and bus shelters | X | X | X | X | | $7,000,000 | SPLOST | Transportation |
| 20 | Transportation Element | Miscellaneous safety improvements in unincorporated areas | X | X | X | X | | $2,000,000 | SPLOST | Transportation |
| 21 | Transportation Element | Bridge/culvert upgrades and replacements in unincorporated areas | X | X | X | X | | $4,000,000 | SPLOST | Transportation |
| 22 | Transportation Element | CEI Services for projects | X | X | X | X | | $1,000,000 | SPLOST | Transportation |
| 23 | Transportation Element | Street Resurfacing in unincorporated areas Maintenance | X | X | X | X | | $60,000,000 | SPLOST | Transportation |
| 24 | Transportation Element | Intersection improvement Jodeco Road at Carnes Road | X | X | X | X | | $600,000 | SPLOST | Transportation |
| 25 | Transportation Element | Widen and resurface Woolsey Road | X | X | X | X | | $1,565,500 | SPLOST | Transportation |
| 26 | Transportation Element | Intersection improvement North McDonough Street at SR 138 | X | X | X | X | | $650,000 | SPLOST | Transportation |

| Clayton County, Georgia<br>Short Term Work Program - Transportation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 27 | Transportation Element | 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 | Transportation Element | Widening of West Lee's Mill Road | X | X | X | X | | $2,500,000 | SPLOST | Transportation |
| 29 | Transportation Element | Intersection improvement Fielder Road at Conkle Road | X | X | X | X | | $500,000 | SPLOST | Transportation |
| 30 | Transportation Element | Intersection improvement Elliot Road at Conkle Road | X | X | X | X | | $700,000 | SPLOST | Transportation |
| 31 | Transportation Element | 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 | Transportation Element | 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 |
| 33 | Transportation Element | 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 | Transportation Element | 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 |

| Clayton County, Georgia<br>Short Term Work Program - Transportation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 35 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | SR 138 - Swint Elementary pedestrian facility improvements From West Entrance to East Entrance | X | X | X | X | | $180,383 | TBD | Transportation / GDOT |
| 40 | Transportation Element | SR 138 - Swint Elementary pedestrian facility improvements From Kendrick Road/Old Rountree Road to Devonshire Drive | X | X | X | X | | $121,363 | TBD | Transportation / GDOT |
| 41 | Transportation Element | 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 | Transportation Element | SR 42 (Macon Highway) – Smith Elementary pedestrian facility improvements From Chippewa Drive to Evans Drive | X | X | X | X | | $641,313 | TBD | Transportation / GDOT |

| Clayton County, Georgia<br>Short Term Work Program - Transportation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 43 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | McDonough Road - Lovejoy High pedestrian facility improvements From Chelsea Drive to Wildcat Way | X | X | X | X | | $58,243 | TBD | Transportation / GDOT |
| 46 | Transportation Element | Wildcat Way - Lovejoy High pedestrian facility improvements From McDonough Road to South Entrance | X | X | X | X | | $58,243 | TBD | Transportation / GDOT |
| 47 | Transportation Element | Wildcat Way - Lovejoy High pedestrian facility improvements From North Entrance to South Entrance | X | X | X | X | | $2,028 | TBD | Transportation / GDOT |
| 48 | Transportation Element | 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 | Transportation Element | 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 |
| 50 | Transportation Element | 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 |

| Clayton County, Georgia<br>Short Term Work Program - Transportation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 51 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | SR 85 - Pedestrian improvements for transit corridor From SR 138 to Flint River Road | X | X | X | X | | $396,904 | TBD | Transportation / GDOT |
| 54 | Transportation Element | 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 | Transportation Element | Taylor Road – Pedestrian improvements for transit corridor From Kylie Court to Flint River Road | X | X | X | X | | $233,190 | TBD | Transportation / GDOT |
| 56 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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<br>Short Term Work Program - Transportation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 60 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | Church Street - Pedestrian improvements for recreational/tourism corridor From Bethsaida Road to SR 85 | X | X | X | X | | $103,640 | TBD | Transportation / GDOT |
| 65 | Transportation Element | Church Street - Pedestrian improvements for recreational / tourism corridor From Main Street to Bethsaida Road | X | X | X | X | | $259,100 | TBD | Transportation / GDOT |
| 66 | Transportation Element | SR 85 - Pedestrian improvements for recreational/tourism corridor From Bethsaida Road to SR 138 | X | X | X | X | | $207,280 | TBD | Transportation / GDOT |

| Clayton County, Georgia<br>Short Term Work Program - Transportation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 67 | Transportation Element | 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 |
| 68 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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 |

| Clayton County, Georgia<br>Short Term Work Program - Transportation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 75 | Transportation Element | 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 | Transportation Element | 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 |
| 77 | Transportation Element | 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 | Transportation Element | Taylor Road - Pedestrian improvements to fill gaps in system From Rountree Road to SR 138 | X | X | X | X | | $211,840 | TBD | Transportation / GDOT |
| 79 | Transportation Element | C-TRAN Enhanced Marketing, Outreach and Partnerships | X | X | X | X | | $20,000 | TIP (5307) | Transportation |
| 80 | Transportation Element | C-TRAN Comprehensive Operations Analysis (COA) | X | X | X | X | | $100,000 | TIP (5307) | Transportation |
| 81 | Transportation Element | Clayton County-Wide Transit Development Plan (TDP) | X | X | X | X | | $300,000 | TIP (5307) | Transportation |
| 82 | Transportation Element | Transit-Oriented Development Coordination | X | X | X | X | | $50,000 | TIP (5307) | Transportation |
| 83 | Transportation Element | Regional Commuter Rail Service Atlanta to Lovejoy | X | X | X | X | | $102,265,428 | GDOT | Transportation / GDOT |
| 84 | Transportation Element | 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 | Transportation Element | 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 |

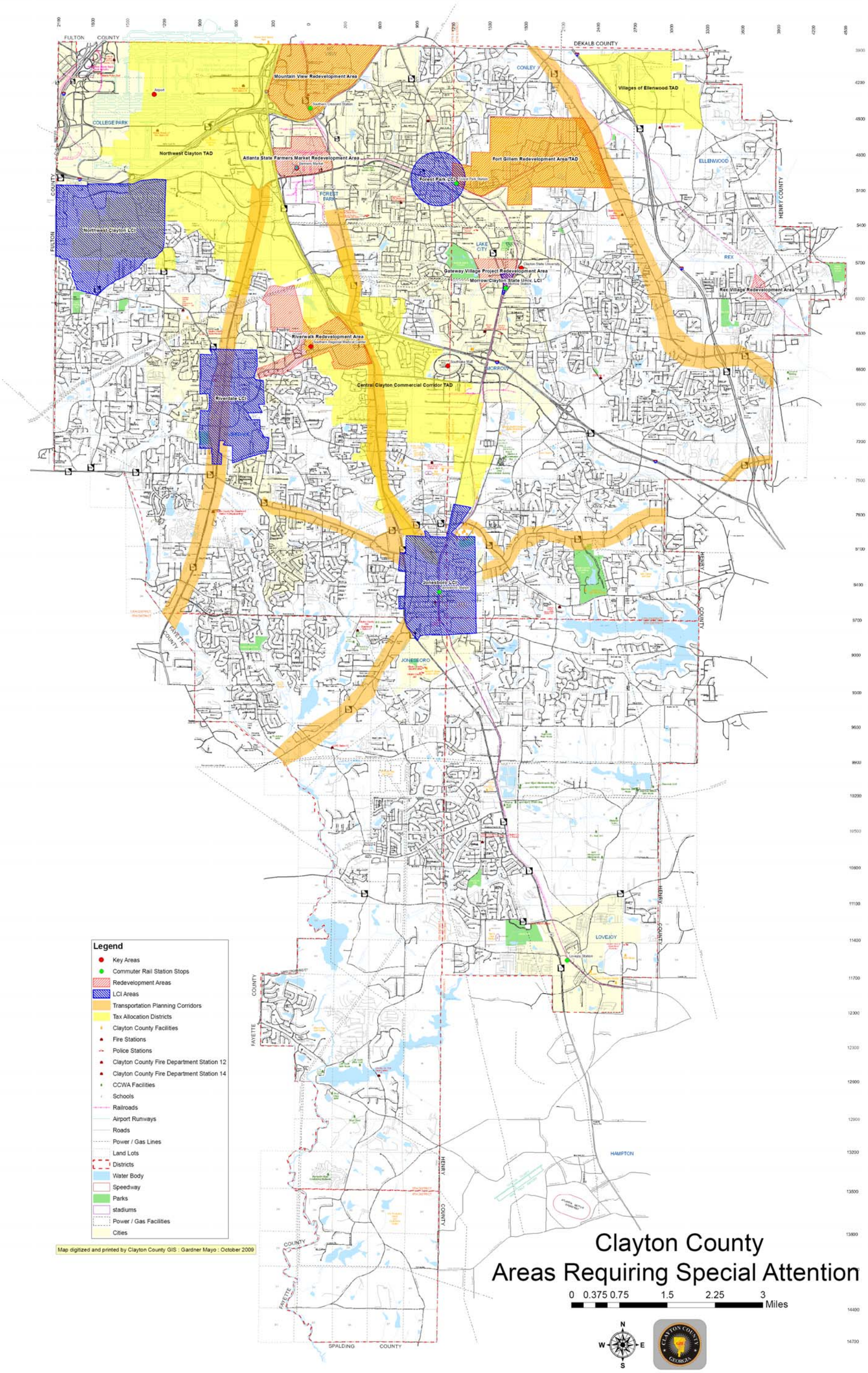
| Clayton County, Georgia<br>Short Term Work Program - Transportation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 86 | Transportation Element | 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 |
| 87 | Transportation Element | FTA Section 5307 (Urbanized Area Formula) Program Funds Allocation for Clayton County | X | X | X | X | | $13,823,518 | ARC | Transportation / GDOT |
| 88 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | 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 | Transportation Element | Downtown Jonesboro Pedestrian Improvements, Phase 1 | X | X | X | X | | $3,170,695 | City of Jonesboro | Transportation / GDOT |
| 94 | Transportation Element | Downtown Jonesboro Pedestrian Improvements, Phase 2 | X | X | X | X | | $1,446,200 | City of Jonesboro | Transportation / GDOT |
| 95 | Transportation Element | Downtown Jonesboro Pedestrian Improvements, Phase 3 | X | X | X | X | | $768,000 | City of Jonesboro | Transportation / GDOT |

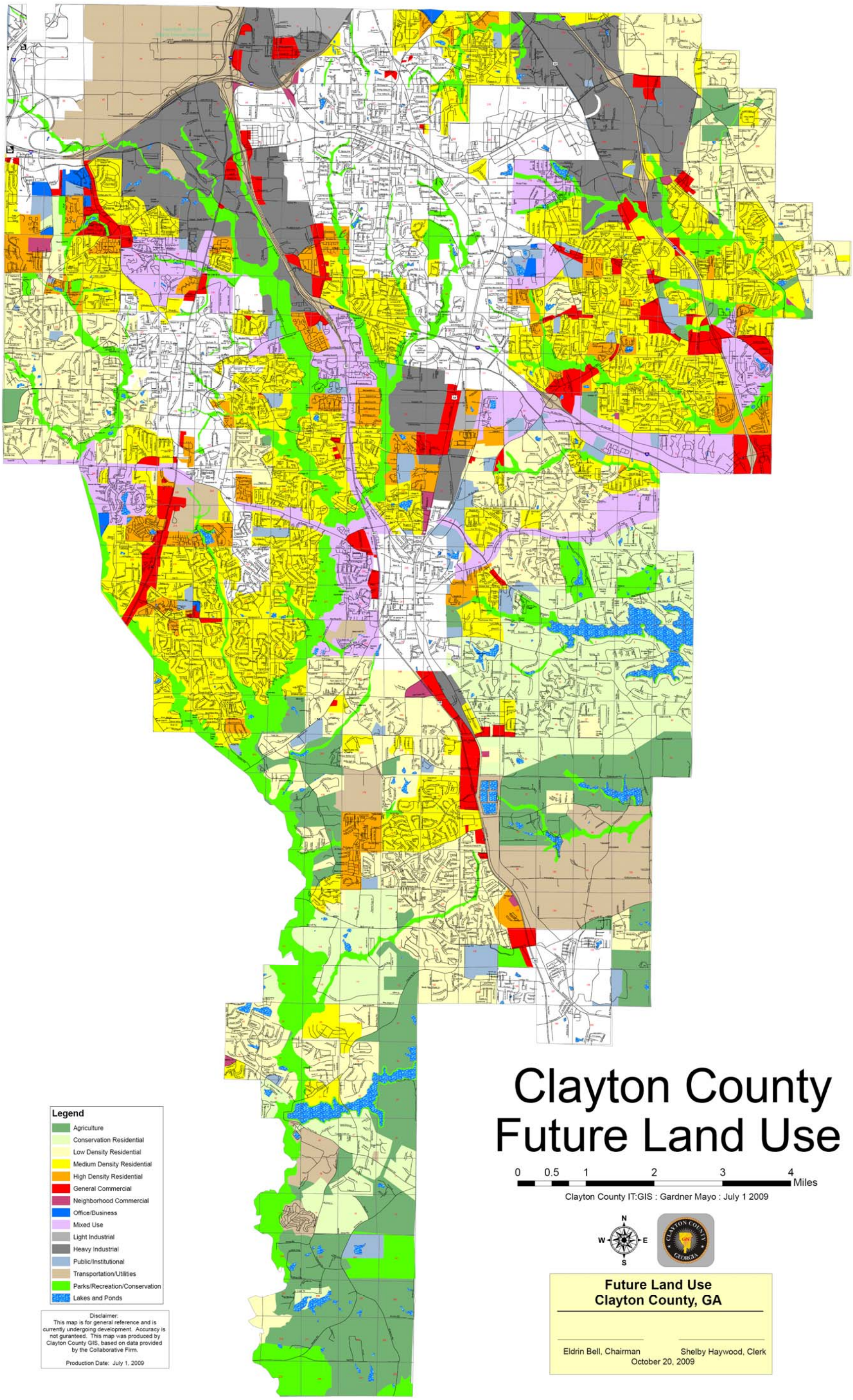
| Clayton County, Georgia<br>Short Term Work Program - Transportation<br>2010 to 2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| # | Chapter / Policy | Description | Year | | | | | Total ($) | Possible Funding Source(s) | Responsible Department |
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| 96 | Transportation Element | Conley Road From SR 54 (Jonesboro Road)<br>to Cherokee Trail | X | X | X | X | | $10,839,000 | Clayton County | Transportation / GDOT |
| 97 | Transportation Element | SR 138 Traffic Signal Upgrades At 12 locations Roadway Operational Upgrades | X | X | X | X | | $1,049,760 | GDOT | Transportation / GDOT |
| 98 | Transportation Element | SR 42 Traffic Signal Upgrades At 5 locations Roadway Operational Upgrades | X | X | X | X | | $524,880 | GDOT | Transportation / GDOT |
| 99 | Transportation Element | Forest Park Downtown Pedestrian Improvements | X | X | X | X | | $1,825,000 | City of Forest Park | Transportation / GDOT |
| 100 | Transportation Element | 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 | Transportation Element | Transit-Oriented Pedestrian Improvements on Multiple Streets | X | X | X | X | | $1,130,000 | City of Forest Park | Transportation / GDOT |
| 102 | Transportation Element | 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 | Transportation Element | Forest Park Sidewalks to Schools – Phase I | X | X | X | X | | $1,875,000 | City of Forest Park | Transportation / GDOT |
| 104 | Transportation Element | Forest Park Sidewalks to Schools – Phase II | X | X | X | X | | $1,038,000 | City of Forest Park | Transportation / GDOT |
| 105 | Transportation Element | Forest Park Sidewalks to Schools – Phase III | X | X | X | X | | $522,000 | City of Forest Park | Transportation / GDOT |

# Appendix

## List of Maps:

Map 1 Areas Requiring Special Attention
Map 2 Future Land Use


Clayton County
Areas Requiring Special Attention
0 0.375 0.75 1.5 2.25 3 Miles
N
W
E
S
Legend
Key Areas
Commuter Rail Station Stops
Redevelopment Areas
LCI Areas
Transportation Planning Corridors
Tax Allocation Districts
Clayton County Facilities
Fire Stations
Police Stations
Clayton County Fire Department Station 12
Clayton County Fire Department Station 14
CCWA Facilities
Schools
Railroads
Airport Runways
Roads
Power / Gas Lines
Land Lots
Districts
Water Body
Speedway
Parks
stadiums
Power / Gas Facilities
Cities
Map digitized and printed by Clayton County GIS : Gardner Mayo : October 2009
FULTON COUNTY
DEKALB COUNTY
HENRY COUNTY
FAYETTE COUNTY
SPALDING COUNTY
COLLEGE PARK
CONLEY
ELLENWOOD
FOREST PARK
LAKE CITY
REX
MORROW
JONESBORO
LOVEJOY
HAMPTON
Mountain View Redevelopment Area
Villages of Ellenwood TAD
Northwest Clayton TAD
Atlanta State Farmers Market Redevelopment Area
Fort Gillem Redevelopment Area/TAD
Forest Park LCI
Northwest Clayton LCI
Gateway Village Project Redevelopment Area
Morrow/Clayton State Univ. LCI
Rex Village Redevelopment Area
Riverwalk Redevelopment Area
Central Clayton Commercial Corridor TAD
Riverdale LCI
Jonesboro LCI


Legend
Agriculture
Conservation Residential
Low Density Residential
Medium Density Residential
High Density Residential
General Commercial
Neighborhood Commercial
Office/Dusiness
Mixed Use
Light Industrial
Heavy Industrial
Public/Institutional
Transportation/Utilities
Parks/Recreation/Conservation
Lakes and Ponds
Disclaimer:
This map is for general reference and is currently undergoing development. Accuracy is not guranteed. This map was produced by Clayton County GIS, based on data provided by the Collaborative Firm.
Production Date: July 1, 2009
Clayton County
Future Land Use
0 0.5 1 2 3 4 Miles
Clayton County IT:GIS : Gardner Mayo : July 1 2009
N
W
E
S
Future Land Use
Clayton County, GA
Eldrin Bell, Chairman
Shelby Haywood, Clerk
October 20, 2009