



CITY OF STONECREST, GEORGIA

Honorable Mayor Jason Lary, Sr.

Council Member Jimmy Clanton, Jr. – District 1

Council Member Rob Turner- District 2

Council Member Jazzmin Cobble – District 3

Council Member George Turner- District 4

Council Member Tammy Grimes – District 5

CITY COUNCIL WORK SESSION

VIRTUAL MEETING

November 9, 2020 at 6:00 p.m.

Citizen Access: URL

- I. CALL TO ORDER:** Mayor Jason Lary

- II. AGENDA ITEMS:**
 - 1. COVID CARES Act Relief Fund Committee Update

- III. ADJOURNMENT**

Americans with Disabilities Act

The City of Stonecrest does not discriminate on the basis of disability in its programs, services, activities and employment practices.

If you need auxiliary aids and services for effective communication (such as a sign language interpreter, an assistive listening device or print material in digital format) or reasonable modification to programs, services or activities contact the ADA Coordinator, Megan Reid, as soon as possible, preferably 2 days before the activity or event.



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CITY COUNCIL MEETING AGENDA

VIRTUAL MEETING

November 9, 2020

7:00 p.m.

Citizen Access: URL

- I. CALL TO ORDER:** Mayor Jason Lary
- II. ROLL CALL:** Sonya Isom, Deputy City Clerk
- III. INVOCATION**
- IV. PLEDGE OF ALLEGIANCE**
- V. MINUTES:**
 - a. Approval of the October 23, 2020 FY21 Budget Public Hearing Minutes
 - b. Approval of the October 26, 2020 FY21 Budget Public Hearing Minutes
 - c. Approval of the October 26, 2020 City Council Meeting Minutes
 - d. Approval of the October 28, 2020 FY21 Budget Workshop Minutes
 - e. Approval of the November 2, 2020 FY21 Budget Approval Minutes
- VI. PRESENTATIONS:**
 - a. Stonecrest Public Safety Feasibility Study
 - b. The Collaborative Firm Zoning Updates
- VII. APPOINTMENTS:**
 - a. Acting City Manager
- VIII. PUBLIC COMMENTS**

(this meeting will be conducted virtually, the public comments received via email in advance of the meeting will be read into the minutes by the City Clerk)
- IX. PUBLIC HEARINGS:**
 - a. _____

(since this meeting will be conducted virtually, only those public hearing comments received via email in advance of the meeting will be read by the City Clerk)

X. OLD BUSINESS:

a. _____

XI. NEW BUSINESS:

- a. Set **City Council Meeting and Work Session Calendar** for FY2021
- b. Set **Planning Commission Calendar** for FY2021

XII. EXECUTIVE SESSION:

*(when an executive session is required, one will be called for the following issues:
1) Personnel, 2) Litigation, 3) Real Estate)*

XIII. CITY MANAGER COMMENTS

XIV. CITY ATTORNEY COMMENTS

XV. MAYOR AND COUNCIL COMMENTS

XVI. ADJOURNMENT

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**Carl Vinson
Institute of Government
UNIVERSITY OF GEORGIA**



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Executive Summary

In the spring of 2020, the City of Stonecrest engaged the University of Georgia's Carl Vinson Institute of Government to explore the issues, challenges, and potential benefits and costs of the city providing police service in-house. These services are currently being provided by the DeKalb County Police Department (DCPD) through provisions set out in the DeKalb County Service Delivery Strategy Agreement and state legislation.

Institute of Government researchers collected and analyzed data in order to estimate the following:

- Number of sworn officers currently serving the city (by DeKalb County) and the number needed to serve the city if it were to establish its own police department (estimated using a population-based workload assessment and a time-on-task workload assessment)
- Operational costs per officer and total departmental operational costs
- Startup capital costs per officer and total department startup costs
- Facilities needed and total facilities costs
- Direct and implied City of Stonecrest contributions for police services currently being delivered by DeKalb County
- Net revenue surplus that could be generated by the Stonecrest Municipal Court if a police force sends traffic violations cases to the Stonecrest Municipal Court as opposed to the DeKalb County Traffic Court

Based on these data points and an analysis of the current workload of the DCPD in the Stonecrest service area, the research team estimated a range of costs for establishing a new police department.

To derive a midrange cost estimate, the research team used weighted measures of the resources needed to address different types of police service calls as well as service call data and a detailed analysis of the DCPD expenditures by different service units (e.g., uniform, criminal investigations, and special operations).

To produce low-end and high-end cost estimates, the research team used a "build-a-budget" approach based on estimates of the number of sworn officers Stonecrest would need as well as the annual cost per officer. The research team examined several staffing need estimates and combined these with three cost-per-officer estimates based on expenditure data on the DeKalb County, City of Brookhaven, and City of Dunwoody police departments. These base cost estimates were department-specific; that is, they did not include general fund administrative costs, startup cost, replacement capital costs, or facilities costs.

For the final estimates, the research team estimated startup costs, replacement capital costs, and facilities costs based on the low-end and high-end estimates of the number of needed officers for these scenarios. The team also estimated facilities costs.

For the low-end cost estimate, the research team used the International Association of Chiefs of Police staffing method to estimate the number of officers needed to provide adequate response to service calls. This staffing estimate was combined with a cost per officer based on an adjusted cost per officer in the DCPD.

For the high-end cost estimate, the number of officers needed was calculated based on the estimate of the percentage of the DCPD uniform division workload that was found to be attributed to responding to calls for service in the Stonecrest area. This staffing estimate was combined with a cost per officer in the Dunwoody Police Department.

Table 1. Range of Total Annual Departmental Cost Estimates

Low-End Cost Estimate	\$7,938,855
Mid-Range Cost Estimate	\$11,459,145
High-End Cost Estimate	\$15,400,874

The research team also estimated the amount of net new revenue that a Stonecrest Municipal/Traffic Court could generate.

Table 2. Stonecrest Traffic Court Net Revenue

Estimated Revenue	\$872,837
Estimated Expenses	\$557,219
Net Revenue from Municipal Court	\$315,618

Finally, Institute of Government researchers estimated the real property tax millage rate that would need to be levied to generate the additional revenue needed to support the range of service delivery options and costs. This analysis represents the impact on taxpayers of providing a municipal police force. Note that the city may choose to generate the needed revenue in any number of ways, so the millage rates identified are for illustration purposes only. For example, if the insurance premiums tax funds collected by the city are used to support police services, the property tax revenue needed would decrease accordingly. Given the total cost of a police department, however, the city would likely need to levy a property tax of some amount.

Table 3. Millage Rate Needed to Generate the Revenue to Support a Stonecrest Police Department

	City Millage Rate Needed
Low Cost Additional Revenue Need	4.92
Middle Cost Additional Revenue Need	7.191
High Cost Additional Revenue Need	9.735

If the city chose to withdraw from the county special police services district, the special district millage rate of 4.775 would no longer be levied. The city could impose a property tax to fund the department. Keep in mind that in DeKalb County, although the county millage rate and a municipal millage rate operate in the same way, they can generate different amounts of revenue when levied on the same property. This is due to residential homestead tax exemptions that only apply to county property taxes. Thus, the municipal millage rates above would generate more revenue than equivalent county rates imposed in the same area. If the insurance premiums tax funds collected by the city are used to support police services, the property tax revenue needed would decrease accordingly.

A Stonecrest police force may not be as large or provide the same specialized services and skills as the DCPD force currently servicing the city. Such a force would likely require more revenue than if the city goes with the low-cost service option.

In recent years, new cities that have established their own municipal police departments in DeKalb County (e.g., Brookhaven and particularly Dunwoody) tend to spend more liberally on their respective forces than has DeKalb County. The higher cost-per-officer figures for these cities suggests they have recruited and hired more experienced officers to establish and maintain a high-quality police force. The entrance of the City of Stonecrest into the already tight market for experienced police officers would likely be a challenge.

Finally, the report identifies a number of benefits of providing police services in-house.

Background

In the spring of 2020, the City of Stonecrest engaged with the University of Georgia’s Carl Vinson Institute of Government to explore the issues, challenges, and potential benefits and costs of the city providing police service in-house. This report explores current trends, standards, and best-practices associated with planning for and establishing a local government policing service provision. This research examines the characteristics of the policing services

currently provided by DeKalb County as well as the costs associated with establishing a police department within the jurisdiction of the City of Stonecrest. Specifically, this research involved

- analyzing the nature of service arrangements with DeKalb County for law enforcement,
- identifying an appropriate size for a City of Stonecrest police department based on an approximated level of service and current provision by DeKalb County Police Department (DCPD), and
- calculating the costs associated with providing a police force of the size estimated.

When the City of Stonecrest was incorporated in November 2016, it chose not to establish its own police department. Legislative provisions enable the city to have police services provided by the DeKalb County, specifically by the DCPD. These provisions (outlined in local legislation creating special service and tax districts within DeKalb County) set forth two types of police services: basic and non-basic.¹ Basic services include the uniform division, traffic units, park patrol, and criminal and crime scene investigations. Non-basic services include SWAT, K-9, bomb squad, gang and drug task forces, and emergency management. Cities in DeKalb County can choose to receive basic, non-basic, or both types of services. Currently, the City of Stonecrest receives both basic and non-basic services from the DCPD.

The DeKalb special district legislation also established special service districts for all the cities in DeKalb and for the unincorporated area and defined how a millage rate would be set in each special service district to pay for police services provided by DeKalb County. Finally, the special district legislation allows municipalities to decline any of the defined services and to have its millage rate adjusted in accordance.

This report estimates the value of the current provision of police services by the DCPD and explores the costs associated with establishing a Stonecrest police department.

Approach to the Study

The Institute of Government research team used the following research methods to investigate current and ideal departmental organization and operations:

- Stakeholder interviews with City of Stonecrest personnel, DeKalb County Police Department command staff, DeKalb County E911 personnel, and additional subject matter experts
- Identification of the characteristics of comparable units of government to be used for benchmarking capital and operational needs for local government policing services

¹ See House Bill 1508, adopted by the Georgia General Assembly in 2010.

- Standardized examples based on best practices and standards from the International City/County Management Association and International Association of Chiefs of Police
- Reviews of professional and academic literature illustrating specific methods of calculating operational and capital needs associated with establishing local government-based policing services

Because each local government has a distinct culture, governing environment, and orientation of service and strategic priorities, no one-size-fits-all approach for planning, organizing, and developing services can be used.² Therefore, this report identifies several best practices and principles that Stonecrest leaders can consider when making decisions regarding operational investment, organizational schematics, and operations for the establishment of policing services. Estimations of optimal department size and related costs are provided.

PRELIMINARY CONSIDERATIONS

Level of Service

Currently, the City of Stonecrest receives both basic and non-basic police services from DeKalb County. Some of these non-basic services may not be necessary for the City of Stonecrest to deliver the style and level of police services desired by residents.

Capital and Operational Expenditures

With DeKalb County providing policing services, the City of Stonecrest is currently not financially responsible for managing human resources, risk management (liability), purchasing, fleet management, and other similar operational areas. Thus, these factors are included in the analysis.

E911 Operations

The research team assumed that if Stonecrest were to establish a municipal police force, the current operational interaction with the DeKalb County E911 center would continue. Based on discussions with the E911 director, an additional dedicated E911 operator would be needed. The Stonecrest police department would continue to have access to the recording system, computer-aided dispatch system, radio network, E911 personnel, the Georgia Crime Information Center, and the other services provided by the DeKalb County E911 center.

Risk Management

The establishment of a Stonecrest police department would also entail some additional risk management services. The Institute research team considered the liability associated with the addition of employees responsible for carrying and using service weapons, the potential for these employees to become injured (workers' compensation), the operation of city-owned motor

² Gregory Streib. 2003. Applying decision-making in local government. In Douglas Watson and Wendy Hassett (Eds.), *Local Government Management: Current Issues and Best Practices* (pp. 322–333). Armonk, NY: American Society for Public Administration.

vehicles, legal actions associated with violation of rights, property damage, prisoner transfers, and accidents.

Importance of Staffing Levels

Objective methods of establishing, organizing, and managing policing operations are designed to maximize police efficiencies and effectiveness. The key is to match resources to needs so that the jurisdiction neither expends too little nor too much on police services.

Because policing is a highly labor-intensive activity, the management of policing resources tends to focus on appropriate staffing levels. This analysis centers on the traditional method of policing that employs standard patrol units, response to calls, and the more commonly accepted measurements of performance.

Note that other models of service provision such as problem-oriented policing or community policing may require different staffing levels. These policing models use different benchmarks to assess overall performance and can also vary with regard to needed capital expenditures, such as for vehicles and facilities. This study does not attempt to cost out policing services under these alternative models.

Estimating the Costs of a Municipal Police Department

The Institute of Government research team used two methods to estimate the cost of operating a police force in the City of Stonecrest: one based on a share of the DCPD workload, and another based on a cost per officer needed.

The first method focuses on the share of DCPD resources that are consumed in the Stonecrest area. Specifically, the research team calculated current total expenditures being made by the DCPD in the Stonecrest area. The researchers used service call data to estimate the share of the DCPD workload in this area.

The second method uses some of the same underlying service call data. Instead of directly allocating DCPD expenditures, for this method the research team first estimated the number of sworn officers needed in the Stonecrest service area and then calculated a cost per officer to arrive at a total cost estimate. Because this method begins with an estimate of the number of officers needed and then applies this officer count to a variety of cost-per-officer metrics, it requires a build-a-budget approach.

Estimating the cost of establishing and operating a proposed Stonecrest Police Department using this approach involves the following steps:

- Estimating the number of sworn officers needed to serve the city

- The Institute research team relied primarily on the workload method originally set forth by the International Association of Chiefs of Police. The key data needed for this method are E911 calls for law enforcement services.
- Estimating the operational costs per officer and total department operational costs
- Estimating startup capital costs per officer and total department startup costs
- Estimating facilities needs per employee and total facilities costs

METHOD 1: SHARE OF THE DCPD WORKLOAD AND COST

DeKalb County 911 supplied nine months of geocoded service call data for this analysis. These data were then extrapolated to 12 months to arrive at an estimate of annual service call counts. DeKalb County also supplied the actual amount of time spent by patrol officers on service calls.

Note that the workload approach is designed to identify the number of officers needed to provide patrol services only. For other staffing needs, such as for administration, criminal investigations, internal affairs, evidence management, training, and crime scene investigation, the Institute research team used a range of proportions of patrol staffing to estimate the number of support staff needed.

Tasks and Assumptions of the Share of the DCPD Workload Method

To identify the share of the DCPD workload that occurred in the Stonecrest area, Institute researchers examined both service requests and caseload data. (Note that a small percentage of these data did not include sufficient location information to allow for an allocation of the workload share to specific areas.)

In preparation for the workload analysis, the research team

- collected both service call and case/activity data from the DCPD/E911,
- worked with the DCPD to identify an appropriate way to translate case/service call data into meaningful workload measures,
- identified approximately 90 service call codes that tend to be associated with more serious incidents, and
- had DCPD division managers rate each of these codes/call types for the amount of resources each would likely require. From this rating process the more serious calls were assigned weights for use in an assessment of the police service workload.

Service Calls/Incidents and Resource Demands Analysis Assumptions

When analyzing service calls and associated resource demands, Institute of Government researchers made the following assumptions:

- The workload and resource demand on the Uniform Division generally reflect the distribution of service calls among the various service jurisdictions.

- The workload and resource demand on the Criminal Investigations Division and the Crime Scene and Intelligence Units generally reflect the distribution of more serious incidents or service calls.
- The workload and resource demand on the special service units generally reflect the distribution of incidents.
- Because the Uniform Division is responsible for investigation of property crimes, some portion of the workload and resource demands on this division are reflected in the distribution of more serious incidents or service calls.
- The workload and resource demand on all other units of the DCPD (administration, support, training and recruiting, permits, and records) reflect the workload and resource demands placed on the direct services divisions, i.e., Uniform, CID, and special services units, in proportion to the expenditures made by these units.

Identifying the Workload of the Criminal Investigations Division and Associated Units

The allocation of the workload of criminal investigations is based on the distribution of the weighted serious service calls to the areas of interest. While the CID includes some special service units such as Narcotics, Gangs, and a K-9 unit, the geographical information about the location of these units' services was not detailed enough to allow the research team to allocate specific services, events, or activities to specific jurisdictions, such as Stonecrest. Consequently, these activities are considered part of the overall workload of the CID and are allocated to Stonecrest based on the distribution of service calls weighted for their level of seriousness.

Identifying the Workload of the Uniform Division

Because the Uniform Division performs some criminal investigations, its workload would best be measured through a combination of the overall number of service call requests and the number of more serious calls for service, which would likely demand the services of a criminal investigator.³ The research team assumed that the workload weight for general service calls versus more serious service calls would generally track the distribution of general uniform officers to officers and staff assigned to criminal investigations. According to the DCPD, the Uniform Division has a total of 349 officers, 38 of which are detectives. These numbers do not include supervisors. The division has four investigative aides (one for each precinct investigative unit). Based on these figures, the criminal investigations workload represents approximately 12% of the total workload for the Uniform Division. Based on this estimate, the

³ The precincts investigate all robbery events, including pedestrian, residential, and commercial types. Precinct detectives also investigate all burglary events, commercial, residential or other. Precinct detectives are assigned a variety of additional cases. Precinct detectives are assigned entering auto, felony shoplifting, all elder abuse cases involving theft/fraud, felony theft, identity theft (suspect known or alleged), forgery/fraud, trailer theft, auto theft if the vehicle was taken by deception or conversion, vehicle thefts involving motors less than 49cc, located or found property, felony criminal damage, misdemeanor criminal damage if the suspect is known, and domestic events if property is damaged.

Institute research team established a weight of 7.3 for general service calls and a weight of 1 for more serious service calls.

Identifying the Workload of the Special Units

The Special Operations Division includes a Bomb Unit, an SO-K9 Unit, a SWAT Unit, and an Aerial Unit. DCPD data show the locations of the services, events, and activities of these units. To the degree possible, Institute of Government researchers geocoded these services, events, and activities and determined how many fell within the Stonecrest area, with a couple of adjustments necessary. First, because some of resources used by the Aerial Unit come from the general fund, these costs were added to the Aerial Unit expenditures and subtracted from the general fund reimbursement amount. Second, the Bomb Unit's services were primarily provided to either the City of Atlanta (to sweep the Mercedes-Benz Stadium) or to DeKalb County in its general countywide governance capacity (to sweep the locations where the DeKalb Board of Commissioners met); thus, the research team decided to treat the Bomb Unit services as a general support service.

Based on these assumptions, the research team allocated shares of the key police services expenditures to the Stonecrest service area under two conditions:

1. The provision of the full set of services that the DCPD currently provides to the Stonecrest area
2. The provision of a basic set of services that excludes the following service units: ⁴ Bomb, SWAT, Aerial within Special Operations, K-9, Aerial outside of Special Operations, and Homeland Security

Estimate of Full-Service Stonecrest Police Service Expenditures

Table 4 shows the shares of the DCPD police service units' workload allocated to the Stonecrest area.⁵

⁴ Note that the division of the full set of services and that of a basic set of services outlined in this analysis differs in part from the delineation of basic and non-basic services set out in the special district legislation. This is the case for a couple of reasons: (1) the expenditure data available did not allow for a clear allocation of basic and non-basic, and (2) some of the service units included in what at face value appears to be a non-basic service within the existing budget documents (e.g., certain traffic enforcement services and permit issuance) would likely be essential to a City of Stonecrest police department.

⁵ Note that in this analysis, both the Bomb Unit and Homeland Security are included as part of the support expenditures for the direct police service units. As such, a share of these support expenditures is allocated to the direct service units in proportion to direct service unit expenditures.

Table 4. Estimated Percentage of DCPD Resources Stonecrest Utilizes

Uniform Services	SWAT	K-9	Aerial	Criminal Investigations, Crime Scene, Intelligence
12.98%	3.64%	12.41%	13.57%	14.00%

Table 5 presents expenditure estimates for the provision of police services in the Stonecrest area. These estimates were generated by applying the percentages in Table 4 to both the direct and indirect expenditures (according to the assumptions discussed above).

Table 5. Stonecrest Police Services Expenditure Estimates

Type of Expenditure	Amount
Criminal Investigations, Crime Scene, Intelligence	\$2,683,336
Uniform Division	\$9,916,660
Special Operation Units	\$579,686
SWAT	\$99,596
K-9	\$185,447
Aerial	\$294,643
Grand Total	\$13,179,682

Estimate of Basic Stonecrest Police Service Expenditures

Table 6 shows that with a more limited set of services, Stonecrest would be able to operate a police department with expenditures of nearly \$800,000 less than in the case of full-service police operations.

Table 6. Stonecrest Basic Police Services Expenditure Estimates

Type of Expenditure	Amount
Criminal Investigations, Crime Scene, Intelligence	\$2,643,134
Uniform Division	\$9,768,088
Total	\$12,411,222

METHOD 2: BUILT BUDGETS: COST PER OFFICER METHODS

The analysis in the previous section used DCPD expenditure data, which includes all costs (except facility costs), to estimate the full cost of operating a police department designed to service the City of Stonecrest. The analysis in this section takes a build-a-budget approach, starting with estimates of the number of police officers needed and applying various cost estimates per officer. Note that these estimates are for police operations only and do not include

general fund administrative costs and capital costs. The analysis encompasses costs estimates from other jurisdictions in DeKalb County as well as revisiting the DCPD expenditures after adjusting for administrative costs and capital costs.

The following methods were used to estimate the number of police officers needed to serve the Stonecrest area:

- Officer need estimate made by applying the International Association of Chiefs of Police (IACP) staffing methodology to service call data
- Officer need based on Stonecrest's share of the DCPD service area population applied to the DCPD's full-service officer count
- Officer need based on Stonecrest's share of the DCPD service area population applied to the DCPD's basic-service officer count
- Officer need based on Stonecrest's share of the DCPD Uniform Division's resources applied to the DCPD's full-service officer count
- Officer need based on Stonecrest's share of the DCPD Uniform Division's resources applied to the DCPD's basic-service officer count

International Association of Chiefs of Police Staffing Methodology

According to studies conducted by the IACP, one-third of an officer's time should be spent handling calls for service, one-third on preventative patrol, and the final third on planning, reporting, investigation, administration, and court time needed to have an effective and efficient force. In addition to responding to calls for service, the methodology also accounts for the time required for arresting and booking suspects, with greater weight given to arrests for more serious crimes.

According to the IACP, officers spend an average of 45 minutes (or .75 hours) per call. Based on the DeKalb County E911 data, the average officer time spent per call in the Stonecrest area was 37 minutes, which is comparable to the 45-minute IACP average. Nevertheless, as with all 911 call statistics, the accuracy of reported data and the actual time that officers spend responding to service calls or service needs is uncertain. Consequently, the Institute team used three approaches to address potential anomalies in the service call data: The analysis in Table 7 uses the reported time spent on calls in the Stonecrest area to estimate the need for officers. Table 8 uses the IACP estimated average time on service calls and the reported number of service calls to estimate the need for officers. Table 9 uses the average reported service call need among Stonecrest residents (i.e., 1 call per capita) combined with the IACP estimated average time on service calls to estimate the need for officers.

A total of 2,920 hours is required to staff one basic one-officer patrol unit for one year (8 hours a day × 365 days). Because no one works every day, a relief factor is used to account for days an officer would be unavailable due to things such as days off, sick days, vacation, training, and

court days. The analyses in Tables 7–9 use a relief factor of 1.84, which is based on a review of average police department personnel benefits conducted by the IACP.

Finally, the estimates are adjusted to include law enforcement officers in supervisory roles as well as administrators, crime analysts, and criminal investigators.

Table 7. Service Call Reported Time Analysis: Estimate Based on Reported Time Spent on Calls in the Stonecrest Area

Annual Calls	38,989
Time Spent on Calls in Hours	24,044
Divided by 2,920 to Convert to Officers	8.23
Multiplied by 3 to Account for Administration and Other Tasks	24.7
Multiplied by 1.84 to Account for Days Off	45.5
Inflated by 10% for Supervisors	50.0
Inflated by 15% for Administration & Investigations	57.5

Table 8. Service Call Analysis: Estimate Based on the Number of Calls x National Average of Time Spent per Call

Annual Calls	38,989
Estimated Time Spent on Service Calls in Hours @ 45 Minutes per Call	29,242
Divided by 2,920 to Convert to Officers	10.01
Multiplied by 3 to Account for Administration and Other Tasks	30.0
Multiplied by 1.84 to Account for Days Off, etc.	55.3
Inflated by 10% for Supervisors	60.8
Inflated by 15% for Administration & Investigations	69.9

Table 9. Average Calls Per Resident Analysis

	Analysis Assuming 1 Call Per Resident with 50,190 Residents
Estimated Annual Calls	50,190
Multiplied by .75 of an Hour	37,643
Multiplied by 3 to Account for 1/3 of Time Spent on Calls	112,928
Divided by 2,920 to Convert to Officers	38.7
Multiplied by 1.84 to Account for Days Off	71.2
Inflated by 10% for Supervisors	78.3
Inflated by 15% for Administration & Investigations	90.0

Officer Counts Based on Proportionate Share of DCPD Officers

Full versus Basic Services

This section reports officer need estimates based on the current count of DCPD officers. Also included is an estimate of the number of officers DCPD employs in providing a basic level of service, exclusive of some of the more specialized service units that the City of Stonecrest may choose not to include in a police services package.

Table 10 shows the calculation used to sum expenditures made by specialized units of the DCPD. These expenditures, including related indirect costs, are excluded from the total DCPD expenditures, and the percentage of total expenditures represented by expenditures on basic services is applied to the DCPD officer count to derive an estimate of the number of officers employed in delivering basic police services.

Table 10. Calculation of Estimate of Number of DCPD Officers Providing Basic Services

Item	Amount
Bomb	\$787,367.21
SWAT	\$2,035,275.82
Aerial within Special Operations	\$715,737.63
K-9	\$1,110,561.31
Aerial Outside of Special Operations	\$897,584.02
Homeland Security	\$740,399.79
Total Special Services	\$6,286,925.78
Special Services as % of Direct Services	0.082966063
Total Direct Services	\$75,777,077.59
Total Indirect (Minus Admin GF Charge)	\$16,393,019.13
Special Services Share of Indirect	\$1,360,064.26
Total Special Services Adjustment	\$7,646,990.04
Special Services as % of Direct Services	7.50%
Estimated Officers Supplying Basic Services	662.8

Officer Count Estimates Based on Population

Table 11 shows the sworn officer count for a Stonecrest police department offering the full set of services if the city employed police officers in proportion to its share of the DCPD service area population. Table 12 shows the same analysis if Stonecrest were to offer only basic police service.

Table 11. Officer Estimate Based on Population Share of Full-Service DCPD Staffing

DCPD Officers	716.5
Stonecrest Share of Population	10.46%
Officer Estimate	75

Table 12. Officer Estimate Based on Population Share of Basic Service DCPD Staffing

DCPD Officers	662.8
Stonecrest Share of Population	10.46%
Officer Estimate	69

Tables 13 and 14 show officer estimates based on resources currently expended in the Stonecrest area by DCPD. Table 13 shows estimates for a full-service department, and Table 14 shows the basic service scenario.

Table 13. Officer Estimate Based on Stonecrest's Resource Demands on DCPD's Uniform Division (Full Service)

DCPD Officers	716.5
Stonecrest Share of Uniform Resources	12.98%
Officer Estimate	93

Table 14. Officer Estimate Based on Stonecrest's Resource Demands on DCPD's Uniform Division (Basic Service)

DCPD Officers	662.8
Stonecrest Share of Uniform Resources	12.98%
Officer Estimate	86

Assessing the Estimates

The estimates of the number of officers needed in Stonecrest range from a low of 57.3 in the Table 7 analysis of actual time on service calls to a high of 93, based on Stonecrest's current resource demand. Despite being far lower than many other estimates, the Table 7 figure does not necessarily represent an understaffed department as a department of this size appears to meet IACP staffing standards.

Some of the higher staffing estimates are based on current DCPD practices and operations, reflecting staffing needs if the City of Stonecrest wants to maintain the same level and types of services that the area currently receives from the DCPD. Alternatively, Stonecrest could choose

not to provide some of the more specialized or non-basic services. Note that some of these specialized services (e.g., gangs and narcotics) cannot be entirely eliminated and a Stonecrest police force would likely need some officers who could provide some of these specialized services.

Note that there is no one number of officers that represents the exact number needed. Rather, local contextual issues often dictate the number that a community will require. Figure 1 presents contextual issues that have been cited as factors in staffing levels.

Figure 1. Contextual Factors that May Affect Police Staffing Levels

Variables
Efficiency and productivity
Crime rates and anticipated growth or decline
Job tasks/type of calls
Officer/population ratios
Mandatory minimums
Collective bargaining minimums
Shift distribution
Supervisory placement
Command staff need
Response time
Uncommitted time
Call volume
Estimates of future call volume
Technology
Organizational capability
Organizational ethic
Organizational vision and planning
Public pressure
Geographic issues
Community policing style

Source: A Performance-Based Approach to Police Staffing and Allocation, 2012.

One key issue likely to affect police staffing needs is the level of patrol services and traffic control Stonecrest city leaders would like to see on I-20, which cuts across the city.

Build-a-Budget Method: Police Operational Costs Per Officer – Including Operational Capital and General Fund Department Support

To estimate police operational expenditures for the proposed City of Stonecrest police force, the Institute of Government team used DCPD expenditure data for fiscal year (FY) 2018. The

dataset reflects regionally specific costs and competitive salary conditions, and includes capital and administrative costs that have been annualized. In many local government budgets, capital costs are not annualized. Capital costs tend to be lumpy (and therefore not captured in either a single year or even in multiple years of municipal budgets), making them difficult to predict. Based on the DCPD expenditure data, the research team estimated that the cost per employed officer was approximately \$142,321.73, which includes the cost of support staff, administration, equipment, vehicles, training, crime scene investigation capability, recruitment, and evidence management, as well as the specialized equipment used by the bomb, gang, aerial, SWAT, and narcotics units. It also includes the indirect charges to the department for services such as human resources, accounting, purchasing, finance, and the like that are provided by general fund departments.

No jail costs are included in this analysis, as it was assumed that a new city would not maintain its own jail and would enjoy a similar arrangement with the DeKalb County Sheriff as do other cities in the county. Municipal prisoners would only be those awaiting adjudication or serving a sentence imposed by the city’s municipal court.

Tables 15 and 16 present the low- and high-end estimates for a Stonecrest Police Department, respectively, based on the range of needed officer staffing.

Table 15. Low-End Cost Estimate

Estimate of Number of Officers Needed	58
Cost Per Sworn Officer	\$142,322
Estimated Annual Operational Cost	\$8,254,676

Table 16. High-End Cost Estimate

Estimate of Number of Officers Needed	93
Cost Per Sworn Officer	\$142,322
Estimated Annual Operational Cost	\$13,235,946

**Build-a-Budget Method: Police Operational Costs Per Officer
(Excluding Operational Capital and General Fund Department Support)**

Municipal police department budgets do not always incorporate operational capital costs or the indirect expenditures by administrative departments that support direct police services. This stripped-down approach to departmental budgeting can help leaders decide whether a city can afford a police department. For example, if the city already has the capacity to provide general fund administrative support to a newly established police department, any estimate that includes these costs would be an overestimate. Similarly, where a special-purpose local-option

sales tax (SPLOST) can be used to supply operational capital (in lieu of allocated funds in the operations budget for this capital), any inclusion of these capital costs would also represent an overestimate of the true cost of establishing a new police department.

To create a stripped-down cost estimate for Stonecrest, the Institute research team conducted a three-part analysis that combines the officer need estimates with three different per-officer cost estimates: one based on DCPD data and the other two based on costs for two cities in DeKalb County that have recently established their own police departments.

The first of these per officer cost estimates was derived from detailed adjustments to the DCPD expenditure data. Specifically, the research team calculated the percentage of the total budget that represented indirect support expenditures and operational capital expenditures. The calculations for these operations can be found in Appendix A. The other two per officer cost estimates were based on examination of the budget documents for the cities of Dunwoody and Brookhaven. The research team also communicated with the finance directors of these cities to confirm that capital costs and indirect charges to other general fund support departments were not part of the police departments' budgets.

By having three cost-per-officer figures, City of Stonecrest decision makers can better understand the underlying wage competition that drives these costs.⁶ Obviously, the city can staff a new police department in any number of ways with regard to officer experience, education, and skill level. More experience, of course, costs more.

DCPD Adjusted Per Officer Costs

Table 17. DCPD Adjusted Per Officer Costs

Nonadjusted Expenditures Per Officer	\$142,322
Adjustment for Indirect Cost Allocation	\$13,591
Adjustment for Replacement Capital	\$8,834
Adjusted Expenditures Per Officer	\$119,897

⁶ The research team examined the salary range for a basic patrol officer for several police departments in the Stonecrest area market. These are presented in Appendix B. These data do not show substantial differences in the starting salaries of beginning patrol officers. However, the per-officer cost differences identified above suggest that the City of Dunwoody is likely competing on quality and experience rather than hiring new police academy candidates.

Table 18. Dunwoody Expenditures Per Officer and Per Employee

Sworn Officers	64
Nonsworn Staff	14
2019 Amended Expenditures	\$9,511,756
Cost per Employee	\$121,946
Cost per Sworn Officer	\$148,621

Table 19. Brookhaven Expenditures Per Officer and Per Employee

Sworn Officers	74
Nonsworn Staff	14
2019 Adopted Expenditures	\$8,985,585
Cost per Employee	\$102,109
Cost per Sworn Officer	\$121,427

Based on these per-officer cost estimates, Tables 20 and 21 show, respectively, how the low-end and high-end officer need estimates translate into total departmental operations costs for the three jurisdictions.

Table 20. Low-End Cost Estimate – 58 Officers

Cost Basis	DeKalb County Police	Dunwoody Police	Brookhaven Police
Cost Per Sworn Officer	\$119,897	\$148,621	\$121,427
Estimated Annual Operational Cost	\$6,954,026	\$8,620,018	\$7,042,766

Table 21. High-End Cost Estimate – 93 Officers

Cost Basis	DeKalb County Police	Dunwoody Police	Brookhaven Police
Cost Per Sworn Officer	\$119,897	\$148,621	\$121,427
Estimated Annual Operational Cost	\$11,150,421	\$13,821,753	\$11,292,711

POLICE NONFACILITIES CAPITAL AND GENERAL STARTUP

If Stonecrest were to establish its own police force, it would need to equip the officers (vehicles, uniforms, firearms) and would incur some general startup costs for furniture, software, and miscellaneous equipment. Because the DCPD expenditure data used in the analysis in the Share

of DCPD Workload Method section of this report include nonfacility capital replacement costs, there would seem to be no need for a separate accounting of these costs.

While DeKalb County incorporates replacement capital into its operational budget, not all local governments do so. Documenting capital costs separately can be helpful when creating a budget, so the Institute research team explored two ways of doing so: (1) extracting capital costs from the DCPD expenditure data and (2) using the historical experience of two newly established police departments.

The calculation of per-officer replacement capital was addressed earlier in this report (and is calculated in Appendix A). While this calculation is useful, it may not include all the capital that a department needs when starting up, particularly capital for information technology and communications. While this method can provide a fair estimate of the ordinary capital costs for a patrol officer, it does not account for all items used by the more specialized police units such as crime scene investigations, evidence management, bomb units, and the like. Moreover, when establishing a new police department, the cost for capital may have a lifespan of five years and so would likely need to be financed. If so, the city would incur additional costs for interest on this debt.

To more thoroughly address the issues of startup capital, the research team examined the experience of newly established police departments.

Experience of Newly Established Police Departments

Although establishing a new police department is relatively rare, two cities in DeKalb County—Dunwoody and Brookhaven—have done so in the last 11 years. Table 22 shows the capital costs for police in these cities during their first year of operations. These costs for equipping a police officer include expenses such as a vehicle, furniture, radio, firearm, and other similar needs. The startup capital investment for a police department is calculated based on the average cost per officer. Because Dunwoody started its police department in 2009 and Brookhaven in 2013, the Institute researchers used the US Bureau of Labor Statistics Consumer Price Index to adjust these cities' expenditures to 2019 dollars. The per-officer costs for these two cities were then averaged and applied against the estimate of the number of officers needed for Stonecrest based on the workload analysis in the previous section to arrive at a total officer police capital cost estimate.

Police capital costs and general startup costs figured per capita for the study area were added together and assumed to be financed over five years on similar terms to those used by Dunwoody to finance these same expenses.

Table 22. Estimation of Startup Capital Costs Per Officer

City and Fiscal Year Budget	Budget	Cost Per Officer
Dunwoody – FY 2009 Police Start-up	\$2,674,000	\$66,850
Dunwoody Inflation Adjusted Cost Per Officer		\$81,361
Brookhaven – FYs 2013 & 2014 Police Start-up	\$2,821,824	\$49,506
Brookhaven Inflation Adjusted Cost per Officer		\$55,245
Average Startup Capital Costs Per Office (inflation adjusted to Dec. 2019)		\$68,303

Table 23. Low-End and High-End Startup Capital Cost Estimates⁷

	Low Cost	High Cost
Number of Officers Estimated for Study Area	58	93
Study Area Expenditure Estimate	\$3,961,574	\$6,352,179
Amortized over 5 Years at 2.26% Interest Rate	\$838,669	\$1,344,761

FACILITIES COSTS

To estimate the cost of a police department facility, the Institute research team first determined the amount of square footage needed per officer and other employees. The researchers assumed that the proposed department would employ additional nonsworn staff to support the work of the department and that these nonsworn employees would represent approximately 20% of the sworn officers employed.

Local governments typically allocate between 125 and 225 square feet per employee. Police departments tend to be on the lower end of this estimate because officers work in shifts and most spend at least part of their shifts in vehicles. However, police departments must have meeting space and evidence and records storage as well as interview rooms. Thus, the Institute research team used 150 square feet per employee as the basis for facility cost estimates.

⁷ The City of Dunwoody had 40 officers in 2009 per the city’s FYs 2009 and 2010 comprehensive annual financial reports (CAFRs). Source for budget: Dunwoody financial reports and confirmed with the city’s Finance Office. The City of Brookhaven had 57 officers in 2013 per the city’s FY 2015 CAFR. Source for budget: Brookhaven FY 2016 budget. Capital expenses for FYs 2013 and 2014 are summed because of the significant capital expenditures in 2014, reflecting a continued investment in startup costs. This interest rate was quoted by the Georgia Municipal Association’s Financing Unit 2.26% with standard disclaimer on February 6, 2020.

A survey of the asking rent for lease space in the study area showed a range, with many available office buildings running between \$12 and \$20 per square foot per year and a median of \$13 to \$15. Tables 14 and 15 show facilities cost estimates using a \$14 per square foot yearly rental cost. Note that the City of Stonecrest may already have a facility that could be used by a police department, or it may choose to build such a facility rather than lease one. However, the estimated lease cost is still useful as it shows the opportunity cost that the government would incur if it were to already have a facility, that is, the uncollected rent value of not leasing out (or selling) such a facility. Similarly, while the government may eventually build its own facility, such an option is typically not possible during the first few years of operation of a new department. During this time, the government would likely need to rent. Finally, lease costs tend to be fairly closely related to the cost of ownership, so they represent a simplified and easily annualized cost measure that can be easily integrated with the other annualized expenditures estimated in the analyses.

Table 24. Low-End Estimate of Facility Costs

Estimated Sworn Officers	58
Estimated Nonsworn	11.6
Total Staff	69.6
Square Feet Per Employee	150
Annual Cost Per Square Foot	\$14.00
Estimated Annual Cost for Facility	\$146,160

Table 25. High-End Estimate of Facility Costs

Estimated Sworn Officers	93
Estimated Nonsworn	18.6
Total Staff	111.6
Square Feet Per Employee	150
Annual Cost Per Square Foot	\$14.00
Estimated Annual Cost for Facility	\$234,360

Total Departmental Costs: All Methods

Tables 26 and 27 present total departmental cost estimates based on a minimum of 58 officers and a maximum of 93 officers. For comparison purposes, the research team also adjusted the cost estimate derived from the share of DCPD workload (exclusive of general fund indirect costs, but including DCPD’s replacement capital) method to provide an estimate using this method that is equivalent to the ‘build a budget’ methods. In this analysis, the research team used the basic services (rather than full services) estimated cost.

The low-cost estimate is based on the operational DCPD cost per officer, exclusive of capital and general fund administrative costs. The high-cost estimate is based on the Dunwoody Police Department’s cost per officer.

Table 26. Total Costs: Low-End Cost Estimate – Build-a-Budget Method

Operational Cost Estimate (58 Officers)	\$6,954,026
Estimated Annual Cost for Facility	\$146,160
Annualized Start-up Capital	\$838,669
Total Estimated Cost	\$7,938,855

Table 27. Total Costs: High-End Cost Estimate – Build-a-Budget Method

Operational Cost Estimate (93 Officers)	\$13,821,753
Estimated Annual Cost for Facility	\$234,360
Annualized Startup Capital	\$1,344,761
Total Estimated Cost	\$15,400,874

Estimate of an Equivalent Department-Only Cost Estimate Based on the Share of DCPD Expenditures Method

To derive an equivalent department-only cost estimate using the Share of DCPD Expenditures Method, the Institute research team had to make two adjustments: (1) an adjustment for the fact that this method uses expenditure data that include indirect costs for the services of general fund departments such as human resources (HR), finance, purchasing, risk management, and the like, and (2) an adjustment for the fact that the data used for this method do not include facilities costs as these facilities are already built.

Adjustment of General Fund Administrative Costs

An analysis of the DCPD expenditure data found that about 9.55% of total DCPD expenditures were made in support the of general fund indirect administrative costs. This translates to approximately \$13,591 per officer. Based on an officer estimation of 86 (assuming a basic level of service and the workload analysis proportion of the Uniform Division’s resources, see Table 14 for details), the Institute research team calculated an adjustment of general fund administrative costs of \$1,168,826.

Adjustment for Facilities Cost

Using the same assumption about the number of officers, the facility cost estimate calculation is presented in Table 28.

Table 28. DCPD Share Method – Facility Costs

Estimated Sworn	86
Estimated Nonsworn	17.2
Total Staff	103.2
Square Feet Per Employee	150
Annual Cost Per Square Foot	\$14.00
Estimated Annual Cost for Facility	\$216,720

Finally, Table 29 presents a total estimate for department-only, basic service level cost using the DCPD share of resources method can be calculated as shown in.

Table 29. Total Cost Estimate for Adjusted DCPD Share Method

Cost of Service Inclusive of GF Admin. Costs	\$12,411,223
Adjustment for GF Indirect Cost Allocation	(\$1,168,798)
Subtotal	\$11,242,425
Annual Facility Cost	\$216,720
Total Estimated Cost	\$11,459,145

Because the total cost estimate for the adjusted DCPD share method is in between the low- and high-cost estimate, it is referred to as the mid-range estimate.

Table 30. Range of Annual Total Departmental Cost Estimates

Low-End Cost Estimate	\$7,938,855
Mid-Range Cost Estimate	\$11,459,145
High-End Cost Estimate	\$15,400,874

Revenues

The City of Stonecrest collects revenue from a variety of sources, most of which could potentially be used to support a new police department. However, given that these revenue sources are already being spent for services other than police, the city would likely need to collect additional revenue to support a police department. While Stonecrest could choose to raise revenue needed for a police department from any variety of taxes, fees, charges, and permits, for the purposes of this study, the research team focused on two potential revenue sources: traffic court fines and property taxes. The city may be able to collect some revenue through police-specific charges and fees (e.g., for background checks, fingerprinting, etc.), but

these revenue sources generally collect only small amounts of money and depend on ordinances that the city has not yet passed.

STATE COURT -TRAFFIC COURT

A local government’s revenue collection for traffic citations is directly tied to police enforcement of traffic laws. The workload of DeKalb County’s Traffic Court is linked to the number of moving violations tickets that county police issue. Because the exact location of every ticket is unknown (and therefore associated revenues and expenditures), the research team looked at percentages based on population. The City of Stonecrest represents 10.46% of the county’s population and thus 10.46% of the DCPD workload or 10.46% of revenue currently collected by DeKalb County Traffic Court (see Table 31).⁸ If Stonecrest were to provide its own police services, then an estimated \$872,837 in traffic court revenue would likely follow. These revenues, for the purposes of this study, are assumed to be collected by a City of Stonecrest traffic or municipal court.

Table 31. Stonecrest Traffic Court Revenue

Revenue	DeKalb	Stonecrest
Traffic Court Revenue	\$8,348,081	\$872,837

Using a similar method to calculate expenses, based on population, the annual cost of operating a traffic court would be approximately \$557,219. Thus, if Stonecrest were to provide its own police services and municipal court, the city would see an estimated net revenue gain of \$315,618 from traffic court.⁹

Table 32. Stonecrest Traffic Court Estimated Net Revenue

	Estimated Dollars
Revenue	\$872,837
Operating Expense	\$557,219
Traffic Court Net Revenue	\$315,618

MILLAGE RATE NEEDED TO GENERATE ADDITIONAL REVENUE TO SUPPORT A POLICE DEPARTMENT

To determine the amount of additional revenue that would be needed to finance a police department with low-end, high-end, and mid-range cost estimates, the research team first subtracted the anticipated net revenue from a City of Stonecrest traffic court (Table 32) from the

⁸ 50,189 / 480,023 = 10.46%. Includes the entire unincorporated area plus the cities of Tucker and Stonecrest.

cost estimates of each of these scenarios. Table 33 shows the additional revenue needed and the respective millage rates for each estimate.

Table 33. Additional Revenue Needed and Millage Rate Needed to Generate the Revenue

	Amount Needed To be Generated by a Property Tax	Mills Needed
Low Cost Additional Revenue Need	\$7,623,237	4.92
Middle Cost Additional Revenue Need	\$11,143,527	7.191
High Cost Additional Revenue Need	\$15,085,256	9.735

*Based on the 2019 City of Stonecrest Net M&O Digest on file with the Georgia Department of Revenue.

It is worthy of note that the City of Stonecrest began collecting insurance premiums taxes in 2019; prior to 2019, those funds had been used by DeKalb County to support police services in the city. According to the 2019 city budget, this amount of revenue was approximately \$3,820,000. Were the city to appropriate these funds toward police services, it could help reduce the property tax millage needed to fund police services.

Other Benefits of In-House Provision of Police Services

Cities that provide and operate their own police departments can potentially capture the following additional benefits:

- **The ability to strategically control and program police activities.** Be it community policing, hot spot crime containment, or enhanced traffic enforcement, cities that have their own police departments can typically respond rapidly to community demand for a particular style of law enforcement services. While the same level of control and style of programming can be obtained through a service contract with another government or agency, the city would typically need to have skills in contract development, management, and monitoring and enforcement of the contract terms. In most cases, these skills are rarer than basic organizational management skills.
- **The ability to set priorities and manage response times.** Cities that operate their own departments can more easily set operational policies such as demanding faster response times to certain types of calls for service.
- **The ability to manage human resources.** Cities providing their own services can set HR policies that more closely fit the needs and desires of the community. For example, they can demand a more educated police force and require particular types of training such as in the use of nonlethal conflict management techniques. Similarly, the city can work towards having a police force that is representative of the community demographics.

- **The ability to more efficiently benefit from fixed costs and use slack resources.** For many cities, indirect service costs for such things as purchasing, finance, payroll, and HR tend to be provisioned in a set amount of staffing for even a relatively small workload. For example, it may be necessary to employ a full-time payroll clerk in a city that has 100 employees. However, if this clerk could actually support payroll services for up to 175 employees, there are economies of scale to be captured by having a larger number of employees. In this case, a city would become more efficient in using indirect service resources by providing for an in-house police department. Similarly, if the city has unused space in a facility that cannot be rented out, having an in-house police force could potentially make effective use of this currently idle resource.
- **The ability to make synergetic use of resources through organizational development.** Some local governments have been able to achieve significant economies through innovative service delivery. For example, some communities have created public safety departments that provide for multiple services such as fire, police, and emergency medical services. Such organizational efficiencies can only be captured if the government is directly providing these services, particularly police services.

Conclusion

The City of Stonecrest can establish and maintain a police department for an annual cost somewhere between the low-end and mid-range estimates provided in this analysis. Such a police force, however, will not be as large or provide the same specialized services and skills as the DCPD, which currently services the Stonecrest area. To establish and maintain such a force will likely require additional funds.

The new cities in DeKalb County that have that have established their own municipal police forces (e.g., Brookhaven and particularly Dunwoody) have tended to spend more liberally than has DeKalb County on their respective forces. The higher cost-per-officer figures for these municipal police departments suggest these cities have recruited and hired more experienced officers to establish and maintain a higher quality police force. The entrance of the City of Stonecrest into the already tight market for high-quality police officers could be challenging.

Nevertheless, most cities in DeKalb County have chosen to provide these services in house, most likely for reason outlined in the previous section of this report. It may, therefore, make sense for Stonecrest to seek inclusion in the county non-basic police services special district. This option has been used by several other cities in DeKalb that wish to maintain access to DCPD specialized services.

Appendix A: Calculations of Adjustments to DCPD Expenditures for Replacement Capital and General Fund Indirect Cost Allocation

To calculate a per officer adjustment to the per officer cost estimate for the purposes of excluding replacement capital costs that are included in the DCPD budget, the research team examined the expenditures for capital item in the two largest DCPD divisions—Uniform and Criminal Investigations. Because replacement capital costs varied between these two a standardized per officer cost was calculated that took the proportional size of these two divisions into account.

Calculation of Replacement Capital Cost Adjustment

	Uniform Division	CID
551105 – Vehicle Replacement Charge	\$3,004,560	\$457,884
531101 – Operating Supplies	\$88,579	\$1,539
531107 – Uniforms & Clothing	\$575,550	\$27,932
531601 – Tools & Small Equipment	\$305,045	
Officers	426	79
Total Capital Cost	\$3,973,734	\$487,355
Generic Total	\$4,461,089	
Standardized Per Officer	\$8,833.84	

Per Officer Calculation of Adjustment for General Fund Indirect Cost Allocation

Admin Charges GF	\$9,737,721
DCPD Officers	716.5
Admin Charges GF per Officer	\$13,590.68

Appendix B. Budgeting for a Police Department

Base Salaries for Patrol Officers in Stonecrest Market Area

Cities

Year	Jurisdiction	Population	Job Title	Starting Salary	Maximum Salary	Pay Basis	Scheduled Hours	Full-Time Employees
2018	Clarkston	12,742	Patrol Officer, Police Department	19.00	25.00	Hourly	42	13
2018	Decatur	22,813	Patrol Officer, Police Department	20.93	34.31	Hourly	40	26
2018	Dunwoody	48,884	Patrol Officer, Police Department	19.78	29.67	Hourly	42	34
2018	Brookhaven	52,444	Patrol Officer, Police Department	20.39	32.62	Hourly	40	45
2018	Douglasville	33,252	Patrol Officer, Police Department	17.60	28.17	Hourly	40	42
2018	Conyers	15,919	Patrol Officer, Police Department	37,065.60 (17.82)	41,975.28	Annual	40	28

Counties

Year	Jurisdiction	Population	Job Title	Starting Salary	Maximum Salary	Pay Basis	Scheduled Hours	Full-Time Employees
2018	DeKalb	753,253	Patrol Officer, Police Department	19.68	30.51	Hourly	40	50
2018	Henry	225,813	Patrol Officer, Police Department	17.56	26.34	Hourly	40	124



CITY COUNCIL AGENDA ITEM

SUBJECT: Stonecrest Zoning Ordinance Update

ORDINANCE **POLICY** **STATUS REPORT**
 DISCUSSION ONLY **RESOLUTION** **OTHER**

Date Submitted: 09/22/20 **Work Section:9/22/20** **Council Meeting: 09/22/20**

SUBMITTED BY: Christopher Wheeler, Planning and Zoning Director.

PURPOSE: Give an update on zoning ordinance revisions and present preliminary draft recommendations.

HISTORY: This item was heard at the September 16th Planning Commission meeting. No action was taken

OPTIONS: No action is needed

RECOMMENDED ACTION: No action is needed

ATTACHMENTS:

- # 1 9/22/20 Zoning 101
- # 2 9/22/20 Needs Assessment
- # 3 9/22/20 Preliminary draft recommendation



Stonecrest Zoning Code Update: Needs Assessment and Options Briefing



Key Goals of Update

- Maintain the **character of the City’s existing neighborhoods** especially the large-lot residential and conservation areas in the Arabia Mountain Overlay District
- Enhance the **design quality** of new development citywide
- Support **multi-modal transportation** options and inter-parcel connections
- Create a more **“user-friendly” zoning code** that is accessible to both residents and developers, including an expanded definitions section and clearer use regulations
- Recognize the potential for **MARTA transit stations** as an opportunity to focus development
- Encourage higher density only as **mixed-use development** in the City’s centers, particularly at Mall site

Overview of Presented Options for Zoning Code Update

Create more “user friendly” Zoning Code

Integrate the new ordinances that were adopted by the City since incorporation, create a Table of Contents, and assure consistent structure of all sections.

Clarify specific design and architectural standards

Remove un-used or undesired districts including OIT, RLG, MHP and HR-1,2,3.

Align with the approved Comprehensive Plan

Update the zoning code with the most recent Future Land Use Categories

Consider potential government initiated rezonings to align with the Future Land Use Map.

Consolidate the mixed-use districts to align these districts with the appropriate future land use categories

Evaluate Overlays

Maintain the AMCOD and conservation areas of the City.

Adjust the uses allowed in the I-20 Overlay District to encourage the film industry.

Condense the Tiers of the Stonecrest Overlay to create clearer guidelines.

Assess Uses and Supplemental Regulations

Evaluate uses flagged by staff as issues or needing clarity

Create regulations for uses that are not addressed in the code but have been requested by business license applicants.

Create one-page guides for most challenging uses – personal care homes, child care

STONECREST

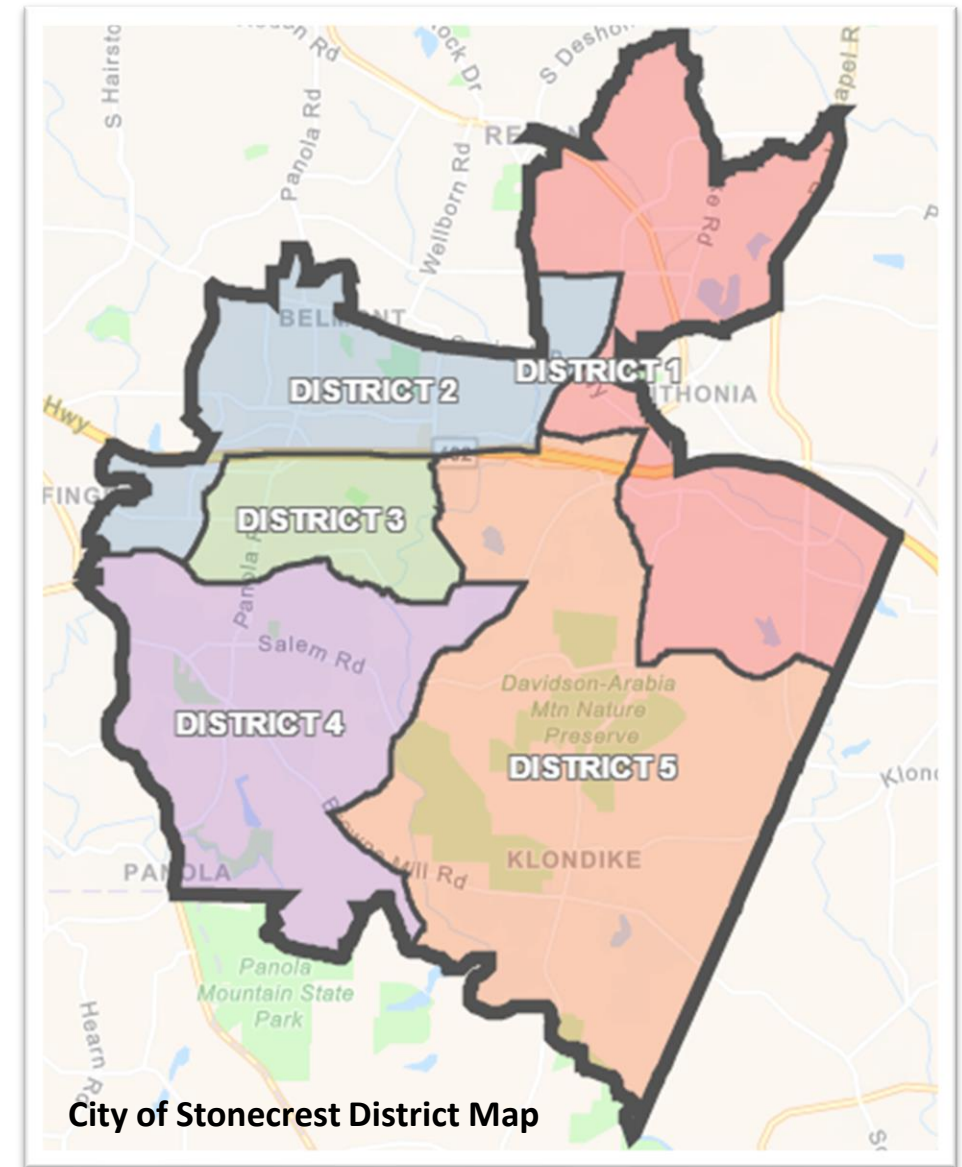


THE
COLLABORATIVE
FIRM

City of Stonecrest Zoning
Code Update: Draft
Recommendations Report

Recommendations Report Outline

1. Introduction
2. Zoning Districts Recommendations
3. Overlay Districts Recommendations
4. Uses and Supplement Regulations Recommendations
5. Site Design and Building Form Standards Recommendations
6. Recommendations Takeaways



Introduction

The City of Stonecrest incorporated in 2017 and adopted a modified version of the DeKalb County Zoning Code in order to aid in the transition. Thereafter the City conducted a planning process to create a Comprehensive Plan, which it adopted in 2019. The plan establishes a long-term vision and action plan for the future development of Stonecrest. To implement the plan, the City commissioned The Collaborative Firm (TCF) to update the current zoning code to reflect the aspirations of the citizens of Stonecrest as expressed in the Comprehensive Plan.

In order to ensure that the zoning code is updated to reflect the overall goals of the City, TCF conducted a series of working meetings with staff and reviewed a range of supporting documents, including the Comprehensive Plan, the DeKalb County Zoning Code, and the MARTA I-20 East Transit Plan. Information gained from these meetings and reviews contributed to a list of overall goals to consider throughout the update process.

An overarching goal that emerged was to ensure the zoning code supports development specific to the City but also protects established neighborhoods and residents. Additionally, Staff expressed a desire to create a more practical and accessible zoning code that outlines clear regulations for staff, applicants, and developers. These goals, in addition to some other more specific considerations, are listed below.

- Maintain the character of the City’s existing neighborhoods especially the large-lot residential and conservation areas in the Arabia Mountain Overlay District
- Enhance the design quality of new development citywide
- Support multi-modal transportation options and inter-parcel connections
- Create a more “user-friendly” zoning code that is accessible to both residents and developers, including an expanded definitions section
- Recognize the potential for MARTA transit stations as an opportunity to focus development
- Encourage higher density and mixed-use development in the City’s centers, particularly around Stonecrest Mall

A Needs and Options Assessment was completed based on the outlined goals. The Needs and Options Assessment presented several choices for revising the code and was reviewed by staff. Staff then provided direction to identify the most viable options and to guide the development of this Recommendations Report. The purpose of this report is to present specific recommendations that provide updates which align with the vision of the City.

Firstly, it is recommended that the entire zoning code is reviewed and updated with a consistent format that will make information easy to access and create a Table of Contents that can be easily updated. While updating the format, the firm will evaluate the arrangement of the articles and overall composition of the code. This revision process will also integrate several amendments that have been passed by the City since the adoption of the DeKalb County code. The firm will also provide administrative and user guides for amendments to ensure consistency in the future.

Another overall recommendation for the update is for the City to begin using Municode, an online database for maintaining City Codes. Many of the smaller Cities around Atlanta use this service and it has proven to help maintain a consistently updated code and provide easy online access to citizens.



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Zoning Districts Recommendations

After taking into consideration the current zoning map, existing uses on the ground as well as the goals outlined in the Comprehensive Plan, it appears that the City has been maintaining some un-used and undesired zoning districts. This is likely due to the direct adoption of the current code from Dekalb County, which addresses a much larger area and as a result requires more districts to meet land use needs. The City of Stonecrest is a more concentrated area, and therefore has the ability to focus in on more specific needs and manage the permitted uses of their districts more closely. Fewer zoning districts with more specific permitted uses and design requirements will make the code easier to use and more likely to meet City policy goals. As such, it is recommended that the City eliminate the following zoning districts from the code.

Commercial Districts Recommended to be Removed

- OIT – Office Intuitional Transitional
 - There are only 5 parcels in the City zoned OIT. These parcels can easily fit into other zoning districts that are appropriate for their current uses such as OI or OD, which guarantees that the elimination of this district will not result in new non-conforming uses.
 - The original intent of the District was to provide a commercial use in buildings no longer viable for residential use. The Comprehensive Plan focuses on redevelopment of properties to meet the specific character of the Stonecrest, which indicates that the intent of this district is not desired within the City.

Residential Districts Recommended to be Removed

- RLG – Residential Large Lot
 - There are no parcels with this zoning in the City.
 - The RNC, RE, and R-100 Districts are already prevalent in the City and more closely provide the Estate and Conservation Residential options that are preferred in the Comprehensive Plan. The City would prefer a rezoning to one of these choices rather than RLG.
- MHP – Mobile Home Park
 - There are no parcels with this zoning in the City.
 - There is one Mobile Home Park that is partially within the City Limits at 7062 Rogers Lake Rd, Lithonia, GA 30058. Current Zoning is M – Light Industrial.
 - Mobile Homes only received 0.2% of votes for preferred housing types according to the comprehensive plan and don't appear to be desired in the City.
- HR-1, HR-2 and HR-3 – High Density Residential
 - There are no parcels with these zonings in the City.
 - These zonings allow densities from 40-120 units/acre. The Comprehensive Plan indicates that this high of density is only desired in a mixed –use development that provides additional amenities **rather than a stand-alone** multi-family development.
 - The Mixed-Use Districts will still allow for the desired higher density development around Stonecrest Mall area.

Current Zoning Districts

Residential Single-Family Districts

RE - Residential Estate
RLG - Residential Large Lot
R-100 – Residential Large Lot
R-85 - Residential Medium Lot
R-75 - Residential Medium Lot
R-60 - Residential Small Lot
MHP - Mobile Home Park
RNC - Neighborhood Conservation

Medium/High-Density Residential Districts

RSM - Small Lot Residential Mix
MR-1 - Medium Density Residential
MR-2 - Medium Density Residential
HR-1 - High Density Residential
HR-2 - High Density Residential-2
HR-3 - High Density Residential-3

Mixed Use Districts

MU-1 - Mixed-Use Low Density
MU-2 - Mixed-Use Low-Medium Density
MU-3 - Mixed-Use Medium Density
MU-4 - Mixed-Use High Density
MU-5 - Mixed-Use Very High Density

Non-Residential Districts

NS - Neighborhood Shopping
C-1 - Local Commercial
C-2 - General Commercial
OD - Office-Distribution
OI - Office-Institutional
OIT - Office-Institutional-Transitional
M - Light Industrial
M-2 - Heavy Industrial

Zoning Districts Recommendations

Mixed-Use Districts

In addition to the Commercial and Residential Zoning Districts, the Mixed-Use Districts were also assessed. The Comprehensive Plan indicates that Stonecrest has a strong desire to cultivate more mixed-use development in the future. Currently, there are 5 mixed-use districts in the zoning code, but only one is represented in the City (MU-4). The current districts provide relatively small ranges of densities and little incentives to make them more attractive than the stand-alone multi-family options. It is recommended that the City condense these districts from 5 to 3. This simplification would give developers more flexibility when choosing to rezone to a mixed-use district. In addition, the new 3 mixed use districts would match up with the scales indicated by The Comprehensive Plan and shown on the Future Land Use Map. Creating consistency between the zoning code and future policy will provide clarity to staff and developers on the City’s goals for where these developments should be located.

Comprehensive Plan on Mixed-Use Density

- **Neighborhood Scale** – up to 24 units per an acre (pg. 149)
- **City Scale** – up to 60 units per an acre
- **Regional Scale** – up to 120 units per an acre (pg. 161)

In order to ensure high quality development, the code should be altered to ensure developers would be required to provide additional amenities to reach these maximum allowed densities. These amenities include enhanced open spaces, community gathering spaces, work-out facilities, and other attractive features.

Current Mixed-Use Districts	Density (units/acre)	Recommended Mixed-Use Districts	Proposed Density (units/acre)
MU-1	4-8	MU-1	4-12 (up to 24 units with bonus)
MU-2	8-12		
MU-3	12-24	MU-2	12-40 (up to 60 with bonus)
MU-4	24-40		
MU-5	40-60 (up to 120 with bonus)	MU-3	40-60 (up to 120 with bonus)

Remaining Zoning Districts

The remaining zoning districts were determined to be essential to the Stonecrest’s overall vision should be maintained in the code with minor adjustments. For example, references to other relevant sections of the code will be added in where applicable so that the user can easily maneuver through the different articles.

Further evaluation of the remaining zoning districts revealed that some of these categories are under utilized within the City. First, there are no parcels within the City zoned RNC – Neighborhood Conservation District, but this district closely aligns with the Comprehensive Plan’s emphasis on conservation and single family residential in the rural parts of the City, especially in the Arabia Mountain Overlay District. Staff noted that there was a recent rezoning to the RNC District that was approved by Council, which further highlights the desire for this type of use. As a result, it is recommended that the City allow this zoning district in additional Land Use Categories. See recommended revised matrix on page 6.

Another district that is under utilized is the NS – Neighborhood Shopping District. This district provides for low intensity commercial uses that are more compatible with a neighborhood setting, including grocery stores, dry cleaners, or other personal services. This zoning is designed to provide citizens with the services they most frequently use without changing the character of the neighborhood they reside in. There are several areas in the City that are designated on the Future Land Use Map as Neighborhood Centers that would be perfect candidates for this zoning district. One option to increase the prevalence of this districts is to consider some government-initiated rezoning. There are a few areas within the City that could benefit from this type of action, but it is important to consider the parcels current zoning and work closely with property owners to ensure support. This report provides an example of a potential area to be rezoned on the next page, however, it is recommended that this proposal be further evaluated and reviewed with property owners before any action takes place.

Zoning Districts Recommendations

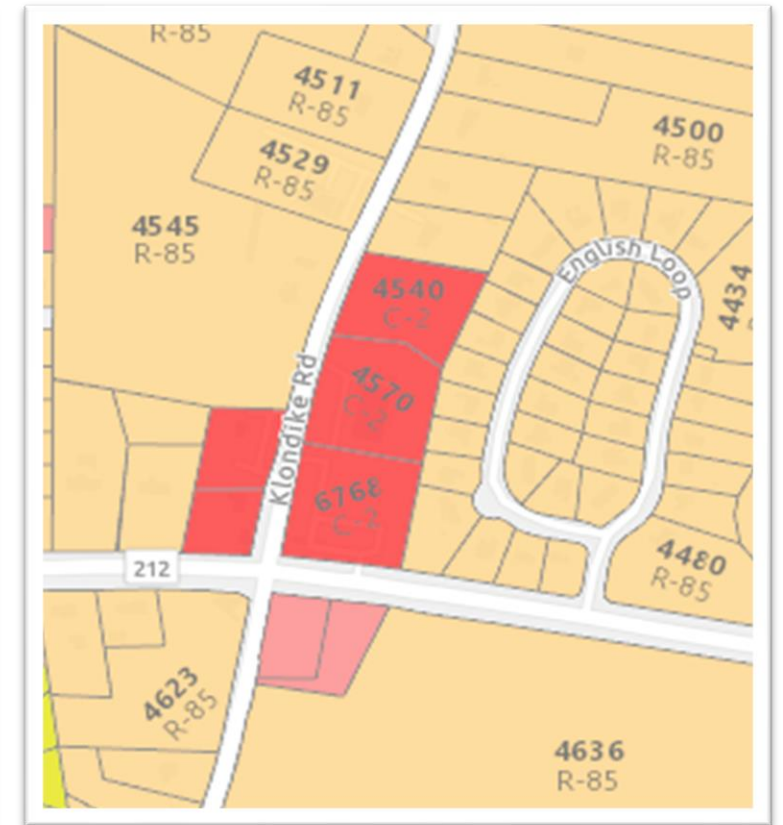
Recommended Government-Initiated Rezoning Example

The assessment identified several “mis-matches” between what the recently adopted Future Land Map shows for a parcel compared to what existing zoning allows. This is likely due to the recent adoption of the updated Comprehensive Plan, which evaluated the best and highest uses for the City moving forward. Governments may enable a property to be developed in accordance with the Comprehensive Plan by entitling it for the desired use via a “government-initiated rezoning”. For example, the intersection of Browns Mill Road and Klondike Road is designated as a Neighborhood Center (dark red) on the Future Land Use Map because it is located at a major intersection in a predominantly residential area. However, these parcels currently have the zonings of C-1 (light red), C-2 (bright red), and R-85 (light orange). According to the Neighborhood Center designation in the Comprehensive Plan, these parcels should be developed with personal services and small-scale retail needed by the community.

This would include businesses such as hairdressers, small groceries, markets, locally owned restaurants, and other low impact commercial uses. These uses more appropriately align with the NS – Neighborhood Shopping Zoning District. Additionally, this government-initiated rezoning would not likely negatively impact property owners. The uses allowed in NS are very similar to those in C-1 and C-2 just at a smaller scale and most these parcels are vacant or undeveloped. The developed parcels are a small box discount store and a gas station with a convenience store. Both uses are already currently legal non-conforming due to prior updates and text amendments passed by the City. First, a gas station at this location would now be required to obtain a Special Land Use Permit. Next, a new small box discount stores would be prohibited at this location because it is in the Arabia Mountain Overlay District. As a result, a government-initiated rezone of the parcels designated as a Neighborhood Center to the NS – Neighborhood Shopping District would not cause any new legally non-conforming uses and has the potential to revitalize the intersection by bringing attention to the needs of the area. It is recommended that the City further pursue this rezoning by speaking with property owners and other stakeholders in this area.



Future Land Use Map



Current Zoning Map

Zoning Districts Recommendations

Zoning Districts Relationship to the Comprehensive Plan

The Stonecrest Comprehensive Plan updated the Future Land Use categories within the City to more closely align with the Council’s long-term vision for the community. As a result, the zoning code needs to be updated to reflect these changes. The recommended land use categories are based on the recently adopted Comprehensive Plan and the Future Land Use Map. In addition, the current code contains a matrix (see below) that indicates which zoning districts are appropriate in each of the land use categories. This matrix assists staff and applicants in viewing intended zoning districts and uses for properties throughout the City. This tool can help to explain support or opposition for a rezoning or special land use permit application. It is recommended that the City adopt an updated matrix comparing the recommended zoning districts with the recommended future land use categories similar to the one on the next page. This recommended matrix was developed using information from the Comprehensive plan and the Future Land Use Map.

Land Use Category Currently Listed in Zoning Code	Recommended Land Use Categories Based on Comprehensive Plan
A. Rural Residential.	A. Conservation/Open Space
B. Suburban.	B. Institutional
C. Traditional Neighborhood.	C. Rural Residential
D. Neighborhood Center.	D. Suburban Neighborhood
E. Town Center.	E. Urban Neighborhood
F. Regional Center.	F. Neighborhood Center
G. Industrial.	G. City Center
H. Light Industrial.	H. Regional Center
I. Institutional.	I. Office Professional
J. Office Park.	J. Light Industrial
K. Commercial Redevelopment Corridor.	K. Heavy Industrial
L. Scenic Corridor.	
M. Highway Corridor.	

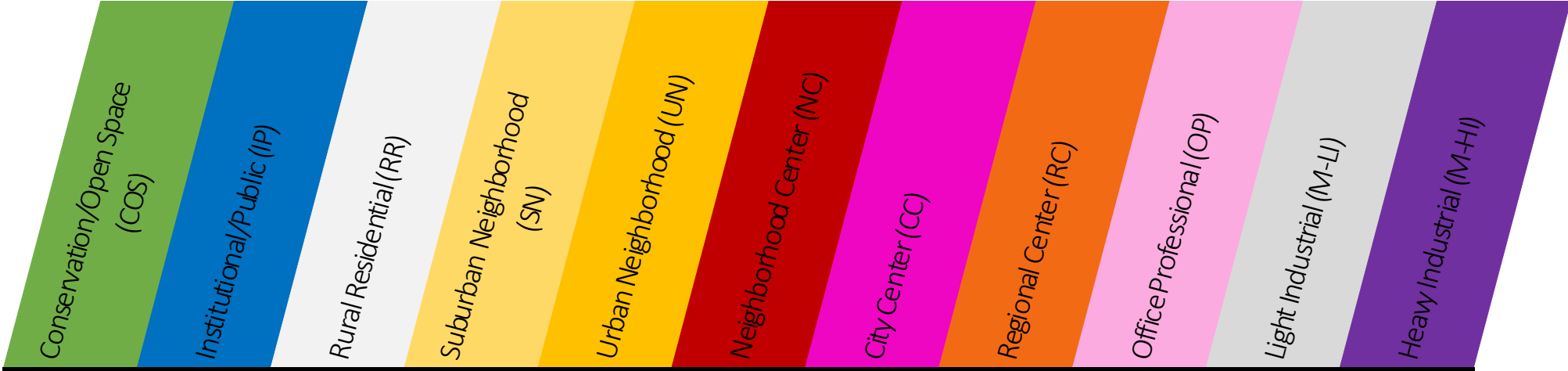
Current Matrix Comparing Future Land Use Categories and Zoning Districts

	Rural Residential (max 4 du/a)	Suburban (max 8 du/a)	Traditional Neighborhood (max 12 du/a)	Neighborhood Center (max 24 du/a)	Town Center (max 60 du/a)	Regional Center (max 120 du/a)	Office Park (max 30 du/a)	Institutional	Industrial	Light Industrial	Commercial Redevelopment Corridor (max 18 du/a)	Highway Corridor (max 30 du/a)
RE	RE	RE	R-60	RSM	MR-1	HR-1	R-100	M	C-2	RSM	HR-1	
RLG	RLG	RLG	RSM	MR-1	MR-2	MU-1	R-85	M-2	OD	MR-1	MU-1	
R-100	R-100	R-100	MR-1	MR-2	HR-1	MU-2	R-75	OD	OI	MR-2	MU-2	
R-85	R-85	R-85	MR-2	HR-1	HR-2	MU-3	R-60	C-2	M	MU-1	MU-3	
R-75	R-75	R-75	MU-1	HR-2	HR-3	MU-4	RSM		M-2	MU-2	MU-4	
RNC	R-60	R-60	MU-2	MU-1	MU-1	NS	MR-1			MU-3	C-1	
MHP	RNC	RNC	MU-3	MU-2	MU-2	C-1	MR-2			NS	C-2	
NS	MHP	RSM	NS	MU-3	MU-3	C-2	MU-1			C-1	OD	
	RSM	MR-1	C-1	MU-4	MU-4	OIT	MU-2			C-2	OI	
	MU-1	MU-1	OI	MU-5	MU-5	OI	MU-3			OI	OIT	
	NS	MU-2	OIT	OI	OI	OD	OI			OD	M	
	C1	NS		OIT	OIT		OIT			OIT	M-2	
	OIT	C-1		C-1	C-1							
	OI	OIT		C-2	C-2							

*du/a = dwelling units per acre

Zoning Districts Recommendations

Recommended Matrix Comparing FLU Categories and Zoning Districts Based on Comprehensive Plan.



Zoning District

ALL	ALL	RNC	RNC	RNC	RSM	RSM	MU-1	MU-1	MU-3	C-2
		RE	R-100	R-100	MR-1	MR-1	MU-2	MU-2	C-2	M
		R-100	R-85	R-85	MR-2	MR-2	MU-3	OI	M	M-2
			R-75	R-75	MU-1	MU-1	OI	NS	OD	OD
			R-60	R-60	OI	MU-2	C-1	C-1		
			RSM	RSM	NS	OI	C-2			
			OI	MR-1	C-1	C-1				
			NS	MR-2		C-2				
				MU-1						
				NS						
				C-1						

Note: Zoning districts that are recommended to be eliminated are not included in the matrix.

Overlay Districts Recommendations

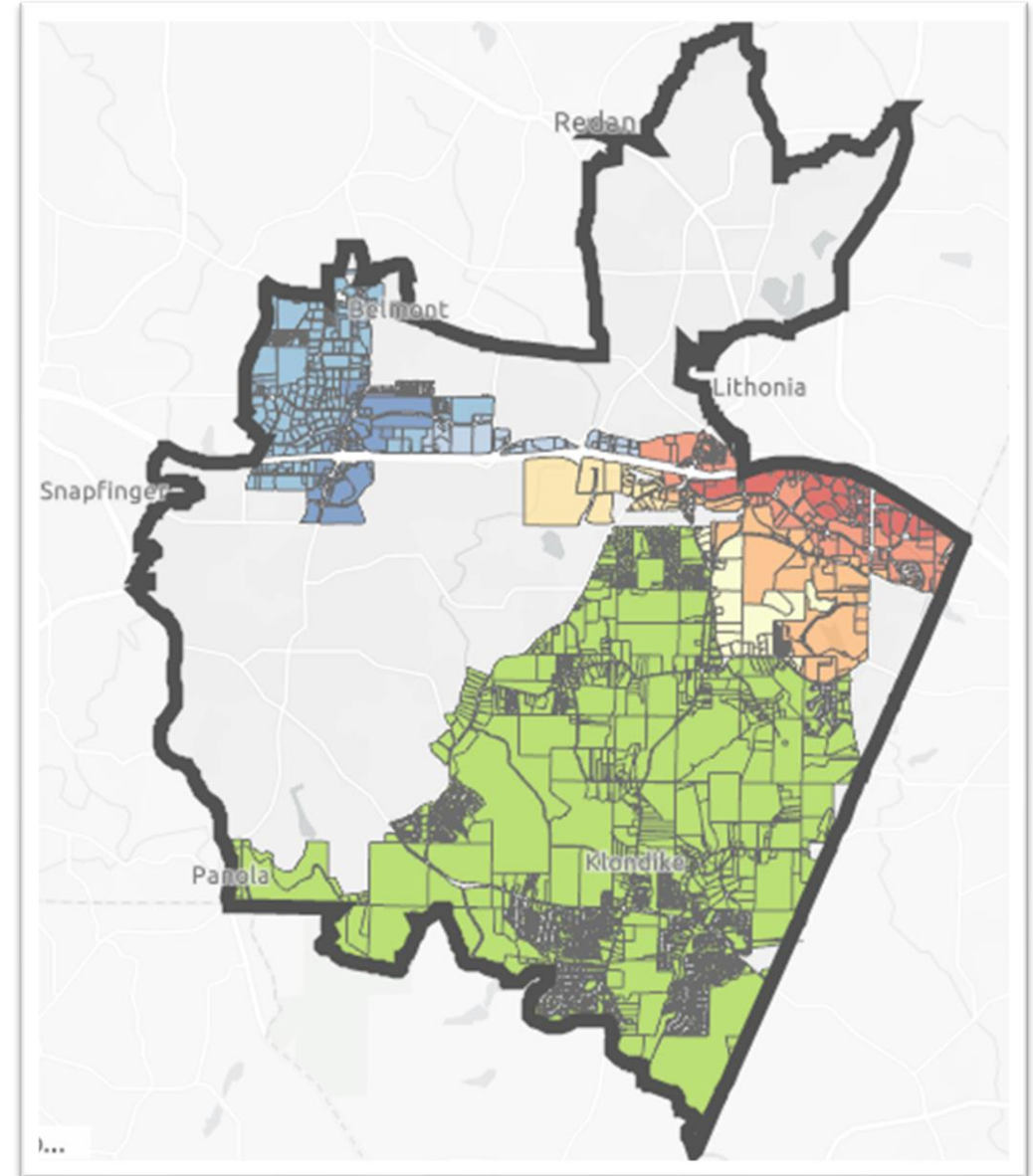
A review of the current overlay districts showed a desire to control permitted land uses as well as the design in specific areas of the City. This appears to be working in the Arabia Mountain Conservation Overlay District. However, the extensive tiers and separate design guidelines involved in the current overlay regulations of the Stonecrest Area Overlay and Interstate 20 Corridor Compatible Use Overlay are much more difficult for staff to enforce and for developers to understand. Furthermore, Article 5 - Site Design and Building Form already requires most of the design standards indicated by the overlays for the entire City. Considering the small size of Stonecrest and strong desire to increase the quality of development in the City, it is recommended that all overlay design standards are compared with Article 5 and additional standards for each overlay are added directly into the code. This recommendation is further discussed later in the report for each specific overlay district.

In addition to design, an analysis of existing uses and future vision for each overlay was conducted. This helped to highlight what the code should strive to emphasize and what redundancies can be removed to avoid confusion. Recommended updates for each overlay are included in the following section. These updates will provide a more functional code that will assist in achieving the City's long-term objectives.

The table and map to the right show the overlay districts and tiers that are currently in the City.

Current Overlay Districts	
<p>Arabia Mountain Conservation Overlay District (AMCOD) - Green</p>	<p>Stonecrest Area Overlay District Tier I: High-Rise Mixed-Use Zone – Dark Red Tier II: Mid-Rise Mixed-Use Zone – Light Red Tier III: Low-Rise Mixed-Use Zone - Orange Tier IV: Transitional Mixed-Use Zone – Light Orange Tier V: Cluster/Village Mixed-Use Zone - Yellow Tier VI : Viewshed Zone – Lightest Blue</p>
<p>Interstate 20 Corridor Compatible Use Overlay District</p>	<p>Tier 1: High Intensity – Dark Blue Tier 2: Medium Intensity – Light, Bright Blue Tier 3: Low Intensity – Not Shown</p>

Stonecrest Overlay Map

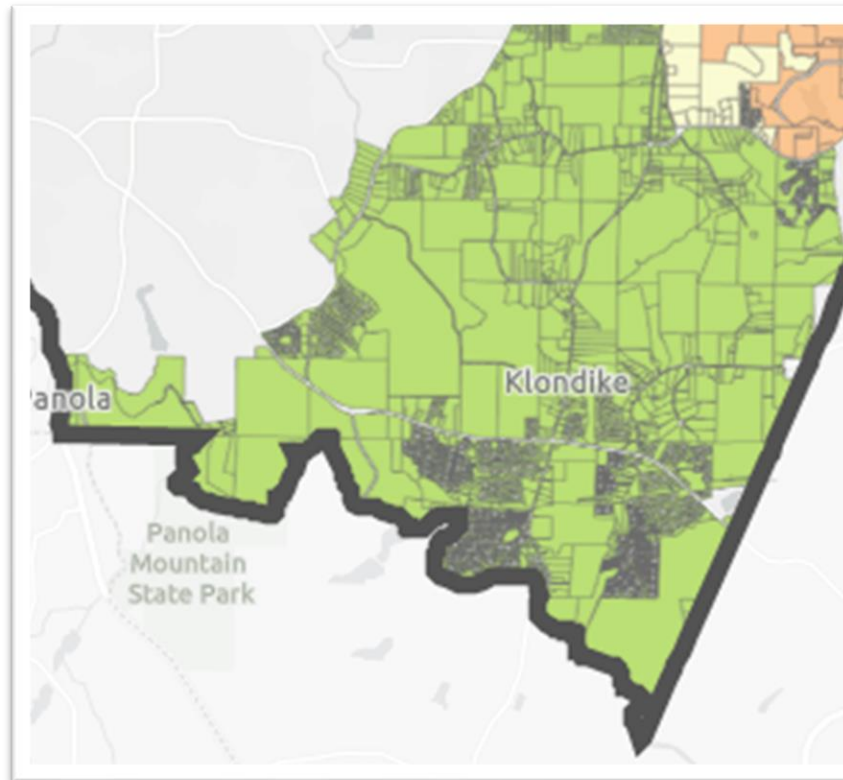


Overlay Districts Recommendations

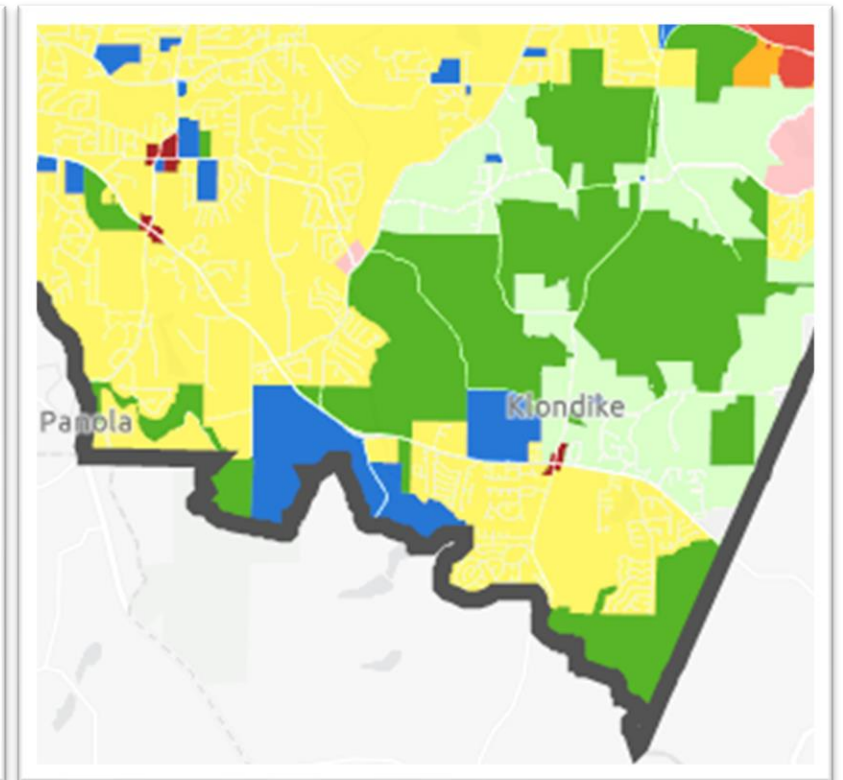
Arabia Mountain Conservation Overlay District

Evaluation of the AMCOD indicated that the current overlay regulations have been preserving the intended residential usage and conservation for the area. The permitted uses in this overlay are based on the allowable uses of the underlying zoning district except for a list of prohibited uses. The overlay consists of mostly RE- Residential Estate and R-85 – Residential Medium Lot zoning districts, which are compatible with the desired large lot residential uses for this area. Most of the existing uses in the overlay include single-family homes on large lots and conservation green space associated with parks and other recreational activities, which also match the future land use intent for this area. Although the AMCOD has continued to be developed in accordance with City’s intent, this area is lacking basic commercial amenities such as grocery stores and personal service options.

Arabia Mountain Overlay Map



Arabia Mountain Overlay Future Land Use Map



Considering the vast amount of citizens who reside in this section of Stonecrest, additional amenities are clearly needed. Earlier in the report an example of government-initiated rezoning was mentioned for several parcels at the intersection of Browns Mill Road and Klondike Road, which is within the AMCOD and a major intersection in the area. This rezoning example presents one option to help combat the lack of commercial resources in this part of the City. Small scale retail and commercial services that are allowed by the NS – Neighborhood Shopping district would be appropriate to allow and encourage in this overlay. This district has the potential to allow some of the desired amenities for citizens while not threatening the low-density environment and conservation goals of this overlay. Therefore, it is recommended that small scale retail and personal services are added to Sec. 3.4.5. - Principal uses and principal structures of the AMCOD. Adding these uses to this section will ensure a smooth process if a government-initiated rezoning is pursued or if other development aligned with the above goals is proposed.

Stonecrest Overlay FLU Map
 Regional Center - Red
 Conservation – Green
 City Center - Purple
 Urban Residential – Gold
 Suburban Residential – Light Yellow
 Office Professional – Pink
 Institutional – Blue
 Rural Residential – Light Grey

Overlay Districts Recommendations

Stonecrest Area Overlay District

The Stonecrest Overlay covers the Stonecrest Mall and surrounding area, which is a major regional shopping district in Metro Atlanta. Considering the location of Interstate 20 as well as the Stonecrest Mall, maintaining an overlay in this part of the City is vital to appropriate development and high-quality design. Maps showing the parts of the City under the overlay and comparing the future land use map are available on the next page. The Stonecrest Overlay has helped to guide development along the I20 corridor leading to the Mall and provide design guidelines that contribute to a unified look and feel in the City. However, the current guidelines have been difficult to enforce due some outdated details, redundancies and excessive administrative provisions. These obstacles can be combated with a few recommended changes.

First, it is recommended that the design guidelines be incorporated into the code as overlay standards rather than maintained as a separate document. This will help both maintain the standards and institutionalize their use by both staff and applicants, rather than having to track and update a separate document independent from the Zoning Code. Originally, the design guidelines were housed in a different document to keep the code from becoming cumbersome. However, most of the extra design standards required by the overlay will now be included in Article 5 – Building Form and Standards and be enforced for the entire City. Due to the City’s incorporation from DeKalb County, the staff can require a higher quality of design for every development, not just ones in the overlays. Any additional requirements for the overlays not included in Article 5 can now easily be added directly into Article 3 – Overlay Districts without being overwhelming to the user. It is also recommended that the design guidelines specific to overlay be updated to match the City’s current vision for this area. This will include updated lighting and pedestrian amenity requirements.

In addition to design updates, it is recommended that the City **reduce the number of Tiers within the Stonecrest Overlay from 6 to 3.** Reducing the amount tiers within the overlay will help to make the code more manageable and contribute to an even more unified feel for this area. For example, Tier I and Tier II are focused around the mall and should allow similar uses and densities to encourage similar development of this area. Combining these two tiers into one would allow these parcels to become more clearly related and developed in a more unified way. The same concept is true for Tier III and Tier IV. These tiers are the parcels that separate the high-density areas around the mall from single-family homes and other low density residential. These two tiers could be combined into the same tier, which would allow for medium density development, proper transitions and less intense uses with more distance from the mall. The chart below shows how the current tiers fit into the recommended tiers.

Current Overlay Tiers	Recommended Overlay Tiers
Tier I	Tier 1
Tier II	
Tier III	Tier 2
Tier IV	
Tier V	Remove (So Underlying Zoning Regulates)
Tier VI	Tier 3

Overlay Districts Recommendations

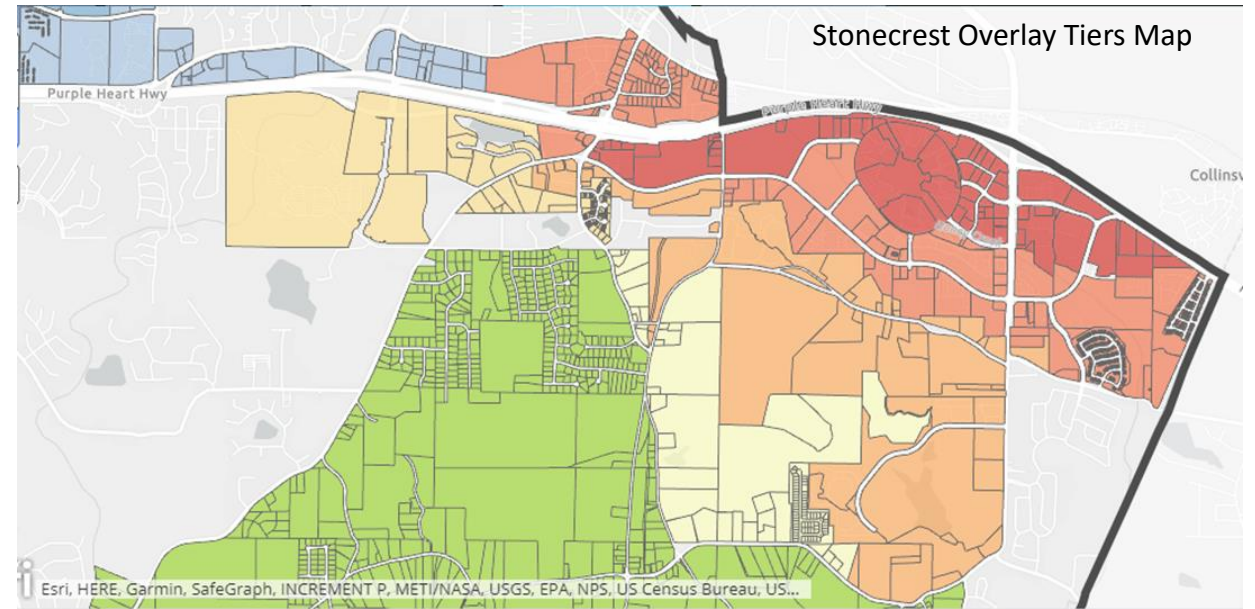
Stonecrest Area Overlay District Continued

Tier V consists of primarily large lot single family homes that are appropriate for the area according to the future land use map. As a result, enforcing overlay regulations that desired primarily for commercial and mixed-use development are difficult to adapt and enforce in this Tier. Removing Tier V from the overlay and allowing the underlying zoning districts to govern these parcels is recommended. Considering the parcels in Tier V are all zoned residential and an overwhelming amount of them are zoned R-100, the area will continue to develop in line with the future land use map and provide the large lot residential desired for the area.

Finally, Tier VI should be maintained as a Viewshed Overlay that allows for the underlying zoning district to determine the land use. This tier is important to maintain in order to require these parcels to meet the design standards which contribute to the unified design of the City.

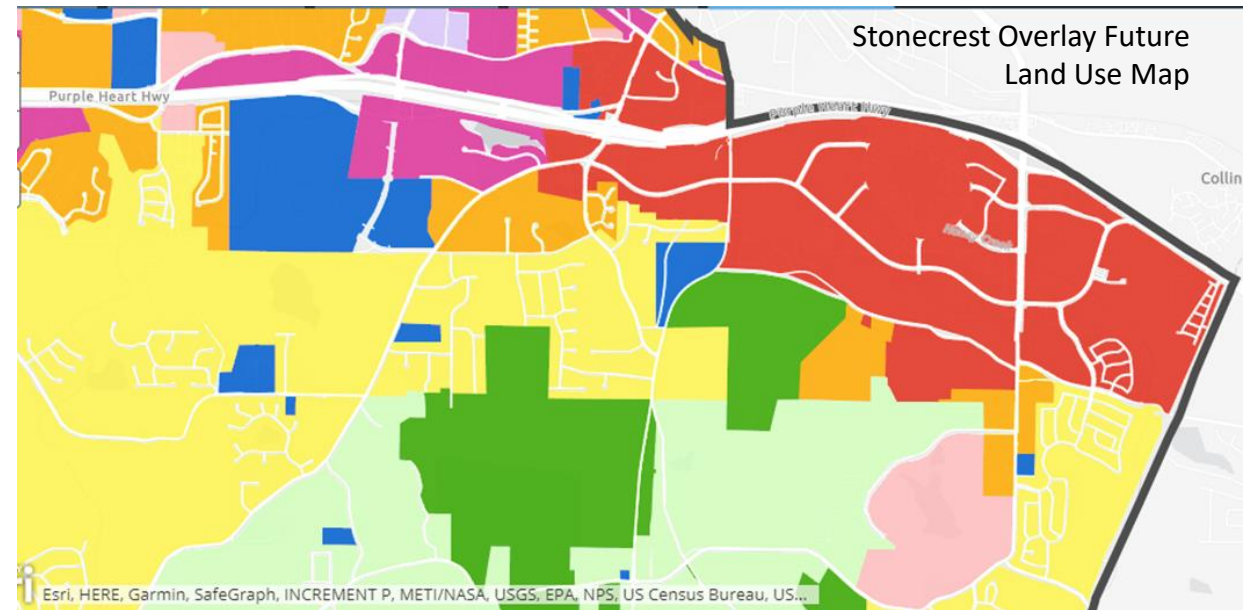
Stonecrest Overlay Tiers Map

- Tier I - Dark Red
- Tier II - Light Red
- Tier III - Orange
- Tier IV - Light Orange
- Tier V - Yellow
- Tier VI - Light Blue



Stonecrest Overlay FLU Map

- Regional Center - Red
- Conservation – Green
- City Center - Purple
- Urban Residential – Gold
- Suburban Residential – Light Yellow
- Office Professional – Pink
- Institutional – Blue
- Rural Residential – Light Grey



Overlay Districts Recommendations

Interstate 20 Overlay District

The I-20 Overlay District consists of three tiers, however, there are only two tiers represented on the official zoning map. This is likely due to the adoption of the original code of DeKalb County. A simple remedy to avoid confusion is to remove all reference to “Tier 3” in the code. Tiers 1 and 2 are appropriate to keep in this overlay as they identify high density around the City Center and medium density in the surrounding area. The intention of these tiers is indicated to be to promote more mixed-use and walkable commercial development, however the mixed zoning districts are not included in the principal uses and structures. The City should add clearer language to permit and promote mixed-use development. This recommendation includes outlining specific standards for density and height that would be permitted in each tier.

The evaluation of the I-20 Overlay District also explored how to strategically situate the City as a targeted location desired by the Film Industry; this area has attracted interest for these specific uses. As a result, it would be in the City’s best interest to expand some of the allowed uses in this overlay to incentivize these types of businesses to come to Stonecrest.

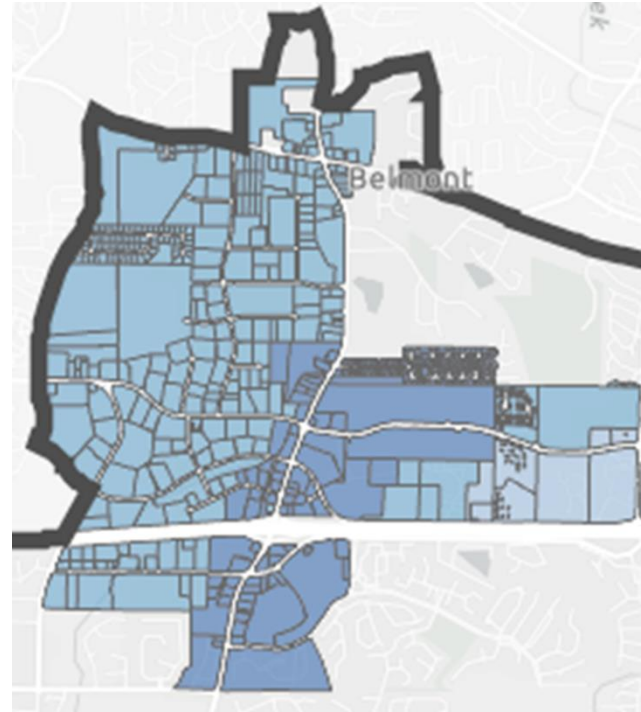
For example, it is recommended that language is added to allow uses specific to the Film Industry, such as short-term production housing and temporary and mobile housing . Explicitly permitting specific film uses in this overlay may attract more of these businesses to the City, which could stimulate additional investment in commercial and service amenities

Current Overlay Tiers	Recommended Overlay Tiers
Tier 1	Tier 1
Tier 2	Tier 2
Tier 3	Remove

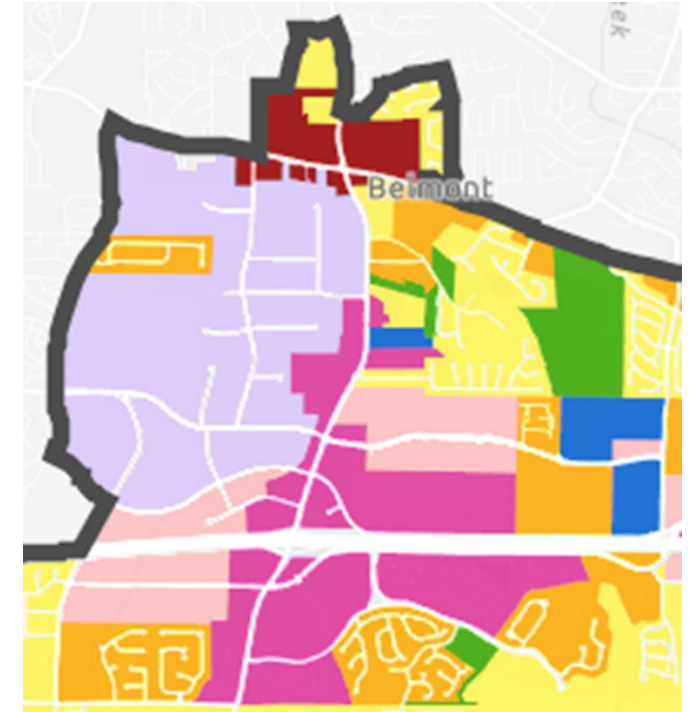
Interstate 20 Corridor Compatible Use Overlay District

- Tier 1 – Dark Blue
- Tier 2 – Light, Bright Blue
- Tier 3 – Not Shown

Similarly to the Stonecrest Overlay, this overlay also references separate design guidelines, which are historically difficult to maintain. Adding these design guidelines directly into the code eliminates the need to adopt and maintain a separate document. This would help to prevent the design from becoming outdated and help to establish continuity between this area and the Stonecrest Overlay. Creating similar design guidelines for these overlays or integrating into a dedicated section in Article 5 can contribute to an overall unified feel and promote a sense of place within Stonecrest.



Stonecrest Overlay Tiers Map



Stonecrest Overlay Future Land Use Map

Uses and Supplemental Regulations Recommendations

An evaluation of the Use Table and the Supplemental Regulations provided in Article 4 of the Zoning Code revealed some mismatched wording which lead to difficulty in locating the correct regulations for each use. As a result, it is recommended that the wording for each use be altered to match the wording in the supplemental regulations as well as the definitions listed in Article 9. Some examples of these are shown in the table to the right. The matching of the Use Table and supplemental regulations will ensure that it is clear to Staff and citizens which regulations apply to each specific use, and the matching to the definitions will guarantee a clear meaning for each use.

Moreover, as seen in the alcohol outlet example, it is recommended to condense the uses in the table to minimize confusion. Alcohol outlets, package stores, and liquor stores each have a slightly different definition but are all prohibited and permitted in the same districts and can therefore be considered one use in the table.

In addition, it is also recommended that the supplemental regulations section number for each use is added to the last column of the table in replacement of the current checkmark. For example, the supplemental regulations for “keeping of livestock” are in Section 4.2.7, so that section number will appear in the last box of the use table as shown in the provided excerpt. This will make the additional regulations for each use easy to find and provide clarity on which section will apply.

Use Table Language	Supplemental Regs Language	Definitions Language	Recommended Matching Update
Dog grooming or dog day care	Pet grooming or pet day care	Dog grooming or Dog day care	Pet grooming or Pet day care
Home occupation, no customer contact	Home occupation type 1	Home occupation	Home occupation type 1, no customer contact
Alcohol outlet – package store	Alcohol outlets, retail, package liquor store	<ul style="list-style-type: none"> Alcohol outlet Package store Liquor store 	Alcohol outlet including package store or liquor store

Use	RE	R-100	R-85	R-75	R-60	RSM	MR-1	MR-2	RNC	OI	NS	C-1	C-2	OD	M	M-2	MU-1	MU-2	MU-3	See Section	
AGRICULTURAL																					
Agriculture, Forestry and Animal Related Uses																					
Keeping of livestock	P	P	P	P					P						P					4.2.7	
RESIDENTIAL																					
Dwellings																					
Dwelling, single-family accessory (guesthouse, in-law suite, apartment over garage)	Pa	Pa	Pa	Pa	Pa	Pa	Pa	Pa										Pa	Pa	Pa	4.2.3
Home occupation, Type 1, no customer contact	SA	SA	SA	SA	SA	SA	SA	SA	SA									SA	SA	SA	4.2.31
INSTITUTIONAL/PUBLIC																					
Community Facilities																					
Places of worship	SP	SP	SP	SP	SP	SP	SP	SP	SP	P	P	P	P	P	P	P	P	P	P	P	4.2.42

Uses and Supplemental Regulations Recommendations

The Use Table and Supplemental Regulations in Article 4 were also reviewed extensively with the Planning Staff. Throughout this review process several uses were flagged by the staff as ambiguous or difficult to enforce. These uses are provided in the in chart below with viable recommendations to mitigate confusion and ease future implementation. In addition, it is also recommended that the City develop guides to identify different intersecting sections of the codes for particular uses.

Flagged Use and Current Challenge	Recommendations
Bed and Breakfast versus Short Term Vacation Rental (STVR) Regulations	<ul style="list-style-type: none"> • Add clear definitions that designate that Bed and Breakfast establishments are “owner occupied” and the owner is present during any guest visits • STVR are defined as all other short-term rentals that are not owner occupied and require SLUP in any district they are permitted. • “Short term” - rentals less than 30 consecutive days more than 3 times a year.
Fuel Pumps or Gas Station	<ul style="list-style-type: none"> • Provide clear definitions for fuel pumps and/or gas station and require a SLUP in all districts regardless of location. • This recommendation will provide clear and concise guidelines and will only allow future fuel pumps were the Council deems appropriate.
Mini-warehouses	<ul style="list-style-type: none"> • Create new definitions that have specifics for small scale storage that is allowed in residential districts as a temporary accessory use (portable storage pods, moving pods, etc.) and large-scale self storage facilities that are allowed in commercial and industrial districts. • Add small scale storage as an accessory use for residential in the supplemental regulations. • Add large-scale self storage to the use table and allow in commercial and industrial districts.
Wireless Communications (Cell Tower)	<ul style="list-style-type: none"> • Move these regulations out of the zoning code. • Due to the State of Georgia’s new regulations, this is less of a zoning issue and would be more appropriating housed with building and construction regulations. Additionally, this section will continue to have edits in the future as this is an evolving market.

Uses and Supplemental Regulations Recommendations

Flagged Use and Current Challenge	Recommendations
<p>Solid Waste and Recycling Services</p>	<ul style="list-style-type: none"> • Add specific definitions for commercial recycling, city or county recycling, and industrial recycling • Only permit these uses in the most intense district: M2 – Heavy Industrial
<p>Drive Through Facilities (Restaurants, Dry Cleaner, etc.)</p>	<ul style="list-style-type: none"> • Limit drive through establishments by requiring a SLUP for all restaurant drive through • Remove criteria in supplemental regulations for different character areas • Prohibit drive through facilities in the Stonecrest Overlay District in order to promote walkability and pedestrian friendly environment near the Stonecrest Mall
<p>Child/Day Care</p>	<ul style="list-style-type: none"> • Incorporate the State of Georgia recently made changes to create consistency for both Staff and applicants • Currently the code defines: Childcare home (up to 5 children), Childcare facility (6 or more children for 24 hours a day) and Child day care center (more than 6 children, less than 24 hours a day). • The State only approves two types of childcare programs: Family Child Care Learning Home (can be in a private residence, up to 6 children) and Child Care Learning Centers (more than 7 children, commercial only). • Modify the supplemental regulations to clearly outline the requirements for a childcare in a private residence.
<p>Personal Care Homes/Facilities</p>	<ul style="list-style-type: none"> • Incorporate the State of Georgia definitions to clearly define the difference between a Personal Care Home, a Community Living Arrangement, and a Personal Care Facility. • Modify the supplemental regulations to require owner-occupied homes for a Personal Care Home in a private residence. • Increase the distance requirement from other personal care or childcare homes. • Create a flow chart guide to assist staff and applicants in determining which category best matches their proposed use

Uses and Supplement Regulations Recommendations

Below is a list of uses that are not addressed in the code but have been requested by business license applicants. In order to properly manage these operations, it is necessary to consider future challenges and construct the appropriate guidelines.

Uses to Include in Updated Table	Background Information and Recommendations for Supplemental Regulations
Towing Service	<ul style="list-style-type: none"> • Staff indicated that this particular use has been popular within the City and requires some additional regulations due to the intensity associated with the operations. It is currently allowed in the M and M-2 Districts. One of the main goals of supplemental regulations for this use is to distinguish between a salvage yard and a tow yard. • Requiring a landscape buffers to screen car storage from the right-of-way would help to reduce the intensity of this use as well as a distinction indicating that cars associated with a towing service may only be stored on-site for up to 14 days.
Non-Emergency Transportation	<ul style="list-style-type: none"> • Staff has received multiple requests for businesses licenses to operate non-emergency transportation services as a home-based business. There are concerns about these activities taking place in residential areas due to the possibility of utilizing commercial vehicles and hours of operation. • The current code states that “Occupations that are mobile or dispatch-only may be allowed, provided that any business vehicle used for the home occupation complies with section 6.1.3 and is limited to one (1) business vehicle per occupation”.
Brewery/Winery	<ul style="list-style-type: none"> • Because these types of businesses are continuing to grow and expand, it is in the best interest of the City to clearly define them and permit for them in the appropriate districts, distinguishing between micro-breweries/wineries and light industrial scale breweries. • Micro-producers should be regulated similarly to other alcohol sales facilities but be allowed in more districts due to their low intensity. Unless the establishment is proposing to operate as a late-night establishment, in which case those regulations should apply.
Hookah/Cigar Lounge	<ul style="list-style-type: none"> • This use has been trending across the country and will undoubtedly present future challenges for the City. Definitions will be added for clarity. • Georgia prohibits indoor smoking except for bars and restaurants that deny access to any person under the age of 18 and that do not employ individuals under the age of 18. In addition, DeKalb County County’s Clean Indoor Air ordinance prohibits the smoking of tobacco in all enclosed places that are open to the public with a few exceptions including “freestanding bars” and “retail tobacco stores”. • A “cheat sheet” on Hookah and Tobacco Stores is attached for reference.
Solar Energy Systems	<ul style="list-style-type: none"> • Considering Stonecrest’s commitment to conservation, it is appropriate to adopt specific regulations regarding the management of solar energy. • The Georgia Institute of Technology, Emory University, and the University of Georgia have developed a model solar zoning ordinance to provide county and city officials and other decision-makers in Georgia access to best practices and a common baseline. • Using the model zoning ordinance, TCF constructed a specific sample ordinance for Stonecrest. It is attached for reference.

Uses and Supplement Regulations Recommendations

Light Industrial Permitted Uses Evaluation

The Planning Staff requested that the M1 – Light Industrial and M2 – Heavy Industrial Districts permitted uses be evaluated based on their intensity. Due to the highly industrial nature of the City, there are several areas in which incompatible zonings are located adjacent to one another. For example, there are a few places in the City that have R-100 – Residential Zoning adjacent to M1 – Light Industrial Zoning. As a result, it is recommended that a community meeting is conducted to walk through the existing maps and highlight where there are undeveloped industrial zoned parcels adjacent to residential property. Then, it is recommended that increased buffers are enforced in these areas. It is also recommended that several of the uses currently permitted in both M1 – Light Industrial and M2 – Heavy Industrial are only allowed in M2 in the future. This will limit the highest intensity uses to the heavier industrial areas in the City. Simultaneously, there are some uses that are not permitted in M1 but are compatible with the district. It is recommended that these uses be added as permitted in Light Industrial. The chart to the right indicates the recommended uses to be added and removed from the M1 district permitted uses.

Recommended Definitions

Light Industrial: Any use not listed in the Use Table that involves processing, creating, repairing, renovating, painting, cleaning, or assembly of goods, merchandise, or equipment that is conducted wholly within a building or other enclosed structure. The operations do not generate any measurable noise, dust, vibrations, odor, glare or emissions beyond the property on which said building or structure is located.

Heavy Industrial: Any use not listed in the Use Table that involves processing, creating, repairing, renovating, painting, cleaning, or assembly of goods, merchandise, or equipment that is **not** conducted wholly within a building or other enclosed structure. The operations do generate an amount of measurable noise, dust, vibrations, odor, glare or emissions beyond the property on which said building or structure is located.

Uses to Add as Permitted in M1	Uses to Remove as Permitted in M1
<ul style="list-style-type: none"> • Agricultural produce stands • Beekeeping • Riding academies or stables • Structures used in production and processing of fruits, tree nuts and vegetables • Nursing care facility or hospice • Senior housing • Shelters for homeless persons or battered persons, 7-20 • Shelters for homeless persons or battered persons for no more than six (6) persons • Transitional housing facilities for no more than six (6) persons • Transitional housing facilities, 7-20 • Cemetery, columbarium, mausoleum • Commercial indoor or outdoor recreation and entertainment • Theaters with live performance, assembly or concert halls, or similar entertainment within enclosed building • Art gallery • Computer or computer software store • Sporting goods or bicycle sale • Variety store (with the exception of Small Box Discount Stores) 	<ul style="list-style-type: none"> • Alternative energy production • Compressed gas fuel station • Heavy Construction, outside storage • Transportation equipment storage or maintenance (vehicle) • Heavy equipment repair service or trade • Outdoor storage, industrial • Railroad car classification yards or team truck yards • Recovered materials facility wholly within a building • Recovered materials processing wholly within a building • Recycling collection • Recycling plant • Rubber or plastics manufacture • Tire retreading or recapping • Towing or wreckage service • Fuel dealers, manufactures or wholesalers • Truck stop or terminal • Vehicle storage yard • Warehousing or Storage

Site Design and Building Form Standards Recommendations

Article 5 of the current zoning code provides standards for design within the City. This article should be utilized to guarantee the City receives the high-quality products it desires. Although this article already contains most of the City’s desired design standards, it is just as important for these standards to be completely clear on exactly what is required for each development. Increased clarity on the specifics for developments will prevent applicants from challenging interpretation by staff, which further guarantees the desired outcome. In addition to minimizing ambiguity, reorganization of some sections in this article can help to improve usability for staff and developers. For example, listing the permitted materials by type of development makes it much easier to determine what is allowed for the project. Below are some examples of recommended changes to increase clarity and improve enforcement.

Subject	Recommended Changes	Subject	Recommended Changes
Enclosed Porches	Add language that clarifies: <ul style="list-style-type: none"> • “enclosed does not include roofed or covered structures” • Sunrooms are an example of “enclosed” • Enclosed are treated as an addition to the main structure 	Materials	<ul style="list-style-type: none"> • Reorganization of section to provide clarity on what applies to residential versus commercial. • Create two concise lists that include specifics on materials for each category. • Also include a consolidated list of “exceptions” – i.e. industrial buildings can have up to 40% metal.
Projections Into Yards	<ul style="list-style-type: none"> • An open, unenclosed porch, patio, balcony or hard-surfaced terrace, steps, stoops and similar fixtures of a building may project into front and rear yards and into a side yard. • Enclosed porches may encroach into front and rear yards, but the structure and all associated fixtures should meet the side yard setback designated by the zoning district. 	Arrangement of Materials	<ul style="list-style-type: none"> • These requirements are very specific but difficult to determine which buildings they apply to. • Remove some specifics here and make more user-friendly to both follow and enforce by designating the zoning districts where this applies
Height measurement requirements and thresholds	<ul style="list-style-type: none"> • Remove the requirements in this section that were developed based on established neighborhoods throughout DeKalb County. Staff indicated that Stonecrest does not have the same residential infill concerns as other areas in the County. • This will allow new single-family homes to build to the maximum height requirements for the zoning district 	Setback Averaging	<ul style="list-style-type: none"> • Currently a large block of text that includes ambiguous language which is difficult to follow. • Change to more user-friendly bullet points that indicate when setback averaging would apply and the exceptions to it. See example on next page.

Site Design and Building Form Standards Recommendations

Example of overall recommendation to reorganize information in Article 5 to be more user-friendly for both staff and applicants.

Current Language	Recommended Language
<p>C. Setback averaging. When a vacant lot located in a zoning district authorized for single-family detached dwellings is proposed for development and is located where at least sixty (60) percent of the other lots on the same block face are occupied by single family detached dwellings, then setback averaging shall apply. Where setback averaging applies, the minimum front setback for the vacant lot to be developed shall be the average of the actual front setback(s) of the existing dwelling(s) adjacent to the vacant lot and on the same blockface. Where application of setback averaging would require that the proposed dwelling be located closer to the street than the otherwise applicable minimum front setback for the zoning district where the vacant lot is located, then setback averaging shall not be applied. Where application of setback averaging would make it impossible for the proposed dwelling to comply with the applicable zoning district's rear yard setback requirement, then the proposed dwelling may be constructed closer to the street, up to the minimum front setback required in the subject zoning district, only to the extent necessary to satisfy the minimum rear yard setback requirement. If the actual front setback(s) of the existing dwelling(s) on the adjacent lot(s) on the same blockface as the vacant lot differ from each other by more than thirty (30) feet, then the minimum front setback for the vacant lot shall be the actual front setback of the dwelling closest to the street.</p>	<p>Setback Averaging</p> <ul style="list-style-type: none"> • Applicability: Must use setback averaging when all 3 of the following apply (otherwise zoning district setback applies). <ul style="list-style-type: none"> • Detached Single Family Home • Residential Infill on a vacant lot or build qualifies as new construction • 60% or more of all lots on the subject property block are single family homes • Requirements: <ul style="list-style-type: none"> • The minimum front setback for the lot to be developed shall be the average of the actual front setback(s) of the existing dwelling(s) adjacent to the vacant lot. • Exceptions: <ul style="list-style-type: none"> • If setback averaging would require that the proposed dwelling be located closer to the street than the required minimum front setback for the zoning district, then the minimum front setback for the zoning district will apply. • If setback averaging would make it impossible for the proposed dwelling to comply with the rear yard setback, then the proposed dwelling may be constructed closer to the street, up to the minimum front setback required in the subject zoning district, but only to the extent necessary to satisfy the minimum rear yard setback requirement. • If the actual front setback(s) of the existing dwelling(s) on the adjacent lot(s) differ from each other by more than thirty (30) feet, then the minimum front setback for the vacant lot shall be the actual front setback of the dwelling closest to the street.

The above exemplifies that while the information in the current zoning code is relevant, the way in which it is structured makes it difficult for the reader to determine its applicability. This is a common occurrence in this article of the zoning code, and although tedious, reorganizing similarly to the above using lists and tables can make information easier to find and understand for both staff and applicants.

Recommendations Takeaways

The recommendations presented in this report are intended to update the current zoning code to meet the overarching goals to ensure the zoning code supports development specific to the City but also protects established neighborhoods and residents, and to create a more practical and accessible zoning code that outlines clear regulations for staff, applicants, and developers. Below are the Recommendations Takeaways that summarize the overall report. The Recommendations Draft Report will be provided to the Stonecrest Staff and presented to the Planning Commission for review and comment. Any comments will be incorporated into the Final Recommendations Report, which will be presented to Mayor and Council with an updated version of the Zoning Code to be adopted by the City.

- Integrating the new ordinances that were adopted by the City since incorporation, creating a Table of Contents, and assuring consistent outlining of all sections will guarantee that the code is organized in a way that makes information accessible and regulations enforceable.
- Removing unnecessary zoning districts from the code will help to streamline material and increase compatibility with the Comprehensive Plan.
- Condensing the mixed-use districts will help to align these districts with the appropriate future land use categories and encourage higher density development.
- Considering potential government initiated rezonings can guide development to align with the Future Land Use Map.
- Updating the zoning code with the information from the most recent Comprehensive Plan creates consistency for the City.
- Maintaining the AMCOD supports the City's goals to preserve the large lot residential districts and conservation areas of the City.
- Condensing the Tiers of the Stonecrest Overlay will assist in consistent regulation and enforcement of design standards.
- Adjusting the uses allowed in the I-20 Overlay District will encourage the film industry in this area.
- Reelevating the flagged uses will help to increase clarity for these uses.
- Creating regulations for uses that are not addressed in the code but have been requested by business license applicants can help to combat future challenges.
- Clarifying specific standards will guarantee the City receives the high-quality products it desires.



From Planning to Implementation: Preparing the Zoning Ordinance

What is a Zoning Ordinance?

A regulatory tool that implements the **goals** and **vision** of the adopted Comprehensive Plan for a specific City or County.

What does a Zoning Ordinance do for the City?

- It defines how the **process** works for zoning petitions and reviews
- It defines how land is **used**
- It defines how land development is **designed**

How land is used and how land development is designed involves:

- Zoning Districts – establishing the districts that are applicable for the community
- Defining Lots – creating zoning district standards that define size and setbacks
- Managing Massing & Scale – producing architectural and building form standards
- Locations of Uses – defining permitted and prohibited uses for each zoning district

Considerations for how the zoning ordinance should be **formatted**:

- What are the user needs?
 - Multiple groups will be using the ordinance including elected officials, staff, community members, and business owners, so it is important to take each into consideration.
- How can the Zoning Ordinance be user friendly for all groups?
 - A great way to increase usability is by using graphics, charts and tables to illustrate the regulations and by making sure to cross reference other possible applicable sections.



CITY OF STONECREST, GEORGIA

Honorable Mayor Jason Lary, Sr.

Council Member Jimmy Clanton, Jr. – District 1

Council Member Rob Turner- District 2

Council Member Jazzmin Cobble – District 3

Council Member George Turner- District 4

Council Member Tammy Grimes – District 5

SPECIAL CALLED MEETING

VIRTUAL MEETING MINUTES

November 2, 2020

6:30PM

I. CALL TO ORDER: Mayor Jason Lary

II. COUNCIL AGENDA ITEMS

1. Approve FY21 Budget

Motion 1 – made by Mayor Jason Lary to approve the FY21 Budget. Seconded by Council Member Jimmy Clanton.

Motion failed.

Yea – Mayor Jason Lary, Council Member Jimmy Clanton

Nay – Council Member Rob Turner

Not Ready – Council Member Jazzmin Cobble, Council Member George Turner, Council Member Tammy Grimes

III. ADJOURNMENT

Mayor Jason Lary adjourned meeting at 8:00 p.m.

Americans with Disabilities Act

The City of Stonecrest does not discriminate on the basis of disability in its programs, services, activities and employment practices.

If you need auxiliary aids and services for effective communication (such as a sign language interpreter, an assistive listening device or print material in digital format) or reasonable modification to programs, services or activities contact the ADA Coordinator, Megan Reid, as soon as possible, preferably 2 days before the activity or event.



2021 CITY COUNCIL MEETING DATES



Date	Meeting Description(s)
Monday, January 11	Work Session
Monday, January 25	Council Meeting
Monday, February 8	Work Session
Monday, February 22	Council Meeting
Monday, March 8	Work Session
Monday, March 22	Council Meeting
Monday, April 12	Work Session
Monday, April 26	Council Meeting
Monday, May 10	Work Session
Monday, May 24	Council Meeting
Monday, June 14	Work Session
Monday, June 28	Council Meeting
Monday, July 12	Work Session
Monday, July 26	Council Meeting
Monday, August 9	Work Session
Monday, August 23	Council Meeting
Monday, September 13	Work Session
Monday, September 27	Council Meeting
Monday, October 11	Work Session FY2022 Budget Public Hearing
Monday, October 18	FY2022 Budget Workshop
Monday, October 25	Council Meeting
Monday, November 1	FY2022 Budget Approval
Monday, November 8	Work Session
Monday, November 22	Council Meeting
Monday, December 13	Work Session
Monday, December 20	Council Meeting

The Work Sessions will occur on the Second Monday of the month (with the option of an additional Work Session on the Third Monday of the month), and the City Council Meeting will occur on the Fourth Monday of the month. If the Second or Fourth Monday falls on a Holiday, the meeting will be held on the following day (Tuesday).

All meetings will begin at 6:00 pm



Planning Commission Meeting Schedule

2021

January						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
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31						

February						
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March						
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April						
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July						
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August						
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November						
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December						
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Federal Holidays 2021						
Jan 1	New Year's Day	Jul 4	Independence Day	Nov 11	Veterans Day	
Jan 18	Martin Luther King Day	Jul 5	Independence Day (obs.)	Nov 25	Thanksgiving Day	
Feb 15	Presidents' Day	Sep 6	Labor Day	Dec 24	Christmas Day (obs.)	
May 31	Memorial Day	Oct 11	Columbus Day	Dec 25	Christmas Day	
				Dec 31	New Year's Day (obs.)	

1/5/2021

2/2/2021

3/2/2021

4/6/2021

5/4/2021

6/1/2021

7/6/2021

8/3/2021

9/7/2021

10/5/2021

11/10/2021

12/7/2021