

City of Eatonton Strategic Plan



2010 - 2013

Dear Citizens of the City of Eatonton:

When I was elected, I uttered these words of challenge to the City of Eatonton during my Inaugural Address: "If we fail to plan, then we certainly plan to fail."

The Strategic Plan contained within this document is the result of the combined hard work of a committed City Council, a concerned citizenry, and service-driven city employees who stepped up to the challenge spending many months crafting a plan to move the City of Eatonton forward into its future. And, on behalf of the City Council, I thank them for their efforts to develop a careful and well-devised Plan. Having a three-year Strategic Plan is a first for the City of Eatonton and there is a new excitement in the air about the possibilities that lie ahead of us and I am very much looking forward to seeing the results of this Plan unfold.

Although this Plan will take us through some uncharted territories, you may be feeling that we have talked about a number of things for which you have not seen change. However, rest assured, we are undertaking this Plan with renewed commitment and I ask that you be patient with us if you don't see an immediate change. You will begin to see more and more of the changes that are outlined in the Plan over time.

It is exemplified in this document, as in any effective plan, that we must first look at what kind of city we want Eatonton to become in the future; where we are now, decide where we want go and then decide what is the best vehicle to use to get us there. This Strategic Plan will be setting our bench marks and we will monitor them along the way to make sure that we are on the course that we set for ourselves.

With that being said, a plan is only as good as its execution, and the efforts of the people that can make it happen. So, we would ask that you support our efforts as we implement the Strategic Plan in phases over the next three years.

We know that we need to foster economic prosperity for our community. Our brightest minds will continue to go to larger communities that afford them the opportunities to use the education they have gained. We want to give them a fighting chance to be able to stay at home and grow with the City of Eatonton, if they so choose. If done well, this Strategic Plan will help us get there.

We have a very diverse community and we know we cannot provide everything we want or need, but the goal is to have a community that understands each other and has the willingness to work together toward our common goal of being the best community that we can be.

I ask you to accentuate the positive aspects of our community. We have a lot of things to be proud of like our heritage, our small town charm, our natural resources and our friendly, caring citizens.

Our job is to be poised for what lies ahead. Therefore, my fellow citizens of Eatonton, the future is in our Plan.

Sincerely,

John Reid
Mayor

Dear Citizens of the City of Eatonton:

I am excited about the opportunity to share with you the City of Eatonton's Strategic Plan for fiscal years 2011 – 2013. This is the City's first documented Strategic Plan. This document is the result of collaboration and partnership between the City and its City Departments, the business community and others. We are appreciative of everyone's participation and input. This Plan clearly communicates the City's vision for a desirable living and working environment for the citizens, visitors, and business community. A strong and vibrant City is crucial to this community's stability and economic vitality.

The City of Eatonton desires to become a shining example of excellence within the State of Georgia. Beginning with the Charette design exercise conducted by the University of Georgia, the Mayor and City Council have been involved in several preparatory steps leading up to the development of this Plan. We first participated in an organizational retreat at Rock Eagle. This provided a thought-provoking and honest evaluation by the Mayor and Council about what strengths and weaknesses the City possesses. From that session a Strategic Planning Team was empanelled and they have worked to develop this Plan. Periodic reality checks with the Council helped us stay on course. In the development of our Plan, we have endeavored to also be responsive to the recommendations in the Charette and have incorporated many of them into our planning efforts. We have met as a team and outside with both internal and external key stakeholders to the City to identify long term needs and requirements.

We are committed to implementing the strategies and actions we have identified in this Strategic Plan. The department heads and I will review and report our progress in our regular meetings and will update it on an annual basis. We will also ensure that it is consistent with the City-wide budget and will make adjustments based upon changes in our business environment.

I want to thank the members of the Strategic Planning Team for their efforts to complete this task in time to help lead the budget development for 2011. I greatly appreciate the time you sacrificed to make this process a success. If your engagement, openness and contribution in the process are any indication of the next three years, then we are exceeding the expectations of our stakeholders!

Sincerely,

Martin D. Elmore
City Administrator
City of Eatonton, Georgia

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Executive Summary

Over the last several years, the City of Eatonton has undergone steady progress to improve the quality of life for its citizens. Some of the improvement efforts have been organic, unfolding as the city has grown, and other improvement efforts have been more formal, initiated by City leadership. Two of the most substantive formal efforts were a design Charette exercise conducted in 2007 and this three year Strategic Plan for the City of Eatonton.

The design Charette conducted by the University of Georgia in the Spring of 2007 was intended to gather community and government input on how to help the city protect and promote its existing resources while continuing to grow in economically and socially viable ways. Many of the recommended Guiding Principles evolving from the Charette are incorporated into this Strategic Plan.

The City of Eatonton began its Strategic Planning efforts in the spring of 2009 at a retreat where the Mayor, Council and City Administrator were asked to think about the future of Eatonton as they saw it 20 years and beyond. They were also asked to think about what they wanted the City of Eatonton to be in the future, and what they wanted their stakeholders to be able to see, hear and experience over that period of time. These vision elements then set the strategic direction for this Strategic Plan.

Under the leadership of the Mayor and City Council, with the facilitation assistance of the Centre for Strategic Management, the City of Eatonton undertook a comprehensive strategic planning effort in the January of 2010 - its first-ever documented strategic plan for the City.

The Strategic Planning Team selected to develop the Plan were comprised of City Council members, city employees, and members of the Eatonton community. They brought diverse perspectives, gender, age, background and experience to the planning process. The Team met bi-weekly for approximately five months and the seriousness and thoughtfulness with which they undertook the development of the Plan is evidenced in this well-laid out Plan for 2010 - 2012.

During the five months of meetings, the Team systematically laid out their steps to the Plan, including:

- Scanning the internal and external environment for current trends, clues, and indications of events or factors that might have an impact on the successful execution of the Strategic Plan
- Identifying key stakeholders needs and requirements and how the successful achievement of the Plan could add value to each of these stakeholders over the next three years
- Developing a Vision and Mission which helps set the future direction for the Plan, and ultimately for the City
- Adopting a set of Values which will help guide the City's day-to-day behavior, decision-making, and interactions with others
- Identifying areas for strategic measurement that establish the baselines for their measures, letting them know whether they are on track for achieving their Vision and Mission, and against which they will hold themselves accountable
- Looking at themselves honestly and assessing their current strengths, weaknesses, opportunities and threats for achieving their desired Vision and Mission

- Crafting strategies that would mobilize the City to action and that would close the gap between where the City is today versus where they aspire to be in the future to achieve the Vision and Mission they see, and
- Identifying the necessary actions that would make the strategies come alive and engage the City and community in executing on them, as well as
- Throughout the process, talking with major stakeholders about the Strategic Plan for Eatonton and what could help make those visions a reality

Five core strategies and over fifty action items were identified by the Strategic Planning Team. The strategies and action items are such, that when accomplished, will have made a noticeable improvement in the appearance and vitality of the city and lay the ground work for future and more far reaching plans. This Strategic Plan is designed to lead budget decisions for the next three years and provide clearly identified measures so the City can be held accountable for outcomes involving the expenditure of taxpayer funds. Not every measure will be achieved as designed in the plan and not every measure will be realized overnight. The various strategic actions will be initiated or addressed in phases over the next three years. To keep the outcomes of this Strategic Plan dynamic, viable, relevant, and continually adding value, its implementation will include Council Committee review and monitoring on a quarterly basis, involvement of key city departments who are central to the execution of the Plan, and periodic check-in's with key stakeholders.

No Strategic Plan is ever successful without the full support of its leadership. This Mayor and City Council of Eatonton are to be commended for its unwavering support of the Strategic Planning Team and its commitment to the development and execution of the Plan.

City of Eatonton
2010-2013
Planning Team Members

Council Members:

- Alma Stokes – Chair, Community Development Committee
- Teresa Doster – Chair, Zoning & Ordinance Committee

Community Members:

- deLacy Leverette – Local Business Owner
- Buddy Nolan – Local Business Owner
- Katy Smith – Eatonton Better Home Town

City Administration:

- Dan Elmore – City Administrator
- Chief Kent Lawrence – Police Department
- Assistant Chief Eugene Hubert - Fire Department
- Joe Hawkins– Streets Department

Facilitators:

Centre for Strategic Management

- Alysin Foster
- Stuart Smith
- Frank Foster

One of the primary aspects of Strategic Management is that ...

People support what they help create.

Obtaining buy-in and support from one's stakeholders is critical as they are the ones who stand most to gain from the success of the Plan, have most to lose if it is not successful, and who, if they believe their interests are not being addressed, could work against the successful achievement of the Plan.

The Eatonton Planning Team gave careful consideration to those who might have the greatest stake in the Plan's success over the next three to five years. They shared work-in-progress on the Plan with these stakeholders over the course of the planning process to get feedback as to whether they were on track and obtained input on the things that would provide the most value to a given stakeholder group. Each of the following stakeholders were considered an integral part of the Planning Community and seen as having an important role in the success achievement of the Plan's Strategies & Strategic Action Items.

Our "Planning Community:"

Those with whom we communicated during the development of the Strategic Plan because they have a role in making the Plan's Strategies & Strategic Action Items a success.

American Legion	Grotec
Board of Education (BOE)	Haband
Central Georgia Technical College (CGTC)	Historical Commission
Chamber of Commerce (C. of C.)	Historical Society
City of Eatonton Employees (CEE)	Eatonton Messenger
City of Eatonton Mayor & Council (CEMC)	Horton Homes
City of Eatonton Tree Board (CETB)	Municipal Court Judge
City Solicitor	Eatonton Arts Alliance (EAA)
Downtown Business Alliance (DBA)	N.A.A.C.P.
Downtown Development Authority (DDA)	Farmers & Merchants Bank (F&MB)
Eatonton-Putnam Development Authority (PDA)	People's Bank
Family Connection	Putnam County

CITY OF EATONTON

STRATEGIC PLAN 2010-2013

Setting Strategic Direction for the City of Eatonton

During the May 16, 2009 Council Retreat, the Mayor, Council and City Administrator were asked to think about the future of Eatonton, as they saw it 20 years and beyond. Specifically, they were asked to think about what they wanted the City of Eatonton to become and what they wanted their stakeholders to be able to see, hear and experience. The following are categorized elements of their Vision and will serve as the direction for the development of their Strategic Plan. The first three elements: Commerce/Tourism, Jobs and Clean & Beautiful were chosen as the areas of highest priority focus:

Vision Elements:

Commerce/Tourism

- Vibrant
- Great dining downtown after Theater at Plaza
- People shopping & eating in the City after dark
- Plenty of businesses downtown
- Shopping at Artist Colony on Aluminum Hill
- A thriving town
- Aluminum Hill structures
- An efficient, stable population
- People staying in hotel in town for weekend visits to the Lake
- Lots of shops
- Shopping
- Stores with customers and street vendors
- A bright future
- Growing
- Wireless city
- Town full of people
- A destination
- Ample parking
- Close to everything/next to perfect

Jobs

- Employment opportunities
- Industrial town again
- Industry all along the bypass

Clean & Beautiful

- A clean town
- A beautiful town
- Continued progress with beautification
- I see an Eatonton with sidewalks and curbing

Other Vision Elements Considered:

Safety

- A safe town

Housing

- Live
- Affordable homes to buy and rent
- No slum blocks

Image

- Small town atmosphere
- The best commitments & services possible for the citizens of Eatonton
- Love
- Friendly
- A family-friendly town

Education

- Cooperating with parents
- Greater educational opportunities

Recreation

- Play
- Biking on sidewalks throughout city limits
- Historic District Tour group
- Read stories to kids such as Uncle Remus as well as books about history in the Pavilion at Critter Park and the Hut

Efficient Government Services

- A cooperative government
- Cooperative atmosphere in town
- Water problems solved
- A town managed efficiently

After the Council Retreat, a diverse team including members of the Council, the local community and the City Administration was selected to develop the City of Eatonton's first Strategic Plan. This diversity of thought, age, gender, race, affiliation, experience and background added to the richness of the process as each member contributed their varied perspectives.

The Members of the Planning Team were as follows:

Council Members:

- Alma Stokes – Chair, Community Development Committee
- Teresa Doster – Chair, Zoning & Ordinance Committee

Community Members:

- deLacy Leverette – Local Business Owner
- Buddy Nolan – Local Business Owner
- Katy Smith – Better Home Town (BHT)

City Administration:

- Dan Elmore – City Administrator
- Chief Kent Lawrence – Police Department
- Assistant Chief Eugene Hubert - Fire Department
- Joe Hawkins – Streets Department

The City Council considered the City's many stakeholders. All considered were important and all had compelling needs. Knowing that the City could not be "all things to all people" and meet every stakeholder's needs effectively given only a finite amount of time, energy and resources they could devote, they were asked: "To whom can the City of Eatonton bring the greatest value over the next three years?" After much discussion and deliberation, the Eatonton City Council provided guidance to the Planning Team by identifying the following KEY stakeholders as the primary focus of the 2010-2013 Strategic Plan:

Key Stakeholders for the 2010 – 2013 Plan Period:

- Citizens
- Business Owners
- Employees

Environmental Scan:

Current Trends and Issues & Stakeholder Needs

Socio-demographic

- More diverse events at the plaza and downtown
- Some citizens avoid the plaza due to cost and focus (types) of events
- A growing non-native population (Indian, Pakistani, Latino)
- More retirees moving into the area
- The Color Purple and Uncle Remus are historical and not divisive
- Educated young adults leaving the town for “greener pastures”
- Many are no longer “empty nesters” due to unemployed family members moving back home
- Reduce number of people requiring long-term public assistance (this is due to root cause issues of high teen birth rate, generational gap, drug use, crime, absent parenting (fathers) high prison rate, aging population). The aging population on public assistance will leave behind a lot of adult children without means of support
- Broader gaps between the “haves and have-nots”
- Families relying more on public school systems and other public services

Economy

- Attract restaurants with broader menus to the City to provide more places for people to eat, especially along the bypass. Contract with potential restaurants and consider providing them tax incentives.
- Trucks on back roads and city roads cause damage to roads and shoulder
- Acquire land for parking decks such as Maddox feed/DI
- Parking for county workforce
- Seek grants and funding for parking
- Enforce parking laws and time limits
- Provide parking for the Court House
- Create long-term jobs with salaries above the minimum wage
- Increase tax base to reduce crime and keep money (revenue) in Eatonton
- Advertising to attract businesses
- Help Horton
- Provide incentives and tax breaks
- Go more “green”
- No more “single points of failure” like Horton Homes (decline in their business had significant impact on the City’s economy)
- Diversify
- Create transportation access (widening of 441, bypass, 129)
- Build IT infrastructure
- Chamber and elected officials should actively seek industry that will move into our area to increase job rate. Involve others, such as BHT, the Mayor, and PDA to coordinate this effort across agencies
- Use consulting firms
- Aggressively seek state and federal help

Ecology

- County landfill on City property is leaching
- Potential creation of the “City of Lake Oconee”
- Railroads in need of repair and maintenance
- Water wars between states and within the state of GA
- Decline in timber industry and logging
- Emerging “green”
- Sewage issues and run-off
- Lack of recycling
- Pursue installation of wells to address water issues

Technology

- Wireless technology required for medical, government, education and commerce
- Infrastructure improvements are needed to attract businesses
- How do we keep up with changes in technology?
- Use technology to reduce costs
- High school and technical schools need to change their course curriculums in order to support the movement away from manufacturing toward a service-based economy
- Social network sites required for commerce, government and businesses
- Without technology change will decline

Political

- Citizens are concerned that plans won't be implemented due to past experience
- Competition for federal money impacts the City's ability to meet its needs – i.e., infrastructure, public safety, parks and recreation, businesses
- Ordinances need to be enforced
- Roads and drainage are aging and will need to be repaired, requires resources
- City ordinances need to address drain pipes and growth especially east side
- Seek grants and other revenue for repair
- Maintenance plan
- No more “band aids”
- Prioritize
- Lack of resources
- Improve awareness of the political process like elections and qualifying for elections
- People want to start new businesses to generate income, but feel that since the City does not enforce ordinances, it does not support them. The City lacks vision and does not maintain properties
- More professional and dedicated City government workforce for efficient use of tax dollars and people
- Rid the town of blighted areas such as; (run-down houses, store fronts, trailers, burnt out buildings, overgrown lots, and trash and illegal dumps)
- Increase visibility of elected officials
- Increasing political involvement against unopposed incumbents
- Citizens are not familiar with their elected officials

Technical

- Increasing opportunities to access information and knowledge
- Work with providers such as technical colleges to attract employers who are able to provide more specialized skills
- Use and access technology in school systems to acquire knowledge
- Knowledge obsolesce due to technology changes

Technical (continued)

- Use outsourcing for City services
- Upgrading tools and equipment require changes in people

Industry

- Attract health care providers so citizens don't have to leave for health care (OBGyn, renal, cardio, dentist) and who will accept Medicare
- Increasing health care cost
- Impact of federal healthcare legislation
- Attract health care providers to the City by providing answers to: "What's in it for me?"
- Seek grants and aid
- Understand what is happening with St. Joseph's Hospital
- Rural health care providers
- Identify local providers
- Potential loss of Georgia Power Plant Branch – leading to job loss and tax-base loss
- Need to turn Plant Branch into a nuclear plant for job growth, provided incentive for GA Power, seek federal funding, long-term stability, and its "green"

Citizens

- Both adults and children need more things to do such as; movies, bowling, picnic areas, green space, skating, recreation, YMCA, and a playground
- Schools produce low-achievement rates that negatively impact younger people and their ability to obtain employment. Also, a change in this area could reduce crime and create a viable workforce
- The price of utilities (water) is ruining people's enjoyment of life. Need to fix the system. People are not able to buy basic necessities due to buying water. Businesses are not moving into town due to price of water. Water prices are one to three times more expensive than in other communities
- Water infrastructure is leaking and causing an increase in cost
- Sewerage rates subsidize water cost
- Build affordable housing within the City limits ranging from \$175k - \$350k
- Attract people who are leaving other areas and cities
- Resolve the differences between citizens who want "growth" and those who don't ("not in my backyard")

Needs and Requirements of Key Stakeholders and Citizens:

- Safe neighborhoods and water
- Low taxes
- Clean City
- Available recreation (whether it is used or not)
- Shopping, restaurants, movies
- Jobs
- Good school systems
- Want to be viewed as “progressive”
- Higher services, expectations and low taxes
- Economic utilities
- Feel like they matter

Employees Want:

- Training
- Job security
- Good equipment, wireless devices, computers
- Better pay
- Advancement
- Freedom from political influence and pressure
- Clear directions and goals; clear expectations,
- Realistic service expectations from citizens
- Language training
- Accountability for where to get info and who oversees issues, urgency for issues
- Pride in a job well done

Business Owners Want

- Higher-educated employees
- Improved customer service
- Education for owners and potential business owners
- More information about technology
- More promotions of business district
- Campaigns to all socio-economic groups
- Overall maintenance of City and surrounding areas
- Increase accessibility to stores for persons with disabilities
- Improve/increase incentives for new business owners
- Highly-publicized outlook for Eatonton and make it happen
- Find a happy median between what is Eatonton now and what it will become in the future
- Magnet store, e.g. sporting goods, etc.

*The City of Eatonton's Strategic Direction is established in its Vision and Mission Statements:
They define the City's focus and the value they want to bring over the
next three years.*

Vision:

Middle Georgia's only conveniently located destination offering an affordable quality of life and outdoor recreation, partnering alongside business and industry, forging a prosperous future while maintaining its heritage and hometown charm.

Mission:

To provide quality services which efficiently and effectively promote, preserve, and protect our resident population, our environment, our businesses, and our sense of community and enhance the special character of our heritage and quality of life.

STATEMENT OF VALUES OF THE CITY OF EATONTON

These are the values that the City Administration and its employees will strive to live by and incorporate into their decision making as well as keep at the forefront in the treatment of their stakeholders and each other.

WE VALUE OUR COMMITMENT TO CITIZENS

We believe that our citizens expect and deserve the best possible quality of life in all aspects. We strive to meet those expectations through public service with respect, efficiency, security and pride.

WE VALUE COMMITMENT TO EXCELLENCE

We believe that a cohesive vision, competency and persistence to strive for community excellence are key ingredients in showing pride thus gaining desired prosperity in all aspects of our endeavors.

WE VALUE OUR RESPONSIBILITY AS LEADERS

We are committed to exercising responsible leadership through the ability to set well-defined goals; to communicate the methods by which those goals are achieved while remaining open-minded to the ideas and needs of our community.

WE VALUE OUR EMPLOYEES

We recognize that the most significant resource available to our city government is its employees. Our employees are entitled to a supportive work environment that encourages and rewards excellence, as well as professional and personal growth.

WE VALUE PROFESSIONAL ETHICS

We affirm that personal integrity characterized by honesty, compassion, fairness and discretion is the basis for our day-to-day conduct. We require the highest ethical standards not only of ourselves but of our employees and colleagues.

KEY SUCCESS MEASURES

To assess whether they are on track with their Plan and continuing to add value to their stakeholders in terms of the services and processes as outlined, the City of Eatonton established its Key Success Measures. These measures were developed from the perspective of four critical areas: Financial, Key Stakeholders, Employees and Business/Process Improvement. They will be continuously monitored on a regular basis throughout the 2010-2013 Plan's horizon.

Measurement of the success of the Strategic Plan will focus on the following areas:

Key Success Measures

- Increase in the number of newly created jobs
- Increase in the number of business start-ups
- Increase in the number of awarded grants received
- Increase in the amount of dollars received from awarded grants
- Increase in the number of hotels and bed and breakfasts that are located inside the Eatonton city limits
- Increase in citizen satisfaction
- Decrease in the number of blighted properties
- Increase in the total number of miles of high pressure line pipe in Putnam County
- Increase in the number of customers utilizing gas
- Increase in the number of historical markers inside Eatonton city limits
- Increase in the number of promotional materials about the City of Eatonton

*** Footnote: A more detailed description of these measures, their targets, and source of data collection is outlined in the Appendix.**

Having set its direction for the next three years, the Planning Team considered how the City was currently positioned to deliver on the value of services and processes they want to bring to their stakeholders as expressed in their Mission Statement and Values. They conducted a Current State Assessment or S.W.O.T. Analysis to look at where they might have Strengths, Weaknesses, Opportunities and/or potential Threats that might impede the successful achievement of the Plan for their stakeholders.

Eatonton Strategic Plan Current State Assessment (S.W.O.T.)

*The following **Current State Assessment** identifies Strengths, Weaknesses, Opportunities and Threats and contrasts where the City of Eatonton is today as compared to its Vision & Mission of where it hopes to be in the future.*

S = STRENGTHS

- Low tax rate
- Cost of living
- Tax incentives
- Hospital
- Quaint downtown
- Caring community
- Full-time fire department
- Efficient government
- Good City staff – strong personnel in key positions that want progress and are willing to fight for it
- The Hut
- The Plaza
- City Hall interaction with the public
- Gas as a utility
- Codes help clean-up
- Land –space to grow
- Location – close to lakes, U.S. Interstates (16, 20, 75) five State Highways (16, 24, 44, 124, 441)
- Industrial Parks – available commercial & industrial space
- Empty store fronts
- Opportunity Zone – development
- The one incorporated city in Putnam County is Eatonton
- Low crime rate
- Affordable workforce
- Driven merchants
- Good school facilities and programs

W = WEAKNESSES

- Lack of IT Infrastructure
- Streets that are really alleys (sometimes cannot go into them)
- High water/sewer rates
- Settling

W = WEAKNESSES (continued)

- A few voices speak for many
- Lack of draws
- Unwilling to try something new/slow to catch up with the times
- Aluminum Hill Project
- High rate of government subsidized programs
- Lack of employee proficiency/professionalism
- Employee attitude – “we can’t do that” without trying
- Major highways coming through downtown
- Lack of enforcement of protective ordinances, e.g. blight
- Low educational attainment
- City-County Relationship (also a potential THREAT)
- Lack of City promotion

O = OPPORTUNITIES

- Aluminum Hill
- Vacant Horton Homes production lines
- Actively seeking businesses & industry – Chamber, major City Council advertising, inviting business owners to town for lunch, golf, have a look around and outside advertising
- “Green” – jobs, culture, recreation
- Tourism – heritage events; location – lakes, transportation
- Enforce current ordinances, e.g., two-hour parking signs
- Broadband
- Incomplete gas system (running it through the county)
- Teenage activities & after-school programs
- Beautify downtown

T = THREATS

- School System – lacking in area of job preparedness
- Loss of even more jobs
- Lack of City tax revenue
- Negative attitudes – fear of change, unwillingness to accept and/or adapt to change
- City-County relationship – lacks harmony
- Water Authority

After conducting the Current State Assessment, the Planning Team was able to identify “gaps” between the value they want to bring to their stakeholders and where they assess their current ability to deliver on that value. The Current State Assessment revealed Strengths that could be built upon over the next three years, Weaknesses they might have to overcome, Opportunities they may want to leverage and/or potential Threats that may get in the way of the City being able to successfully achieve its Plan for their stakeholders. The following Strategies and Strategic Action Items were identified to help “close the gap” between where they are now and the value they want to bring their stakeholders. They focused on the “critical-few” strategies that would have the greatest impact and over which they had the most control or ability to influence. These Strategies will be assessed on an on-going basis to ensure they are having the intended impact.

STRATEGIES & STRATEGIC ACTION ITEMS

Strategy #1

Enhance the economic prosperity of the City

Strategy Statement (Definition)

Attract and maintain jobs to increase personal and business income and tax revenue while seeking alternate revenue sources for City services and capital projects

Strategy #2

Provide and enhance City services

Strategy Statement (Definition)

Continually provide fair and efficient delivery of City services that meet or exceed customer expectations and support the City’s mission and vision and future growth

Strategy #3

Build a feeling of community throughout the City and county

Strategy Statement (Definition)

Enhance the willingness to work together, build relationships, treat each other like family, and work hard for the betterment of the entire community

Strategy #4

Enhance the appearance and beauty of the City

Strategy Statement (Definition)

Enhance and promote the visual appeal of the cityscape and those places that define the special character of our heritage

Strategy #5

Preserve and promote the heritage of the City

Strategy Statement (Definition)

Work to preserve historic properties and promote the cultural heritage

Strategies & Related Strategic Action Items

Strategy #1

Enhance the economic prosperity of the City

Strategy Statement (Definition)

Attract and maintain jobs to increase personal and business income and tax revenue while seeking alternate revenue sources for City services and capital projects

Strategic Action Items	Who Is Primarily Responsible?	Who Else Needs To Be Involved?	To Be Initiated In What Plan Year? (Sept. – Aug.) Y1 – 2010 – 2011 Y2 – 2011 – 2012 Y3 – 2012 - 2013
1. Continuously recruit companies to bring jobs to the City.	Elected Officials	Chamber of Commerce (C. of C.), Downtown Development Authority (DDA), Better Home Town (BHT), Banks, Downtown Business Alliance (DBA), Eatonton-Putnam Development Authority (PDA)	Y1
2. Assist current companies to maintain jobs.	Elected Officials	C. of C., BHT, Banks	Y1
3. Create a place where visitors feel welcome and want to spend their time, money and want to return.	Elected Officials; Community Development Committee	C. of C., DDA, BHT, Banks, DBA, PDA, local business owners and merchants	Y1
4. Hire a full-time grant manager to apply for and manage City grants.	Personnel and Finance Committee	City Administrator	Y1
5. Create a plan to promote the City through associations, trade papers, relocation firms and head hunters.	Community Development Committee	DDA, C. of C.	Y1
6. Work with the Chamber and other authorities to market Eatonton's location to major highways and our quality of	Community Development Committee	C. of C., DDA, BHT	Y2

Strategic Action Items	Who Is Primarily Responsible?	Who Else Needs To Be Involved?	To Be Initiated In What Plan Year? (Sept. – Aug.) Y1 – 2010 – 2011 Y2 – 2011 – 2012 Y3 – 2012 - 2013
life.			
7. Create an economic development budget that allows the City to attract prospective businesses and industry.	Personnel and Finance, Community Development Committees	Regional Commission, Development Authority	Y3
8. Create a full-time Economic Development position to keep up with ever-changing business needs and assure local business are prepared to compete and meet customer needs	Personnel and Finance Committee	Regional Commission, Development Authority	Y3
9. Create an economic package to incentivize business and industry coming to the City	Personnel and Finance Committee	BHT, C. of C., Regional Commission, Development Authority	Y1
10. Promote outdoor activities – biking, hunting & fishing to increase tourism spending.	Community Development Committee	BHT and C. of C.	Y2
11. Partner with and assist the education institutions to prepare an educated and viable workforce.	Community Development Committee	Board of Education (BOE), Technical College, and other educational institutions	Y3
12. Partner with high-speed, broadband internet providers to build the required technology infrastructure.	Public Utility Committee	GA (Richard Calhoun and the state agency to deal with HS internet – name?).	Y3

Strategic Action Items	Who Is Primarily Responsible?	Who Else Needs To Be Involved?	To Be Initiated In What Plan Year? (Sept. – Aug.) Y1 – 2010 – 2011 Y2 – 2011 – 2012 Y3 – 2012 - 2013
13. Acquire and utilize public space to host attractions to increase local and tourism spending.	Community Development (identify space), Personnel and Finance (identify funding),	DDA	Y3
14. Develop plans to acquire land for State prison. e.g. Open beds for Federal prisoners, Geriatric prison, etc.	Streets, Buildings and Grounds Committee	Senator Grant with the State Property Commission, Dept. of Corrections	Y3
15. Support the development of Workforce Housing	Zoning and Ordinance Committee	Public Safety, Streets, Buildings and Grounds, Local Banks	Y1

Strategy #2

Provide and enhance City services

Strategy Statement (Definition)

Continually provide fair and efficient delivery of City services that meet or exceed customer expectations and support the City’s mission and vision and future growth

Strategic Action Items	Who Is Primarily Responsible?	Who Else Needs To Be Involved?	To Be Initiated In What Plan Year? (Sept. – Aug.) Y1 – 2010 – 2011 Y2 – 2011 – 2012 Y3 – 2012 - 2013
<p>16. Fix and repair the sidewalks to create a foot friendly environment and remove the possibility of injury and allow for easy walking.</p>	<p>Streets, Buildings and Grounds Committee</p>	<p>Department of Transportation (DOT), Georgia Department of Community Affairs (DCA), AT&T, Railroad</p>	<p>Y1</p>
<p>17. Review, update and enforce City codes.</p> <ul style="list-style-type: none"> • Define extent of provided services. • Address erosion; heavy vehicle access and storm drainage to prevent premature failure of infrastructure. • Clean up all parts of the City with code violations and help owners. • Enforce parking ordinance to provide parking for visitors and tourists. • Enforce blight ordinance to rid the City of slum property. • Expand the City services where 	<p>Zoning and Ordinance Enforcement Committee</p>	<p>City Marshal, Fire, Police, Streets Dept.</p>	<p>Y1</p>

Strategic Action Items	Who Is Primarily Responsible?	Who Else Needs To Be Involved?	To Be Initiated In What Plan Year? (Sept. – Aug.) Y1 – 2010 – 2011 Y2 – 2011 – 2012 Y3 – 2012 - 2013
needed to help the City.			
18. Investigate and implement fee-based services to off-set costs.	Streets, Buildings and Grounds Committee	Streets Dept.	Y1
19. Identify budget for gas line expansion.	Public Utility Committee	DCA, DOT, Municipal Gas Association of Georgia (MGAG), PDA	Y1
20. Accept credit card payments for natural gas and trash service to allow for easy customer payment.	Personnel and Finance Committee		Y1
21. Identify required revenue streams including tax increases to match needs. 22. Increase millage rate to use for visible community projects.	Personnel and Finance Committee	Projects identified from other Council Committees	Y1
23. Match City services with required worker skills and budget for training accordingly.	Personnel and Finance Committee	Other Council Committees as required	Y2
24. Develop and prioritize a capital budget for infrastructure repairs and upgrades on a “top 10” list.	Personnel and Finance Committee, Streets, Building & Grounds Committee	DCA, DOT	Y3
25. Develop programming for children	Community Development Committee	Rock Eagle, 4H, BOE, Recreation, Family Connection	Y3
26. Provide community police services to	Public Safety Committee	Police Department	Y3

Strategic Action Items	Who Is Primarily Responsible?	Who Else Needs To Be Involved?	To Be Initiated In What Plan Year? (Sept. – Aug.) Y1 – 2010 – 2011 Y2 – 2011 – 2012 Y3 – 2012 - 2013
provide greater visibility of police.			

Strategy #3

Build a feeling of community throughout the City and county

Strategy Statement (Definition)

Enhance the willingness to work together, build relationships, treat each other like family and work hard for the betterment of the entire community

Strategic Action Items	Who Is Primarily Responsible?	Who Else Needs To Be Involved?	To Be Initiated In What Plan Year? (Sept. – Aug.) Y1 – 2010 – 2011 Y2 – 2011 – 2012 Y3 – 2012 - 2013
27. Set up regular meetings between County Manager, City Administrator and School Superintendent to identify and solve issues. Meet on a regular basis to discuss issues of common interest.	City Administrator	County Manager, School Superintendent	Y1
28. Talk with different City, county and agencies regarding programs, projects that will be mutually beneficial.	Elected Officials & City Administrator	Other Agencies	Y1
29. City and county elected officials to communicate more effectively with each other	Elected Officials	Other Elected Officials	Y1
30. Develop better communication to the residents and businesses on what the City is doing <ul style="list-style-type: none">• Weekly updates on plans, status of projects, grants, etc.• Town hall meetings for community to hear what is happening and voice concerns/questions to keep open communications	Elected Officials	Local Newspapers BOE	Y1

between officials and residents.			
31. City council and county commissioners to iron out their differences. Remind City and county that they are there to help the people of the town and county.	Elected Officials	Other Elected Officials	Y3

Strategy #4

Enhance the appearance and beauty of the City

Strategy Statement (Definition)

Enhance and promote the visual appeal of the cityscape and those places that define the special character of our heritage

Strategic Action Items	Who Is Primarily Responsible?	Who Else Needs To Be Involved?	To Be Initiated In Which Plan Year? (Sept. – Aug.) Y1 – 2010 – 2011 Y2 – 2011 – 2012 Y3 – 2012 - 2013
32. Erect “Welcome to Eatonton” signage	Streets, Buildings and Grounds Committee Personnel & Finance Committee	C. of C. BHT PDA	Y1
33. Create a plan for development of City property: <ul style="list-style-type: none">• Aluminum Hill• Vacant land @ Madison & W Sumter• Property behind daycare• Hut enhancement	Streets, Buildings and Grounds Committee, Planning & Zoning & Ordinance Committee, Personnel & Finance Committee	Historic Commission DDA BHT Tree Board Town & Country Garden Club (T&CGC)	Y1
34. Enact blight tax to fund other blight removal activities. Levy blight tax on delinquent overgrown property to improve appearances.	Zoning & Ordinance Committee, Personnel & Finance Committee	Putman County, City Solicitor, Tax Commissioner, Municipal Court	Y1
35. Better utilization (stricter enforcement) of community service workers for beautification efforts.	Public Safety Committee	Police Dept., Fire Dept., Emergency Management, City Solicitor, Municipal Court, Probation Office	Y1
36. Hire or create a position to oversee downtown planting and beds on a regular basis.	Streets, Buildings and Grounds Committee, Personnel & Finance Committee	BHT, Tree Board	Y1
37. Dress-up store fronts (whether	Zoning & Ordinance Committee	BHT, Property owners, business owners, EAA	Y1

occupied or not) to beautify downtown, e.g. art displays			
38. Create more greenspace to make Eatonton a more public-friendly place. <ul style="list-style-type: none"> Plant trees to provide natural beauty and shade. 	Streets, Buildings and Grounds Committee	Tree Board, 4H, BHT, T&CGC	Y2
39. Paint murals and signs on buildings to create an “old town” look.	Streets, Buildings and Grounds Committee	Business Owners	Y2
40. Use community neighborhood groups for beautification and litter removal to increase feelings of ownership and reduce usage of City services	Solid Waste Committee, Public Safety Committee, Zoning & Ordinance Committee	NAACP (T&CGC) Police Department Scout Organizations Churches DOT – Adopt-A-Highway	Y2
41. Update City parking study to assure we are utilizing what parking we have and if more options need to be discussed.	Streets, Buildings and Grounds Committee, Public Safety Committee	Police Dept. BHT	Y2
42. Create a detailed overall cityscape to improve the look and appeal for all. <ul style="list-style-type: none"> Modify and implement the ideas in the Charette. 	Streets, Buildings and Grounds Committee, Personnel & Finance Committee	DOT, BHT, C. of C., Eatonton-PDA, business owners	Y3
43. Beautify the bypass.	Streets, Buildings and Grounds Committee	DOT, BHT	Y3
44. Increase financial support for festivals/events to help create and promote fun and	Community Development Committee, Personnel & Finance Committee	BHT, Pilot Club, BOE, C. of C., Service League	Y3

<p>affordable community events.</p> <ul style="list-style-type: none">• Events that appeal to a broad spectrum of the population.• Events featuring Eatonton charm. Utilize Event Plaza.			
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Strategy #5

Preserve and promote the heritage of the City

Strategy Statement (Definition)

Work to preserve historic properties and promote the cultural heritage

Strategic Action Items	Who Is Primarily Responsible?	Who Else Needs To Be Involved?	To Be Initiated In Which Plan Year? (Sept. – Aug.) Y1 – 2010 – 2011 Y2 – 2011 – 2012 Y3 – 2012 - 2013
45. Promote bicycling to increase tourism to points of interest in county.	Community Development Committee	DOT, C. of C., Regional Commission	Y1
46. Promote the famous residents to Eatonton to promote tourism (e.g. Alice Walker, Joel Chandler Harris and other local authors; Peg Leg Howell-blues musician; Walter Ellison-painter; Truett Cathy-Chik-Fil-A; Dr. E.W. Hunt-early fig propagator, Vincent Hancock-2008 Olympics Gold Medalist in Shooting, 1st National Guard Armory, etc.)	Community Development Committee	C. of C., BHT, GA Tech-Economic Development	Y1
47. Encourage residents to paint historic houses in appropriate colors (“Painted Ladies” – Victorian style houses in 3 or more period colors) to promote heritage and tourism.	Zoning & Ordinance Committee	Historic Commission, Historic Society	Y1
48. Adopt Daffodils as the City flower to promote tourism, community appeal and provide for low maintenance.	Community Development Committee	BHT, C. of C., T&CGC	Y2
49. Create a committee to preserve City and public cemeteries.	Streets, Buildings and Grounds Committee	Historical Society, C. of C.	Y2
50. Work together with both residential and commercial property owners to create a collaborative and reasonable set of guidelines to preserve historic buildings.	Streets, Buildings and Grounds Committee, Zoning & Ordinance Committee	Historical Commission, Historical Society, property owners	Y2

51. Create highway and billboard signage for Eatonton to promote more tourism	Community Development Committee	DOT, C. of C., Middle GA Regional Commission	Y3
52. Establish Tour of Homes, e.g. featuring Daffodils and Painted Ladies	Community Development Committee	Historic Society, BHT, C. of C., Police and Fire Department	Y3
53. Create nature trails and walkways with markers and birdhouses for indigenous Blue Birds and Purple Martins.	Streets, Buildings and Grounds Committee, Personnel & Finance Committee	DOT, C. of C., Dept. of Natural Resources, Univ. of GA	Y3
54. Create tour maps for biking, historic homes, and nature trails.	Community Development Committee	Historical Society, C. of C., Police Dept., Fire Dept.	Y3

APPENDIX

**City of Eatonton
2010 – 2013 Strategic Plan**

For the 2010-2013 Strategic Plan horizon, the following “Strategy and Key Success Measures Chart” outlines the City of Eatonton’s Key Success Measures and how they align with each of the Strategies. The chart further identifies what the targets will be, if known, and the sources from which that data will be drawn. As a number of these measures are new for the City of Eatonton, there may be no data collected to date to use as baseline. The Planning Team will use the 2010 year to establish the baseline measure so that it can be assessed and targets appropriately established for the coming years. The City may also adjust these measures annually to assure they are measuring what is important.

**Key Success Measures
Covering Strategic Plan Years 2010 through 2013**

Target Numbers or Percentage*/+	Desired Outcome/Trend	Measurement	Associated Strategy	Source for Data Collection
		Economic		
Number	Increase in...	Newly created jobs Y2010-2011 – Baseline Y2011-2012 – TBD Y2012-2013 - TBD	#1, 5	Source – BHT, DOL, City
Number	Increase in...	Business startups Y2010-2011 – Baseline Y2011-2012 – TBD Y2012-2013 - TBD	#1, 5	Source – business license count for businesses located in the city limits

Target Numbers or Percentage*/+	Desired Outcome/Trend	Measurement	Associated Strategy	Source for Data Collection
Number Received	Increase in ...	<p>Awarded grants Y2010-2011 – Baseline Y2011-2012 – TBD Y2012-2013 – TBD</p> <p>(Measures should be specific to city grants to include City grants, Arts Center and Development Authority)</p>	#1 (can benefit other strategies)	Source – Personnel and Finance
Amount of Dollars Received	Increase in ...	<p>Awarded from grants Y2010-2011 – Baseline Y2011-2012 – TBD Y2012-2013 – TBD</p> <p>(Measures should be specific to city grants to include City grants, Arts Center and Development Authority)</p>	#1 (can benefit other strategies)	Source – Personnel and Finance
Number	Increase in built and operating	<p>Hotels and bed & breakfast that are located inside the Eatonton city limits Y2010-2011 – Baseline (include current hotels) Y2011-2012 – TBD Y2012-2013 - TBD</p>	#1, 5	Source – business license count

Target Numbers or Percentage*/+	Desired Outcome/ Trend	Measurement	Associated Strategy	Source for Data Collection
		Key Stakeholders		
Score	Average increase ...	Citizen Satisfaction Y2010-2011 – Baseline Y2011-2012 – TBD Y2012-2013 - TBD	All	Source – Citizen satisfaction survey
		Process Improvements		
Number	Decrease in ...	Blighted Properties* Y2010-2011 – Baseline Y2011-2012 – TBD Y2012-2013 – TBD *(Based on legal definition and designated by the city court)	#2, 4	Source – City Marshal
Number	Increase in...	Total miles of high pressure line pipe in Putnam County Y2010-2011 – [Insert current number] Y2011-2012 – TBD Y2012-2013 – TBD	#1, 3	Source – city-managed data
Number	Increase in...	Customers utilizing gas	#1, 3	Source – city-managed data

Target Numbers or Percentage*/+	Desired Outcome/Trend	Measurement	Associated Strategy	Source for Data Collection
Number	Increase in...	Historical Markers inside Eatonton city limits Y2010-2011 – Baseline Y2011-2012 – TBD Y2012-2013 – TBD	#4, 5	Source – physical count
Number	Increase in...	Promotional materials – inclusive of signs and ads (referencing “Brer Rabbit” images) Y2010-2011 – 8-10 currently Y2011-2012 – TBD Y2012-2013 – TBD	#4, 5	Source – physical count (8-10 current count)