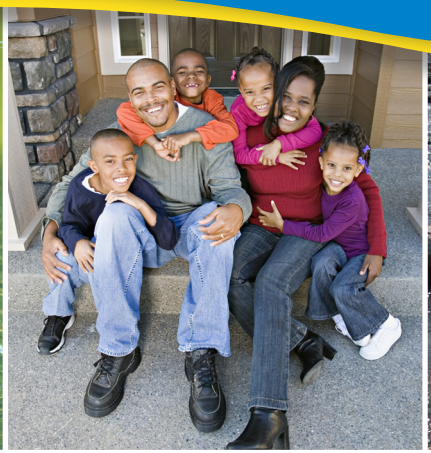

A New Day in Albany

Strategic Plan 2023

CITY OF Albany GEORGIA

"The Albany City Commission and Leadership Team have spent the last year creating an aggressive operational strategic plan to advance the city over the next five years. Project initiation and completion dates will depend on financial feasibility, cost benefit analyses, and funding availability and will be based on Commission priorities. The City Commission and staff invite all citizens and stakeholders to be partners in Albany's future by supporting the vision of a thriving community that supports economic development and facilitates the employment opportunities and quality of life amenities expected by our citizens and businesses."

Mayor Dorothy Hubbard

Vision Statement

The City of Albany is a collaborative regional leader delivering exceptional services and enhancing quality of life, while fostering an atmosphere where citizens and businesses can thrive.

Strategic Priorities

1. Safe, sustainable, and business-friendly
2. Economic development and jobs
3. Infrastructure and asset management
4. Promotion of the City of Albany as a great place to live, work, and play
5. Effective and excellent service delivery
6. Fiscal responsibility

Our Mission

The City of Albany delivers fiscally responsible, highly dependable services to citizens in the community and the region with integrity and professionalism.

Core Values

ACCOUNTABILITY: A promise to ourselves and others to deliver specific, defined results with consequences, personal integrity, and ethics. "The buck stops here!"

PROFESSIONALISM: A level of excellence that goes above and beyond expectations; courtesy, honesty, and responsibility in responding to customers and colleagues; commitment to continued growth and development

Our Terrific Values

TRUST: Do what we say we will do

EFFECTIVENESS: Perform all functions with excellence

RESPONSIVENESS: Exhibit a sense of urgency – we value time and use it well

RESPECT: Treat people well – we value the opinions of others

INTEGRITY: We will do the right thing

FUN: No day is complete without laughter

INNOVATION: Look for and embrace new effective ways to do things

CUSTOMER SATISFACTION: Delight citizens everyday through exemplary service

Safe, Sustainable, and **Business-Friendly**

Safe neighborhoods, a sustainable community, and a business-friendly culture are the foundation blocks of great cities. The City of Albany will focus our efforts and resources on public safety and crime prevention, business development and civic engagement, and education toward creating a thriving and sustainable community.

AREAS OF **FOCUS**

GOAL 1 Support policies that encourage a safe community in which to live, work, and play that enhances the well-being of Albany's citizens and assets.

Objectives

1. Examine the feasibility of the five focus areas in the Safe City Coalition (SCC) Strategic Plan to address safety and the community's perception of crime. The five focus areas are increasing community access to social services, promoting law enforcement effectiveness, leveraging technology, prosecutorial and judiciary innovation, and increasing community involvement.
2. Periodically review compiled police calls for service and criminal statistics to ensure that there is a proper allocation of police resources in population centers and areas of concern.
3. Promote traffic safety awareness and reduce incidents in high-risk intersections.
4. Educate community groups on fire and property safety and crime awareness.
5. Evaluate the feasibility of implementing a public-private citywide surveillance network to be used as a crime deterrent.
6. Increase the number of active neighborhood watch groups and increase participation of residents of all ages.
7. Implement a program of community safety officers for special police assignments.
8. Identify and develop a plan to address blighted residential and commercial structures.
9. Conduct a needs assessment and develop a plan for the installation of sidewalks near schools.
10. Strengthen the City of Albany's blight tax.
11. Rehabilitate housing units within Department of Community and Economic Development target areas of the city.
12. Collaborate with stakeholders to create a land bank.

GOAL 2 Create an environment that consistently encourages business development and educational opportunities.

Objectives

1. Increase telecom subscribers with high-speed Internet service.
2. Develop a program for businesses to partner with high schools and colleges to provide training for youth through summer job programs.
3. Support the Economic Development Commission in the recruitment of new businesses to Albany.
4. Implement an "Albany Works!" initiative with community partners.

Economic Development and Jobs

Economic development is the lifeblood of robust and enduring communities. Our efforts and resources will be devoted to retaining existing business and industry, creating new incentives for new development, and providing a professional and educated workforce to serve the changing needs of industry and commerce, all in an effort to create better jobs and better living conditions and to reduce poverty.

AREAS OF FOCUS

GOAL 1
Expand Albany Utilities infrastructure.

Objectives

1. Expand utilities in unserved and underserved areas.
2. Complete the installation of natural gas and telecom infrastructure along rails-to-trails property.
3. Construct rails-to-trails with associated utility infrastructure.

GOAL 2
Enhance aviation and transit to improve the customer experience.

Objectives

1. Construct a new general aviation terminal and improve hangars.
2. Expand ridership to include new transportation routes for Albany State University's East and West Campuses by way of downtown.

GOAL 3
Promote and support best practices and standards.

Objectives

1. Improve the City of Albany's ISO rating to 1 if it is cost-effective to do so.
2. Leverage the use of the Job Investment Fund for economic development activities.

Infrastructure and Asset Management

Albany's utilities and city infrastructure are the backbone of our service delivery system. The city's physical plant will be nourished, protected, and encouraged to grow to continue to meet the changing needs of a growing and thriving community. The city's integrated transportation infrastructure of highways, roads, streets, bridges, and trails promotes mobility for a robust community.

AREAS OF FOCUS

GOAL 1
Develop an efficient and sustainable infrastructure management program.

Objectives

1. Research the feasibility of implementing an Advanced Metering Information System for Albany Utilities – water, gas, and light.
2. Convert to LED street lighting.
3. Strive to obtain LEED certifications on all new city buildings.
4. Require any new residential developments to provide sidewalks.
5. Improve transit amenities (shelters, benches, etc.).
6. Develop and implement a funding plan to meet Municipal Separate Storm Sewer System (MS4) mandates.
7. Develop a funding plan for Combined Sewer Outfall (CSO) in the Holloway Basin to minimize localized street flooding.

GOAL 2
Be recognized as the regional technology leader.

Objectives

1. Implement P25. The P25 Radio system is a joint effort between Albany, Dougherty County, Lee County, Grady County, and Thomasville/Thomas County built to expand our public safety communication while enhancing performance, efficiency, coverage, and quality.
2. Expand Wi-Fi capabilities to public transportation.
3. Expand high-speed fiber optics.
4. Evaluate plans to implement a public Wi-Fi initiative downtown.
5. Research the feasibility of installing E-Car ports/charging stations downtown.
6. Research the feasibility of a rideshare program.

Promoting Albany as a **Great Place** to **Live, Work,** and **Play**

Albany's recreational, tourism, natural areas, and trails create an environment for healthy living and unlimited opportunities. The city will establish a variety of recreation and entertainment venues second to none in the region and beyond. Our citizens and visitors will enjoy a true sense of southern living, and we will promote Albany as a great place to live, work, and play.

AREAS OF **FOCUS**

GOAL 1
Have a thriving downtown.

Objectives

1. Update and refresh the downtown masterplans.
2. Add new housing units to downtown.
3. Develop a strategy to establish a university center downtown.
4. Develop and implement a marketing strategy for downtown Albany.
5. Evaluate the development of a downtown conference center.

GOAL 2
Be recognized as a vibrant community and a tourist destination.

Objectives

1. Assess the feasibility of redeveloping Paul Eames Park to create a regional hub for youth sports.
2. Develop and implement a plan for recruiting sports tournaments to Albany to increase sports tourism in conjunction with the Convention & Visitors Bureau.
3. Complete construction of the connector for the Rails to Trails to Riverfront Trail.
4. Increase the number of downtown businesses.
5. Develop a marketing strategy with the Convention & Visitors' Bureau to increase tourism.

GOAL 3
Be recognized as a progressive and innovative community.

Objectives

1. Pursue certifications, accreditations, and awards.
2. Actively benchmark the city's programs and services.
3. Pursue innovative funding for projects and initiatives.
4. Expand public-private partnership projects and multisector collaborative initiatives.

Effective and **Excellent Service Delivery**

The City Commission and city staff are committed to elevating the image and public perception of the city by providing innovative leadership, using emerging technologies, and offering exceptional customer service to those who live, visit, and work in Albany.

AREAS OF FOCUS

GOAL 1

Improve the processes in the Planning and Development and Licensing and Business Support departments.

Objectives

1. Become more business-friendly and effective by implementing one unified computer software system.
2. Create an interactive customer search portal for permit and project status.
3. Develop a small business training program and concierge service to assist with navigating through local, state, and federal contracting regulations.

GOAL 2

Provide customer satisfaction, not only customer service.

Objectives

1. Enhance the 311 customer experience.
2. Implement an annual customer satisfaction survey.

Fiscal Responsibility

The City of Albany is a good steward of the dollars entrusted to it by its citizens.
We will manage our resources wisely, institute sound financial practices, and put systems in place that monitor spending and show the impact of dollars spent for the overall good of the city and our citizens.

AREAS OF FOCUS

GOAL 1
Establish effective and consistent processes throughout the organization.

GOAL 2
Effectively manage organizational risk.

GOAL 3
Create revenue enhancements.

CITY OF Albany GEORGIA

City Commission

Seated: Commissioner Matt Fuller, Mayor Dorothy Hubbard, Commissioner Tommy Postell, Commissioner BJ Fletcher.
Standing: Commissioner Jon Howard, Mayor Pro-Tem Bob Langstaff, and Commissioner Roger Marietta.

With special thanks to the Carl Vinson Institute of Government
UNIVERSITY OF GEORGIA