

Community Work Program

The Community Work Program consists of activities and strategies the Unified Government of Athens-Clarke County has identified for undertaking within the next five-years. As time progresses, the Community Work Program must be revisited at periods when changes occur or time has elapsed. Although the Community Work Program is considered a “planning” document, it has the potential to influence budget decisions. Projects listed typically include a cost estimate to base prioritization and finances, with the understanding that actual costs are subject to adjustment. Equally important is the ability to use the Community Work Program as a measurement tool for tracking progress and performance. Although thoughtful effort is made to include all foreseeable projects and those deemed likely, there is no guarantee all tasks have been identified or will be accomplished.

At a minimum, the Department of Community Affairs requires a periodic review of the Community Work Program every five-years. However, it is the desire of local government management to keep flexibility in this document as it revolves, adding a new fifth-year with the completion of the present year. Since this document is produced and executed by the local government, only those projects within the realm of government responsibility are listed. The Community Work Program is not meant to highlight the day-to-day functions of staff but rather those activities that stand out as significant initiatives aimed at addressing policy, processes, or procedures; conducting studies; departmental goals; or capital project completion (to name some examples). In the end, this element of the Comprehensive Plan serves as both a mandatory planning tool as well as a strategic implementation guide.

The list of projects stated in the Community Work Program provides information about each project, including a description of what it is, who is responsible, estimated cost, and completion time. All projects have been assigned to one of the (15) topics used throughout the Comprehensive Plan. The purpose of this program is to outline the strategic actions needed to accomplish the community goals and address our community’s needs and opportunities. This list is also closely aligned with the outcomes highlighted by Envision Athens, in addition to the fiscal year Mayor and Commission Strategic Commitments, Directions, and Actions. To that end, it should be expected that the most current calendar year have assigned to the most projects, since funding is more easily identified and typically secured. The Unified Government chooses to keep its sights closely set on the near future, with realistic and achievable initiatives, knowing this work program will likely be updated annually. That said, the Community Work Program remains a comprehensive list dedicated to the entire (5) year outlook, and has included the full list of projects to be highlighted from 2018-2023.

The following Community Work Program list is compiled of both projects previously vetted and identified for funding, but have yet to be completed, as well as those that may not be of immediate concern, but still within the (5) year horizon. These items were selected because of their respective preparedness and identified alignment with the Goals, Strategies, Policies, Needs and Opportunities the community desires. Each project has been labeled with a

category that also describes which specific portion of the comprehensive plan it seeks to accomplish.

Community Work Program (People)

Category: “G” = Goal “S(number)” = Strategy (number) “P(letter)” = Policy (letter) “N/O(letter)” = Need/Opportunity (letter)

*Each project has been associated with a Goal, Strategy, Policy, Need and Opportunity as indicated in the Category column below

**Note that many projects can be associated with more than one Goal, Strategy, Policy, Need and Opportunity

Category	Project	Year	Responsibility	Cost Estimate	Funding Source
Health P(B)	QR Fitness Trails	2018-2020	Leisure Serv.	\$5,500 / trail	TBD
Health P(C)	Review and implement the Athens Wellbeing Project	2018-2020	ACCUG	\$25,000	TBD
Safety S(6)	Increase safety and training programs to reduce accidents, costs and to meet FTA mandated Public Transportation Safety Program guidelines	2018-2020	Transit	\$60,000	TBD
Safety N/O(f)	Juvenile Court Peer Court	2018-2020	Courts	\$20,000	TBD
Safety P(C)	Enhance emergency treatment capabilities as the next phase of improving services	2018-2020	Fire Dept.	\$30,000	TBD
Safety P(C)	Comprehensive ACC Continuity of Operations	2018-2020	Emergency Mgmt.	TBD	TBD
Safety N/O(b)	Animal Control Officer Weekend Service	2018-2020	Central Serv.	\$50,000	TBD
Safety N/O(f)	Juvenile Court Family Treatment Court Program Coordinator	2018-2020	Courts	\$62,000	TBD
Safety N/O(b)	Increase staff training and improve emergency response planning by utilizing modern technology and practices	2018-2020	Corrections	\$68,000	TBD
Safety N/O(e)	Emergency Preparedness Public Education Campaign	2018-2020	Emergency Mgmt.	TBD	TBD
Safety S(5)	Public Safety Software Migration	2018-2020	I.T.	\$50,000	TBD

Category	Project	Year	Responsibility	Cost Estimate	Funding Source
Safety N/O(b)(e)	Community Emergency Response Team (CERT) Course	2018-2020	Emergency Mgmt.	\$10,000	TBD
Soc. Serv. S(3)	Probation Services Training	2018-2020	Courts	\$15,000	TBD
Soc. Serv. S(5)	Probate, Juvenile, and Magistrate Case Management System	2018-2020	Courts	\$40,000	TBD
Soc. Serv. S(5)	Municipal Case Management System	2018-2020	Courts	\$43,000	TBD
Soc. Serv. S(5)	Judicial Data Exchange Maintenance	2018-2020	Courts	\$40,400	TBD
Soc. Serv. S(5)	Accountability Court Senior Case Management Specialist	2018-2020	Courts	\$26,000	TBD

Community Work Program (Prosperity)

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Category	Project	Year	Responsibility	Cost Estimate	Funding Source
Educ. N/O(f)	Continue the bi-annual meetings of the School Board and Mayor and Commission	2018-2023	ACCUG/CCSD	N/A	N/A
Educ. N/O(g)	Partner with community resources and education facilities to provide training programs for incarcerated individuals	2018-2020	Corrections	TBD	TBD
Educ. N/O(d)	Youth and Community Enrichment Facility Partnership	2018-2023	Leisure	\$2.85M	SPLOST
Econ. Dev. N/O(i)	Establish a formal data measurement process to evaluate the effectiveness of economic-development incentives	2020	ACCUG	Varies	Varies
Econ. Dev. N/O(p)(m)	Leverage resources to develop a database with incentives of contaminated/abandoned properties that could be rehabilitated without demolition	2021-2023	ACCUG	N/A	N/A
Econ. Dev. P(A)(E)	Athens Sustainability Industry Partnership (ASIP)	2018-2020	Econ. Dev.	\$1,500	TBD
Econ. Dev. P(B)(C)	Traditional Economic Development Infrastructure Development	2018-2020	Econ. Dev.	\$50,000	TBD
Econ. Dev. N/O(e, l, n)	Airline recruitment marketing initiatives	2018-2020	ACCUG	TBD	TBD
Econ. Dev. P(C)	Southern Network for Economic Mobility	2018-2020	Econ. Dev.	\$25,000	TBD
Econ. Dev. N/O(d, l, o)	Building an Innovation Ecosystem	2018-2020	Econ. Dev.	TBD	TBD
Econ. Dev. N/O(f, h, j)	Economic Development Ambassadors	2018-2020	Econ. Dev.	N/A	N/A

Category	Project	Year	Responsibility	Cost Estimate	Funding Source
Econ. Dev. N/O(n)(o)	Identify methods to economically capitalize on the opportunities for medical research, training, and health care services.	2018-2020	Econ. Dev.	TBD	N/A

Community Work Program (Place)

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Category	Project	Year	Responsibility	Cost Estimate	Funding Source
Housing N/O(a)(c)	Investigate standards whereby accessory dwelling units may be integrated with owner occupied housing in RS zones	2021-2023	ACCUG	TBD	TBD
Housing P(B)	Review taxing mechanisms and other policies to address gentrification	2020	ACCUG	TBD	TBD
Housing N/O(k)	Georgia Initiative for Community Housing (GICH)	2018-2023	HCD	TBD	TBD
Land Use N/O(v)	Explore the desirability of using Form Based Codes with development regulations	2018-2023	Planning	TBD	TBD
Land Use N/O(d)	Investigate lower minimum parking space requirements	2018-2020	Planning	TBD	TBD
Land Use N/O(o)	Explore minimum dwelling size regulations	2018-2020	Planning	TBD	TBD
Land Use N/O(p)(r)	Explore opportunities and possible impacts associated with the creation of a second agricultural/residential zoning classification with increased density options	2018-2020	Planning	TBD	TBD
Land Use S(1)	Explore whether rezones are more appropriate than designation changes for non-conforming areas of the FDM	2018-2020	Planning	TBD	TBD
Land Use P(B)	Consider implementation of the C-N(Est.) zone, as recommended in a previous corridor study	2018-2020	Planning	TBD	TBD
Land Use G	Provide staff assistance and guidance on implementation of Envision Athens	2018-2023	Planning	TBD	TBD
Land Use N/O(f,k,q,v)	Provide staff assistance and guidance for the Atlanta Hwy. Corridor Study	2018-2019	Planning	\$200,000	TBD

Category	Project	Year	Responsibility	Cost Estimate	Funding Source
Land Use N/O(f,q,v)	Provide staff assistance and guidance for the Lexington Rd. Corridor Study	2018-2019	Planning	\$200,000	TBD
Land Use N/O(f,q,v)	Provide staff assistance and guidance for the Epps Bridge Pkwy. Corridor Study	2018-2019	Planning	TBD	TBD
Land Use N/O(v)	Conduct a study regarding the possibility of a historic district for Milledge Cir. / Castalia Ave.	2018-2019	Planning	\$25,000	TBD
Land Use P(C)	Conduct a comprehensive study of the Hancock Neighborhood	2018-2019	Planning	\$25,000	TBD
Land Use N/O(c,e)	Development of Modified Design Standards for Commercial-Downtown / Multi-Family Projects	2018-2020	Planning	TBD	TBD
Land Use N/O(v)	Historic Preservation Ordinance Review and Evaluation	2018-2020	Planning	TBD	TBD
Land Use N/O(f)	Billboard inventory and Sign Ordinance Review	2018-2020	Planning	TBD	TBD
Land Use N/O(s)	Examine changes to the Plans Review Process involving electronic submittals and records	2018-2020	Planning	TBD	TBD
Land Use N/O(s)	Possible establishment of a formal review process for single-family dwellings	2018-2020	Planning	TBD	TBD
Land Use N/O(a)	Assist in the review and implementation of inclusionary zoning changes	2018-2020	Planning/HCD	TBD	TBD
Land Use P(B)	Systematically implement recommendations of the Prince Ave. Corridor Study	2018-2020	Planning	TBD	TBD
Land Use P(B)	Systematically implement recommendations of the Oak/Oconee St. Corridor Study	2018-2020	Planning	TBD	TBD
Land Use P(A)	Comprehensive analysis and update of the Future Development Map	2018-2020	Planning	TBD	TBD
Neighbor. N/O(c)	Explore the creation of neighborhood planning units	2021-2023	Planning	TBD	TBD
Agriculture (N/O(k)	Develop an Expanded Organics Collection Program	2018-2020	Solid Waste	\$300,000	TBD

Category	Project	Year	Responsibility	Cost Estimate	Funding Source
Environ. N/O(q)	Firefly Trail Project	2018-2023	ACCUG	\$16,752,000	TSPLOST
Environ. N/O(q)	Oconee Rivers Greenway Project	2018-2023	Leisure	\$10,000,000	TSPLOST
Environ. N/O(d)(j)	Divert 60% of waste from the landfill	2018	Solid Waste	TBD	TBD
Environ. P(C)	Divert 75% of waste from the landfill	2020	Solid Waste	TBD	TBD
Environ. P(H)	Set aside 20% of the county land area as protected greenspace	2018-2020	ACCUG	TBD	TBD
Environ. S(6)	Reduce impact that invasive species have in the county	2021-2023	ACCUG	TBD	TBD
Environ. S(10)	Support policies and actions to restore natural hydrologic processes	2018-2023	ACCUG	N/A	N/A
Environ. N/O(b)	Identify and prepare for local impacts associated with climate change	2018-2023	ACCUG	N/A	N/A
Environ. S(9)	Review the erosion and sedimentation ordinance to determine effectiveness	2018-2023	ACCUG	N/A	N/A
Environ. S(9)	Review the current mass grading ordinance to determine effectiveness	2018-2023	ACCUG	N/A	N/A
Environ. N/O(d)	Investigate methods to restrict the use of plastic bags at points of sale and the sale of plastic bottles	2021-2023	ACCUG	TBD	TBD
Environ. G	Landfill Expansion	2018-2020	Solid Waste	\$3.2M	TBD
Environ. G	Landfill Leachate Treatment (secondary option to recirculation)	2018-2020	Solid Waste	\$3M	TBD
Environ. N/O(j)	New Recovered Material Processing Center (RMPPF)	2018-2020	Solid Waste	\$9M	TBD
Environ. N/O(c)(k)	Enhanced Landscape Services for ACCUG Buildings	2018-2020	Central Services	\$43,000	TBD

Category	Project	Year	Responsibility	Cost Estimate	Funding Source
Environ. N/O(c)	Greenway Network Landscape Maintenance Expansion	2018-2020	Central Serv.	\$77,000	TBD

Community Work Program (Vitality)

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Category	Project	Year	Responsibility	Cost Estimate	Funding Source
Arts&Cult. N/O(c)(f)	Downtown Riverfront Study	2018-2020	ACCUG	TBD	TBD
Arts&Cult. N/O(e)	Consider an ordinance or policy to protect historic architectural materials, urban archaeology, and historic landscapes	2021-2023	ACCUG	N/A	N/A
Arts&Cult. P(A)	Pursue grants or other forms of funding to begin safely archiving historic public documents	2021-2023	ACCUG	TBD	TBD
Arts&Cult. P(D)	Consider implementation of Athens Cultural Affairs Commission Master Plan	2018-2020	ACCUG	TBD	TBD
Arts&Cult. N/O(b)	Expand the Counselor in Training (CIT) program	2018-2020	Leisure Serv.	\$35,000	TBD
Arts&Cult. P(F)	Athens Cultural Trail, connecting public art, historic locations, and cultural resources	2018-2021	ACAC	\$300,000	Local/SPLOST
Civic Eng. N/O(b)(f)	Community Engagement Specialist	2018-2020	PIO	\$75,000	TBD

Community Work Program (Foundation)

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Category	Project	Year	Responsibility	Cost Estimate	Funding Source
Transport. N/O(p)	Airport Capital Improvements Program	2018-2023	Airport	\$1,531,000	TSPLOST
Transport. G	Transit Vehicle Expansion and Replacement Project	2018-2023	Transit	\$4,000,000	TSPLOST
Transport. N/O(q)	Bus Stop and Transfer Facilities Improvements Project	2018-2023	Transit	\$500,000	TSPLOST
Transport. P(C)	Transit Service Expansion Project	2018-2023	Transit	\$940,000	TSPLOST
Transport. N/O(l)	Pavement Rehabilitation	2018-2023	T&PW	\$25,600,000	TSPLOST
Transport. N/O(o)	Tallassee Rd. Bridge Replacement Project	2018-2023	T&PW	\$6,000,000	TSPLOST
Transport. N/O(a)(d)	Downtown Transportation Improvements Program	2018-2023	T&PW	\$7,097,000	TSPLOST
Transport. N/O(o)	Whitehall Rd. at S. Milledge Ave. Project	2018-2023	T&PW	\$2,500,000	TSPLOST
Transport. N/O(i)	Bicycle Improvements Program	2018-2023	T&PW	\$6,000,000	TSPLOST
Transport. N/O(i)	Pedestrian Improvements Program	2018-2023	T&PW	\$11,000,000	TSPLOST
Transport. S(2)	W. Broad Area Pedestrian Improvements	2018-2023	T&PW	\$4,000,000	TSPLOST

Category	Project	Year	Responsibility	Cost Estimate	Funding Source
Transport. N/O(o)	Lexington Hwy. Corridor Improvements	2018-2023	T&PW	\$4,000,000	TSPLOST
Transport. N/O(o)	Atlanta Hwy. Corridor Improvements	2018-2023	T&PW	\$4,000,000	TSPLOST
Transport. N/O(o)	Prince Ave. Corridor Improvements	2018-2023	T&PW	\$4,000,000	TSPLOST
Transport. N/O(e)	Acquisition of Private Streets Project	2018-2023	T&PW	\$340,000	TSPLOST
Transport. N/O(i)	Plan and implement pedestrian infrastructure and practices to enhance safety and experience	2021-2023	T&PW	TBD	TBD
Transport. S(2)	Become a Silver Level Bicycle Friendly Community	2020	T&PW	TBD	TBD
Transport. S(8)	Investigate design standards for residential streets to minimize pavement width and enhance public safety	2021-2023	T&PW	TBD	TBD
Transport. S(4)	Explore the potential for expanding transit into adjoining counties	2018-2023	Transit	TBD	TBD
Transport. S(3)	Increase access to Fixed Route Transit with new routes and with zone based dial-a-ride deviated route services	2018-2020	Transit	\$400,000	TBD
Transport. S(3)	Increased service frequency on two routes	2018-2020	Transit	\$500,000	TBD
Transport. N/O(i)	Design for the rehabilitation of the airport's primary runway	2018-2020	ACCUG	\$250,000	TBD
Transport. S(7)	MACORTS Long Range Plan Update	2018	Planning	\$50,000	TBD
Transport. N/O(i)	Runway 9/27 Rehabilitation and Overlay	2018	Airport	\$10,179,200	FAA/State/Local
Infra. N/O(j)	Energy Program Analyst Position	2018-2020	Central Services	\$67,000	TBD
Infra. G	Bio-solids reduction and reuse Master Plan	2018-2020	Public Utilities	\$200,000	TBD

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Infra. <i>N/O(a)</i>	Fiber Technician	2018-2020	T&PW	\$58,000	TBD
Infra. <i>S(1)</i>	Rehabilitate and replace assets to maintain economic value	2018-2020	Public Utilities	TBD	TBD
Infra. <i>S(2)</i>	Water Reuse	2018-2020	Public Utilities	\$60M	TBD
Govt. Op. <i>S(1)/(3)</i>	Quarterly Newsletter Insert in Water Bills	2018-2020	PIO	\$7,000	TBD
Govt. Op. <i>P(A)</i>	Increase Public Education, Marketing, and Outreach programs for public awareness of transportation and transit options	2018-2020	Transit	\$60,000	TBD
Govt. Op. <i>P(B)/(F)</i>	Improve customer service	2018-2020	Public Utilities	\$15,000	TBD
Govt. Op. <i>P(F)</i>	Animal shelter volunteer facilitator	2018-2020	Central Serv.	\$42,000	TBD
Govt. Op. <i>P(A)</i>	Stormwater education	2018-2020	T&PW	\$80,000	TBD
Govt. Op. <i>P(B)</i>	Branding Initiative for ACCUG	2018-2020	PIO	\$100,000	TBD
Govt. Op. <i>P(A)</i>	TVs in Transit System Buses	2018-2020	PIO	\$75,000	TBD
Govt. Op. <i>P(C)</i>	Tyler Munis Reporting Software	2018-2020	Finance	\$800,000	TBD
Govt. Op. <i>P(E)</i>	Judicial I.T. Administrator	2018-2020	Courts	\$74, 950	TBD
Govt. Op. <i>P(C)</i>	Performance Measurement/Metrix Software	2018-2020	H.R.	\$10,000	TBD
Govt. Op. <i>N/O(d)</i>	Next Phase of Pay Study	2018-2020	H.R.	\$100,000	TBD
Govt. Op. <i>P(E)</i>	Employee Volunteer Program	2018-2020	H.R.	\$5,000	TBD

Category	Project	Year	Responsibility	Cost Estimate	Funding Source
Govt. Op. <i>P(B)</i>	Great Place to Work Certification	2018-2020	H.R.	\$3,500	TBD
Govt. Op. <i>P(B)</i>	Create redundant, high availability networks	2018-2020	I.T.	\$12,000	TBD
Govt. Op. <i>N/O(i)</i>	Relocate I.T. Office	2018-2020	I.T.	TBD	TBD
Govt. Op. <i>P(C)</i>	Purchase data analytics software for reporting inefficient and ineffective processes	2018-2020	Operational Analysis	\$5,100	TBD
Govt. Op. <i>N/O(I)</i>	Explore opportunities to increase diversity among appointed boards/committees/authorities etc.	2018-2023	Mayor & Commission	N/A	N/A
Govt. Op. <i>P(C)</i>	Learning Management System	2018-2020	Org. Dev.	\$50,000-80,000	TBD