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FY25

# STRATEGIC PLAN

## GOALS, STRATEGIES AND INITIATIVES

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## GOAL AREA 1: GOOD NEIGHBORS

**A. Work to create and implement systems to identify, acknowledge, and address racism, trauma, harm, and violence in our community.**

1. Continue supporting the Athens Justice and Memory Project.
2. Enact the policy recommendations of the Human Relations Commission.
3. Build public awareness of the Police Department's trust-building activities.
4. Convene and help lead Juneteenth stakeholders' committee.

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

1. Create a welcoming environment for individuals transitioning out of incarceration.
2. Provide alternative programs to arrest, such as pre-arrest diversion.

**C. Decrease crime and enhance public trust through collaborative strategies between the police and the community.**

1. Develop a community risk reduction plan.
2. Continue to enhance ACCGov support of Emergency Medical Service delivery.
3. Form relationships with respected and trusted community members.
4. Extend ACCGov's reach into the community.

**D. Propel community transformation by prioritizing the development of inclusive and inviting spaces that promote both physical and psychological well-being.**

1. Make improvements to College Square Plaza.
2. Expand and maintain community access to public garden spaces.
3. Expand learning through demonstration garden and outdoor kitchen.
4. Develop a culture of place-making through applicable projects.
5. Target health and nutrition education programming to priority populations.
6. Increase use of Supplemental Nutrition Assistance Program (SNAP) and Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

## **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.**
  - 1. Support the Clarke County School District Career Academy in meeting regional workforce needs.
  - 2. Reinvent A-Corps to an internally focused program.
- B. Build and maintain two-way information pipelines through relationship building and resident engagement.**
  - 1. Create internal and external cultures of shared collaboration and collective impact.
  - 2. Amplify partnership with Neighborhood Leaders.
  - 3. Improve residents' experience with public engagement and public-facing digital services.
  - 4. Support Boards, Authorities, and Commissions (BACs) as vehicles for education, information sharing, and engagement in decision-making.
  - 5. Develop common practices, policies, and procedures and train all Board, Authority, and Commission (BAC) members and department liaisons.
- C. Identify ways to address unaddressed community needs and develop programs, policies, and processes to facilitate community transformation.**
  - 1. Humanize community data.
  - 2. Partner directly with and listen to residents at the neighborhood level.
- D. Ensure existing resources reach marginalized people and those most in need through effective and accessible social service delivery, nonprofit capacity building, and problem solving with connected community partners.**
  - 1. Promote and provide technical assistance for nonprofit capacity building.
  - 2. Explore potential avenues for supporting the creation of a usable nonprofit directory.
  - 3. Develop and implement Advantage Behavioral Health Systems' Alternative Response Team pilot program.
- E. Support diverse, innovative, and creative economy.**
  - 1. Bring together cross-departmental and external resources at Costa Building to support diverse entrepreneurs.
  - 2. Identify needs of underserved entrepreneurs and employees in Athens-Clarke County. Assess ways to assist low-wage workers.

## 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.**

1. Meet current and future workforce needs.
2. Become an employer of choice in the community.
3. Encourage employee health and work life balance.
4. Prepare employees for their next job through succession planning and developing a clear path for growth/development.

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

1. Develop training for employees based on identified needs to deliver exceptional services.
2. Develop strategic plans for all ACCGov departments with associated performance metrics.
3. Develop a career pipeline at ACCGov for returning residents.
4. Expand Blue Level Inclusion, Diversity and Equity (IDE) training to all staff and Board, Authority and Commission (BAC) members.

**C. Improve internal programs, processes, policies and communication, while assessing how resources are allocated to meet existing and future needs for better service delivery and what we deliver.**

1. Develop an Equity Toolkit to help departments operationalize equity.
2. Create a technology governance structure to prioritize systems and coordinate software improvements.
3. Provide the tools staff need to improve their daily work and deliver better service to residents.
4. Build capacity for continuous organizational improvement
5. Create an ACCGov community engagement playbook.

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

- A. Support home ownership by increasing opportunities for low- and middle- income people to own a home and help people retain and remain in homes.**
  - 1. Study potential to freeze property taxes for groups of homeowners.
  - 2. Make current and prospective homeowners aware of home affordability programs.
- 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.**
  - 1. Prioritize Planning Commission recommendations assigned by the Mayor.
  - 2. Equip Neighborhood Leaders with in-field fair housing education materials.
  - 3. Encourage a wider variety of appropriate housing options ~~in~~ for all areas of Athens-Clarke County.
  - 4. Identify mixed-income development incentives and develop metrics for measuring their effectiveness.
  - 5. Revisit “Rural” future land use classification and associated zoning within the Future Land Use Plan update.
  - 6. Identify areas where housing growth is and is not appropriate.
  - 7. Improve resident access to solar and weatherization programs.
- C. Preserve and increase the supply of affordable rental housing**
  - 1. Acquire apartment complex to preserve supply of affordable housing.
  - 2. Incentivize green building updates while preserving or improving affordability.
- D. Coordinate and implement the plan to Reduce and Prevent Homelessness alongside our partners.**
  - 1. Expand the emergency shelter supply.
  - 2. Help households exit homelessness.
  - 3. Complete homelessness strategic plan.
  - 4. Support sanctioned structured temporary homeless encampment.
- E. Improve equitable housing opportunities in identified disinvested or underinvested areas.**
  - 1. Use Land Bank Authority to curb gentrification.
  - 2. Encourage reinvestment and improvement of housing stock through effective deployment of Neighborhood Revitalization Strategy Areas.
  - 3. Investigate expansion of sewer service.
- F. Provide support to tenants to improve quality of life.**
  - 1. Partner with Magistrate Court to prevent tenant evictions.
  - 2. Benchmark how other communities are protecting fair housing rights.

## **GOAL AREA 5: SAFELY MOVE AROUND ATHENS**

### **A. Improve-multi-modal travel options to provide safe opportunities for active transportation.**

1. Determine gaps in and need for active transportation infrastructure throughout the community.
2. Develop a comprehensive pedestrian routing map.

### **B. Provide enhanced public transportation through inter-city travel options to connect Athens residents with the surrounding region.**

1. Connect to fixed and express service routes.
2. Pursue regional bike routes and Oconee Rivers Greenway System network expansion.
3. Connect to regional bus service.

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

1. Use transfer centers to expand rideshare, park/ride, and direct service routes.
2. Explore opportunities to bridge Transit service gaps using customer-informed micro-transit service.
3. Identify strategies to provide financially sustainable fare-free Transit service.
4. Encourage more integrated Transit-centric areas.
5. Investigate on- and off-street parking and study parking deck effectiveness.

### **D. Create more usable and aesthetically pleasing corridor connections between residential and commercial areas.**

1. Expand beautification efforts and programs to mitigate litter and discourage illegal dumping.
2. Re-examine county-wide paving schedule.

### **E. Enhance safety for all modes of transportation.**

1. Support Vision Zero community strategies to reduce traffic fatalities

## GOAL AREA 6: BUILT AND NATURAL INFRASTRUCTURE

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

1. Develop and implement technology standards with built-in resiliency and redundancy guidelines.
2. Verify existing rights-of-way (ROW), standardize ROW data management processes, and conduct future ROW need-based mapping.
3. Work with industries and large organizations to adopt technologies that reduce and shift water demand.
4. Develop timeline to have quarry online.

### B. Use equitable and sustainable infrastructure to enhance safety, identity, and a healthy environment.

1. Leverage in-field audits to collect information that would benefit all departments via a reporting tool.
2. Complete a comprehensive inventory of all lead service lines in the county.
3. Develop and implement a phased plan for decommissioning oxidation ponds.
4. Initiate an annual “State of the Environment” review.
5. Evaluate greenspace and wildlife corridors for function with an emphasis on conserving habitat connectivity and ecosystem services.
6. Promote creation of native habitat and incentivize removal of invasive plant species.
7. Develop at least two water trail access points along with other diverse opportunities to engage with nature.

### C. Leverage local resources in stewardship of infrastructure.

1. Account for data-informed life cycle costs when budgeting for new infrastructure.
2. Improve communication and processes for departments interested in pursuing grant funding.
3. Implement Tax Allocation Districts (TADs).

### D. Follow through on commitment to 100% Clean and Renewable Energy resolution.

1. Develop action items and processes needed to implement Tier 1 recommendations from the adopted 100% Clean and Renewable Energy Action Plan.
2. Embed recommendations from the adopted 100% Clean and Renewable Energy Action Plan into a new sustainability ordinance or into existing ordinances where applicable.
3. Promote adoption of electric vehicle technology.
4. Expand the use of solar in order to reduce reliance on non-renewable energy sources.
5. Assess feasibility of renewable or regenerative deployments for ACCGov facilities.



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The ACCGov Strategic Plan outlines goals, strategies, and initiatives that ACCGov will work to implement between fiscal years 2023 – 2025 (July 1, 2022 – June 30, 2025). Goals and strategies were developed by the Mayor and Commission at a series of retreats in the fall of 2021. Initiatives were developed by ACCGov staff and reviewed and prioritized by the Mayor and Commission in January 2022.

The Mayor and Commission approved the Strategic Plan and its goals, strategies, and initiatives in March 2022. Progress on the strategic plan initiatives will be updated and available at [accgov.com/strategicplan](http://accgov.com/strategicplan) throughout the three-year plan.

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