



GOALS & INITIATIVES FOR THE 2014 – 2015 BIENNIUM

For the City of Dahlonega
Adopted on April 7, 2014



Office of the City Manager
City of Dahlonega
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MISSION STATEMENT - Set in rural Appalachia, Dahlongega is a beautiful, thriving community of historic significance, academic excellence, and military renown. A City of Excellence, Dahlongega provides quality services through ethical leadership and fiscal stability, in full partnership with the people who choose to live, work, and visit.

VISION STATEMENT- To be an open, honest, and responsive city, balancing preservation and growth, and delivering quality services in a fair and equitable manner by being good stewards of Dahlongega's resources.



Mayor
Gary McCullough



Councilman Roman Gaddis
Post 1



Councilman Michael Clemons
Post 2



Councilman Mitchell Ridley
Post 3

At the Dahlongega City Council annual planning retreat, Council Members focused on creating a visionary plan that enhances the City's unique characteristics while simultaneously addressing community needs. Within this process, Council Members reviewed and reworked the City's Mission & Vision Statement above. City Council Members also identified specific and measurable Goals, Initiatives and Outcomes (GIO) to guide the City's vision for the next two years.

The Biennial GIOs, adopted in March 2014 are not intended to be a comprehensive list of all City services and activities. Instead, they are an expression of City Council's direction for change and focus that will in turn drive the City's operating and capital budget formation in FY 14 & FY 15.

Under eight Strategic Goals, 50 Initiatives have been identified and are included in this report. The next step is to establish Project Action Teams to develop specific plans and outcomes per Initiative. The Biennial GIOs were created in light of a variety of resources such as the City of Dahlongega's Comprehensive Plan, Five Year Capital Improvement Program (CIP), Economic Development Strategic Plan, the University of North Georgia's Strategic Plan, Lumpkin County's Strategic Plan, and input from citizens, City staff, and volunteers.

The current status of each Strategic Goal will be tracked using a Dashboard Management System. Incorporated into the City website, this interface will allow the public to see graphical representations, or a snapshot, of the status and trends of each Strategic Goal.

In addition, the City will conduct a city-wide National Citizen Survey (NCS) in June 2014. The rating results will be used to compare Dahlongega with hundreds of other cities and counties across the nation.


Gary McCullough
Mayor


Bruce Georgia
City Manager



Councilman Bruce Hoffman
Post 4



Councilman Sam Norton
Post 5



Councilman Terry Peters
Post 6



City Manager
Bruce Georgia





GOAL I

Character of the City

Protect and enhance Dahlonega’s unique character as defined by its residential neighborhoods, urban places, open spaces, and by its iconic places - the Dahlonega Historic District and campus of the University of North Georgia.

* Indicates Council Priority Initiatives

Initiative	Outcome
<ol style="list-style-type: none"> 1. Preserve current infrastructure and appearance. 2. Support Economic Growth Development Plan. 3. * Review and Update City Ordinances as needed <ul style="list-style-type: none"> • Alcohol 4. Review/Update 2005-2025 Comprehensive Plan. 5. Develop single family homes on the old elementary school & other properties. 6. * Reevaluate Code Enforcement title, duties, training, uniform and change reporting supervisor to Manager. 	<ul style="list-style-type: none"> • Increase overall residential property values in the City to maintain quality and character of neighborhoods. • Increase City revenue from retail and hospitality tax annually. • Rehabilitate or build new structures to refresh Dahlonega’s built environment. • Increase number & value of building permits annually.





GOAL II

Economic Vitality

Increase employment opportunities, income, business success, and city revenues by supporting and promoting the city’s economic base of heritage tourism and education, and other development and redevelopment opportunities.

Initiative	Outcome
<ol style="list-style-type: none"> 1. Support community partners on the RCBI & Hotel Projects. 2. Designate S. Park Street Residential Historic District. 3. Support expansion of amenities to Downtown Commercial District to S. Chestatee, E. Main & N. Grove. 4. Identify City island opportunities. 5. * Develop & Execute Parking Management Plan. 6. Readdress /Review Street Scape Design Project. 7. Support Master Plan Real Estate Projects. 8. Promote employment opportunities. 	<ul style="list-style-type: none"> • Increase room nights sold in the City. • Increase City revenues from retail and hospitality tax. • Increase the amount of retail sales. • Historic District designation project complete. • Increase total number of businesses operating in the City. • Increase employment opportunities with growth of “In City” jobs from year to year.





GOAL III

Traffic & Parking

Provide an effective transportation system compatible with the future land use plan, serving pedestrians, bicyclists and motorists, and promoting the expanded use of sidewalks, bike lanes & trails.

Initiative	Outcome
<ol style="list-style-type: none">1. Improve accessibility and mobility of people and goods.2. * Develop and fund Roadway Improvement Plan.3. Develop Road Signage Replacement Plan.4. Partner with county to develop/connect trails within the community	<ul style="list-style-type: none">• Maintain LOS C or better• Increase percentage of road resurfacing projects completed annually.• Increase percentage of sidewalks repaired annually.• Identify new sidewalks.• Meet the Federal Highway Administration requirements.• Improve pedestrian and rider safety on City streets as measured by reducing the number of accidents with injuries.





GOAL IV

Public Safety

Secure an ever safe community by enabling police, fire, emergency management and judicial operations to protect and serve city residents, visitors, businesses, university and historical assets.

Initiative	Outcome
<ol style="list-style-type: none">1. Review/update & coordinate the Local Emergency Operations Plan (dtd 2005).2. * Determine if there is a need for hiring a Sheriff(s) to compliment current police services.3. Establish a communication Plan with the County Sherriff's office.	<ul style="list-style-type: none">• Improve pedestrian and rider safety on City streets as measured by reducing the number of accidents with injuries.• Improve response time to Police calls for services.• Improve response time to Fire & EMS calls for services. scene.





GOAL V

Recreation & Culture

Add to the quality and availability of cultural and recreational opportunities and parks, as might be typically available only in quaint, historical communities, to meet the needs and expectations of city residents and visitors.

Initiative	Outcome
<ol style="list-style-type: none">1. Review and ensure tour bus parking locations are identified.2. Increase opportunities in the community i.e. ice skating rink, bowling, movie theatre, boat dock/launch and sport events	<ul style="list-style-type: none">• Increase the number of tour buses visiting Dahlonega.





GOAL VI

Environmental Sustainability

Build an evermore sustainable and healthy city pursuing multiple strategies for conservation and restoration, and providing essential environmental services related to drinking water, waste water, stormwater, recycling, solid waste and sanitation.

Initiative	Outcome
<ol style="list-style-type: none">1. Hire a consultant to provide exact needs of the Wastewater Treatment Plant.2. Review current infrastructure of existing water and sewer lines.3. Review current need for emergency power that would service upper crown mountain – (Hospital).4. Identify & Eliminate Sewer Lift stations.5. Establish Water Service Replacement Program.6. Develop water replacement treatment program.	<ul style="list-style-type: none">• Maintain certification of compliance with Federal & State safe drinking water regulations.• Maintain certifications of compliance with Federal & State “Clean Water” regulations.• Reduce man-hours, maintenance & power consumption.• Reduce man-hours & water loss.





GOAL VII

Citizen Engagement / City Governance

Continuously improve the effectiveness of city government and its partnership with the people who live, work, and visit here to fulfill Dahlonega’s vision for the future.

Initiative	Outcome
<ol style="list-style-type: none"> 1. Conduct National Citizens Survey. 2. Purchase performance management dashboard software. 3. Create Grants Management. 4. * Review employee retirement & benefit plans. 5. Develop a City Council Dashboard to manage initiatives that support biennial goals. 6. Work with County on community visioning and strategic planning. 7. Coordinate with County to identify opportunities and resolve common issues. 8. Hire consultant to review & recommend current & future IT system needs. 9. Hire a consultant to study retirement plan and ways to reduce benefit imbalance. 10. Extend fiber wireless connectivity service to City Hall. 11. Support Lumpkin County School System Charter efforts and implementation. 12. Coordinate with the GMRC workforce training program when hiring new employees that require certification/licensing. 	<ul style="list-style-type: none"> • Conduct survey annually to determine community & service strengths & weaknesses. • Complete employee evaluations. • Present Priority List to the Georgia Assembly • Retain certifications in financial reporting, budget presentation, and performance measurement. • Reduce Employee Sick Leave. • Reduce number of Auto and General Liability claims. • Reduce employee health insurance claims. • Provide internships each semester. • Provide mentorships each semester. • Conduct strategic meetings and a retreat with County.





GOAL VIII

Long-Term Financial Viability

By forecasting the City's funding sources; create successful strategies for capital acquisitions; monitor revenue and expenditures for operating, project grant and capital budgets; identify potential financial problems; research operational issues for resolution or improvement; and share best practices.

Initiative	Outcome
<ol style="list-style-type: none">1. Plan for and shift to a 3 year capital budget and continue with 1 year operational budget.2. Identify revenue stream customer growth potential.3. * Plan for and maintain fund balance per city Policy.4. Review City Cemetery Trust agreement and cemetery fee ordinances to determine appropriate repayment to the General Fund for Cemetery Maintenance.5. Audit self reported revenues to the City to ensure completeness.6. Evaluate opportunities for City-wide bidding of specific commodities based on transaction dollar volume.7. Evaluate capital leasing for any needed capital items to level expenditures from year to year.8. Explore possibilities with the County to audit personal property returns submitted.9. Complete meter change-out program.	<ul style="list-style-type: none">• Maintain fund balance target for the General Fund.• Increase City revenues to offset operating expenditures.• Increase City revenues to strengthen reserves.• Reduce operating costs.• Level expenditures over life of asset.• Strengthen revenues.• Increase water and sewer revenues.

