

**DRAFT: Capital Improvements Element
2023 Annual Update:**

**Financial Report &
Community Work Program**

City of Cartersville, GA
AS ADOPTED 02/??/2024

This Capital Improvements Element Annual Update has been prepared based on the rules and regulations pertaining to impact fees in Georgia, as specified by the Development Impact Fee Act (DIFA) and the Department of Community Affairs (DCA) documents Development Impact Fee Compliance Requirements and Standards and Procedures for Local Comprehensive Planning. These three documents dictate the essential elements of an Annual Update, specifically the inclusion of a financial report and a schedule of improvements.

According to the Compliance Requirements, the Annual Update:

“must include: 1) the Annual Report on impact fees required under O.C.G.A. 36-71-8; and 2) a new fifth year schedule of improvements, and any changes to or revisions of previously listed CIE projects, including alterations in project costs, proposed changes in funding sources, construction schedules, or project scope.” (Chapter 110-12-2-.03(2)(c))

This Annual Update itself is based on the Cartersville Capital Improvements Element, as adopted by the City in

October, 2006 last modified January 2023.

Financial Report

The Financial Report included in this document is based on the requirements of DIFA, specifically:

“As part of its annual audit process, a municipality or county shall prepare an annual report describing the amount of any development impact fees collected, encumbered, and used during the preceding year by category of public facility and service area.” (O.C.G.A. 36-71-8(d)(1))

The required financial information for each public facility category appears in the main financial table (page 3); service area designations appear in the project tables that follow (pages 4 through 6).

The City’s fiscal year runs from July 1 to June 30.

Schedule of Improvements

In addition to the financial report, the City has prepared a five-year schedule of improvements—a

community work program (CWP)—as specified in the Compliance Requirements (Chapter 110-12-2-.03(2)(c)), which states that local governments that have a CIE must “update their entire Community Work Programs annually.”¹

According to DCA’s requirements,² the CWP must include:

- A brief description of the activity;
- Timeframe for undertaking the activity;
- Responsible party for implementing the activity;
- Estimated cost (if any) of implementing the activity; and,
- Funding source(s), if applicable.

All of this information appears in the Community Work Program portion of this document, beginning on page 7.

¹ Note that the Compliance Requirements specify that the short term work program is to meet the requirements of Chapter 110-12-1-.04(7)(a), which is a reference to the STWP requirements in a previous version of the Standards and Procedures for Local Comprehensive Planning. The correct current description of a STWP is found at Chapter 110-12-1-.05(2)(c)(i).

² Chapter 110-12-1-.05(2)(c)(i).

**IMPACT FEES FINANCIAL REPORT – CITY OF CARTERSVILLE, GA
Fiscal Year 2023**

| Cartersville, GA | Annual Impact Fee Financial Report - Fiscal Year 2023 | | | | | | | |
|--|---|-----------------|---------------|--------------------|---------------|----------------|-----------------------|---------------|
| Public Facility | Libraries | Fire Protection | Police | Parks & Recreation | Roads | Administration | CIE Prep (recoupment) | TOTAL |
| Impact Fee Fund Balance June 30, 2023 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Impact Fees Collected (July 1, 2022 through June 30, 2023) | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| <i>Subtotal: Fee Accounts</i> | <i>\$0.00</i> | <i>\$0.00</i> | <i>\$0.00</i> | <i>\$0.00</i> | <i>\$0.00</i> | <i>\$0.00</i> | <i>\$0.00</i> | <i>\$0.00</i> |
| Interest Income July 1, 2022 through June 30, 2023 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| (Impact Fee Refunds) | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| (Expenditures) | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Impact Fee Fund Balance June 30, 2023 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Impact Fees Encumbered | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | | | \$0.00 |

SCHEDULE OF IMPROVEMENTS

**The City of Cartersville amended its “Impact Fee” fee schedule to a maximum \$0.00 for all categories (units of measurement and land-use category) on September 3, 2009. All funds to that point have been properly reported in accordance with Impact Fee Financial Reporting Guidelines as can be viewed in the 2009 and 2010 financial reports. If/when a new fee schedule is established, project costs and schedule of improvements will be re-evaluated*

| Public Facility: Library | | | | | | | | |
|---------------------------------|---------------------------|-------------------------|------------------------------|---|--|-----------------------------|-------------------------------|-----------------------|
| Service Area: City-wide | | | | | | | | |
| Project Description | Project Start Date | Project End Date | Local Cost of Project | Maximum Percentage of Funding from Impact Fees | Maximum Funding Possible from Impact Fees | Impact Fees Expended | Impact Fees Encumbered | Status/Remarks |
| Collection Materials | 2007 | 2007 | \$117,492.02 | 97.4% | \$114,429.35 | \$0.00 | \$0.00 | Delayed from 2007 |
| Collection Materials | 2008 | 2008 | \$69,321.54 | 97.4% | \$67,516.99 | \$0.00 | \$0.00 | |
| Collection Materials | 2009 | 2009 | \$71,527.08 | 97.4% | \$69,664.32 | \$0.00 | \$0.00 | |
| Collection Materials | 2010 | 2010 | \$73,485.48 | 97.4% | \$71,564.73 | \$24,640.16 | \$0.00 | |
| Collection Materials | 2011 | 2011 | \$76,177.57 | 97.4% | \$74,198.35 | \$0.00 | \$0.00 | |
| Collection Materials | 2012 | 2012 | \$78,377.17 | 97.4% | \$76,339.89 | \$29,393.45 | | |
| Collection Materials | 2013 | 2013 | \$80,819.77 | 97.4% | \$78,724.32 | \$0.00 | | |
| Collection Materials | 2014 | 2014 | \$83,780.63 | 97.4% | \$81,597.59 | \$0.00 | | |
| Collection Materials | 2015 | 2015 | \$85,728.23 | 97.4% | \$83,487.48 | \$0.00 | | |
| Collection Materials | 2016 | 2016 | \$89,175.01 | 97.4% | \$86,846.43 | \$0.00 | | |
| Collection Materials | 2017 | 2017 | \$91,608.34 | 97.4% | \$89,221.83 | \$0.00 | | |
| Collection Materials | 2018 | 2018 | \$94,529.75 | 97.4% | \$92,085.01 | \$0.00 | | |
| Collection Materials | 2019 | 2019 | \$97,723.71 | 97.4% | \$95,191.53 | \$0.00 | | |
| Collection Materials | 2020 | 2020 | \$100,669.73 | 97.4% | \$98,050.34 | \$0.00 | | |
| Collection Materials | 2021 | 2021 | \$104,103.45 | 97.4% | \$101,396.58 | \$0.00 | | |
| Collection Materials | 2022 | 2022 | \$106,768.72 | 97.4% | \$104,004.08 | \$0.00 | | |
| | | | \$1,421,288.21 | | \$1,384,318.81 | \$54,033.61 | \$0.00 | |

| Public Facility: | | Fire Protection | | | | | | |
|----------------------------------|---------------------------|-------------------------|------------------------------|---|--|-----------------------------|-------------------------------|--|
| Service Area: | | City-wide | | | | | | |
| Project Description | Project Start Date | Project End Date | Local Cost of Project | Maximum Percentage of Funding from Impact Fees | Maximum Funding Possible from Impact Fees | Impact Fees Expended | Impact Fees Encumbered | Status/Remarks |
| New Station 4 (7,000 sf) | 2007 | 2008 | \$1,120,000.00 | 97.3% | \$1,089,585.42 | \$0.00 | n/a | To be paid by Carter Grove through agreement |
| Station 1 Relocation (15,000 sf) | 2010 | 2011 | \$2,625,000.00 | 3.3% | \$87,500.00 | \$117,475.74 | \$0.00 | |
| Station 3 Relocation (7,000 sf) | 2015 | 2016 | \$1,225,000.00 | 14.3% | \$175,000.00 | \$0.00 | | |
| New Station 5 (7,000 sf) | 2021 | 2022 | \$1,365,000.00 | 100.0% | \$1,365,000.00 | \$0.00 | | |
| Heavy Vehicle | 2007 | 2007 | \$275,000.00 | 100.0% | \$275,000.00 | \$0.00 | | Delayed from 2007 |
| Heavy Vehicle | 2007 | 2007 | \$750,000.00 | 100.0% | \$750,000.00 | \$0.00 | | Delayed from 2007 |
| Heavy Vehicle | 2021 | 2021 | \$275,000.00 | 100.0% | \$275,000.00 | \$0.00 | | |
| | | | \$7,635,000.00 | | \$4,017,085.42 | \$117,475.74 | \$0.00 | |

| Public Facility: | | Police Department | | | | | | |
|----------------------------|---------------------------|--------------------------|------------------------------|---|--|-----------------------------|-------------------------------|-----------------------|
| Service Area: | | City-wide | | | | | | |
| Project Description | Project Start Date | Project End Date | Local Cost of Project | Maximum Percentage of Funding from Impact Fees | Maximum Funding Possible from Impact Fees | Impact Fees Expended | Impact Fees Encumbered | Status/Remarks |
| Facility Space (8,400 sf) | 2018 | 2019 | \$1,470,000.00 | 99.4% | \$1,460,950.20 | \$85,694.34 | \$0.00 | |
| | | | \$1,470,000.00 | | \$1,460,950.20 | \$85,694.34 | \$0.00 | |

| Public Facility: | | Parks & Recreation | | | | | | |
|----------------------------|---------------------------|-------------------------------|------------------------------|---|--|-----------------------------|-------------------------------|-----------------------|
| Service Area: | | City-wide | | | | | | |
| Project Description | Project Start Date | Project End Date | Local Cost of Project | Maximum Percentage of Funding from Impact Fees | Maximum Funding Possible from Impact Fees | Impact Fees Expended | Impact Fees Encumbered | Status/Remarks |
| Future Park A (50 acres) | 2012 | 2012 | \$1,500,000.00 | 100.0% | \$1,500,000.00 | \$0.00 | | |
| Future Park B (50 acres) | 2018 | 2018 | \$1,500,000.00 | 100.0% | \$1,500,000.00 | \$0.00 | | |
| 3 Track/Trails | see | remarks | \$690,000.00 | 96.7% | \$667,000.00 | \$49,433.59 | \$0.00 | start date tba |
| 2 Tennis Courts | see | remarks | \$100,460.06 | 100.0% | \$100,460.06 | \$0.00 | | start date tba |
| 2 Playgrounds | see | remarks | \$320,000.00 | 100.0% | \$320,000.00 | \$0.00 | | start date tba |
| | | | \$4,110,460.06 | | \$4,087,460.06 | \$49,433.59 | \$0.00 | |

| Public Facility: | | Road Improvements | | | | | | |
|----------------------------|---------------------------|--------------------------|------------------------------|---|--|-----------------------------|-------------------------------|--|
| Service Area: | | City-wide | | | | | | |
| Project Description | Project Start Date | Project End Date | Local Cost of Project | Maximum Percentage of Funding from Impact Fees | Maximum Funding Possible from Impact Fees | Impact Fees Expended | Impact Fees Encumbered | Status/Remarks |
| Douthit Ferry (widening) | tba | tba | \$750,000.00 | 100.0% | \$750,000.00 | \$31,039.18 | n/a | To be paid by Carter Grove through agreement |
| Terrell Drive (turn lane) | tba | tba | \$166,600.00 | 50.0% | \$83,300.00 | \$0.00 | \$0.00 | |
| Center Road (widening) | tba | tba | \$498,225.00 | 100.0% | \$498,225.00 | \$0.00 | | |
| | | | \$1,414,825.00 | | \$1,331,525.00 | \$31,039.18 | \$0.00 | |

**2024-2028 COMMUNITY WORK PROGRAM
CITY OF CARTERSVILLE, GA**

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | Estimated Cost | Anticipated Funding Source(s) | Responsible Party or Parties |
|---------------------|------|------|------|------|------|----------------|-------------------------------|------------------------------|
|---------------------|------|------|------|------|------|----------------|-------------------------------|------------------------------|

Economic Development

| | | | | | | | | |
|--|---|---|---|---|---|-----|--------------|--|
| <p>Continue to participate in the BCJDA and BC2JDA, equally with the County, and implement applicable components of the Economic Development Strategy, including:</p> <ol style="list-style-type: none"> 1. Retain / Expand Existing Industries & Attract New Ones 2. Improve Tax Digest per FTE 3. Develop Industrial Property 4. Implement the Comprehensive Financing & Administrative Plan 5. Support Workforce & Community Development | X | X | X | X | X | n/a | General Fund | Bartow-Cartersville Joint Development Authority (BCJDA), Bartow-Cartersville Second Joint Development Authority (BC2JDA) City Council, Commissioner, |
| <p>Support collaboration among secondary and post-secondary education partners with each other and with employers, in regard to specialized job training programs and venues.</p> | X | X | X | X | X | n/a | General Fund | BCJDA, Chamber |

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | Estimated Cost | Anticipated Funding Source(s) | Responsible Party or Parties |
|--|------|------|------|------|------|----------------|-------------------------------|--|
| Continue to work with the Downtown Development Authority in the redevelopment of properties and attraction of businesses in the downtown. Retail recruitment through Cartersville Electric contracted recruitment services | X | X | X | X | X | n/a | DDA Budget, General Fund | Downtown Development Authority, City Council, Cartersville Electric/Electric Cities of GA, BCJDA |
| Market downtown as a destination specialty shops, restaurants and museums to draw people downtown | X | X | X | X | X | variable | DDA Budget, General Fund | Downtown Development Authority, City Council, Cartersville Bartow CVB |

Natural and Historic Resources

| | | | | | | | | |
|--|---|---|---|---|---|----------------|-----------------------------|-------------------------|
| Update Historic Preservation Design Standards | X | | | | | n/a (in house) | General Fund | City Council, Planning |
| Update Historic Resource Survey | X | X | | | | TBD | General Fund, Grant | City Council, Planning |
| Continue to monitor the status of inventoried historic structures and properties located outside of the protected historic districts | X | X | X | X | X | n/a | General Fund | City Council, Planning, |
| Continue to support the restoration of original historic facades and buildings. Review and consider all available funding resources for historic preservation. | X | X | X | X | X | n/a | Grants, Private development | City Council, Planning |

Short Term Work Program

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | Estimated Cost | Anticipated Funding Source(s) | Responsible Party or Parties |
|---|------|------|------|------|------|----------------|-------------------------------|------------------------------|
| Develop a 5-Year Capital Improvements Plan, which includes a schedule and budget for new facilities, maintenance and operation expenses, and a replacement plan for aging infrastructure within the City, based on adopted population and employment forecasts, and Levels of Service | X | X | X | X | X | n/a | General Fund | City Council |

Public Works

| | | | | | | | | |
|--|---|---|---|---|---|-------------------|--------------|-------------------------------------|
| Develop a long-range comprehensive transportation plan | X | | | | | Per MPO allotment | MPO | MPO Policy and Technical committees |
| City-wide road projects - milling and resurfacing | X | X | X | X | X | \$1,300,000 | SPLOST/LMIG | Public Works |
| Douthit Ferry Rd. improvements – road widening from SR 61/113 to Old Alabama Rd. (4 lane with median)(Right-of-way acquisition and utility relocation) | | | X | X | | \$11,350,000 | 2020 SPLOST | Public Works |
| Equipment replacement | X | X | X | X | X | Variable | General Fund | Public Works |

Short Term Work Program

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | Estimated Cost | Anticipated Funding Source(s) | Responsible Party or Parties |
|---------------------|------|------|------|------|------|----------------|-------------------------------|------------------------------|
|---------------------|------|------|------|------|------|----------------|-------------------------------|------------------------------|

Stormwater Division

| | | | | | | | | |
|----------------------------------|---|---|---|---|---|-------------|----------------------------------|---------------------|
| MS4 Compliance | X | X | X | X | X | \$50,000/yr | General Fund, Stormwater Revenue | Stormwater Division |
| Railroad Ditch Improvements | X | X | X | X | X | \$100,000 | General Fund, Stormwater Revenue | Stormwater Division |
| Terrell Heights Drainage | X | | | | | \$1,800,000 | ARPA | Stormwater Division |
| Erwin-Leake Street Pipe Upgrade | X | X | | | | \$600,000 | ARPA | Stormwater Division |
| Pipe Liner Project | X | X | | | | \$350,000 | ARPA | Stormwater Division |
| Erwin Street Ditch Stabilization | | X | | | | \$1,200,000 | ARPA | Stormwater Division |
| West Ave Culvert Removal | | | X | | | \$600,000 | ARPA | Stormwater Division |
| Downtown Flood Study | | X | | | | \$50,000 | Stormwater Revenue | Stormwater Division |

Short Term Work Program

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | Estimated Cost | Anticipated Funding Source(s) | Responsible Party or Parties |
|---------------------|------|------|------|------|------|----------------|-------------------------------|------------------------------|
|---------------------|------|------|------|------|------|----------------|-------------------------------|------------------------------|

Fire Department

| | | | | | | | | |
|--|---|---|---|---|---|-------------|--------------|---|
| Analyze current services and locational aspects of police, fire, libraries and medical services to determine appropriate densities in appropriate locations. | X | X | X | X | X | n/a | General Fund | City Council, Fire and Police Departments |
| Construct and place into operation Station #5/Cartergrove | | X | | | | \$8,500,000 | Undetermined | City Council, Fire Department |

Police Department

| | | | | | | | | |
|--|---|---|---|---|---|--------------|---|-------------------|
| Demo existing building at firing range and build new training building | X | X | | | | \$1,000,000 | SPLOST | Police Department |
| Replace police patrol units – on going | X | X | X | X | X | \$550,000 | Federal asset forfeiture funds/General Fund | Police Department |
| Purchase a Bearcat Armored Vehicle | X | | | | | \$320,000/yr | SPLOST | Police Department |
| Replace ALL Protective vests - ongoing | X | X | X | X | X | \$10,000/yr | General Fund | Police Department |

Library

| | | | | | | | | |
|----------------------|---|---|---|---|---|-----------|--------------|---------|
| Collection Materials | X | X | X | X | X | \$552,438 | General Fund | Library |
|----------------------|---|---|---|---|---|-----------|--------------|---------|

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | Estimated Cost | Anticipated Funding Source(s) | Responsible Party or Parties |
|---------------------|------|------|------|------|------|----------------|-------------------------------|------------------------------|
|---------------------|------|------|------|------|------|----------------|-------------------------------|------------------------------|

Parks & Recreation

| | | | | | | | | |
|--|---|---|---|---|---|----------------|------------------------|----------------------|
| Purchase/Develop Northside park land & development | | X | X | X | | \$2,825,000 | 2020-SPLOST | Parks and Recreation |
| Replacement of Pool Pak & Boiler at Senior Aquatic Center | | | | | | COMPLETED FY21 | General Fund | Parks and Recreation |
| Goodyear Clubhouse Renovation | | | | | | COMPLETED FY21 | General Fund | Parks and Recreation |
| Restrooms/Pavilion @ Pine Mt. Recreation Area – West Trailhead | | X | | | | \$150,000 | General Fund/Grant | Parks and Recreation |
| Restroom/Pavilion @ Leake Mounds Trailhead | | X | | | | \$150,000 | General Fund/Grant | Parks and Recreation |
| Dellinger Park Trail Renovation | X | | | | | \$100,000 | Park Bond | Parks and Recreation |
| Dellinger Park Perimeter Fence Replacement | | | | X | X | \$100,000 | General Fund | Parks and Recreation |
| Dellinger Park Tennis Courts renovation/resurfacing | X | | | | | \$350,000 | General Fund/Park Bond | Parks and Recreation |

Short Term Work Program

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | Estimated Cost | Anticipated Funding Source(s) | Responsible Party or Parties |
|---|------|------|------|------|------|--|-------------------------------------|------------------------------|
| Implement the Parks and Recreation Master Plan | X | X | X | X | X | n/a (implementation is cumulative from stated projects in STWP list) | General Fund, GDOT Grant, Park Bond | Parks and Recreation |
| Cartersville Sports Complex Field Lighting (#3 & F#4) | | X | | | | \$250,000 | Park Bond | Parks and Recreation |
| Dellinger Park Tennis Lighting (Ct.6-7, 13-14) & Basketball Ct Lighting | | X | | | | \$100,000 | Park Bond | Parks and Recreation |

School System

| | | | | | | | | |
|--|---|---|---|---|---|-----|--------------|----------------------------|
| Develop a school expansion plan based on adopted forecasts of population which coordinates new facilities and residential permits. | X | X | X | X | X | n/a | School Board | Cartersville School System |
|--|---|---|---|---|---|-----|--------------|----------------------------|

Electrical Utilities

| | | | | | | | | |
|---|---|---|---|---|---|-----------------|------------------|-----------------------|
| Require a utility capacity analysis if a proposed development will severely impact adjacent or system-wide capacity | X | X | X | X | X | n/a | n/a | Electric Utility/MEAG |
| Area Lighting upgrades to LED | X | X | X | X | X | \$90,000/YR,avg | Electric Revenue | Electric Utility |
| Vehicle Replacement | X | X | X | X | X | \$1,000,000 | Electric Revenue | Electric Utility |

Short Term Work Program

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | Estimated Cost | Anticipated Funding Source(s) | Responsible Party or Parties |
|---|------|------|------|------|------|----------------|-------------------------------|------------------------------|
| Beauflor Expansion | X | | | | | \$100,000 | Electric Revenue | Electric Utility |
| New Highland 75 Customer | | X | X | | | \$300,000 | Electric Revenue | Electric Utility |
| Electric System Study | X | X | X | X | X | \$60,000 | Electric Revenue | Electric Utility |
| Advanced Metering Infrastructure (AMI) | X | X | | | | \$1.7M | Electric Revenue & Reserves | Electric Utility |
| Underground Cable Relocation – Cass White RD | | | X | | | \$20,000 | Electric Revenue | Electric Utility |
| Various reconductoring projects to upgrade older lines and poles to current standards | X | X | X | X | X | \$15,000/YR | Electric Revenue | Electric Utility |
| Main St/Center Rd. tie-line | X | X | X | | | \$235,000 | Electric Revenue | Electric Utility |
| Tie line from substation #4 to Substation #12 | | | X | | | \$105,000 | Electric Revenue | Electric Utility |
| HPS to LED street lighting conversion | X | X | X | X | X | \$145,000/YR | Electric Revenue | Electric Utility |

Gas Utilities

Short Term Work Program

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | Estimated Cost | Anticipated Funding Source(s) | Responsible Party or Parties |
|--|------|------|------|------|------|----------------|-------------------------------|------------------------------|
| Cassville-White Road Widening: I-75 to Old Grassdale Road (Bartow County) - 4" HP steel relocation | | X | | | | \$100,000 | Gas Revenue | Gas System |
| Toyo Tire North America/Zion Road Development Area: Great Valley Parkway to Pettit Creek - 8" HP steel extension | X | X | X | X | X | \$500,000 | JDA Funds | Gas System |
| Rowland Springs Road P.E. Extension - 6" P.E. extension, Dean Road to McCaskey Creek Road | | | X | | | \$35,000 | Gas Revenue | Gas System |
| Gilreath Road/Peeples Valley Road 6" HP Loop | | | X | | | \$75,000 | Gas Revenue | Gas System |
| CS/1054/Douthit Ferry Rd from Old Alabama Rd to CS SR61/SR113 CSSTP-0007-00(494) | | | | X | | \$350,000 | Gas Revenue | Gas System |
| Bridge replacement of CS 963/Sugar Valley Rd at Nancy Creek 0016596 | X | | | | | \$150,000 | Gas Revenue | Gas System |
| Grassdale Rd from SR3/SR 20 0016628 | X | | | | | \$75,000 | Gas Revenue | Gas System |
| Rome-Cartersville Development Corridor 0013238 | | X | | | | \$640,000 | Gas Revenue | Gas System |
| GDOT Road Relocations | X | | | | | \$125,000 | Gas Revenue | Gas System |
| District Regulating Station Renewals | X | X | X | X | X | \$125,000 | Gas Revenue | Gas System |

Short Term Work Program

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | Estimated Cost | Anticipated Funding Source(s) | Responsible Party or Parties |
|---------------------|------|------|------|------|------|----------------|-------------------------------|------------------------------|
|---------------------|------|------|------|------|------|----------------|-------------------------------|------------------------------|

Water & Sewer Department

| | | | | | | | | |
|---|---|---|---|---|---|--------------|-----------------------------|--------------------------|
| Replace Kohl's High Pressure Pump Station | X | | | | | \$2,800,000 | Water & Sewer Revenue, Debt | Water & Sewer Department |
| 12" Water Main – Jones Mill to Pine Vista (1.5 miles) | | | | | X | \$3,000,000 | Water & Sewer Revenue, Debt | Water & Sewer Department |
| Replace Water Main in Crestwood S/D | | | | X | | \$2,000,000 | Water & Sewer Revenue, Debt | Water & Sewer Department |
| Replace Water Main in Jordan Pines | | | | | X | \$1,000,000 | Water & Sewer Revenue, Debt | Water & Sewer Department |
| High Pressure System Loop Completion | | X | | | | \$1,700,000 | Water & Sewer Revenue, Debt | Water & Sewer Department |
| West Avenue Water Main Replacement | | | X | | | \$3,000,000 | Water & Sewer Revenue, Debt | Water & Sewer Department |
| Downtown Water Main Replacement – Phase 2 | | | | X | | \$2,500,000 | Water & Sewer Revenue, Debt | Water & Sewer Department |
| Continue loop of City with 36" line from Old Mill to Mission Rd. | | | X | X | | \$30,000,000 | Water & Sewer Revenue, Debt | Water & Sewer Department |
| Water line – Replace old 10" on Cherokee from Erwin Street to Cassville Road (~2,000 ft) with 12" | | | | X | | \$850,000 | Water & Sewer Revenue, Debt | Water & Sewer Department |

Short Term Work Program

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | Estimated Cost | Anticipated Funding Source(s) | Responsible Party or Parties |
|---|------|------|------|------|------|----------------|-------------------------------|-----------------------------------|
| Fire Hydrant Replacement Program | X | X | X | X | X | \$20,000/YR | Water & Sewer Revenue, Debt | Water & Sewer Department |
| Water meter change out (AMI) | X | X | | | | \$4,500,000 | Water & Sewer Revenue, Debt | Water & Sewer Department |
| Replace asbestos cement main from Zena Dr to County Meter Pit (~2,000 feet – 12") | | | X | | | \$750,000 | Water & Sewer Revenue, Debt | Water & Sewer Department |
| New Water Dept. Office/Lab Complex | X | | | | | \$12,000,000 | Water & Sewer Revenue, Debt | Water & Sewer Department |
| Water Pollution Control Plant Capacity | X | X | X | X | | \$200,000,000 | Revenue Bonds | Council, Water & Sewer Department |
| WTP Lagoon Dredge | X | | | | | \$3,000,000 | Water & Sewer Revenue, Debt | Water & Sewer Department |
| Sewer Inflow & Infiltration Elimination Program | X | X | X | X | X | \$60,000/YR | Water & Sewer Revenue, Debt | Council, Water & Sewer Department |
| Water Treatment Plant Capacity Expansion | X | X | X | X | | \$90,000.000 | Revenue Bonds | Council, Water & Sewer Department |

Housing

| | | | | | | | | |
|---|---|---|---|---|---|-----|--------------------------|-------------------|
| Pursue opportunities with the Etowah Area Consolidated Housing Authority as a partner in the creation of affordable housing | X | X | X | X | X | n/a | Housing Authority Budget | Housing Authority |
|---|---|---|---|---|---|-----|--------------------------|-------------------|

Short Term Work Program

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | Estimated Cost | Anticipated Funding Source(s) | Responsible Party or Parties |
|---|------|------|------|------|------|----------------|-------------------------------|------------------------------|
| Pursue opportunities for partnerships with non-profit agencies in the creation of affordable housing opportunities | X | X | X | X | X | n/a | General Fund | City Council |
| Increase code enforcement within targeted neighborhoods of the City | X | X | X | X | X | n/a | General Fund | Planning |
| Address crime concerns in selected neighborhoods – on going | X | X | X | X | X | variable | General Fund | Police Dept |
| Continue to implement the mechanisms in place to foster the development of alternative forms of housing, such as mixed-use zoning, overlay districts, supplemented by the Character Area objectives and design guidelines | X | X | X | X | X | n/a | General Fund | City Council, Planning |
| Support the initiatives, projects and activities developed through the Georgia Initiative for Community Housing committee. | X | X | X | X | X | n/a | General Fund | City Council |

Land Use

| | | | | | | | | |
|--|---|---|---|---|---|--------------|--------------|------------------------|
| Update land use and zoning maps | X | X | X | X | X | \$3,000/year | General Fund | Planning, GIS |
| Follow up on Hotel/motel code enforcement compliance | X | X | X | X | X | n/a | General Fund | Planning |
| Investigate opportunities to increase housing in the downtown area | X | | | | | n/a | General Fund | City Council, Planning |

Short Term Work Program

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | Estimated Cost | Anticipated Funding Source(s) | Responsible Party or Parties |
|---|------|------|------|------|------|----------------|----------------------------------|---------------------------------------|
| Identify strategies and recommended improvements as outlined in the adopted 2010 Urban Redevelopment Plan for North Towne, North west Industrial and South Industrial areas | X | | | | | n/a | General Fund | City Council, Planning |
| Refine, and create an Overlay District for the Tennessee Street Corridor | X | X | | | | \$200,000 | General Fund and/or Transp.grant | City Council, Cartersville Bartow MPO |
| Develop a public art program, and identify streetscape, lighting and associated elements design opportunities throughout the City, for civic facilities, public spaces and into roadway design. | X | | | | | variable | Grants, General Fund | DDA, City Council, |
| Create gateway features to highlight the entrances to special places and a strong identity program for unique historical resources, street signs with neighborhood names, and destination signs pointing to and from points of interest | X | X | X | X | X | variable | General Fund | City Council, DDA |
| Continue "Quiet Zone" efforts. | X | X | | | | \$2,500,000 | 2020 SPLOST | Engineering, DDA, Council |