

ATTACHMENT D

COMMUNITY AGENDA:

Report of Accomplishments,
2017-2022

Program of Work,
2023-2027

2022 Report of Accomplishments CP Update

2017-2022 with 2022 Items

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
LEADERSHIP & VISION										
Public Administration David Nunn, City Manager										
WP.01-17	SDS Finalize Service Delivery Strategy within the extension period with joint-jurisdictions.	X	X	-	-	-	Manager	N/A	N/A	COMPLETED.
WP.74-18	Joint Building Office Services Negotiate supplemental service arrangement for Building Inspection Services for singular Regional Tourism Attraction (GA Safari Park).	-	X	-	-	-	City Manager	Staff Time	N/A	COMPLETED.
WP.75-18	Relationship Building Implement a regular meeting schedule with local governments (City, County, BOE).	-	-	X	X	X	City Manager	Staff Time; Official Time	N/A	COMPLETED / ONGOING.
Public Records Ashley Hawk, City Clerk										
WP.76-18	Open Records Efficiency Determine w/ IT method to enable Clerk to independently access all city emails.	-	X	-	-	-	City Clerk	Consultant	GF	COMPLETED.
WP.77-18	Meeting Facilitation Acquire agenda management software for scheduling of M&C docket.	-	-	X	-	-	City Clerk	\$2,000	GF	COMPLETED.
WP.78-18	Record Management Establish electronic filing system; remodel long-term storage; inventory physical records.	-	-	X	X	X	City Clerk	\$3,000; Intern Time	GF	COMPLETED / ONGOING.
Public Finances Karen Stapp, Finance Officer										
WP.79-18	OS Management Migrate from Access OS to an online OS, migrating six current data systems for proficiency.	-	X	X	X	X	Finance Director	\$10,000	GF	IN PROGRESS. Two systems completed and four systems not started.
WP.80-18	Online Payments Expand online payment types to include: permit fees, license rentals, vendors, etc.	-	✗	✗	✗	✗	Finance Director	TBD	GF	POSTPONED. >>> Shift to next 5YR work program. .
WP.81-18	Accounts Payable Add a full-time position to allow for a dedicated Human Resource Officer & Payroll Clerk.	-	-	-	✗	✗	Finance Director	\$35,000	GF	POSTPONED. >>> Shift to next 5YR work program.

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		17/18	18/19	19/20	20/21	21/22				
Community Promotion Karen Robertson, Special Projects Coordinator										
WP.51-17	Heritage Tourism Grants Determine if Heritage Tourism grants should return to a reward-based program instead of a subsidy.	-	-	✗	✗	✗	Special Projects	N/A	N/A	POSTPONED. >>> <i>Shift to next 5YR work program.</i>
WP.57-17	Marketing Budget Determine other revenue sources for funding if augmented marketing and/or event activity is desired.	X	X	X	-	-	Special Projects	\$30,000	H-M GF	COMPLETED.
Community Outreach Monica Callahan, Planning & Development Director										
WP.03-17	Volunteer Training Supplement training opportunities for citizen planning boards.	X	X	X	X	X	City Planner	\$2,000 per annum	GF	COMPLETED / ONGOING.
WP.83-18	Public Service Internship Re-implement the annual co-op civic service internship(s) with BOE.	-	-	X	X	X	City Planner	\$5,000 (\$2,500@)	GF	COMPLETED / ONGOING. BOE and UGA contacted for internship opportunities for at all three levels.
WP.84-18	Civic Awareness Develop a Civic Academy, improving knowledge of local government and public participation.	-	-	-	✗	✗	City Planner	\$1,000	GF	POSTPONED. >>> <i>Shift to next 5YR work program.</i>
Human Resources Leigh Ann Brandenburg, Human Resources Officer										
WP.02-17	Wellness Committee Increase focus on mental health issues by the employee Wellness Committee.	-	X	X	-	-	Human Resources	\$1,000	GF	COMPLETED.
WP.85-18	Benefits Package Establish Flexible (Health) Savings Accounts system to augment benefits program.	-	-	✗	✗	-	Human Resources	Staff Time	N/A	ABANDONED. Current benefits deemed sufficient.
WP.86-18	Intra-Net Portal Build website portal for human resource and payroll services and for training personnel.	-	-	X	✗	✗	Human Resources	Staff Time	N/A	NO PROGRESS. >>> <i>Shift to next 5YR work program.</i>

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Public Information										
Ken Kocher, Information Officer										
WP.35-17	Website Re-Branding Update website for more public friendly options and new look.	X	X	-	-	-	Information Officer	Staff Time	N/A	COMPLETED.
WP.87-18	Live Video Stream Implement live streaming of Mayor & Council meetings.	-	X	X	-	-	Information Officer	Staff Time	N/A	COMPLETED.
WP.88-18	Welcome Packet Upgrade to branded digital welcome packet and post online.	-	-	X	X	X	Information Officer	Staff Time	N/A	ABANDONED. Current packet deemed sufficient.
WP.130-20	Social Media Policy Develop city policy and prepare recommendation for gov-compliant archival system.	-	-	-	-	X	Information Officer	Staff Time	N/A	IN PROGRESS. >>> Shift to next 5YR work program.
WP.131-20	Main Street Subsite Develop new departmental subsite to allow for more selective branding and marketing.	-	-	-	-	X	Information Officer & MS	Staff Time	N/A	COMPLETED. Basic framework and date is built; awaiting content from Main Street Officer.
Facilities Management										
David Nunn, City Manager										
WP.52-17	Welcome Center Allocate restoration funds to rehabilitate Welcome Center (City Hall & Fire Station / CVB Offices).	-	X	X	X	X	City Manager	\$80,000 \$20,000	GF H-M	IN PROGRESS. >>> Shift to next 5YR work program. Next: interior refurbishment of plasterwork.
WP.82-18	Town Park Usage Review and update special event rental policy for advent of city ownership.	-	-	X	X	X	Special Projects	N/A	N/A	COMPLETED.
WP.89-18	Custodial Staff Add a full-time position for property management services to cover all city facilities.	X	X	-	-	-	Finance Director	\$35,000	GF	COMPLETED.
WP.90-18	Meeting Hall Usage Review and update the facility use policy and forms for the public Meeting Hall.	-	X	-	-	-	City Clerk	N/A	N/A	COMPLETED.
WP.91-18	Town Park Phased [4YR] repairs/maintenance: PHASE 1 – Fountain & Gazebo; PHASE 2 – Pavilion & Cottage; PHASE 3 – Fence (center and top side); PHASE 4 – Fence (3 sides).	X	X	X	X	X	City Manager	\$15,000 per annum	GF	IN PROGRESS. >>> Shift to next 5YR work program. Next: fountain and landscape refurbishment.
WP.92-18	Smith Cottage Design and rehabilitate Smith Building to relocate some administration functions (P&D Department).	-	-	X	X	-	City Manager	\$50,000; \$300,000	GF	COMPLETED..
WP.93-18	City Hall Implement Phase II for City Hall for administrative functions (Manager/Clerk/Finance and Utility Offices).	-	-	-	X	X	City Manager	\$1,000,000 \$2,000,000	SPLOST GF	IN PROGRESS. >>> Shift to next 5YR work program.

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		17/18	18/19	19/20	20/21	21/22				
RECREATION & BEAUTIFICATION										
Greenspace Conservation										
Monica Callahan; Phil Smeltzer										
WP.04-17	Land Acquisition Policy Update Prioritize acquisition of land or easements for environmentally sensitive land.	X	X	X	X	X	P&D GCC	\$400,000 \$300,000	SPLOST Grant	IN PROGRESS. Review begun and stagnated. >>> Shift to next 5YR work program.
WP.05-17	Openspace Requirements Draft openspace requirements where the first allocation is a public or communal ownership of the buffer.	-	X	X	X	X	P&D GCC	N/A	N/A	NOT STARTED.
WP.12-17	Model Easement Bundle Develop a model bundling program for smaller conservation easements.	X	X	X	X	X	P&D GCC	\$12,000	GF	COMPLETED.
WP.14-17	SPLOST Leverage Report Leverage every dollar allocated for acquisition in the new SPLOST (\$1 to \$3).	X	X	X	X	X	P&D GCC	\$400,000	SPLOST GF	IN PROGRESS. SPLOST VI report completed; SPLOST VII in progress but acquisition spending is stagnant.
WP.15-17	Tot Lot Complete design, funding, and development of model tot lot (Martin Tot Lot).	X	X	X	X	X	P&D GCC	\$125,000 \$65,000	SPLOST Donation	COMPLETED.
WP.16-17	Neighborhood Park Complete design, funding, and development of final quadrant neighborhood park (Lambert Park).	-	X	X	X	X	P&D GCC	\$125,000 \$250,000 \$184,000	SPLOST GF Donation	COMPLETED. Phase 1 included signage, defined open space, picnic amenities, gravel parking. Public art and playground advanced via donation.
WP.17-17	Trail Leverage current land donations to complete acquisition for "model mile" (Horse Branch Trail EAST).	X	X	X	X	X	P&D GCC	\$100,000 \$175,000	SPLOST Grant	COMPLETED. Land assembly completed (May 2022) except for short leg easement.
WP.18-17	Beautification Point Complete design, funding, and development of beautification point (Clark Park).	-	-	X	X	X	P&D GCC	\$15,000	SPLOST GF, DDA	NOT STARTED.
WP.19-17	Vegetation Ordinance Update tree canopy regulations.	X	X	X	X	X	P&D GCC	N/A	N/A	COMPLETED. Adopted by Mayor & Council (2021).
WP.94-18	W. Washington Greenway Design connective greenspace network for the W. Washington Gateway.	-	X	X	X	X	P&D DDA	\$750	GF	IN PROGRESS. Land assembly being finalized for plan. >>> Shift to next 5YR work program.
WP.95-18	Neighborhood Park Protection Establish conservation easements to provide for the permanent protection of all neighborhood parks.	-	X	X	X	X	P&D GCC	N/A	N/A	IN PROGRESS. Surveys completed and model easement now ready. >>> Shift to next 5YR work program.
WP.132-20	Neighborhood Park Redesign and upgrade facilities at oldest neighborhood park (Hill Park).	-	-	X	X	X	Manager	\$200,000	SPLOST GF	IN PROGRESS. Active element courts upgraded; restroom replacement re-design for cost. >>> Shift to next 5YR work program.
WP.133-20	Tot Lot Complete design, funding, and development of tot lot (Murray Tot Lot).	-	-	-	X	X	P&D GCC	\$12,000	GF Donation	NOT STARTED.
WP.134-20	Neighborhood Park Redesign and upgrade facilities at second oldest neighborhood park (Wellington Park).	-	-	-	X	X	P&D GCC	\$250,000	SPLOST Grant	IN PROGRESS. Grant application to be redrafted. >>> Shift to next 5YR work program.

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WP.135-20	Trail Prioritize volunteer labor to clear and stabilize two primitive trails (Presidents' Trail and Pritchard Loop).	-	-	-	X	X	P&D GCC volunteers	N/A	N/A	IN PROGRESS. Pritchard Loop opened; Presidents' Trail pending footbridges and signage for opening. >>> Shift to next 5YR work program.
WP.136-20	Trail Construct the "Model Mile," prioritizing funding for the trunk line to the school system.	-	-	-	-	X	P&D GCC	\$2.5 M	SPLOST Grant	IN PROGRESS. Leverage grant completed; not awarded. >>> Shift to next 5YR work program.
RECREATION & BEAUTIFICATION										
Corridor Management										
Ken Kocher, Design Specialist; Sonny Pennington, CH										
WP.60-17	Night Sky Pollution Establish a citywide dark-sky fixture policy.	-	-	X	X	X	P&D CDC	N/A	N/A	NOT STARTED.
WP.61-17	Landscape Plan Bring code enforcement to bear where businesses are failing to honor approved landscape plans.	-	-	X	X	X	COD CDC	N/A	N/A	NOT STARTED.
WP.137-20	Rules of Procedure Update ordinance and develop coordinating board operational procedures.	-	-	-	-	X	P&D CDC	N/A	N/A	NOT STARTED.
WP.138-20	Design Guidelines Create online visual guidelines for owner guidance.	-	-	-	-	X	P&D CDC	N/A	N/A	NOT STARTED.
WP.139-20	Ordinance Update Review and revise ordinance against 25 years of implementation.	-	-	-	-	X	P&D CDC	N/A	N/A	NOT STARTED.

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SAFETY & SERVICE										
Public Works Erin Tewksbury, Street Superintendent										
WP.21-17	HWY83 Bypass Seek County support and request DOT outline next steps to accelerate the 83N bypass (2034).	X	X	X	X	X	City Manager	UNK	UNK	NO PROGRESS. >>> Shift to next 5YR work program.
WP.22-17	Speed Awareness Signs Install speed awareness signs that would slow traffic at high volume and high incident locations.	-	-	X	X	X	S&S	\$6,000	GF	COMPLETED.
WP.24-17	Sidewalk Budget Allot annual budget for sidewalk infill and extension.	X	X	X	X	X	City Manager S&S	\$50,000 per annum	GF	COMPLETED.
WP.25-17	Historic Bridge Develop plan to restore and reopen the Norfolk-Southern bridge (bike/ped/passenger vehicle).	-	X	X	X	-	P&D S&S	UNK	TBD	NO PROGRESS. >>> Shift to next 5YR work program.
WP.26-17	HWY441S Sidewalks Infill western side of Eatonton Road sidewalks.	X	X	-	-	-	S&S	\$120,000 \$6,500	SPLOST / LDF	COMPLETED.
WP.27-17	Infill Sidewalks Prioritize infill sidewalk segments, as already identified in the <i>Major Thoroughfare Plan</i> .	X	X	X	X	X	City Manager S&S	\$50,000	SPLOST /grant	IN PROGRESS. >>> Shift to next 5YR work program.
WP.28-17	Accessibility Upgrades Improve accessibility of sidewalks (uneven, roots, etc.).	X	X	X	X	X	S&S	\$5,000 per annum	GF	IN PROGRESS. >>> Shift to next 5YR work program.
WP.29-17	Downtown Tree Grates Install tree grates, in lieu of tree curbing, for all brick sidewalks (but not tree islands) in Downtown Madison.	X	X	X	X	X	S&S	\$10,000 per annum	GF	IN PROGRESS. >>> Shift to next 5YR work program.
WP.96-18	Downtown Trash Cans Phased [5YR] replacement of single can shrouds on Downtown sidewalks.	-	X	X	X	X	S&S	\$15,000 per annum (6)	GF	COMPLETED.
WP.97-18	Cemetery Hire Hire full-time position specifically for the cemeteries to provide full City Care.	-	-	X	-	-	S&S	\$35,000	GF	COMPLETED.
WP.98-18	Street Department Education Obtain CDL license(s) for two employees.	-	X	-	-	-	S&S	\$500 per course	GF	COMPLETED.
WP.99-18	Downtown Street Lights Phased [10YR] replacement of Downtown streetlights.	-	-	X	X	X	S&S	\$25,000 per annum (5)	GF	NOT STARTED. >>> Shift to next 5YR work program.

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WP.140-20	Cemetery Ravine Complete improvements in cemetery.	-	-	-	X	-	S&S	\$0/Materials on hand	GF	COMPLETED.
WP.141-20	Landscape Hire Hire full-time position specifically for the cemeteries to provide full City Care.	-	-	-	X	-	S&S	\$35,000	GF	COMPLETED.
WP.142-20	Cemetery Equipment Acquire a zero turn mover and trailer.	-	-	-	X	X	S&S	\$12,000	GF	COMPLETED.
WP.143-20	Landscape Equipment Landscape equipment to outfit a second landscape crew.	-	-	-	X	X	S&S	\$50,000	GF	COMPLETED.
WP.144-20	Landscape Equipment Acquire new scanner	-	-	-	-	X	S&S	\$10,000	GF	COMPLETED.
WP.145-20	Landscape Equipment Acquire new tractor with arm.	-	-	-	-	X	S&S	\$80,000	GF	NOT STARTED. >>> Shift to next 5YR work program.
WP.146-20	Equipment Acquire new garbage truck.	-	-	-	-	X	S&S	\$165,000	GF	NOT STARTED. >>> Shift to next 5YR work program.

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Public Safety										
Fire Gene Porter, Fire Marshal										
WP.30-17	Volunteer Pay Scale Raise pay for volunteer fire force.	X	X	-	-	-	City Manager MFD	\$15 >> \$20 per call	GF	COMPLETED.
WP.100-18	Temporary Station Build and certify temporary facility for storage of ladder truck.	X	X	-	-	-	MFD	\$300,000	GF	COMPLETED.
WP.101-18	Madison South Station Identify and acquire new site for station, converting temporary station for public works use.	-	X	X	X	-	MFD	\$1.3 M	SPLOST	IN PROGRESS. Land acquired; pending financing. >>> <i>Shift to next 5YR work program.</i>
WP.102-18	Confined Space Rescue Equipment Acquire equipment and train all firefighters - CSR certification.	-	-	X	X	-	MFD	\$30,000	GF	COMPLETED.
WP.103-18	Engine Acquire new engine and retain existing as reserve engine.	-	-	X	-	X	MFD	\$400,000	GF	IN PROGRESS. Refurbishment not possible given more than 50% cost of engine. >>> <i>Shift to next 5YR work program.</i>
WP.104-18	Tool Conversion Acquire HURST rescue tools, converting all to battery to require less maintenance.	-	-	X	X	-	MFD	\$25,000	GF	COMPLETED.
WP.105-18	Personnel Evaluate budget for addition of two part-time positions to cover evening shift.	-	-	X	X	X	City Manager MFD	\$15,000 each	GF	COMPLETED. Requested for the FY22-23, coverage and focused on weekend 7am-7pm. >>> <i>Shift to next 5YR work program.</i>
WP.147-20	Service Truck Replace Unit 015 with more updated air/light service unit.	-	-	-	-	X	City Manager MFD	\$160,000	GF	NOT STARTED. >>> <i>Shift to next 5YR work program.</i>
WP.148-20	Brush Unit Convert Unit 015 to a brush type unit.	-	-	-	-	X	City Manager MFD	\$30,000	GF	NOT STARTED. >>> <i>Shift to next 5YR work program.</i>
WP.149-20	Cancer Reduction Initiative Add a second set of turn out gear for 15 most active firefighters.	-	-	-	-	X	City Manager MFD	\$38,000	GF	IN PROGRESS. After-scene and De-Con policy and procedures updated. Last 8 sets of turnout gear to be purchased in FY22-23. >>> <i>Shift to next 5YR work program.</i>

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Public Utilities										
Rusty Johnson, Utilities Superintendent										
WP.08-18	FOG Public Awareness Implement FOG waste public awareness campaign.	X	X	X	X	X	UT PI	\$500	ENT	STARTED & ONGOING.
WP.09-17	Water First Designation Seek WaterFirst designation.	✕	✕	-	-	-	UT P&D	N/A	N/A	NOT STARTED. >>> Shift to next 5YR work program.
WP.10-17	Stormwater Feasibility Study Complete a new feasibility study for a new stormwater utility.	-	-	X	X	-	Consultant UT	\$12,000	GF	NOT STARTED. >>> Shift to next 5YR work program.
WP.32-17	SCADA Implementation Implement SCADA system at two (2) water facilities: Madison Water Plant (N. Second St) and Oconee Water Plant (Briar Ln).	X	X	-	-	-	UT	\$160,000	ENT	COMPLETED.
WP.33-17	City Full Service Capacity Complete full build-out as-zoned study to determine service of existing zoned properties.	-	-	X	X	X	P&D UT	N/A	N/A	IN PROGRESS. Revisions post map amendments. >>> Shift to next 5YR work program.
WP.34-17	Sewer Ordinance Draft a Sewer Ordinance to aid water treatment compliance and limit plant upgrade costs.	X	X	-	-	-	City Manager UT	N/A	N/A	STARTED. Legal/Manager review in progress. >>> Shift to next 5YR work program.
WP.110-18	Utility Operator Hire Hire additional Operator.	X	-	-	-	-	City Manager UT	\$30,000 /year	ENT	COMPLETED.
WP.111-18	Utility Operator Education Obtain Class II Operator Status.	-	-	X	X	X	UT	Staff Time; \$250 @	ENT	COMPLETED.
WP.112-18	Equipment Purchase Purchase Vacuum Truck.	-	X	-	-	-	UT	\$75,000	ENT	COMPLETED.
WP.113-18	SCADA Implementation Implement SCADA system at two (2) wastewater facilities: Southside (Four Lakes) & Indian Creek (I-20).	-	-	X	-	-	UT	\$75,000	ENT	NOT STARTED. >>> Shift to next 5YR work program.
WP.114-18	Filter System Installation Install filter system and adjust supplement system at Madison Water Plant.	-	-	X	-	-	UT	TBD	ENT	COMPLETED.
WP.115-18	Well Building Construction Construct well building at Madison Water Plant.	-	-	X	-	-	UT	TBD	ENT	COMPLETED.
WP.116-18	Pump Building Construction Construct pump building at Oconee Water Plant.	-	X	✕	-	-	UT	\$21,000	ENT	COMPLETED.
WP.117-18	Design Development Report Complete Design Development Report, including an alternative engineering pilot at Southside Wastewater Plant.	-	✕	✕	X	X	Consultant UT	\$5,000	GF	IN PROGRESS. >>> Shift to next 5YR work program.
WP.118-18	Southside Plant Updates Install headworks, upgrades for ammonia (copper and zinc), and a tertiary intervention for FOG waste at Southside Wastewater Plant.	-	-	X	X	X	UT	TBD	Capital	IN PROGRESS. Completed all items but FOG waste intervention. >>> Shift to next 5YR work program.

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Broadband										
										David Nunn, City Manager
WP.36-17	Telecom Update Study Prepare a telecom technology refresh study for current systems.	X	X	-	-	-	Consultant City Manager	N/A	GF	2018 COMPLETED. Evaluation report and recommendations received.
WP.37-17	Rural Broadband Study Initiate feasibility study for rural broadband and attend the International Data Center Series Conference.	-	-	X	X	X	Consultant City Manager	N/A	GF	2018 COMPLETED. Consultant and Manager attended the conference; initial evaluation reports received.
WP.119-18	Free Downtown WIFI Conduct feasibility study to compile costs and strategy for internet coverage Downtown.	-	-	X	-	-	Consultant City Manager	UNK	TBD	2020 ABANDONED. Provided for Town Park; no demand from downtown merchants.

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HOME & NEIGHBORHOOD Jordan Fleming, Planner; Judy Senft, HOC CH										
WP.39-17	Residential Rental Policy Review Document single-family rental properties and review policies for short-term rentals and property management.	-	-	✗	✗	✗	P&D P&Z; HOC	N/A	N/A	NOT STARTED. >>> <i>Shift to next 5YR work program.</i>
WP.40-17	Housing Rehabilitation II Pursue housing rehabilitation funds to stabilize housing in Primary Target Area (PHASE II-DURA).	-	-	✗	X	X	Consultant P&D; HOC	\$15,000	CHIP	IN PROGRESS. Some COVID sourcing delays. Project at 35% expenditure of \$300,000 in CHIP grant funds. >>> <i>Shift to next 5YR work program.</i>
WP.41-17	Affordable-Workforce Housing Program Develop housing program/policy to incentivize affordable housing and workforce housing in areas of similar valuation.	-	-	✗	✗	✗	P&D HOC	N/A	N/A	NOT STARTED. >>> <i>Shift to next 5YR work program.</i>
WP.42-17	Workforce Housing Complex Facilitate one (1) mixed-income, family-oriented complex utilizing tax incentive programs (LIHTC/FHB) for DURA. [5YR]	X	X	X	X	X	P&D DDA; HOC	N/A \$450,000	N/A LIHTC HOME	COMPLETED. Construction delayed by pandemic supply line conditions; opening anticipated Jun 2022.
WP.120-18	DELETED	-	-	-	-	-	-	-	-	2019 Duplicate Item - WP.128-18.
WP.153-20	Housing Trends Study Complete comparative study of local housing strata with local economic spectrum, particularly in regards to trends in employment, demographic shift, and ownership/rental statistics.	-	-	-	-	X	P&D HOC	N/A	N/A	IN PROGRESS. Updated housing values map and collected residential sales. >>> <i>Shift to next 5YR work program.</i>

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HERITAGE & TOURISM										
Historic Preservation							Ken Kocher, HP Officer; Flynn Clyburn, HPC CH			
WP.45-17	Mid-Century Resources Survey and prepared National Register paperwork (HPIFs) regarding mid-century resources (in and out of extant district).	-	X	X	X	X	P&D HPC Intern	\$18,000	GF donation	STARTED. Anticipated completion Nov 2022. >>> <i>Shift to next 5YR work program.</i>
WP.46-17	Non-Residential Resources Develop a program for documenting and promoting the history of non-residential resources.	X	X	X	-	-	MSS HPC	\$4,000 \$2,000 per annum	GF	COMPLETED. History sidebars are now ongoing research and installation in small batches of 4-5.
WP.53-17	Depot Preservation Insure preservation of the Central of GA Depot's interior historic spaces of heightened integrity.	X	X	X	X	X	P&D HPC DDA; GCC	N/A	N/A	NOT STARTED. Input opportunity anticipated prior to end of 2022.
WP.154-20	Landmark System Develop policy for landmark status for option of conservation easement protection.	-	-	-	X	X	P&D HPC	N/A	N/A	COMPLETED.
WP.155-20	N. Main Street Evaluate northern district boundary modification based upon contributing historic resources.	-	-	-	-	X	P&D HPC	N/A	N/A	COMPLETED.
Cemetery Stewardship							Bryce Jaeck, Planner; Lynn Treadwell, CSC CH			
WP.48-17	Obituary Project Initiate a collection of obituaries, website storage/access, and document all known burials.	X	X	X	X	X	P&D CSC	\$250	GF	IN PROGRESS. Madison Memorial at 90%; other cemeteries still in progress. >>> <i>Shift to next 5YR work program.</i>
WP.49-17	Cemetery Expansion Area Complete engineering for cemetery expansion and Phase I construction documents.	-	X	-	-	X	P&D CSC	\$15,000	GF	COMPLETED. Final documents prepared for grading and infrastructure.
WP.50-17	Policy Manual Addendum Draft a policy manual with design guidelines for the cemetery expansion area.	-	-	X	X	X	P&D CSC	N/A	N/A	COMPLETED. Draft completed; awaiting revisions.
WP.121-18	Interpretive Exhibit Prepare a plan and budget for an outdoor interpretive exhibit for New Cemetery.	-	X	X	X	X	P&D CSC	\$1000	GF	IN PROGRESS. Production now in progress; pending installation. >>> <i>Shift to next 5YR work program.</i>
WP.122-18	Wellhouse Rehabilitation Prepare a plan and budget for wellhouse rehabilitation for use as an information kiosk, respite, and toolshed.	-	X	X	X	-	P&D CSC	N/A	N/A	COMPLETED.
WP.123-18	Central Axis Improvement Prepare a plan and budget for tree replacement and installation of retaining wall and parking along W. Central Ave. (between Old & MM).	-	-	X	X	-	P&D CSC	N/A	N/A	ABANDONED. Priority in stabilizing existing cemetery and opening expansion cemetery.
Tourism							Karen Robertson, Special Projects Coordinator			
WP.47-17	Interpretive Product Updates Revise and add interpretive programs (not solely based on residential architecture).	X	X	X	X	X	MMS HPC	N/A	N/A	IN PROGRESS. Use of research for sidewalk sidebars posted on web and expanded; Main Street use in social media and display board under consideration. >>> <i>Shift to next 5YR work program.</i>

2022 Report of Accomplishments CP Update

2017-2022 with 2022 Items

WP.54-17	GA Safari Park Support the development of the Safari Park by funding a grant writer to secure funding for utility extension.	-	X	-	-	-	Consultant	\$20,000	GF One GA	COMPLETED.
Public Arts										Ken Kocher, Information & Design Officer
WP.55-17	Public Arts Initiative Establish a Public Arts Commission (PAC) and inventory known public art.	X	-	-	-	-	P&D PAC	N/A	N/A	COMPLETED.
WP.56-17	Interim Public Art Create a temporary installation program for interim use during the development of a Public Arts Master Plan.	-	X	X	X	X	P&D PAC	\$1,500	GF Grants Donations	IN PROGRESS. Completed first installation but haven't fully structured program. >>> <i>Shift to next 5YR work program.</i>
WP.156-20	Acquisition Develop a multi-source funding program for acquisition of art for public spaces.	-	-	-	X	X	P&D PAC	\$50,000	GF Donations	COMPLETED.
Special Events										Karen Robertson, Special Projects Coordinator
WP.58-17	Arts & Entertainment Uses Determine which businesses lend themselves toward accessory uses not traditionally customary or incidental.	-	X	X	-	-	MMS P&D PZC	N/A	N/A	2020 STARTED. Evaluation based on downtown inventory update in progress. >>> <i>Shift to next 5YR work program.</i>

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
REVITALIZATION & GROWTH										
Economic Development										
WP.59-17	Industrial Style Study Complete a feasibility study for development of the northern zoned industrial area into an industrial park.	-	-	✕	✕	-	P&D COC	\$7,500	Consultant	NOT STARTED. >>> Shift to next 5YR work program.
Downtown Development Karen Robertson & Monica Callahan										
WP.62-17	Fire Prevention Initiative Develop a cooperative fire detection program for shared party wall structures in Downtown.	✕	✕	✕	✕	✕	MMS P&D MFD, DDA	UNK	Grant	NOT STARTED. >>> Shift to next 5YR work program.
WP.63-17	Store Insert Initiative Work with property owners to implement temporary storefront insert program for Downtown.	-	-	X	-	-	MMS P&D, DDA	\$3,000	GF	ABANDONED. Not necessary as occupancy returned to nearly 100% with investments and expansions.
WP.64-17	Over-Under Study Complete a retail over-under study to determine the change in Downtown land use.	-	✕	✕	✕	✕	MMS P&D, DDA	N/A	N/A	NOT STARTED. >>> Shift to next 5YR work program.
WP.157-20	N. Bull Street Warehouse Construct new facility and relocate anchor minority enterprise.	-	-	-	X	X	P&D DDA	\$600,000	Loan	COMPLETED. Exterior complete; interior under contract with completion early Fall of 2022.
WP.158-20	Off-Street Parking Construct public parking lot to service 50% of proposed gateway land uses (non-residential).	-	-	-	X	X	City Manager P&D, DDA	\$200,000	SPLOST TSPLOST	COMPLETED. Lighting and final punch list underway; placed in to service June 2022.
Urban Renewal Monica Callahan, Planning & Development Director										
WP.65-17	W. Washington Gateway Plan Complete implementation of the W. Washington Gateway Plan (stormwater infrastructure).	X	X	X	-	-	P&D DDA	\$2.0M	GEFA IGA Supp.	COMPLETED.
WP.66-17	Middle School Site Redevelopment Plan Establish a partnership with the BOE to prepare a redevelopment study for the Middle School site.	-	X	X	X	-	P&D DDA HOC	\$75,000	BOE DDA	COMPLETED.
WP.67-17	South Madison URA Plan Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Area of Disinvestment 3 (i.e., South Madison URA).	-	✕	✕	✕	X	P&D PZC DDA & HOC	N/A	N/A	IN PROGRESS. Boundary defined and data collection completed. >>> Shift to next 5YR work program.
WP.68-17	East Madison URA Plan Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Area of Disinvestment 4,5,6 (i.e., East Madison Area).	-	-	✕	✕	X	P&D PZC DDA & HOC	N/A	N/A	IN PROGRESS. Boundary defined and data collection completed. >>> Shift to next 5YR work program.
WP.69-17	Walton Park & Blue Star Memorial Establish a partnership with the Hospital Authority to secure park land for passive recreation and veterans' memorial.	-	-	✕	✕	-	P&D GCC	N/A	N/A	POSTPONED.
WP.159-20	Downtown URA Plan Complete 10 YR URA Plan Update.	-	-	-	X	-	P&D P&Z DDA & HOC	N/A	N/A	COMPLETED. Draft to be presented in June 2022.

**2022 Report of Accomplishments
CP Update**

2017-2022 with 2022 Items

WP.160-20	Opportunity Zone Re-apply for OZ designation status.	-	-	-	X	-	P&D DDA	N/A	N/A	COMPLETED. Draft to be submitted in June 2022.
WP.161-20	Youth Center Secure funding for renovation/rehabilitation of vacant school building(s) for facility for youth services.	-	-	-	X	X	P&D DDA	\$850,000	Grants (CDBG) Donations	COMPLETED. Construction for FY22-23.

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
PLANNING & DEVELOPMENT										
Monica Callahan, Planning & Development Director										
WP.06-17	Stormwater Regulations Draft alternative ordinance compliances measures for stormwater management facilities and/or devices.	-	X	X	X	X	P&D PZC	N/A	N/A	NOT STARTED. >>> <i>Shift to next 5YR work program.</i>
WP.07-17	Halo Area Water Impact Study Evaluate potential impact of county's development suitability map and zoning policy for the halo, upon sensitive hydrological resources.	-	-	X	X	X	P&D PZC	N/A	N/A	IN PROGRESS. Mapping of detailed hydrology features in the halo underway. >>> <i>Shift to next 5YR work program.</i>
WP.11-17	Lot Coverage Regulations Draft alternative ordinance compliances measures for lot coverage for land-locked industries.	-	X	X	X	-	P&D PZC	N/A	N/A	COMPLETED. Draft to be presented June 2022.
WP.13-17	Greenprint Plan Update Incorporate hydrology data collection and update the Madison Greenprint.	-	X	-	-	-	P&D	N/A	N/A	STARTED. Data collection completed. >>> <i>Shift to next 5YR work program.</i>
WP.20-17	Environmental Regulations Draft alternative compliance measures for environmental ordinances for development-impaired properties.	X	X	X	X	X	P&D GCC	N/A	N/A	COMPLETED. .
WP.23-17	Thoroughfare Plan (2007) Update and implement <i>Major Thoroughfare</i> , requesting same of DOT's Plan.	-	-	-	X	-	Consultant P&D	\$10,000	GF	POSTPONED. Postponed to 5YR work plan. >>> <i>Shift to next 5YR work program.</i>
WP.38-17	Residential Build-Out Study Complete full build-out, as-zoned study.	-	-	X	X	X	P&D P&Z; HOC	N/A	N/A	IN PROGRESS. Data collection completed. >>> <i>Shift to next 5YR work program.</i>
WP.43-17	Rural Residential Zoning District Create a new rural residential zone, prioritizing low infrastructure requirements in exchange for conservation.	-	X	X	X	X	P&D PZC	N/A	N/A	IN PROGRESS. Research completed. >>> <i>Shift to next 5YR work program.</i>
WP.44-17	Halo Area Zoning Coordination Coordinate city and county zoning ordinance updates for property along the city limit border.	-	-	X	X	X	City Manager P&D PZC	N/A	N/A	STARTED. Initial review complete; discussions in progress. >>> <i>Shift to next 5YR work program.</i>
WP.70-17	Policy Conflict Resolution Evaluate and clarify as necessary any conflicts between the Comprehensive Plan (2017), addressing prior plan addendums and other city policy documents.	-	X	X	X	X	P&D PZC	N/A	N/A	IN PROGRESS. List of next steps and ordinance rewrites pending new hire. >>> <i>Shift to next 5YR work program.</i>
WP.71-17	Land Use Table Update Reconcile use-specific zoning and add definitions to reflect NACIS classifications.	-	X	X	X	X	P&D PZC	N/A	N/A	IN PROGRESS. Industrial uses completed. >>> <i>Shift to next 5YR work program.</i>
WP.72-17	Community Planning Workshops Determine public interest in community planning districts.	-	-	X	X	-	P&D PZC; HOC	\$500	GF	POSTPONED. Pandemic conditions forestall public gatherings until next 5YR work plan. >>> <i>Shift to next 5YR work program.</i>
WP.73-17	Plan First Designation Reapply for PlanFirst Designation.	-	X	-	-	-	P&D	N/A	N/A	POSTPONED. Postponed to 5YR work plan. >>> <i>Shift to next 5YR work program.</i>

2022 Report of Accomplishments CP Update

2017-2022 with 2022 Items

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		17/18	18/19	19/20	20/21	21/22				
WP.125-18	ADA Plan (2013) Complete 5YR update to plan, revise, and prioritize realistic implementation schedule.	-	X	X	X	-	P&D	N/A	N/A	COMPLETED. Next update pending.
WP.126-18	Transition Area Study Complete an intensive land use study of County-classified densification areas for utility service, environmental impact, and viewshed protection.	-	X	X	X	X	P&D PZC Consultant	Staff Time \$15,000	N/A	STARTED. Initial conversations with County P&Z underway. >>> <i>Shift to next 5YR work program.</i>
WP.127-18	Building Code Audit Review building codes and recommend minimums for quality construction.	-	X	X	X	X	P&D Consultant	Staff Time \$5,000	N/A	NOT STARTED. >>> <i>Shift to next 5YR work program.</i>
WP.128-18	Subdivision Regulations Update regulations to insure that traditional subdivisions with more than 25 units must seek review to insure adequacy of connectivity, greenspace, and infrastructure.	-	-	X	X	X	P&D PZC	Staff Time	N/A	COMPLETED. Draft to be presented June 2022.
WP.129-18	Parking Requirements Revise to address land use, minimum mitigation, and alternative compliance options.	-	-	X	X	-	P&D CDC	Staff & Volunteer	N/A	NOT STARTED. >>> <i>Shift to next 5YR work program.</i>

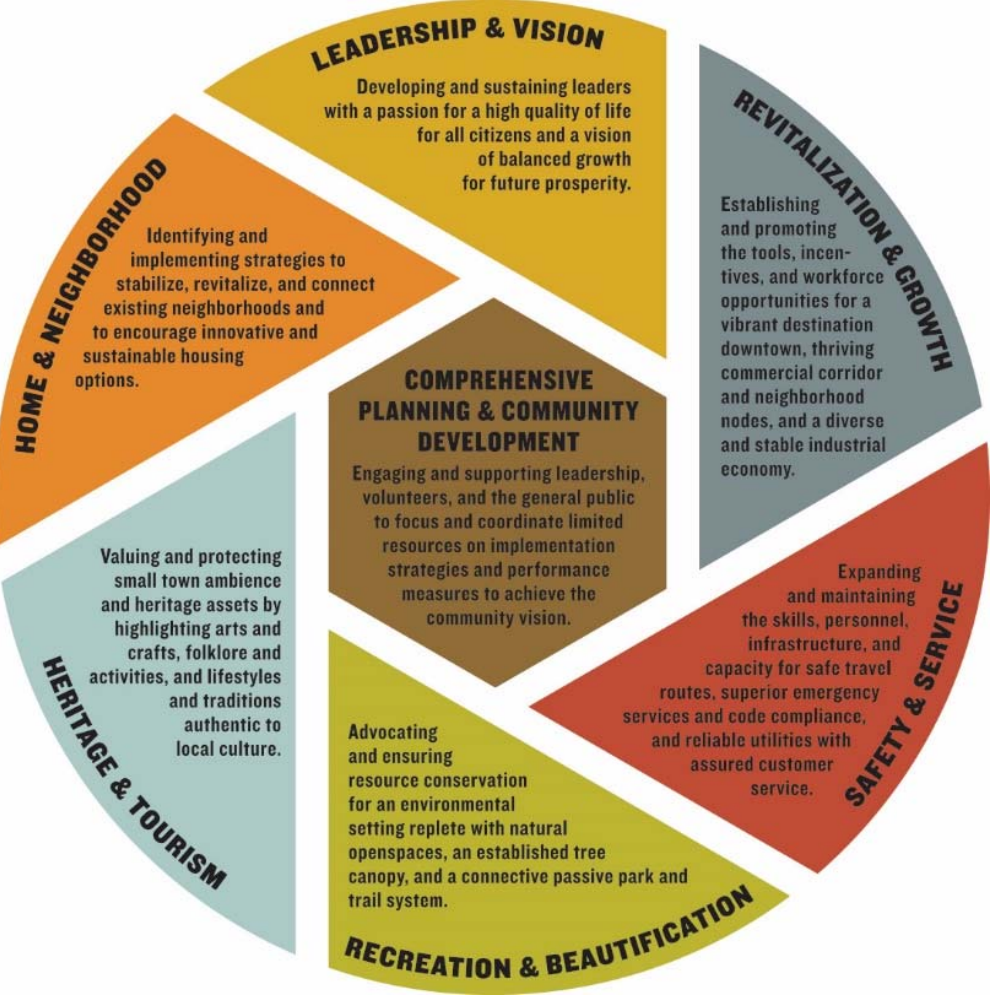
ACRONYM & ABBREVIATION KEY

REFERENCES: Leader • Departments • Boards

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

REFERENCES: Estimate • Costs • Grant

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



REFERENCES: Places • Districts • Overlays

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

Program of Work (STWP) Community Agenda Items

2023-2027

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		22/23	23/24	24/25	25/26	26/27				
LEADERSHIP & VISION										
Public Administration										David Nunn, City Manager
Public Records										Ashley Hawk, City Clerk
Public Finances										Karen Stapp, Finance Officer
WP.79-18	OS Management Migrate from Access OS to an online OS, migrating six current data systems for proficiency.	X	X	X	X	-	Finance Director	\$10,000	GF	Carried over from 5YR work program (2017-2022). IN PROGRESS. Two systems completed and four systems not started.
WP.80-18	Online Payments Expand online payment types to include: permit fees, licenses, rentals, vendors, donations, etc.	X	X	-	-	-	Finance Director	TBD	GF	Carried over from 5YR work program (2017-2022).
WP.81-18	Accounts Payable Add a full-time position to allow for a dedicated Human Resource Officer & Payroll Clerk.	X	-	-	-	-	Finance Director	\$35,000	GF	Carried over from 5YR work program (2017-2022).
Community Promotion										Karen Robertson, Special Projects Coordinator
WP.51-17	Heritage Tourism Grants Determine if grants should return to a reward-based program instead of a subsidy.	X	-	-	-	-	Special Projects	N/A	N/A	Carried over from 5YR work program (2017-2022).
Community Outreach										Monica Callahan, Planning & Development Director
WP.84-18	Civic Awareness Develop a Civic Academy, improving knowledge of local government and public participation.	X	X	-	-	-	Planner	\$1,000	GF	Carried over from 5YR work program (2017-2022). Crossover training opportunity with BOE Ambassador and COC Leadership Morgan suggested.
Human Resources										Leigh Ann Brandenburg, Human Resources Officer
WP.86-18	Intra-Net Portal Build website portal for human resource and payroll services and for training personnel.	-	X	-	-	-	Human Resources	Staff Time	N/A	Carried over from 5YR work program (2017-2022).
Public Information										Ken Kocher, Information Officer
WP.130-20	Social Media Policy Develop city policy and prepare recommendation for gov-compliant archival system.	-	-	-	-	X	Information Officer	Staff Time	N/A	Carried over from 5YR work program (2017-2022).
Facilities Management										David Nunn, City Manager
WP.52-17	Welcome Center Allocate restoration funds to rehabilitate Welcome Center (City Hall & Fire Station / CVB Offices).	X	-	-	-	-	Manager	\$35,000	GF H-M ARP	Carried over from 5YR work program (2017-2022). IN PROGRESS. Shift to next 5YR work program; next up, interior refurbishment of plasterwork.
WP.91-18	Town Park Phased [4YR] repairs/maintenance: PHASE I – Fountain & Gazebo; PHASE 2 – Pavilion & Cottage; PHASE 3 – Fence (center and top side); PHASE 4 – Fence (3 sides).	X	X	-	-	-	Manager	\$50,000 per annum	GF ARP	Carried over from 5YR work program (2017-2022). IN PROGRESS. Shift to next 5YR work program; next up, fountain and landscape refurbishment.
WP.93-18	City Hall Implement Phase II for City Hall for administrative functions (Manager/Clerk/Finance and Utility Offices).	X	-	-	-	-	Manager	\$2,000,000	SPLOST GF	Carried over from 5YR work program (2017-2022). IN PROGRESS. Scheduled for completion: Jun 2023.

Program of Work (STWP) Community Agenda Items

2023-2027

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		22/23	23/24	24/25	25/26	26/27				
RECREATION & BEAUTIFICATION										
Greenspace Conservation										
Planner I; Phil Smeltzer, CH										
WP.04-17	Land Acquisition Policy Update Prioritize acquisition of land or easements for environmentally sensitive land.	X	-	-	-	-	P&D GCC	\$300,000	SPLOST Grant	<i>Carried over from 5YR work program (2017-2022).</i>
WP.05-17	Openspace Requirements Draft openspace requirements where the first allocation is a public or communal ownership of the buffer.	-	-	X	-	-	P&D GCC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.14-17	SPLOST Leverage Report Leverage every dollar allocated for acquisition in the new SPLOST (\$1 to \$3).	X	X	-	-	-	P&D GCC	\$400,000	SPLOST GF	<i>Carried over from 5YR work program (2017-2022).</i>
WP.18-17	Beautification Point Complete design, funding, and development of beautification point (Clark Park).	X	X	-	-	-	P&D GCC	\$15,000	SPLOST GF, DDA	<i>Carried over from 5YR work program (2017-2022).</i>
WP.94-18	W. Washington Greenway Design connective greenspace network for the W. Washington Gateway.	X	-	-	-	-	P&D	\$750	GF	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Concurrent with TAP Grant.
WP.95-18	Neighborhood Park Protection Establish conservation easements to provide for the permanent protection of all neighborhood parks.	X	-	X	-	X	P&D GCC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.132-20	Neighborhood Park Redesign and upgrade facilities at oldest neighborhood park (Hill Park).	X	-	-	X	X	Manager	\$200,000	SPLOST GF	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Restroom re-design contracted.
WP.133-20	Tot Lot Complete design, funding, and development of tot lot (Murray Tot Lot).	X	X	X	X	X	P&D GCC	\$65,000	GF Donation	<i>Carried over from 5YR work program (2017-2022).</i>
WP.134-20	Neighborhood Park Redesign and upgrade facilities at second oldest neighborhood park (Wellington Park).	-	-	X	X	X	P&D GCC	\$250,000	GF Grants	<i>Carried over from 5YR work program (2017-2022).</i>
WP.135-20	Trail Prioritize volunteer labor to clear and stabilize two primitive trails (Presidents' Trail and Pritchard Loop).	-	-	-	X	X	P&D GCC	\$20,000	TSPLOST	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Quotes for footbridges in progress.
WP.136-20	Trail Construct the "Model Mile," prioritizing funding for the trunk line to the school system.	-	-	-	-	X	P&D GCC	\$2.5 M	SPLOST Grant	<i>Carried over from 5YR work program (2017-2022).</i>
WP.XX-22	Neighborhood Park Complete design and development of dog recreation area (Lambert Park).	X	-	-	-	-	P&D GCC	\$100,000	Donation	IN PROGRESS. Design underway with first donation installment.
WP.XX-22	Splash Pad Initiative Augment outdoor recreation and use of neighborhood parks in summer months.	X	X	-	-	-	P&D GCC	\$100,000 \$100,000	ARP Donation	IN PROGRESS. ARP funding request for 50% funding submitted to Mayor & Council.

**Program of Work (STWP)
Community Agenda Items**

2023-2027

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		22/23	23/24	24/25	25/26	26/27				
RECREATION & BEAUTIFICATION										
Corridor Management										
										Ken Kocher, Design Specialist; Sonny Pennington, CH
WP.60-17	Night Sky Pollution Establish a citywide dark-sky fixture policy.	-	-	X	X	X	P&D CDC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.61-17	Landscape Plan Bring code enforcement to bear where businesses are failing to honor approved landscape plans.	-	-	X	X	X	COD CDC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.137-20	Rules of Procedure Update ordinance and develop coordinating board operational procedures.	-	-	-	-	X	P&D CDC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.138-20	Design Guidelines Create online visual guidelines for owner guidance.	-	-	-	-	X	P&D CDC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.139-20	Ordinance Update Review and revise ordinance against 25 years of implementation.	-	-	-	-	X	P&D CDC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>

Program of Work (STWP) Community Agenda Items

2023-2027

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		22/23	23/24	24/25	25/26	26/27				
PUBLIC WORKS										
Street & Sanitation Erin Tewksbury, Street Superintendent										
WP.21-17	HWY83 Bypass Seek County support and request DOT outline next steps to accelerate the 83N bypass (2034).	X	X	X	X	X	City Manager	UNK	UNK	<i>Carried over from 5YR work program (2017-2022).</i> NO PROGRESS.
WP.25-17	Historic Bridge Develop plan to restore and reopen the Norfolk-Southern bridge (bike/ped/passenger vehicle).	-	X	X	X	-	P&D S&S	UNK	TBD	<i>Carried over from 5YR work program (2017-2022).</i> NO PROGRESS.
WP.27-17	Infill Sidewalks Prioritize infill sidewalk segments, as already identified in the <i>Major Thoroughfare Plan</i> .	X	X	X	X	X	City Manager S&S	\$50,000	SPLOST /grant	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS.
WP.28-17	Accessibility Upgrades Improve accessibility of sidewalks (uneven, roots, etc.).	X	X	X	X	X	S&S	\$5,000 per annum	GF	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS.
WP.29-17	Downtown Tree Grates Install tree grates, in lieu of tree curbing, for all brick sidewalks (but not tree islands) in Downtown Madison.	X	X	X	X	X	S&S	\$10,000 per annum	GF	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS.
WP.99-18	Downtown Street Lights Phased [10YR] replacement of Downtown streetlights.	X	X	X	X	X	S&S	\$25,000 per annum (5)	GF	<i>Carried over from 5YR work program (2017-2022).</i>
WP.145-20	Landscape Equipment Acquire new tractor with arm.	X	-	-	-	-	S&S	\$80,000	GF	<i>Carried over from 5YR work program (2017-2022)</i>
WP.146-20	Equipment Acquire new garbage truck.	X	-	-	-	-	S&S	\$165,000	GF	<i>Carried over from 5YR work program (2017-2022)</i>
Utilities Rusty Johnson, Utilities Superintendent										
WP.09-17	Water First Designation Seek WaterFirst designation.	-	X	-	-	-	UT	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.10-17	Stormwater Feasibility Study Complete a new feasibility study for a new stormwater utility.	-	X	X	-	-	Consultant UT	\$12,000	GF	<i>Carried over from 5YR work program (2017-2022).</i>
WP.33-17	City Full Service Capacity Complete full build-out as-zoned study to determine service of existing zoned properties.	-	-	X	X	X	P&D UT	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Revisions post map amendments.
WP.34-17	Sewer Ordinance Draft a Sewer Ordinance to aid water treatment compliance and limit plant upgrade costs.	X	X	-	-	-	City Manager UT	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i> STARTED. Legal/Manager review in progress.
WP.113-18	SCADA Implementation Implement SCADA system at two (2) wastewater facilities: Southside (Four Lakes) & Indian Creek (I-20).	X	X	-	-	-	UT	\$75,000	ENT	<i>Carried over from 5YR work program (2017-2022).</i>
WP.117-18	Design Development Report Complete Design Development Report, including an alternative engineering pilot at Southside Wastewater Plant.	-	X	X	-	-	Consultant UT	\$5,000	GF	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS.
WP.118-18	Southside Plant Updates Install headworks, upgrades for ammonia (copper and zinc), and a tertiary intervention for FOG waste at Southside Wastewater Plant.	-	X	-	-	-	UT	TBD	Capital	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Completed all items but FOG waste intervention.
Broadband David Nunn, City Manager										

**Program of Work (STWP)
Community Agenda Items**

2023-2027

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		22/23	23/24	24/25	25/26	26/27				
PUBLIC SAFETY										
Fire Gene Porter, Fire Marshal										
WP.101-18	Madison South Station Identify and acquire new site for station, converting temporary station for public works use.	X	X	X	-	-	MFD	\$3.0 M	SPLOST	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Land acquired; pending financing.
WP.105-18	Personnel Evaluate budget for addition of two part-time positions to cover evening shift.	X	-	-	-	-	MFD	\$30,000 @	GF	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Refurbishment not possible given more than 50% cost of engine.
WP.147-20	Service Truck Replace Unit 015 with more updated air/light service unit	-	-	X	-	-	MFD	\$200,000	GF	<i>Carried over from 5YR work program (2017-2022).</i>
WP.148-20	Brush Unit Convert Unit 015 to a brush type unit.	-	-	-	-	X	MFD	\$50,000	GF	<i>Carried over from 5YR work program (2017-2022).</i>
WP.149-20	Cancer Reduction Initiative Add a second set of turn out gear for 15 most active firefighters.	X	-	-	-	-	MFD	\$38,000	GF	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. After-scene and De-Con policy and procedures updated. Last 8 sets of turnout gear to be purchased in FY22-23.
WP.xx-22	Personnel Evaluate budget for addition of two full-time positions to cover evening shift.	-	-	X	X	-	MFD	\$50,000 @	GF	
WP.xx-22	Engine Acquire new engine.	-	-	X	-	-	MFD	\$600,000	GF	
WP.xx-22	Personnel Evaluate budget for addition of two part-time positions to cover evening shift.	-	-	-	X	X	MFD	\$30,000 @	GF	
WP.xx-22	Ladder Truck Replace aerial device.	-	-	-	-	X	MFD	\$1.3 M	GF	
Police Bill Ashburn, Police Chief										
WP.106-18	Certification Have one additional officer attain in-house Post Instructor Certification (2 preferred).	-	X	-	-	-	MPD	N/A	GF	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Officer in certification training at present.
WP.107-18	Personnel Hire two additional uniform officers (plus adds \$50,000 @ for car/equipment with each new hire).	X	-	X	-	-	MPD	\$103,300 @	GF	<i>Carried over from 5YR work program (2017-2022).</i> NO PROGRESS. Still struggling to keep existing positions filled and retention.
WP.109-18	Tag Reader Technology Prepare a cost study and proposal for installing tag reader technology.	-	-	X	-	-	MPD	\$40,000	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.xx-22	Firearms Range Locate and build a departmental firearms range to complete state law training.	X	-	-	-	-	-	\$10,000	GF	
WP.xx-22	Mental Health Training Augment mental health training for first responders.	X	-	-	-	-	-	\$2,000	GF	
Code Enforcement Sherry MacKean, Animal Control Officer										
Animal Control Philip Malcom, Code Enforcement Officer										

Program of Work (STWP)
Community Agenda Items

2023-2027

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		22/23	23/24	24/25	25/26	26/27				
HOME & NEIGHBORHOOD										
Planner I; Judy Senft, HOC CH										
WP.39-17	Residential Rental Policy Review Document single-family rental properties and review policies for short-term rentals and property management.	-	X	X	-	-	P&D P&Z; HOC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.40-17	Housing Rehabilitation II Pursue housing rehabilitation funds to stabilize housing in Primary Target Area (PHASE II-DURA).	X	-	-	-	-	Consultant P&D; HOC	\$15,000	CHIP	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Project at 30% expenditure of \$300,000 in CHIP grant funds.
WP.41-17	Affordable-Workforce Housing Program Develop housing program to incentivize affordable housing and workforce housing in areas of similar valuation.	-	X	X	-	-	P&D URA; HOC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.153-20	Housing Trends Study Complete comparative study of local housing strata with local economic spectrum, particularly in regard to trends in employment, demographic shift, and ownership/rental statistics.	X	-	-	-	-	P&D HOC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Updated housing values map and collected residential sales.
WP.xx-22	Missing Middle Models Develop 5-6 alternative housing concept plans for modest-scale pocket neighborhoods.	X	-	-	-	-	P&D; URA; HOC	\$5,000	N/A	IN PROGRESS. Three concepts in rendering phase at present.
WP.xx-22	Workforce Housing Complex II Facilitate one (1) mixed-income, family-oriented complex utilizing tax incentive programs (LIHTC/FHB) in next URA. [5YR]	X	X	X	X	X	P&D HOC	N/A \$450,000	N/A LIHTC	IN PROGRESS. Proposal endorsed by GICH submitted for rezoning consideration prior to June 2022 (Carmichael Commons).
WP.xx-22	Housing Rehabilitation IIII Pursue housing rehabilitation and construction funds to stabilize and augment home-ownership in Primary Target Area (PHASE III-DURA).	X	X	X	-	-	P&D HOC	\$600,000	CHIP Donations	IN PROGRESS. Grant writer secured; deadline (Jan 2023).

Program of Work (STWP) Community Agenda Items

2023-2027

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		22/23	23/24	24/25	25/26	26/27				
HERITAGE & TOURISM										
Historic Preservation								Ken Kocher, HP Officer; Flynn Clyburn, HPC CH		
WP.45-17	Mid-Century Resources Survey and prepared National Register paperwork (HPIFs) regarding mid-century resources (in and out of extant district).	X	-	-	-	-	P&D HPC Intern	\$18,000	GF donation	<i>Carried over from 5YR work program (2017-2022).</i> STARTED. Anticipated completion Nov 2022.
WP.53-17	Depot Preservation Insure preservation of the Central of GA Depot's interior historic spaces of heightened integrity.	X	-	-	-	-	P&D HPC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.XX-22	Preservation Awareness Co-host with the Georgia Trust for Historic Preservation the 2023 Fall Ramble.	X	X	-	-	-	P&D HPC	N/A	N/A	
Cemetery Stewardship								Bryce Jaeck, Planner; Lynn Treadwell, CSC CH		
WP.48-17	Obituary Project Initiate a collection of obituaries, website storage/access, and document all known burials.	X	X	X	X	X	P&D CSC	\$250	GF	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Madison Memorial at 90%; other cemeteries still in progress.
WP.121-18	Interpretive Exhibit Prepare a plan and budget for an outdoor interpretive exhibit for New Cemetery.	X	-	-	-	-	P&D CSC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Production; pending installation.
WP.XX-22	Cemetery Expansion Area Complete engineering for cemetery expansion and Phase I construction documents.	X	-	X	-	-	P&D CSC	\$15,000	GF	
Tourism								Karen Robertson, Special Projects Coordinator		
WP.47-17	Interpretive Product Updates Revise and add interpretive programs (not solely based on residential architecture).	X	X	X	X	X	MMS HPC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Use of research for sidewalk sidebars posted on web and expanded; Main Street use in social media and display board in progress.
Public Arts								Ken Kocher, Information & Design Officer		
WP.56-17	Interim Public Art Create a temporary installation program for interim use during the development of a Public Arts Master Plan.	X	X	-	-	-	P&D PAC	\$1,500	GF Grants Donations	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Completed first installation but haven't fully structured program.
WP.XX-22	Pop Up Arts Program Establish operational parameters for periodic and partnership opportunities.	X	X	-	-	-	P&D PAC	\$1,000	GF Donations	
Special Events								Karen Robertson, Special Projects Coordinator		
WP.58-17	Arts & Entertainment Uses Determine which businesses lend themselves toward accessory uses not traditionally customary or incidental.	X	-	-	-	-	MMS P&D PZC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Evaluation based on downtown inventory update in progress.

Program of Work (STWP) Community Agenda Items

2023-2027

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		22/23	23/24	24/25	25/26	26/27				
REVITALIZATION & GROWTH										
Economic Development										
WP.59-17	Industrial Style Study Complete a feasibility study for development of the northern zoned industrial area into an industrial park.	-	-	X	-	-	P&D COC	\$7,500	Consultant	<i>Carried over from 5YR work program (2017-2022).</i> NOT STARTED.
Downtown Development Karen Robertson & Monica Callahan										
WP.62-17	Fire Prevention Initiative Develop a cooperative fire detection program for shared party wall structures.	-	X	-	-	-	MMS / P&D MFD, DDA	UNK	Grant	<i>Carried over from 5YR work program (2017-2022).</i> NOT STARTED.
WP.64-17	Over-Under Study Complete a retail over-under study to determine the change in Downtown land use.	-	X	X	X	X	MMS / P&D DDA	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i> NOT STARTED.
Urban Renewal Monica Callahan, Planning & Development Director										
WP.67-17	South Madison URA Plan Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Area of Disinvestment 3 (i.e., South Madison URA).	-	X	-	-	-	P&D PZC DDA & HOC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Boundary defined and data collection completed.
WP.68-17	East Madison URA Plan Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Area of Disinvestment 4,5,6 (i.e., East Madison Area).	X	-	-	-	-	P&D PZC DDA & HOC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i> IN PROGRESS. Boundary defined and data collection completed.
WP.xx-22	URA Amendment Update commercial gateways to reflect desired redevelopment patterns and infrastructure.	X	-	-	-	-	P&D	N/A	N/A	
WP.xx-22	Enterprise Area Establish and fund a new enterprise area reflecting creativity and innovation.	X	X	-	-	-	P&D DDA & PAC	\$1.4 M	Seed \$\$\$ Grant	
WP.xx-22	Middle School Redevelopment Entertain one or more development proposals to return land to tax rolls.	X	X	X	-	-	P&D DDA & HOC	\$30,000	DDA	
WP.xx-22	N. Main Street Plan for senior housing and infrastructure for N. Main Street land.	-	X	X	-	-	P&D DDA & HOC	\$65,000	N/A	
WP.xx-22	Land Bank Determine the options for land bank and/or land trust benefits may be used in partnership for diverse housing opportunities for public-owned land (e.g., Athens Land Trust, GA Trust for Historic Preservation).	-	X	X	-	-	P&D DDA & HOC	N/A	N/A	

**Program of Work (STWP)
Community Agenda Items**

2023-2027

STWP #	ITEM Short Title Brief Description	Schedule					Responsible Party	Estimated Cost	\$\$\$ Source	Progress Measures & Comments
		22/23	23/24	24/25	25/26	26/27				
PLANNING & DEVELOPMENT										
<i>Monica Callahan, Planning & Development Director</i>										
WP.06-17	Stormwater Regulations Draft alternative ordinance compliances measures for stormwater management	-	X	X	-	-	P&D PZC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.07-17	Halo Area Water Impact Study Evaluate potential impact of county's development suitability map and zoning policy	X	X	-	-	-	P&D PZC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022). IN PROGRESS. Halo hydro underway.</i>
WP.13-17	Greenprint Plan Update Incorporate hydrology data collection and update the Madison Greenprint.	X	X	-	-	-	P&D	N/A	N/A	<i>Carried over from 5YR work program (2017-2022). IN PROGRESS. Data collection completed.</i>
WP.23-17	Thoroughfare Plan (2007) Update and implement <i>Major Thoroughfare</i> , requesting same of DOT's Plan.	-	X	X	-	-	Consultant P&D	\$10,000	GF	<i>Carried over from 5YR work program (2017-2022).</i>
WP.38-17	Residential Build-Out Study Complete full build-out, as-zoned study.	X	-	-	-	-	P&D P&Z; HOC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022). IN PROGRESS. Data collection completed.</i>
WP.43-17	Rural Residential Zoning District Create a new rural residential zone, prioritizing low infrastructure	X	-	-	-	-	P&D PZC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022). IN PROGRESS. Research completed.</i>
WP.44-17	Halo Area Zoning Coordination Coordinate city and county zoning ordinance updates for property along the city limit border.	-	X	X	-	-	City Manager P&D PZC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022). STARTED. Initial review complete; discussions in progress.</i>
WP.70-17	Policy Conflict Resolution Evaluate and clarify as necessary any conflicts between the Comprehensive Plan	X	-	-	-	-	P&D PZC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.71-17	Land Use Table Update Reconcile use-specific zoning and add definitions to reflect NACIS classifications.	-	X	-	-	-	P&D PZC	N/A	N/A	<i>Carried over from 5YR work program (2017-2022). IN PROGRESS. Industrial uses completed.</i>
WP.72-17	Community Planning Workshops Determine public interest in community planning districts.	-	X	-	-	-	P&D PZC; HOC	\$500	GF	<i>Carried over from 5YR work program (2017-2022).</i>
WP.73-17	Plan First Designation Reapply for PlanFirst Designation.	-	-	X	-	-	P&D	N/A	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.126-18	Transition Area Study Complete an intensive land use study of County-classified densification areas for utility	X	X	-	-	-	P&D PZC	Staff Time \$15,000	N/A	<i>Carried over from 5YR work program (2017-2022). STARTED. Initial conversations with County P&Z.</i>
WP.127-18	Building Code Audit Review building codes and recommend minimums for quality construction.	-	X	X	-	-	P&D Consultant	Staff Time \$5,000	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.129-18	Parking Requirements Revise to address land use, minimum mitigation, and alternative compliance options.	-	X	X	-	-	P&D CDC	Staff & Volunteer	N/A	<i>Carried over from 5YR work program (2017-2022).</i>
WP.xx-22	Planner Replace full-time planner, insuring GIS Planner can return to data and study preparation.	X	-	-	-	-	P&D	\$60,000	N/A	IN PROGRESS. Approved and advertised.

ACRONYM & ABBREVIATION KEY

REFERENCES: Leader • Departments • Boards

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

REFERENCES: Estimate • Costs • Grant

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



REFERENCES: Places • Districts • Overlays

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