

Mayor and Commission FY17 Goals and Strategies
February 12, 2016

Goal I: Human and Economic Development		
Goal Areas	Strategies	Proposed Actions
<p><i>Human & Cultural Development</i></p> <p><i>Provide enhanced opportunities for human and cultural development, and encourage an environment of community partnerships to promote our diverse values</i></p>	<p>1. Encourage human and cultural development opportunities (2)*</p>	<p>1. Assist mentoring, tutoring, parent involvement, life skills, financial literacy, critical thinking, emotional intelligence, conflict resolution training, health, senior services, and shelter programs to facilitate healthy, independent, sustainable lives.</p> <p>1. Explore the status of internet access in Athens-Clarke County.</p> <p>2. Realign Leisure Services Dept. program and services resources with community values after pending Auditor’s report.</p> <p>3. Pair business community resources with youth development programs</p> <p>4. Support Mental Health grant research and outcomes</p> <p>Other actions:</p> <ul style="list-style-type: none"> • Assist domestic violence crisis intervention, supportive services, and systems change advocacy and prevention and education programming • Cooperative Extension Service Center • Reducing Leisure Services’ reliance on the general fund through an updated cost recovery program.
	<p>2. Support human and cultural development through community partnerships and collaborative activities. (4)</p>	<p>1. West Broad Corridor revitalization partnership</p> <p>2. Partner with one or more local non-profit technology/incubation agencies and other interested partners to provide facilities to house technology entrepreneurs.</p> <p>3. Creation of a long-term community vision and strategy.</p> <p>4. Enhance Constitutional/Community Policing service delivery strategy.</p>

<p>Economic Development</p> <p><i>Encourage a vibrant and sustainable community through enabling the development of strategic economic growth and human capital</i></p>	<p>1. Cultivate an environment conducive to business prosperity and the creation of jobs. (1)</p>	<ol style="list-style-type: none"> 1. Review and revise zoning and land use ordinances as they apply to the Atlanta Highway Commercial Corridor. 2. Identify corridors or business districts for study under ACCUG gateway and corridor program. 2. Identify funding and partnership opportunities to implement corridor study recommendations on Prince Ave., Jefferson Rd., Lexington Hwy., and Atlanta Hwy. 3. Review the annual distribution of hotel motel tax funds and develop a plan for future distribution. 3. Conduct Public Health study of late-night downtown environment 3. Entrepreneurship development - Seek out and empower organizations that support and develop entrepreneurship through partnerships and sponsorships. 3. Examine the economic development department to determine need for small business development support staff. <p>Other actions:</p> <ul style="list-style-type: none"> • Create a commercial façade improvement grant program similar to ADDA. • Work towards the creation of a community-wide brand. • Economic Development Department to establish quarterly “Business Walks” program.
	<p>2. Work with community partners to develop and maintain a strong, diverse workforce. (3)</p>	<ul style="list-style-type: none"> • Integrate an improvement strategy into land use planning process considering the strategies recommended from the Workforce Housing Study. • Implement selected strategies from the workforce housing needs assessment in conjunction with the GICH program.

Goal II: Public Safety

Goal Areas	Strategies	Proposed Actions
<p><i>Provide responsive, equitable, and humane public safety services, including judicial operations, through community collaboration.</i></p>	<p>1. Enhance diversion and offender community re-entry programs.</p>	<p>1. Expand participation in programs that provide alternatives to incarceration to non-violent offenders and to reduce recidivism.</p> <p>2. Create a Transition Center at Corrections to acclimate offenders back into the community.</p> <p>2. Corrections Department continue to provide education opportunities, work force training and certifications, general life skills and other programs and tools to promote the success of offender reentry.</p> <p>3. Diversion Center will share its program and class space other community areas of supervision, i.e. probation & accountability courts.</p> <p>4. Develop programs to reduce jail population.</p>
	<p>2. Collaborate with community partners to address crime prevention, recidivism, and emergency response.</p>	<p>1. Youth Development Task Force– continue gang prevention initiative with community partners, identify strategies and establish pilot projects.</p> <p>2. Create a Criminal Justice Coordinating Committee.</p>
	<p>3. Develop and strengthen existing public safety and judicial operations.</p>	<p>1. Restore weekend Animal Control Officer field service.</p> <p>1. Comprehensive Emergency Management Continuity of Operations Strategic Plan and complete risk assessment within departments.</p> <p>2. Increase the number of certified EMTs in Fire Department to improve response time for emergencies.</p> <p>3. Develop a reasonable, enforceable false fire alarm ordinance and reduce number of false alarms by 10%.</p> <p>3. Develop Police Department Strategic Plan.</p> <p>Other actions:</p> <ul style="list-style-type: none"> • Enhance training and career development at Police Department. • Create a Volunteer Coordinator position at the Animal Shelter.

Goal III: Quality of Place

Goal Areas	Strategies	Proposed Actions
<p><i>Environment and Natural Resources</i></p> <p><i>Provide a healthy and desirable community through conservation and active utilization of our environment and natural resources</i></p>	<p>1. Preserve water resources through practical conservation and other methods. (1)</p>	<p>1. Survey old sewer lines and develop replacement strategies with funding options.</p> <p>2. Explore water reuse opportunities for commercial and residential users.</p> <p>2. Implement watershed protection plan.</p> <p>3. Wastewater collection system assessment and maintenance.</p> <p>4. Explore and implement stream restoration projects.</p> <p>Other actions:</p> <ul style="list-style-type: none"> • Implement Advanced Metering Infrastructure project.
	<p>2. Provide and maintain a high quality system of rails, trails, parks and open spaces (5)</p>	<p>1. Repair and replace Cook's Trail structures.</p> <p>1. Complete the Greenway Network Plan update.</p> <p>2. Repair and replace Birchmore Trail structures.</p> <p>2. Implement Dudley Park Master Plan.</p> <p>2. Implement Greenway Network Plan.</p> <p>Other actions:</p> <ul style="list-style-type: none"> • Maintain parks system with sustainable products. • Provide more resources for vegetation and surface maintenance along the expanding network of Greenway Trails.
	<p>3. Pursue energy conservation strategies and evaluate and implement alternative energy projects where appropriate. (7)</p>	<p>1. In FY17, or before, complete sustainability plan.</p> <p>2. Evaluate solar energy for Public Utilities Department's water treatment and reclamation plants.</p> <p>2. Information Technology Department to continue to virtualize servers.</p> <p>3. Install solar energy at Cedar Creek Water Reclamation Facility.</p> <p>3. Implement energy conservation measures in all life cycle replacement programs – reduce consumption by 15% per square foot as compared to FY07.</p> <p>3. Analyze ACCUG buildings for potential use of solar or alternative energy.</p> <p>Other actions:</p> <ul style="list-style-type: none"> • Increased use of solar power and battery power for school zone beacons, traffic signs and pedestrian warning flashers. • With grant support, purchase hybrid buses.

		<ul style="list-style-type: none"> • Addition of an Energy Program Analyst position in Central Services. • Seek to convert 10% of all ACCUG power and/or buildings to solar by 2018.
<p>Sound and Sustainable Infrastructure</p> <p><i>Maintain existing, and provide new, infrastructure that balances planned sustainable growth, environmental sensitivity, and sound fiscal policies to facilitate a productive community</i></p>	<p>1. Develop, provide, and maintain environmentally sensitive infrastructure systems (2)</p>	<p>1. Explore enforcement mechanisms for septic tank maintenance. 2. Create next Storm Water Master Plan related to Water Quality projects.</p>
	<p>2. Protect our environment through improved recycling and waste reduction. (6)</p>	<p>1. Design a method for landfill leachate management that provides an alternative to recirculation. 1. Explore fee-based ordinances to encourage plastic bag and Styrofoam recycling. 2. Develop a plan for food scraps and expanded organics collection infrastructure. 2. Recognition program for commercial recyclers. 3. Achieve reductions of not less than 60% by 2018 and 75% by 2020 per capita in the amount of community generated solid waste directed toward landfills. 3. Pursue partnerships and educational opportunities with multi-family housing complexes, hotels, hospitals and churches.</p> <p>Other actions: Create an additional litter technician for Central Business District.</p>

<p>Transportation and Mobility</p> <p><i>Enhance access to opportunity through safe connectivity of people to transportation, infrastructure and community resources</i></p>	<p>1. Provide a safe, reliable, accessible, well-planned, and pedestrian-friendly transportation network. (3)</p>	<p>1. Develop MACORTS Long Range Transportation plan update</p> <p>1. Implement a Complete Streets Ordinance applicable to all development.</p> <p>2. Construct roundabout at Whitehall Road/Milledge Avenue intersection.</p> <p>2. Construct new airport commercial terminal.</p>
	<p>2. Support the development of alternative transportation mobility options for the community. (4)</p>	<p>1. Increase the level of sidewalk construction.</p> <p>2. Continue to explore options to increase cyclist and pedestrian safety.</p> <p>3. Provide increased mobility in downtown areas through implementing Business Corridor Infrastructure Improvements.</p> <p>4. Update and expand the Bicycle Master Plan.</p> <p>5. Create a cost analysis to implement recommendations of Prince Avenue GDOT safety audit.</p> <p>5. Increased focus on Safe Routes to School projects.</p> <p>5. Improve Bishop Park pedestrian access along Hawthorne Avenue and the installation of a paved surface that connects to the interior of the park.</p>
	<p>3. Provide an accessible and sustainable transit system to provide connectivity options to all modes of transportation to our citizens (8)</p>	<p>1. Establish a process to identify T-SPLOST projects and develop associated project costs for capital and operations of transit programs.</p> <p>2. Re-evaluate current bus stop improvement program and criteria.</p> <p>3. Implement strategies and track progress of recommendations from completed Transit Development Plans.</p> <p>3. Evaluate opportunities to increase the frequency and scope of transit services.</p> <p>4. Develop and implement policies and ordinances that encourage safe access to multiple transportation options.</p>

<p>Housing and Built Environment</p> <p><i>Ensure through active community engagement to allow for appropriate and diverse housing and strengthen neighborhoods</i></p>	<p>1. Enact code and ordinance changes to improve and protect the quality of neighborhoods. (4)</p>	<p>1. Update property maintenance code and quality of life ordinances for enforcing health and safety violations and investigating nuisance properties.</p> <p>2. Explore ordinance amendments to protect safety, accessibility, character, and quality of life of residential areas adjacent to Level 1 & II corridors.</p> <p>3. Develop a draft infill housing ordinance.</p> <p>4. Development of modified design standards for in-town and suburban corridors.</p>
	<p>2. Explore and implement programs for affordable housing that address diverse housing needs. (9)</p>	<p>1. Engage housing partners to discuss issues in multi-family housing inventory/survey and strategies in the Workforce Housing Study.</p> <p>2. Development of a series of text amendments to allow increased flexibility in the development of accessory structures on residential properties.</p> <p>3. Work with state to develop incentives for public/private solutions.</p> <p>4. Provide infrastructure improvements for affordable housing programs through SPLOST.</p>
	<p>3. Develop methods to evaluate the available and proposed housing inventory and programs</p>	<p>1. Evaluate and report the impact of implementing principles of inclusionary zoning to new developments.</p> <p>2. Participate and take leadership role in the Georgia Initiative for Community Housing (GICH) Team's three year program of collaboration, technical assistance, and training.</p>

Goal IV: Efficient, Transparent, and Responsive Government

Goal Areas	Strategies (unranked)	Proposed Actions (unranked)
<p><i>To empower, enable, and equip an organization that is responsive to the diverse needs of our community</i></p>	<p>1. Attract, retain and reward talented employees.</p>	<ul style="list-style-type: none"> • Annually adjust compensation and benefits to remain a competitive employer. • Amend the Pension Plan to retain long term employees. • Conduct comprehensive pay study. • Pay a Living Wage to all full-time, part-time and seasonal employees. • Overhaul current Performance Management Program. • Explore career ladder systems across the organization. • Human Resources Department to partner with University of Georgia to create internships. • Fully fund public safety promotional process.
	<p>2. Promote transparency through improved access to information.</p>	<ul style="list-style-type: none"> • Modernize method of citizens reviewing documents online. • Train and support ACCUG departments in the use of social media. • Implement design updates to the website. • Create media analyst/TV-Video position to bring efforts in-house and assist with online presence. • Update the Comprehensive Plan for Athens-Clarke County. • Create Printed/Electronic Citizen newsletter.
	<p>3. Improve internal efficiency and effectiveness.</p>	<ul style="list-style-type: none"> • Establish additional payroll capacity in Human Resources. • Rewrite Personnel Policies and Codes through consultant. • Create medical stop-loss insurance program for inmates and arrestees. • Purchase routing software for Solid Waste collections. • Relocate and modernize Information Technology offices. • Create a new agenda management system. • Create Treasurer position in Finance to maximize cash management and investment income. • Modernize email system to Microsoft Exchange. • Purchase new records management system and computerized dispatch for Police. • Update current Finance paper forms to website forms.

		<ul style="list-style-type: none"> • Implement Cityworks Computerized Maintenance Management System in Public Utilities. • Migrate jail onto a more efficient Jail Management System application and improve infrastructure and operational capacity in new facility. • Streamline request/evaluation processes and enhanced reporting for streetlight repairs, new streetlight requests and new sidewalk requests. • Create police video integration center. • Implement a paperless plans review system for the permitting process. • Pursue national accreditation for Leisure Services Department (CAPRA). • Purchase new public safety software and computers. • Implement Phase I of ACCUG Geographic Information System Master Plan. • Rewrite Risk Management policies in Human Resources. • Implement new Finance/Human Resources software system. • Implement a jail-to-court video system.
	<p>4. Create empowered and engaged employees</p>	<ul style="list-style-type: none"> • Create recruiting diversity initiative with the Great Promise Partnership. • Create a brand for ACCUG that will help to recruit and retain employees. • Create employee recognition program.

- *Numbers in parentheses in strategy column indicate priority ranking of strategies within the overall goal area.*