

**Short-Term Work Program, 2018-2022**

(\*entries with an asterisk represent carryover items from the previous STWP)

#	Activity	Timeframe	Responsible Party	Cost Estimate	Funding Source
1	*Update records of historic cemetery for use with city walking tour	2020	Departmental staff	Minimal	City
2	*Develop comprehensive alternative energy plan	2020	Mayor & Council, Manager, Departmental staff	Unknown	City
3	*Pursue Georgia Camera Ready certification	2018	Manager	None	NA
4	*Develop comprehensive branding, marketing, and promotional plan including promoting construction of high-quality residential and commercial development, especially to attract younger families and increase diversity (age and race)	2019	Mayor & Council, Manager, DDA	\$30,000	City, DDA
5	*Complete bike/ped bridge over I-20; extend sidewalk to Town Center	2019	City, Covington, GDOT, ARC	\$750,000	City, Covington, GDOT, ARC
6	*Update GIS datasets, including public infrastructure, parcels, and buildings	2020	Manager	\$10,000	City
7	*Develop plan for use of GIS	2018	Manager	\$2,500	City
8	*Redesign streets to begin implementing Town Center	2018	Mayor & Council, Manager	Unknown	City
9	*Design and install streetscape improvements to George/Whatcoat streets	2019	Mayor & Council, Manager, Departmental staff	Unknown	City
10	*Develop master plan for Town Center	2019	Mayor & Council, Manager, Departmental staff	\$25,000-\$75,000	City
11	*Adopt sustainability plan to include transportation, biodiversity, resource conservation, invasive species, etc.	2018	Mayor & Council, Manager	\$15,000-\$30,000	City
12	*Devise recreation plan	2019	Mayor & Council, Manager	\$10,000	City

#	Activity	Timeframe	Responsible Party	Cost Estimate	Funding Source
13	*Decide whether to create a local historic district and, if appropriate, implement a strategy	2018-2020	Mayor & Council, Manager	Minimal	City
14	*Implement public transportation service	2020	City, Newton County, GDOT, Newton County Tomorrow	Varies by option	City, Newton County, GDOT, Newton County Tomorrow
15	*Develop a citywide Complete Streets and Trails Plan that includes a focus on connectivity to Covington	2018	Mayor & Council, Manager, Departmental staff	\$2,000	City
16	*Develop annexation plan	2018	Mayor & Council, Manager	Minimal	City
17	Establish Welcome/Historic/Arts Center/coffee shop at Yarborough House	2020	Mayor & Council, Manager, Departmental staff, DDA	\$50,000-\$100,000	City
18	Acquire Palmer-Stone Elementary School for use as community/civic center and small business development resource	2021	Mayor & Council, Manager, Departmental staff	Minimal purchase cost	City
19	Establish skate park and bicycle pump track (possibly behind PSES)	2022	Mayor & Council, Manager, Departmental staff	\$200,000	City, DDA
20	Establish deer population control program	2018	Mayor & Council, Manager, Departmental staff	Minimal	City
21	Develop and implement plan to install district markers and wayfinding signage throughout the city	2020	Mayor & Council, Manager, Departmental staff	\$20,000	City
22	Create playscape at George Street Park	2019	Mayor & Council, Manager, Departmental staff	\$25,000	City
23	Implement high-priority phase projects for Town Center	2019-2022	Mayor & Council, Manager, Departmental staff	Minimal	City
24	Develop DDA strategic plan and evaluate appropriateness of Main Street Program	2019	Mayor & Council, Manager, DDA	Minimal	City, DDA
25	Assign staff to be responsible for offering events and other programming, including as part of a partnership with Newton County and its other municipalities and nonprofit organizations	2018	Mayor & Council	None	NA
26	Complete a housing plan to expand options, including small-scale units and/or cooperative housing, accommodations for seniors, and higher-end homes	2019	Mayor & Council, Manager, Departmental staff	\$5,000	City

#	Activity	Timeframe	Responsible Party	Cost Estimate	Funding Source
27	Devise and implement strategy to assume local control of SR81	2020	Mayor & Council, Manager, Departmental staff, GDOT	Unknown	City
28	Develop parking study to improve availability and distribution citywide	2020-2021	Mayor & Council, Manager, Departmental staff	Minimal	City
29	Audit and adjust the zoning ordinance as necessary to ensure successful implementation of this comprehensive plan, especially to protect resources, recruit appropriate businesses, and encourage development of desired housing opportunities	2019-2021	Mayor & Council, Manager, Departmental staff	\$2,000-\$5,000	City
30	Identify additional/alternative revenue sources	2018	Mayor & Council, Manager, Departmental staff	None	City

**Report of Plan Accomplishments, 2013-2017**

#	Activity	Status	Notes
1	Conduct review and assessment of city charter	Complete	
2	Digitize and archive city records (assign duties to existing staff member or student intern)	Complete	
3	Work with Newton County to ensure location of new EMS/fire station within or near Oxford	Underway	2018 Completion
4	Increase ordinance enforcement and building and safety inspections	Complete	
5	Purchase software to streamline internal processes (inspections, permitting, work orders, etc.)	Complete	
6	Enroll in the Certified Literate Community Program, if appropriate	Abandoned	No longer priority
7	Display information highlighting Oxford's history at City Hall	Complete	
8	Update self-guided tour and brochure of city and college	Complete	
9	Update records of Oxford's historic cemetery, for use as part of a city walking tour	Underway	2020 Completion
10	Work with GDOT and county BOC to divert truck through-traffic off of SR81/Emory St. and onto SR142, and to apply traffic-calming measures on SR81 within the Oxford city limits	Completed	
11	Develop ordinance for solar energy (utility committee)	Postponed	2020 Completion; city prefers to undertake comprehensive alternative energy plan
12	Conduct annual review of all enterprise funds (cost and rate structure)	Complete	
13	Pursue Georgia Camera Ready certification	Postponed	2019 Completion; other projects had higher priority
14	Develop a marketing plan to promote high-quality residential and commercial development	Postponed	2019 Completion; other projects had higher priority
15	Explore use of "smart meters" for electric and water utilities; implement if appropriate	Complete	
16	Complete Moore/Cook waterline loop	Complete	
17	Per 2007 ordinance, ensure that all potential customers within 100' of sewer lines tap in and pay fees	Abandoned	Changed applicable ordinance
18	Work with the city of Covington, GDOT, and ARC to complete a bicycle/ pedestrian bridge over I-20 and a sidewalk from the bridge to the Town Center	Underway	2019 Completion

#	Activity	Status	Notes
19	Replace water mains on Emory St. and Asbury St.	Complete	
20	Survey city boundary and update GIS datasets	Complete	
21	Update GIS datasets, including public infrastructure, parcels, buildings, etc.	Underway	2020 Completion
22	Develop plan for use of GIS	Postponed	2018 Completion; other projects had higher priority
23	Reconfigure design of streets for Town Center development	Underway	2018 Completion
24	Design and install streetscape improvements to George and Whatcoat streets	Underway	2019 Completion
25	Develop Master Plan for Town Center development	Underway	2019 Completion
26	Develop Sustainability Plan to include transportation, biodiversity, resource conservation, invasive species, etc.	Postponed	2018 Completion; other projects had higher priority
27	Assess multi-use trail system and develop use and maintenance ordinance	Complete	
28	Address potential for golf cart usage on city streets and multi-use trails	Complete	
29	Develop Passive Recreation Plan	Postponed	2019 Completion; other projects had higher priority
30	Develop Citywide Wi-Fi Feasibility Study	Abandoned	No longer priority
31	Ensure consistency of city's zoning ordinance with its goal to accommodate a variety of new residents, in concert with zoning updates for county's 2050 plan	Complete	
32	Identify and pursue opportunities for infill development	Complete	
33	Audit and, if necessary, revise local ordinances and future development map	Complete	
34	Participate in pre-disaster mitigation planning process with Newton County	Complete	
35	Conduct regular water quality monitoring on local streams	Complete	
36	Pursue state and/or federal historic designations or other protections for districts and/or properties	Underway	2019 Completion
37	Study potential for provision of rural public transportation service	Underway	2020 Completion (rework for STWP)
38	Participate in the activities of the Northeast Georgia Bicycle and Pedestrian Task Force	Complete	
39	Prepare a plan for development of city's Service Delivery Area as it pertains to water and sewer services	Complete	

#	Activity	Status	Notes
40	Develop tree management plan and adjust tree ordinance accordingly	Complete	
41	Identify, mark, and develop material about all historic properties in Oxford	Complete	
42	Implement Central Newton County Plan for Bicycling and Walking	Underway	2021 Completion
Long-Range 1	Encourage and assist home-owners in upgrading safety and efficiency of homes	(Long-Range)	Carryover into STWP
Long-Range 2	Study benefits of annexing existing/potential industrial sites to diversify tax base	(Long-Range)	Carryover into STWP