



FY26-28

STRATEGIC PLAN

GOALS, STRATEGIES AND INITIATIVES





GOAL AREA 1: GOOD NEIGHBORS

A. Proactively reform systems of accountability to reduce jail recidivism rates and plan for transition and returning residents

- **Initiative 1.A.1:** Train Care & Treatment staff to deliver behavioral-based programs to the Returning Citizens including Motivation for Change and Reentry Skills Building
- **Initiative 1.A.2:** Research and assess the viability of implementing an in-house Co-Responder Program with ACCPD clinicians
- **Initiative 1.A.3:** Allow Returning Citizens to develop skills under the supervision ACCGov employees in on-the-job opportunities around the county and within the Corrections campus while monitoring the skills in accordance with the Department of Labor's O*Net online resources
- **Initiative 1.A.4:** Create a tracking mechanism for recidivism
- **Initiative 1.A.5:** Expand partnerships to mitigate the impacts of homelessness within the community
- **Initiative 1.A.6:** Increase the number of veterans served with substance use and mental health disorders that have involvement in the criminal justice system by growing and creating community partnerships and educating the community about the benefits and positive impact of participation in Veterans Treatment Court to the community at large
- **Initiative 1.A.7:** Increase our ability to serve justice-involved individuals with substance use disorders through therapeutic, evidence-based care that empowers recovery, reduces recidivism, and promotes community safety
- **Initiative 1.A.8:** Increase the number of referrals to Family Treatment Court for parents with substance use disorders who have open cases with the Department of Family and Children Services where substance use is a significant factor in the case being opened
- **Initiative 1.A.9:** Increase the number of participants served in Family Treatment Court to provide substance abuse treatment, accountability and recovery services that will help develop healthy family relationships and reunification services for children in foster care
- **Initiative 1.A.10:** Provide quality substance abuse treatment, behavioral health treatment, and recovery support services in order to reduce foster care stays and involvement with the judicial system
- **Initiative 1.A.11:** Expand the Felony Drug Court by enhancing evidence-based treatment, peer support, and community partnerships to increase the census and reduce recidivism among high-risk/ high-need felony offenders with substance abuse and co-occurring disorders
- **Initiative 1.A.12:** Implement and Expand the COSSUP Program to Support Community-Based Substance Use Disorder Treatment and Prevent Recidivism

B. Decrease crime and enhance public trust through collaborative strategies between the police and the community, especially to target a reduction in gang activity

- **Initiative 1.B.1:** Engage with community groups, neighborhoods, faith groups, etc.

C. Use funds from National Opioids Settlement and other resources to reduce negative effects of drug use on the community

- **Initiative 1.C.1:** Expand partnerships to mitigate the impacts of opioid crises
- **Initiative 1.C.2:** Prioritize enrollment of unhoused individuals in COSSUP and support those participants until they are able to obtain stable housing



GOAL AREA 2: IDENTIFY AND CLOSE GAPS IN PARTNERSHIP WITH THE COMMUNITY

A. Partner to develop tools and relationships to increase awareness of and access to Athens' workforce and workplace development opportunities

- **Initiative 2.A.1:** Turntable Revolving Loans for Small Business - Joint Development Authority
- **Initiative 2.A.2:** Proactive Targeting and Recruitment
- **Initiative 2.A.3:** Solidify transition plan for Manufacturer's HR Committee, while maintaining listserv and continuing to share resources and information with group
- **Initiative 2.A.4:** Assist industry partners and Career Academy with Biomanufacturing Pathway effort

B. Build and maintain two-way information pipelines through relationship building and resident engagement

- **Initiative 2.B.1:** Support Boards, Authorities, and Commissions (BACs) as vehicles for education, information sharing, and engagement in decision-making
- **Initiative 2.B.2:** Develop common practices, policies, and procedures and train all Board, Authority, and Commission (BAC) members and department liaisons
- **Initiative 2.B.3:** Develop a solutions-based outreach program to provide interactive information and resources to the community, prioritizing areas of highest need
- **Initiative 2.B.4:** Increase education in the business community through partnerships such as the Chamber of Commerce, Athens Area Apartment Association, Downtown Athens Business Association
- **Initiative 2.B.5:** Pursue local partnerships with economic development agencies, business leaders, and community groups



GOAL AREA 3: ORGANIZATIONAL IMPROVEMENT

A. Develop strategies to recruit, reward, and retain high performing employees, both internally and externally, including individuals coming out of the justice system

- **Initiative 3.A.1:** Compile, analyze, and respond to changes in applicant demographic data and ACCGov workforce demographic data
- **Initiative 3.A.2:** Compile and analyze retention data by department on a monthly basis; make recommendations as needed. (Compensation & Payroll Division, Employment Division)
- **Initiative 3.A.3:** Establish formal relationships for recruitment of applicants, interns, and work-based learning students from UGA, Clarke County School District, Piedmont College, Athens Technical College, and University of North Georgia
- **Initiative 3.A.4:** Implement annual pay increases in the form of Table Adjustment, Market Adjustment, and Pay for Performance for the Unified Pay Plan and Public Safety Pay Plans. Effectively communicate methodology and rationale to all internal stakeholders
- **Initiative 3.A.5:** As a fiduciary entity, improve retirement benefits and asset portfolios to include design change recommendations to future Defined Benefit/ Deferred Compensation offerings to meet recruitment and retention needs for a 21st Century workforce
- **Initiative 3.A.6:** Create and distribute Total Reward / Compensation Statements to all employees annually, highlighting the total cost of benefits and compensation provided by ACCGov through salary, health insurance contributions, basic life insurance, short term disability coverage, wellness initiatives and incentives, health reimbursement account funding, pension funding, and deferred compensation matching

B. Create a culture for high performance: increase interdepartmental collaboration, events, better cross-departmental workforce strategy

- **Initiative 3.B.1:** Leverage opportunities to measure progress and improve processes
- **Initiative 3.B.2:** Develop centralized IT policy platform. Ensure that staff are following proper procedures and providing consistent service
- **Initiative 3.B.3:** Invest in the professional development of ACC poll workers through a monthly informational and training newsletter
- **Initiative 3.B.4:** Build a framework for the cultivation of embodied behaviors that support the vision of ACCGov
- **Initiative 3.B.5:** Measure the effectiveness of Customer Service training and employee performance
- **Initiative 3.B.6:** Conduct Succession planning workshops



GOAL AREA 4: QUALITY, STABLE, AFFORDABLE HOUSING FOR ALL

A. Implement recommendations from the 2023 Minority and Women-Owned Business Enterprise Disparity Study

- **Initiative 4.A.1:** Increasing awareness of available minority and women vendors and the available product lines and services they provide through the development of a Minority Business Enterprise and Women Business Enterprise Vendor Availability Database
- **Initiative 4.A.2:** Increasing Minority and Women Business Enterprise utilization in construction and A&E contracting
- **Initiative 4.A.3:** Monitoring, evaluating, and reporting on Minority and Women Business Enterprises (hereafter “M/WBE”) participation and contract compliance with the provisions of the ACCGov Business Inclusion Policy

B. Update zoning code and development standards to enable diverse, affordable housing options that meet community needs, and identify funding/resources to support these efforts.

- **Initiative 4.B.1:** Develop and maintain future land use analysis and mapping to inform land use policy development and implementation in compliance with State of Georgia Qualified Local Government (QLG) standards
- **Initiative 4.B.2:** Leverage resources in the Fire Marshal’s Office to facilitate high-quality, higher-volume reviews of building plans, life safety inspections, and fire code investigations

C. Preserve and increase the supply of affordable housing, and improve equitable housing opportunities in identified disinvested or underinvested areas

- **Initiative 4.C.1:** Leverage relationship with the Neighborhood Leaders group to tell the HCD story
- **Initiative 4.C.2:** Develop an annual one-page graphic that highlights HCD’s accomplishments (This would help present community data in a humanized and digestible way)
- **Initiative 4.C.3:** Provide technical assistance to subrecipients for any Concerns or Findings determined to successfully close out monitoring process by December 31st of each year
- **Initiative 4.C.4:** Increase the eligible scope of work and award per unit for rehabilitation activities by allocating more CDBG funding for AH activities and/or reducing the number of annual projects completed by sub-recipient partners
- **Initiative 4.C.5:** Initiative: Maintain updates to the HCD fair housing webpage that include training videos, partner events, and contacts
- **Initiative 4.C.6:** Develop an Acquisition Strike Fund to allocate resources to promote affordable housing development, preserve the affordability of existing rental homes & rehabilitate current inventory

- **Initiative 4.C.7:** Initiative: Focus CDBG public services funding toward projects serving people experiencing homelessness
- **Initiative 4.C.8:** Collaborate and support the Athens Homeless Coalition on the annual Continuum of Care (CoC) grant application process and applying for other funding resources to bridge the gap in wrap-around and supportive services provided by partners
- **Initiative 4.C.9:** Complete narratives, set up tables, add supporting documents, and complete submission of annual AAP and annual CAPER reports by September 30th of each year (since the strategic plan will likely be included in these reports)
- **Initiative 4.C.10:** Identify local funding sources to support affordable housing development in support of a Local Housing Fund
- **Initiative 4.C.11:** Complete narratives, set up tables, and complete full submission of 5-Year Consolidated Plan, including AFFH and NRSA documentation
- **Initiative 4.C.12:** Partner with Magistrate Court to prevent tenant evictions
- **Initiative 4.C.13:** Collaborate with DCA to present workshop(s) that present best practices and action steps that can be initiated to address fair housing issues
- **Initiative 4.C.14:** Identify and secure local and new funding sources in support of Down Payment Assistance for qualified homebuyers (as this can directly tie into preventing eviction by supporting low-income renters)



GOAL AREA 5: SAFELY MOVE AROUND ATHENS

A. Expand multi-modal Transit access to reduce auto dependency and provide greater mobility for Athens residents

- **Initiative 5.A.1:** Develop a sidewalk gap program to prioritize small gaps (< 5,000 ft) as the foundation for a priority list of annual projects, aimed towards completing our sidewalk network by 2030
- **Initiative 5.A.2:** Become a Silver Level Bicycle Friendly Community by 2025
- **Initiative 5.A.3:** Re-instate Safe Routes to School Program
- **Initiative 5.A.4:** Maintain, update, and implement a multiuse trail plan in partnership with ORGC to expand trail access and connectivity

B. Enhance safety for all modes of transportation

- **Initiative 5.B.1:** Support Vision Zero community strategies to reduce traffic fatalities
- **Initiative 5.B.2:** Maintain and improve trail safety through regular inspections, hazard removal, additional safety features, and upgrades at key crossings



GOAL AREA 6: BUILT AND NATURAL INFRASTRUCTURE

A. Adequately plan infrastructure to support our community in the future

- **Initiative 6.A.1:** Re-examine Land Development policy that promotes private development expansion of multi-modal infrastructure (TAD, technical standards, future ROW needs)
- **Initiative 6.A.2:** Design and construct water supply sufficiency for future generations
- **Initiative 6.A.3:** Use department master plan to address service gaps and maintain existing parks, amenities, and services

B. Follow through on the commitment to 100% Clean and Renewable Energy resolution

- **Initiative 6.B.1:** Determine energy benchmarks for all ACCGov facilities
- **Initiative 6.B.2:** Identify and prioritize opportunities to utilize renewable energy to meet ACCGov needs
- **Initiative 6.B.3:** Transform ACCGov fleet to renewable energy sources
- **Initiative 6.B.4:** Identify opportunities to incorporate clean energy practices into all ACCGov operations
- **Initiative 6.B.5:** Advance electrification, waste reduction, and sustainable design across park operations