



City of East Point **STRATEGIC PLAN**



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Our Vision, Mission & Values

Vision Statement

The City of East Point desires to be the most sought after, safe and diverse communities in Georgia, offering small city charm with big city amenities. East Point is affordable, accessible and connected to endless opportunities to learn, live, work and play.

Mission Statement

To provide exceptional city services that enhance the quality of life in the City of East Point.

Our Value Statement

- Transparency
- Engagement
- Achievement
- Moving Forward



Message from the City Manager

East Point is committed to “Managing our Horizon”. In his landmark management book, *The Dance of Change*, management author Peter Senge, references the importance of an organization to deliberately manage the future and its horizon. This plan shares the City of East Point’s strategies towards continuously managing our future to improve the city and our organization’s capacity to serve the city effectively. The City of East Point will implement its bold and ambitious vision to revitalize the city and our strategic plan calls for building partnerships, enhancing development, improving public safety and developing policies that maintain the city’s beauty.

Over the past several years, East Point has done a commendable job navigating to improve our financial, economic and quality of life outlook for the city. It is clear that the City’s financial and economic development strategies and their focused execution by the Mayor, Council, and staff, have made a difference.

The Strategic Management Plan establishes a road map for activities and initiatives that will achieve the vision for the city and will ensure that East Point is poised to capitalize on opportunities to advance key initiatives. This plan is a flexible tool to guide and assist the city with proactive measures to improve our future. The achievements resulting from this plan will be enjoyed by current residents and future generations.

As the City Manager, I will continue to collaborate with the mayor, city council, residents and stakeholders to make sure that the City of East Point continues to capitalize on our successes and future opportunities.

Frederick D. Gardiner AICP
City Manager



Leadership today is based on relationships built with trust, hope, love and encouragement.

-Billy Cox

East Point City Council

The City of East Point operates under a Mayor -City Council form of government. The Mayor serves a four-year term and has veto power. The City Manager is responsible for the day to day operations and is hired and approved by an eight- member City Council.



Deana Holiday-Ingraham

Mayor



Sharon Shropshire

Council Member Ward A At-Large



Lance Robertson

Council Member Ward A



Karen Rene'

Council Member Ward B At-Large



Thomas Calloway

Council Member Ward B



Nanette Saucier

Council Member Ward C At-Large



Myron B. Cook

Council Member Ward C



Joshua Butler IV

Council Member Ward D At-Large



Stephanie Gordon

Council Member Ward D

East Point is divided into four wards (A, B, C & D). Each ward is represented by two city council members elected to serve a four-year term. The mayor and city council members collaborate with the city manager to operate the City of East Point.

City Council meets in regular session twice a month on the first and third Monday (6:30 p.m.) at City Hall Council Chambers, 2757 East Point Street, East Point, Georgia 30344. In addition, East Point City Council Work Sessions are held on the second Monday of each month

at the same location. City Council meetings are televised on EPTV and live streamed. For more information, visit:

www.eastpointcity.org.

City Manager's Office



Frederick D. Gardiner
AICP, City Manager



Pat Behrens
Assistant to the City Manager



Deron King
Deputy City Manager



Taffini Guffie
Senior Management Analyst

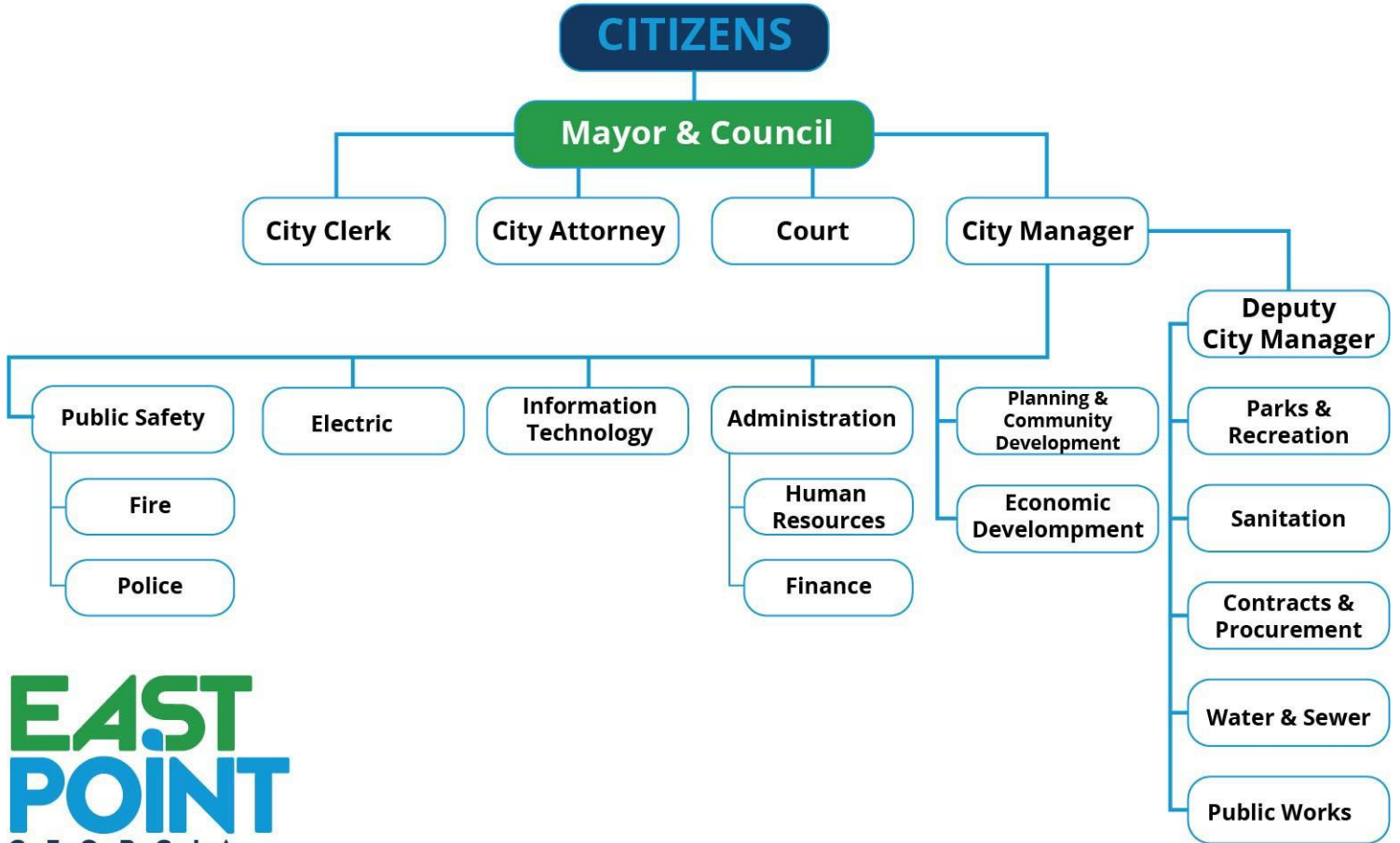


*Coming together
is a beginning;
keeping together
is progress;
working together
is success.*



Geneasa L. Elias
AICP, Special Project Coordinator

ORGANIZATION OF THE CITY OF EAST POINT, GA





Our Community

East Point is a quaint, and ethnically diverse urban and friendly community that offers the full amenities of in-town living. The City attracts everyone from young professionals to active adults, and boasts over 25 unique and affordable historic neighborhoods, including the beautiful Jefferson Park, known for its charming bungalows, cottages, and Cape Cod style homes. In addition, residents, businesses and visitors alike enjoy light traffic and easy access to the MARTA bus and rail transportation system, as well as the Historic Downtown District and Camp Creek Marketplace.

The bustling Historic Downtown District is surrounded by several residences, like the newly restored Lofts of East Point, as well as businesses, large and small, and a variety of restaurants, including BGR Grill, Thumbs Up, Louisiana Bistreaux, Oz Pizza, Taco Pete, and Malone's Steak & Seafood. During the year, several festivals and other special events take place downtown. Wednesday Wind Down, The Taste of East Point, Destination East Point Fall Festival and the 4th of July Fireworks Celebration are just a few of the annual events that people enjoy.



With over a million square feet of commercial and retail space, the Camp Creek Marketplace features 100 shops, boutiques and restaurants, as well as hotels and special attractions, including the only Velodrome in the world that has a green space and creek running through the in-field.

The 1/5 of a mile and 36° banked concrete track for bicycle racing is in the residential part of the tranquil and historic, Sumner Park.

East Point is increasingly becoming a popular live, work and play area, and is a warm and welcoming place for people of all ages, races and cultures.

Overall growth of population

+5.3%

The population increased between 2010 - 2014

Affordable Housing in historic neighborhood

+25

There are numerous unique and affordable historic neighborhoods

Business Growth

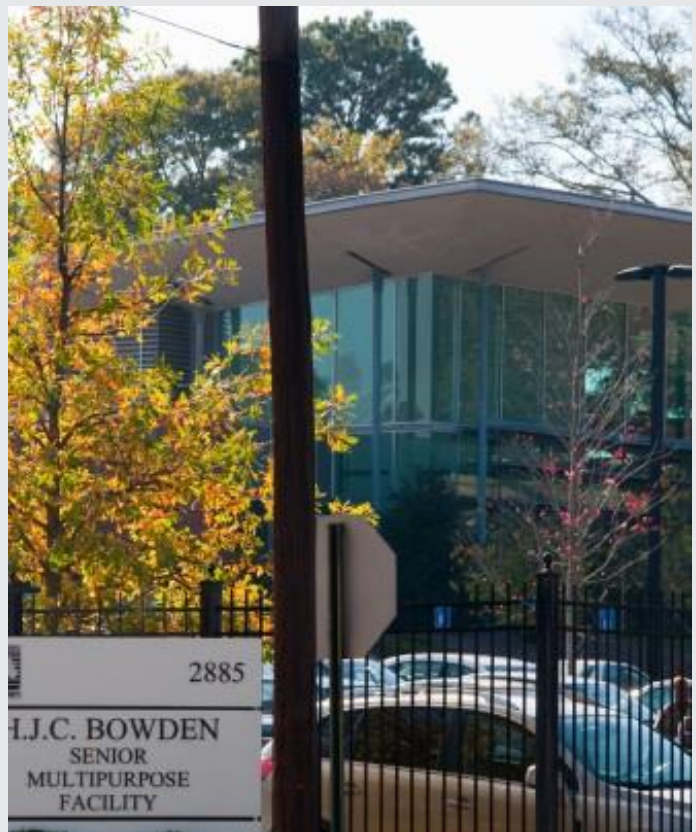
\$56.7m

The city is primed for a strong economic future

Our History

Formed in 1870 by a citizenry of 16 families, the name East Point was derived from being located at the opposite end of the former Atlanta & West Point Railroad from West Point, Georgia. The City of East Point was chartered in 1887 and is comprised of an ethnically diverse community. Between 2010 and 2014, the overall population grew 5.3%. With over 35,000 residents, and more than 17,000 households, it is the fifth largest city in Fulton County.

Conveniently located just five minutes from Hartsfield-Jackson Atlanta International Airport, and 10 minutes from downtown Atlanta, East Point is home to the Camp Creek Marketplace, Camp Creek Business Center, South Meadow Business Park, and several Fortune 500 Companies. The city is primed for the future with its strong economic development team in tow, including an Economic Development Specialist and the East Point Main Street Association (EPMSA). EPMSA has been integral in helping develop the City's crown jewel – the Historic Downtown District. The District was designed to create a central gathering place of pride and heritage, while strengthening the tax base, promoting tourism, and increasing public and private investments.



Our Focus Areas

The goal of climbing big, dangerous mountains should be to obtain some sort of spiritual and personal growth, but this won't happen if you compromise away the entire process.

It takes leadership and focus to make the Strategic Management Plan work. Everything is a priority when an organization does not focus on the use of its employees' time and other resources. The Strategic Plan provides the focus and alignment that the city can use to manage strategic projects, the annual operating budget, the capital improvement plan, the work plans of the staff, and the implementation of other approved plans. The key to making the plan work is for city leadership to embrace a system to improve the city's strategic focus in implementing the Strategic Management Plan.

Organizations make a very deliberate choice to be strategic. The Focus Areas are the WHAT that defines the purpose and function of the City. The strategies and projects under the Focus Areas are the HOW behind achieving the goals in the Focus Areas. East Point has six Focus Areas with specific strategies. The City also has performance measures.

There are several reasons to measure, monitor and report performance of our work. There's an old saying, "if it's not measured it's not done". Performance measurement keeps managers informed about the organization's services and processes. Performance measures are a tool to help understand, manage, and improve city operations and delivery of services. In short, performance measurement provides data and information necessary to make informed decisions, while providing a snapshot of current performance capabilities; and the ability to track whether actual performance is getting better staying the same or getting worse over time. To improve tracking of the city's performance measure dashboards will be implemented. The performance dashboards will provide the Mayor and Council, Citizens and staff the opportunity to view our progress on implementing the Strategic Management Plan.



Strategic Plan Overview

A strategic plan provides a document that identifies the strategies, goals, and objectives for prioritizing our services, programs, and maintenance /capital needs. This is one element, but it can offer much more. The City's new Strategic Management Plan recognizes the value of our employee's time and how it must be managed and focused to shape our community's future. All too often, in developing their financial plans and budgets cities do not recognize their most important asset; employees and their time.

The City of East Point updated the current Strategic Management Plan during a workshop on Friday, January 24, 2020 facilitated by Mike Letcher, President and CEO for BridgeGroup LLC. Prior to the Workshop, a confidential survey was sent to Department Directors for their input and ideas on the City's current Vision, Core Values, Focus Areas, and Strategies. The City's Leadership Team used the results of the surveys to revise or confirm the City's Vision, Mission and Core Values, Focus Areas, and Strategies. The team also worked on developing projects for the new strategic plan.

The Workshop provided an opportunity for the Leadership Team to recognize their connectivity with one another. Seeing the complete landscape of new projects and what it will take to get them done was an excellent opportunity for the Leadership Team to build cohesion as a "one city." This document represents a consensus of the Leadership Team, City Manager, and Deputy City Manager on strategic projects over the next two years for the City.

The new Strategic Management Plan will continue to be fully integrated into the City's budget, Mayor and Council Agenda process, departmental work plans, evaluations, and new performance measures. This integration will ensure that the plan is updated annually and stays relevant to the City's changing needs.

Focus 1

Safe & Sustainable Community



Focus 2

Innovative & High Performing Organization

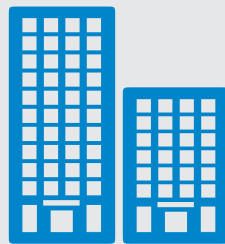


Focus 5

Innovative and High Performing Organization



Focus 6
Equity &
Inclusion



Our Focus Areas



Focus 4

Infrastructure

Focus 3

Fiscal Sustainability



Focus Area 1: Safe & Sustainable Community

The City of East Point will provide programs, gathering places, and events where the community can come together to participate in opportunities of learning and recreation.

Sustainable relationships with the community will be cultivated through citizen engagement, outstanding customer service, public safety and clear accessible communication. Our community's history and environment will be protected for future generations.

As the economy stabilizes and improves, the City now has a road map for making strategic plans to continuously maintain and improve our operations and services to citizens.

Strategy 1: Support and build partnerships with all educational institutions and local school district leadership. Provide youth and young adults with recreational life skills to ensure quality educational and life skill opportunities.

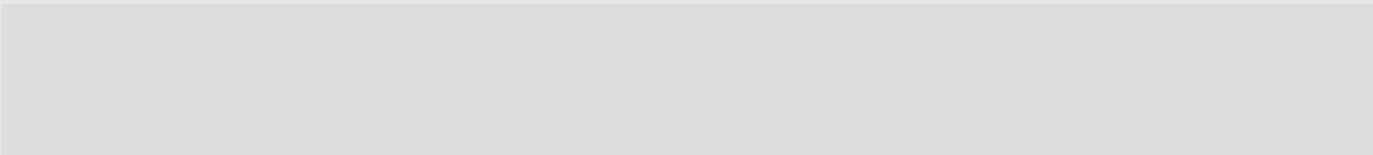
Strategy 2: Create an enhanced connection with neighborhoods throughout the City through focused outreach and strategic utilization of various communication methods.

Strategy 3: Identify public safety business process improvements and innovative programs that ensure a safe community.

Strategy 4: Support initiatives and evaluate community leisure programs and events that promote healthy and quality lifestyles for our diverse citizenry.

Strategy 5: Foster environmentally conscious initiatives and city codes that support a clean, aesthetically pleasing, well-maintained, sustainable community.

Action Item	Description	Responsibility	Time Frame	Strategy
Conducting Fire Station Assessment	Determining locations for new Fire Stations	Fire	FY21	3
Develop Citizen Academy	Evaluating re-establishing a Citizen Academy to engage & educate citizens on key City services	City Manager's Office	FY22	2
Develop Security Camera Policy	Develop a policy & communication program for implementing security cameras	Information Technology & Police	FY21	3
Develop Joint Education Committee			Ongoing	3
Updating Zoning Ordinance	Implement focus on sustainability	Planning & Community Development	FY 19	5



Focus Area 2: Innovative & High Performing Organization

The City will provide a working environment, compensation, and benefits that attracts and retains a workforce that is committed to outstanding service to its citizens.

Team Focus Events

4

Hours of Training Annually

40

Days to Hire an Employee

90

This integration will ensure that the plan is updated annually and stays relevant to the city's changing needs.

Strategy 1: Establish clear, achievable, measurable expectations for all city employees.

Strategy 2: Develop initiatives to improve communication and transparency for city employees including "Open Book Management" concepts and regular team meetings, etc.

Strategy 3: Ensure employees have the necessary training, educational opportunities, and other resources to provide the most efficient and up-to-date services.

Strategy 4: Develop process systems, policies and ordinances that promote governance and teamwork between the Mayor and Council and employees.

Strategy 5: Foster an environment that continuously seeks to improve employee performance.

Action Item	Description	Responsibility	Time Frame	Strategy
Skill Based Pay	Evaluate best practices for implementing pay system	Human Resources Department	FY21	3,5
Priority Based Budgeting			FY22	
Implement Lean Program	Evaluate & implement a Lean Program for improving City operations	Human Resources & City Manager's Office	FY22	3,5
Digital Records Software	Implement digital records software across all City departments	Information Technology	FY21	3
Develop Leadership Expectations	Evaluate establishing leadership expectations for department directors	Human Resources & City Manager's Office	FY21	1,2,5
Off Boarding	Develop a policy for employee separation	Human Resources Department	FY21	1
Develop Teamwork at Work	Implement program for promoting teamwork in the organization	Human Resources Department & City Manager's Office	FY21	2, 5
Review Internal Policies			FY21	
Conduct Employee Engaged Surveys	Conduct employee engagement survey using the Baldrige standards	Human Resources Department	FY22	5



Federal funds will provide capital resources to improve the city's infrastructure.

Strategy 5



Impact 3

Financial Reserves will assist the city in preparing for emergencies that may occur.



Citizens of East Point will see an improvement on their utility bills with the installation of the AMI Project.



Financial Literacy will increase

Families will have an opportunity to attend financial literacy workshops sponsored by county.



Focus Area 3: Fiscal Sustainability

City of East Point will implement innovative and responsible policies and business practices to effectively manage its fiscal and human resources. The City will maintain a stable financial environment that is transparent and that maintains an outstanding quality of life for our citizens. Business practices will be efficient, business friendly and ensure exceptional customer service to all stakeholders and citizens.

Strategy 1: Demonstrate fiscal responsibility through establishing financial policies, budgeting practices and financial standards of excellence requirements that meet the benchmark for financial reporting requirements established by the Governmental Finance Officer Association (GFOA); Generally Accepted Principles (GAAP); Generally Accepted Accounting Standards (GAAS) and State & Federal Regulations.

Strategy 2: Implement business processes and efficiencies to streamline the cost of government

operations including the examination and identification of cost of services and cost recovery policies.

Strategy 3: Implement innovative technology initiatives to continuously update and to support City business processes, customer services and encourage private development investments with the City.

Strategy 4: Create and pursue opportunities for collaboration and partnerships with local, state and federal partners to maximize resources and address issues.

Action Item	Description	Responsibility	Time Frame	Strategy
Replace the Enterprise Reporting Process (ERP)	System wide reporting system – HR/Utility billing/Permits/Court	Finance + I.T.	FY 19	4
Upgrade with Advanced Meter Infrastructure (AMI)	Improve Quality Assurance on Billing	Customer Care +Water+Electric	FY 19	4
Upgrading Procurement System and Policy	Revamping procurement policy and procedures within the city's organizational structure	Procurement	FY 18	1
Financial Literacy Program Partnership	Financial Literacy and workshop for youth and parents – partnering with the county	City Manager's Office and Parks & Recreation	FY 18/Continue	5
Conduct Water & Electrical Rate Study	Rate analysis of utilities	Water/Sewer/	FY 18	2
Conduct Permitting Study	Implement recommendation to streamline process & procedures	Planning & Community Development	FY 18	1 & 2
Collaboration with Atlanta Metropolitan College training program	Attract talented resources and promote internships	Human Resources	FY 19	5
Implement Performance Measurement Program	Partnership with Fulton County to Benchmark projects	City Manager's office	FY 18-19	5
Develop a Financial Reserve Policy	Determine how much cash should be reserved for emergencies and operations	Finance	FY 18	1 & 3

Prioritize Based Budgeting	Enables communities to reassess their priorities in order to make sound, long term funding decisions.	Finance Department	FY 19	2
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Focus Area 4: Infrastructure

The City of East Point will develop a smart-city infrastructure plan that utilizes technology to maintain and upgrade current infrastructure and plan strategically for future infrastructure that supports the community's quality of life and economic variability.

Strategy 1: Establish routine, best practices maintenance guidelines to monitor the efficiency and operability of current below and above grade infrastructure.

Strategy 2: Analyze and assess the City's aging infrastructure; upgrade and modernize the infrastructure using advanced technology that captures data, revenues, and customer satisfaction for informed (data driven) decision making.

Strategy 3: Identify areas for improvement and cross-train staff to better serve internal and external customers in a timely manner that meets or exceeds set Service Level Agreement.

Strategy 4: Develop and implement plans, procedures, and policies to ensure continuity of the City's infrastructure operation in the event of emergencies. Horizontal as well as vertical integration is key to creating value and interoperability.

Action Item	Description	Responsibility	Time Frame	Strategy
Category Rating or System/ Infrastructure's Health Check	Identify key infrastructure and use risk-based approach to grade health of the key infrastructure (road, underground utility and information systems) and prioritize task for upgrades accordingly.	IT, Water & Sewer, Power, Public Work and Sanitation.	FY18-19	1
Replace Inventory System/ERP (Enterprise Resource Planning)	Software that will allow data collecting, record keeping and cost analysis	Information Technology	FY18	2 & 3
Implement SCADA(Supervisory Control and data acquisition	Reporting system for outages, leakages, etc. for Electric and Water	Primary: Electric and Water Secondary: Information Technology	FY19	2 & 3
Disaster Recovery Plan	Disaster Recovery Plan in cases of extreme emergencies affecting the City	City-Wide	FY19	1 & 4
Planning and Monitoring System	Monitor City's key infrastructure and plan accordingly	City-Wide (Water, Electric, IT)	FY19	1 & 2
Electronic / Mobile services	Online submission of permits, business licenses, and registration.	Primary: IT & Planning and Community Development	FY18	1 & 2
Mobility & Collaboration	Enable the workforce to work from anywhere	IT	FY18	2
Expedite Transportation Improvements	Partner to receive local & state & Federal funds to improve transportation system	Secondary: Water & Sewer, Power, and Police etc.	FY 18-19	1
Transportation Projects (TSPLOST)	Transportation Projects	Public Work	FY 18 and ongoing	1
Water Plant Project	Partnership with local University	Water and Sewer	Ongoing	2



When money realizes that it is in good hands, it wants to stay and multiply in those hands.

Focus Area 5: Economic Growth

The City of East Point will seek diverse, high- quality businesses and development that support and foster Economic Growth and Investment.

Business investment and sustainability will be fostered through streamlined processes, technology, safety, and aesthetically attractive appearance. This is supported by building ongoing partnerships through excellent customer service. The Quality of Life for our citizens is also key to our Economic Success.

Strategy 1: Streamline all of the City's services with the use of technology to make doing business easier (on-line applications, on-line submittals, on-line payments, innovative communication tools) to efficiently support economic development growth in the business and residential base.

Strategy 2: Establish a progressive and innovative long- range planning vision through the comprehensive plan document which includes the economic development strategic plan, comprehensive transportation plan, public art master plan, water and sewer master plan, etc. These plans incorporate citizens, businesses, and stakeholders input to provide a clear and thorough road map for strategic economic development, infrastructure, and budget planning.

Strategy 3: Foster on strategic economic development pursuits that will increase investment in the City, which in turn will increase the overall tax base (both residential and business), local jobs, generate additional sales tax revenue and create demand for supporting businesses and new development.

Strategy 4: Foster support of local businesses and attract new businesses through ongoing engagement and excellent customer service. This will be accomplished through a competitive cost of services, competitive incentives, and an improved appearance of the City.

Strategy 5: Develop and implement a collaborative Economic Development strategy with local and regional businesses and residents.

Action Item	Description	Responsibility	Time Frame	Strategy
One Stop ED Portal	Develop a one stop website for business engagement & development	Economic Develop & Information Technology	FY21	1, 4
Economic Development Charrette	Continue efforts to engage develop community & investors in developing opportunities for commercial development	Economic Development	Ongoing	2,3,5
Develop Public Art Program	Public Art Program	City Manager's Office	Ongoing	5
Site Selector Focus Group	Implement a site selector for the City	Economic Development	Ongoing	1, 2, 3
Façade Improvement Program	Evaluate implementing program based on best practices	Economic Development	FY22	4,5
Update Zoning Policies	Evaluate update current zoning policies	Planning and Community Development	FY21	3,5
Customer Service Training	Commit to a Customer Service Priority Culture and then Require that all employees go thru a superior customer service training course. Make employees accountable to perform within this culture – this will reduce managements time with dealing with customer complaints and improve morale of businesses and residents – spreading positive word of mouth references for the City	City Manager and All Departments	FY21	1
Implement Community Pride- Adopt an Area		City Manager's Office	Ongoing	3,4,5
Support Workforce Development	Partnership with local schools to ensure job readiness exist in the City of East Point	Economic Development	Ongoing	5

Focus Area 6: Equity and Inclusion

East Point is a community that celebrates diversity and evaluates every action we take with a focus on equity and inclusion. We will strive to continuously seek opportunities to improve the welfare of all residents to ensure our community's future benefits all and leaves no one behind.

Strategy 1: Develop approaches that ensure equity and inclusion are included in our city policies, procedures, and programs.

Strategy 2: Implement processes that promote meeting the needs of the underserved sector of our community.

Strategy 3: Develop measurements to track our progress on implementing equity and inclusion in our community.

Action Item	Description	Responsibility	Time Frame	Strategy
Strategic Equity & Inclusion Plan	Engage consultant to develop a plan	City Manager's Office	FY22	1, 2
Incorporate into existing planning documents	Implement community benefit agreements to ensure equity and inclusion in all City local development plans	Planning & Community Development	FY22	1,2

Performance Measures

Business Performance Measures

A business metric is a quantifiable measure used to track, monitor and assess the success or failure of various business processes. The main goal of measuring business metrics is to track cost management, but the overall point of employing them is to communicate a company's progression toward certain long- and short-term objectives. This often requires the input of key stakeholders in the business as to which metrics matter to them. Some organizations outline business metrics in mission statements, which require buy-in from all levels of the company, while others simply incorporate them into their general work-flows.

Focus Area 1: Safe & Sustainable Community

of Issues reported using See Click Fix and # of Days for resolution

of Part I Crimes reported-

Average Response Time for Priority Calls

Residents who participate in community events

of stakeholders participating in Public Safety Engagement Survey- How safe and secure

of Subscribers and Followers on Social Media

of Vacant houses removed

of residents who participate in Monthly Yard competition

of residents who participate in city sponsored programs

of pre-fire plan inspections

of fire inspection of businesses within the City

of fire prevention and awareness training

% of Satisfied with effort to conserve energy and protect the environment.

Focus Area 2: Innovative and High Performing Organization

of Days to hire an employee

of employees who have completed 40 hours of professional development and training

of Team Building Event

Completion of City Hall on time and within budget

of Presentations made to business and civic groups

of process Improvements implemented by each department

% of Employee Turnover Rate

% of Employee Satisfaction Rate

Focus Area 3: Fiscal Sustainability

% of Monthly assessment of assets and infrastructure

of Days of Financial Reserve

of Accounts payable days

of Accounts receivable days

Bond Rating

Focus Area 4: Infrastructure

of Major Network Outages

of Total Miles of streets paved

of Total Miles of sidewalk repaired

of Water Line Breaks

% of Residents Satisfied with Parks and Recreation

of Street lights repaired

of Days taken to repair street lights

% of Capital Projects Completed Within Project Budget

Focus Area 5: Economic Development

of Economic Development projects

of new jobs created through economic development efforts

of economic development inquiries received

\$ amount of investment created through economic development efforts

of presentations made to business and civic groups

Value of new construction

Total # of jobs

% increase in business tax base

% of expansion of the commercial tax base

Retail (or other) occupancy rate

Existing and available industrial space

Hotel occupancy rate

of New Business registrations

of New business start-ups

% of business leads that choose to locate in the City of East Point

of film permits & amount of fees collected

EAST
POINT
G E O R G I A