



**Macon-Bibb County Transition Team
Strategic Navigation Session
November 16-17, 2020
Anderson Conference Center**

Final Report

**Mara Shaw and Eric Robinson, Facilitators
Carl Vinson Institute of Government
University of Georgia**



**Carl Vinson
Institute of Government
UNIVERSITY OF GEORGIA**

Transition Committees

Education and Workforce Development

In order to make Macon the best place in Georgia to do business, our local government must work with our school system to make sure our students are being prepared for 21st Century jobs. This committee will be responsible for brainstorming innovative ideas to bridge the gap between our school system and the jobs of the future.

Public Safety

Improving public safety and supporting our first responders must be a top priority for Macon, but that means more than just hiring more officers and putting them on the streets. This committee will be responsible for determining strategic, forward-thinking paths to improving our city's public safety and supporting those who serve.

Economic Development

This has been a hard year for our local economy, but I believe we can build our economy back up even stronger this time around. This committee will be responsible for looking at Macon-Bibb's antiquated business licensing system, exploring ways to support new and expanding businesses, bringing in new companies that can offer good-paying jobs in the industrial and software spaces to name a few, as well as how to address the growing need for an airport authority.

Diversity, Inclusion and Equity

We are a stronger community when we are united, and we won't move Macon forward unless we all agree to do it together. This committee will be responsible for helping our administration make Macon-Bibb County a more diverse, inclusive and equitable place for all of us to call home.

Tourism and Recreation

Tourism and recreation are not only industries of the future in Macon-Bibb, but they represent immense opportunities here and now for our community. This committee will be responsible for identifying ways for our administration to build an even stronger tourism industry by supporting new and existing recreation programs.



Mayor-Elect Lester Miller

I'm honored to be the Mayor-elect of Macon-Bibb County and look forward to serving my hometown as our next Mayor. From the moment I launched my campaign over two years ago, I presented a positive vision for the future of our community. It's now time to begin to build that future. Macon-Bibb is a special place, with the best people on Earth. I'm proud of the team we've put together to execute an effective and efficient transition that will move Macon-Bibb forward.

Lester is an active supporter of youth sports and The Cherry Blossom Festival, a member of the Downtown Rotary Club and

Victory Baptist Church. He has been elected twice to the Bibb County School Board where he currently serves as President. During his time on the School Board, he has insisted on accountability and worked to improve results while lowering taxes.

With deep roots in Macon, Lester is a member of the Board of Directors for the Macon-Bibb Chamber of Commerce and Middle Georgia Community Food Bank. He serves as a Trustee with the Museum of Arts and Sciences.

Lester owns three successful businesses in Macon-Bibb. He is the founder and CEO of Game On Training which began in 2012 and has now grown to 6 locations across Georgia serving over 1,200 youths.

Lester graduated with honors from Southwest High School in 1987 and received his Bachelor of Science in Political Science in 1991 from Mercer University. In 1994, Lester received his Juris Doctor from Walter F. George Law School and has practiced law in Macon for more than 20 years, representing the injured and disabled. Lester is a member in good standing of the State Bar of Georgia admitted to practice before the following: Georgia Superior Court, Georgia Court of Appeals, U.S. Court of Appeals, U.S. District Courts (including Northern District of Georgia, Middle District of Georgia, and Southern District of Georgia), as well as all State, Local, Superior and Municipal Courts.

Mayoral Transition Team



Michael Bittick

Captain, Bibb County Sheriff's Office

Michael Bittick is a law enforcement professional who currently serves the Macon-Bibb County Sheriff's Office in the role of Captain. A dedicated public servant, Mr. Bittick is also a Senior Vice President of the Georgia Chapter of the Police Benevolent Association, representing the Middle Georgia area. In addition to his long record of public service to the Middle Georgia area, Mr. Bittick holds a Bachelor's Degree in Public Service from Middle Georgia State University.



Cynthia Busbee

**Vice President of Public Affairs and Consumer Advocacy,
Navicent Health**

With over 30 years of marketing experience, Cynthia Costello Busbee is the Vice President of Public Affairs and Consumer Advocacy at Navicent Health. Busbee is responsible for connecting patients, families and caregivers to high quality health and wellness services. Since 2003, Cyndey has directed the marketing strategy, design and placement of the branding, public relations and community partnership plans used to promote the Navicent Health system of care and its healthcare services. Committed to public education advocacy, Busbee also served as the Co-Chair of the successful 2019 Bibb County Board of Education ESPLOST.



Jim Crisp
Retired, Theater Macon

Jim Crisp started his Middle Georgia career as the Artistic Director of the Macon Little Theatre, a role he served in until 1986. He then served as the founding Artistic Director of Theatre Macon, which became the leading theatre company in Middle Georgia and was rated as one of the top three small theatres in Georgia by the Georgia Council of the Arts. Jim retired from Theatre Macon in 2018 after more than 32 years. There, Jim directed more than 300 successful productions. During his career, Crisp served on the Theatre Advisory Panel of the Georgia Council for the Arts, the boards of Midsummer Macon, the Convention and Visitors Bureau, the Macon Rotary Club, Macon Film Festival and Middle Georgia Opera Guild.



Col. Henderson Carswell
Colonel of Special Operations, Bibb County Sheriff's Office

Colonel Henderson Carswell is a veteran, lifelong resident of Macon and graduate of Southwest High School. Carswell entered the law enforcement profession in 1981 when he began his career with the Macon Police Department, where he rose from the rank of police officer to detective. In 2006, Carswell was appointed Deputy Chief, and later interim police chief, of the Macon Police Department. Upon consolidation of the City of Macon and Bibb County Governments, the Macon Police Department became part of the Bibb County Sheriff's Office, and he was named Colonel of Special Operations by Sheriff David Davis. He continues to serve in that role today.



Andrea Cooke

Director of Development, Southern Center for Choice Theory

Andrea Cooke currently serves as the Director of Development at the Southern Center for Choice Theory, a small counseling agency that works with vulnerable populations. Andrea is an advocate for families negatively impacted by the criminal justice system and is dedicated to eliminating period poverty for women and girls in the state of Georgia. She is currently a student in Leadership Macon, and she was recently named to Macon Magazines "Top 5 Under 40." She recently started a non-profit called CQUL to help eliminate the barriers to effective mental health care.



Jason Downey

Vice-Chairman, Georgia State Board of Education

Jason E. Downey is the vice-chairman of the Georgia State Board of Education. He was appointed by Governor Brian Kemp as the 8th Congressional District's member of the State Board in April 2019 and previously served on the Macon-Bibb County Board of Education from 2013 to 2017 where he held the positions of vice-chairman, treasurer and legislative liaison. Downey graduated in 2000 from Marshall University in West Virginia with a Bachelor of Arts in Communication Studies, and in 2003 from Mercer University Walter F. George School of Law with his J.D. He currently practices law as in-house counsel for Allstate Insurance Company.



Henry C. Ficklin, Ph.D.

Community Leader and Activist

Henry C. Ficklin is a highly awarded retired educator with a Ph.D. from Mercer University and serves as the pastor of a local Baptist church. His career in education includes administration, Director of Law Academy, teaching, coaching, mentoring and a fellowship at Harvard University. During his leadership of a civil rights organization, he was encouraged to be a part of the change he wanted to see, so, he ran for and was elected to Macon City Council for eight consecutive terms. On Council, he was immediately put into a leadership role and eventually became the Chairman of the powerful Appropriations Committee for 12 years.



Lt. Garin Flanders

Vice President, Macon-Bibb Firefighters Association

Born and raised in Macon, Lt. Garin Flanders has worked with the Macon-Bibb County Fire Department since 2005. Lt. Flanders obtained an Associate of Business from Georgia College and State University, as well as an Associate of Fire Science and a Bachelor of Science in Public Safety Administration from Keiser University. In addition, Flanders completed the EMT Certification Program at Central Georgia Technical College. Active in the community, Flanders has received a number of awards and accolades, including the 2011 Ocmulgee National Monument Service Award and was recognized as the 2013 and 2018 Firefighter of the Year.



Robby Fountain

Board Chairman, Macon-Bibb County Industrial Authority

Robert (Robby) Fountain, Jr. was born and raised in Macon, graduated from Southeast High School and attended Georgia College and State University. He then joined the Macon-Bibb County Fire Department serving the community for nearly 8 years. During his time at the fire department, he formed Fountain Enterprises, LLC, a real estate development and property management company. In 2006, Robby was appointed to the Board of the Macon-Bibb County Industrial Authority and has served on that Board in the capacity of vice chairman, and currently as chairman. He also sits on the Board of the Greater Macon Chamber of Commerce and the Macon Economic Development Commission.



George Greer

Attorney, Spivey, Pope, Green, and Greer, LLC

George Greer has 19 years of experience as an attorney in the Middle Georgia area, primarily practicing in commercial real estate and land use. Greer founded the firm of Spivey, Pope, Green, and Greer in 2011. George has served in numerous leadership positions in the Middle Georgia community including as Chairman of the Greater Macon Chamber of Commerce in 2016-2017 and Chairman of the Macon Economic Development Commission in 2018. Greer also has a long-standing working relationship assisting the Industrial Authority of Macon-Bibb County and the Office of the Mayor of Macon-Bibb on special projects involving economic development.



Lisa Holmes-Hughes
Administrative Support Operations Director, Macon-Bibb
County Fire Department

Lisa Holmes-Hughes is a lifelong resident of Bibb County where she attended the public school system and is a proud graduate of Northeast High School. She later received an Associate of Science Degree in Business Administration from Georgia College and State. With over 30 years of administrative/clerical experience, Lisa has built her reputation centered around excellent relationships with her colleagues, continuous professional development and an ever-present commitment to a job well done in all tasks.



Tedra Huston
Executive Director, Macon-Bibb County Community
Enhancement Authority

Tedra Huston is a native of Baton Rouge, La. who came to Macon by way of Mercer University where she earned both her Bachelor of Arts Degree in 2003 and her Juris Doctorate from Mercer Law School in 2009. Huston is the Executive Director of The Macon-Bibb County Community Enhancement Authority and Board Member/Outreach Chair for The Mosaic Development. In these roles, she coordinates local employment and economic development, and assists in the elimination of blight and poverty. She also oversees the mitigation deal with GADOT and management of The Little Richard House Resource Center as well as Jefferson Long and Linear Parks in Historic Pleasant Hill.



Leon Jones

Coroner, Macon-Bibb County

As a lifelong Maconite, Leon Jones has made it his personal and professional mission to serve the people of Macon-Bibb and surrounding counties. Leon graduated from Southwest High School in 1972 and went on to have a lengthy and impressive 32-year career as an emergency medical technician. After his time as an EMT, Jones became Deputy Coroner for Macon-Bibb County, where he served for 14 years. In 2004, Jones was elected as Chief Coroner, making him the first African-American Coroner elected in the history of Macon-Bibb County.



Tonja Khabir

Executive Director, Griffith Family Foundation

Tonja Khabir is the Executive Director of the Griffith Family Foundation, where she has orchestrated the design and implementation of a social justice framework for community-centered grant-making in Central Georgia. Khabir focuses on developing relationships, resources and capacity for grassroots organizations and leaders in Central Georgia to enhance community impact and drive sustainable change. As an advocate for equity and social justice, Khabir worked with teams to establish the Central Georgia Empowerment Fund, a Black giving circle promoting inclusion of Black leadership in philanthropy, as well as the Black Business Support Fund to support black businesses disproportionately impacted by COVID-19.



Dr. Tanzy Kilcrease

Assistant Superintendent of Teaching and Learning, Bibb County School District

Dr. Tanzy Kilcrease is an educator with more than 25 years of experience. She began her career as a middle school teacher then moved into leadership positions, becoming an assistant principal and serving as a principal at the elementary, middle and high school levels. Under her leadership as Assistant Superintendent of Teaching and Learning, her team has established expectations for curriculum, instruction and assessment to provide consistency in practice across the district. In 2019, Kilcrease was named as one of the two national finalists for the AASA School Superintendents Association's Women in School Leadership Award.



Darius Maynard

Program Officer, Community Foundation of Central Georgia

Darius Maynard, a native of Macon-Bibb County and graduate of Westside High School, returned home after graduation from the University of West Georgia and began working at the Community Foundation of Central Georgia. Maynard manages competitive grant programs and processes weekly grant recommendations from the foundation's donors. Darius has been active in the community and local organizations from a very early age and has served in various leadership roles. Currently, he sits on the Board of Communities in Schools of Central Georgia, Macon Arts Alliance, Middle Georgia Regional Commission and Unity-N-Community, Inc.



George McCanless

President and CEO, United Way of Central Georgia

George McCanless joined the United Way of Central Georgia (UWCG) in January of 2013 as President & CEO. This followed his career in the newspaper industry, holding senior management positions at newspapers in South Carolina, Connecticut, New York and North Carolina, before becoming President & Publisher of The Macon Telegraph in 2008. McCanless currently serves Chair of the United Ways of Georgia State Association, as a Board Member for GCAPP (Georgia Campaign for Adolescent Power & Potential), as Board Chair for the Grand Opera House, as a Board Member of the Museum of Aviation, and serves on the Steering and Implementation Committee for One Macon 2.0.



Matthew McKenna

Chairman, SCORE Middle Georgia

Matthew McKenna is a Macon native who attended Mount de Sales Academy, then went through engineering school at Georgia Tech. He worked in Atlanta for a software company for a few years then earned his MBA from the Harvard Business School. He spent 30 years as a strategy consultant for major companies, working in multiple industries in the U.S. and abroad. Matt held several leadership positions in his firm over the years, most recently as the managing partner of the Houston (Texas) office. He retired back to Middle Georgia and volunteers with several non-profits, becoming the Chairman of SCORE Middle Georgia in 2017.



Dr. Cassandra Miller-Washington
Executive Director of Career, Technical and Agricultural
Education, Bibb County School District

Dr. Cassandra Miller-Washington began her K-12 educational journey in 1999 and has been involved in the Bibb County School District's Career, Technical and Agricultural Education (CTAE) program for 18 years. During her teaching career, she was named Teacher of the Year for Northeast Health Science Magnet High School and a Georgia TAPP Ambassador by the Georgia Professional Standards Commission. She is a graduate of the Bibb County Teacher-Leader and Administrator Leadership Academies. Under her leadership, the current Bibb County CTAE graduation rate is 96%.



Robin Parker
Market Director for Public Relations and Communications, HCA
Healthcare

Robin Parker has been a healthcare marketing and business development leader for more than 33 years. Parker has worked with HCA since 2000 and recently became the Middle Georgia Market Director for Public Relations and Communications in 2018. Prior to that, she served as Vice President of Marketing for Coliseum Health System in Macon. Parker has served on several boards, including the Alzheimer's Association and The Junior League of Macon. She currently serves on the Idle Hour Country Club Membership Committee and is Coliseum Health System's United Way Campaign Chair.



Katie Powers
Founder, Book 'Em, Inc.

Katie Powers is a fifth-generation Maconite and graduate of Central High School. After earning a degree in Middle Grades Education from the University of Georgia, Powers has volunteered her time with several local non-profit organizations and currently serves on the Boards of Appleton Episcopal Ministries, Macon Arts Alliance, Historic Ingleside Neighborhood Association and the Vestry of Christ Episcopal Church. She recently served on the Advisory Board of the Macon 30 Day Fund, which was created by local business leaders to provide emergency financial support to small businesses in Macon-Bibb due to hardships caused by the COVID-19 pandemic.



Tony Rojas
Executive Director and President, Macon Water Authority

Tony Rojas has more than 33 years of experience in local government and public utility management. Prior to joining the Macon Water Authority, Rojas served as City Manager for the Georgia cities of Moultrie, Vidalia and Hawkinsville. Tony is a past President of the Georgia Association of Water Professionals and the Georgia Section of the Water Environment Federation. He has served on the State Board of Examiners for Certification of Water and Wastewater Treatment Plant Operators and Laboratory Analysts, is a member of the Middle Ocmulgee Regional Planning Council and serves on the boards of numerous community service organizations in Macon-Bibb County.



Ron Shipman

Retired Business Executive and Community Leader

Ron Shipman is a retired business executive from the largest electric utility in Georgia. With over 35-years of electric utility experience, Ron has served in multiple leadership roles from nuclear chemistry, legislative affairs, area and distribution management, customer service, environmental and external affairs. A former Chair of the Greater Macon Chamber of Commerce, Ron is active in the Macon-Bibb community and serves as a member of the Board of Directors for Navicent Health and a member of the Macon Rotary Club. He has also served as a member of the Board of Directors of NewTown Macon and the 21st Century Partnership.



Charise Stephens

Social Entrepreneur and Community Leader

Charise Stephens was born in Macon, Ga. and educated in its public schools all the way through high school. A mother to two adult children, Stephens has more than 25 years of project management experience in the for-profit sector and 14 years in the non-profit sector. Her portfolio includes a gamut of projects ranging from the U.S. Department of Energy Clean Cities program to award-winning U Create Macon. Stephens has made it her life's purpose to implement environmental and youth development programs to lift up and bring together the Macon community.



Weston Stroud

Transit Planner, Macon-Bibb County Transit Authority

Weston Stroud is a Macon native, where he attended Saint Peter Claver Elementary School and graduated from Mount de Sales Academy. Stroud has worked in various local agencies from Macon-Bibb Planning and Zoning to the Macon-Bibb County Transit Authority, where he currently serves as a transit planner. Stroud is a part of the 2020 Middle Georgia Regional Leadership Champions Program. He serves as the Vice President on the Board of Bike Walk Macon and is a Board Member for the Douglass Theater. He also serves as a Board Member for the Macon Area Habitat for Humanity, a member of the OneMacon Steering Committee and the Middle Georgia Clean Air Coalition.



Gigi Weaver

Founder, Macon Vegans

Gigi Weaver is the founder of Macon Vegans, an organization that supports plant-based vegans and reaches out to those interested in learning more about veganism, in Macon and surrounding areas. She's organizer of a local chapter of the SAVE Movement, an international, non-profit, animal rights organization. Gigi will be helping to raise awareness in our community about the importance of veganism to animals, the environment and our health with her local Health Save chapter. Gigi has been vegan for more than two decades and is the mother of two vegan children, which is where she gets the material for the Spanish language vegan lifestyle segment that she hosted, Estilo Vegano on NotiVisión Georgia and the new independently produced bilingual series coming out in Winter 2021. She is also a certified Master Naturalist and an AFPA certified plant-based nutritionist.



Gary Wheat

President and CEO, Visit Macon

Gary Wheat has been President and CEO at Visit Macon since January of 2017. Wheat has more than 21 years of experience in the tourism industry with 16 years of experience at the CEO level. In his three years at Visit Macon, the destination has posted record tax collections, the designation of Ocmulgee Mounds as a National Historical Park and renovations to the Wilson Convention Center. Visit Macon also launched the Macon Music Trail and was instrumental in the new downtown wayfinding initiative. In addition, Visit Macon took over operations of Film Macon and worked with seven major productions in 2019.



Marc Whitfield

Local Business Leader and Community Activist

Marc Whitfield was born and raised in Macon with roots in both Pleasant Hill and Unionville. A graduate of Southwest High School in 1982, Whitfield wrote the initial Workforce Development Program and co-created the initial Police Activity League Program (PAL) for the city of Macon. Marc has served on numerous boards in Macon-Bibb, including the First Choice Primary Care Board, the Workforce Development Board, and Youth Council. Mr. Whitfield also served on the Board of the Police Activity League Program (PAL) from its genesis, as well as the Middle Georgia Counseling Center, which focused on financial literacy and first-time home buyers.



Julie Wilkerson

Executive Director, Macon Arts Alliance

Julie Wilkerson started her career in non-profit management at Macon Volunteer Clinic where she was the organization's first development director. She has also served as Executive Director of Capitol Theatre, Inc., Development Director at Ronald McDonald House Charities of Central Georgia and is currently Executive Director of Macon Arts Alliance. In 2019 Julie co-chaired the Steering Committee for the 2020 Cultural Plan for Macon and, as Executive Director of Macon Arts Alliance, is charged with leading the implementation of the plan over the next five years. She currently serves on the OneMacon Implementation Committee as Co-Chair of the Arts and Cultural Tourism Working Group and is Vice-President of Georgians For the Arts, a 501(c)(4) organization devoted to advocating for arts funding and arts-friendly legislation in Georgia.



Brenda Sutton Williams

Director, Houston and Macon Judicial Circuit's Alternative Dispute Resolution Program

Brenda Sutton Williams is a Georgia registered mediator and the Director of the Houston and Macon Judicial Circuits Alternative Dispute Resolution Program. A graduate of Leadership Ware, Blackshear, Macon and the Southeast Georgia Leadership Academy, Williams has served as a leadership advisor for Leadership Macon and continues to provide support to the program. She has been a community advocate for civic engagement, voter participation, diversity, inclusion and civil rights. Williams is also the co-founder of "Let the Ancestor Speak," a genealogical research organization that helps individuals discover their roots.



Yvonne Williams

President & CEO, Greater Macon Chamber of Commerce

Yvonne Williams has served as the CEO of the Greater Macon Chamber of Commerce since August 2018. A certified Chamber of Commerce executive with over 25 years of experience in community and economic development, Yvonne has been recognized as one of the top 100 and most notable Georgians in numerous issues of Georgia Trend magazine. Williams presently serves on boards in Macon including WorkSource, Hutchins Career Academy, Newtown and Visit Macon. She also serves on the COVID Recovery and Resilience Task Force for the Georgia Chamber of Commerce.

Session Agenda

November 16, 2020

- | | | |
|-----------------|---|---|
| 9:30 am | Opening Call to Order
Welcome
Strategic Planning Session Overview <ul style="list-style-type: none">• <i>Review of the agenda for the day and the schedule for both days</i>• <i>Special Instructions and Facilitator Roles</i>• <i>Why a Strategic Navigation?</i>• <i>Purpose and Goals</i> | <i>Mara Shaw and Eric Robinson</i>
<i>Mayor-elect Lester Miller</i>
<i>Facilitators</i> |
| 9:45 am | Driving and Restraining Forces Impacting Macon—Bibb County
<i>Based on your knowledge of the community and the five strategic priority areas of Education and Workforce Development; Public Safety; Economic Development; Tourism/Recreation; and Diversity, Inclusion, and Equity:</i> <ul style="list-style-type: none">• <i>Identify, discuss, and describe 3-5 key forces that are driving, shaping, and pushing Macon-Bibb County to change, E.g., health and safety, political, economic, social, cultural, global, financial, virtual, geographic, demographic, environmental, technological, etc.</i>• <i>Identify, discuss, and describe 3-5 key forces that are restraining, constraining, and holding Macon-Bibb County back from changing, E.g., health and safety, political, economic, social, cultural, global, financial, virtual, geographic, demographic, environmental, technological, etc.</i> | |
| 10:30 | Break | |
| 10:45 am | Driving and Restraining Forces Impacting Macon-Bibb County - Visioning Our Future and Scenario Building <ul style="list-style-type: none">• <i>Using the driving and restraining forces you identified, each strategic priority team will prepare a brief narrative description of what Macon-Bibb County will look and feel like three years from now if these forces remain unchanged.</i>• <i>Based on what you like and do not like about your most likely future scenarios for your team's priority area, discuss what you would like Macon-Bibb County to look and feel like three years from now. Each table will craft a brief narrative scenario that describes your preferred future for Macon-Bibb County.</i> | |
| Noon | Lunch | |
| 1:00 pm | Driving and Restraining Forces Impacting Macon-Bibb County Navigating from our Most Likely to Our Preferred Future <ul style="list-style-type: none">• <i>What are Macon-Bibb County's <u>strengths</u> that will support our navigation to our preferred future?</i>• <i>What are Macon-Bibb County's <u>weaknesses</u> that will impact our navigation to our preferred future?</i> | |

- What are Macon-Bibb County's opportunities that will guide our navigation to our preferred future?
- What are Macon-Bibb County's threats that will hinder our navigation to our preferred future?

2:00 pm Navigating Towards Our Preferred Future – Identification and Grouping into Themes

- Each strategic priority area team will group SWOT responses into three to five categories that have similar themes.

2:45 pm Break

3:00 pm Navigating Towards Our Preferred Future – Development of Goal Statements

- Each strategic priority area team will draft an affirmative goal statement for each category that will help create the Macon-Bibb County you envision for tomorrow.

3:30 pm Next Steps and Review of the Schedule for Day 2

- Teams should be prepared to draft a Strategic Navigation Plan for each goal under your team's strategic priority area.
- The plan will include specific action items; and a list of community stakeholders and resources that can support each goal.
- These goals and action items will:
 - Enhance and build upon strengths
 - Capitalize upon and realize opportunities
 - Eliminate or negate weaknesses
 - Reduce or minimize threats

3:45 pm Final Thoughts for the Day and Adjournment

November 17, 2020

9:30 am Review and Discussion of Goal Statements

- Each strategic priority team will review and discuss the goal statements developed on Day 1.
- Complete any revisions or edits to the goal statements and reach consensus on the final wording of each goal statement.
- Each team will report out their final goal statements for their strategic priority area.
- All Transition Team members now have the opportunity for final input on the goal statements for each strategic priority area.

10:00 am Developing the Strategic Navigation Plan

- Teams will draft a Strategic Navigation Plan for each goal proposed for their strategic priority area.

- *The plan will include specific action items; and include a list of community stakeholders and resources that can support each goal.*
- *These goals and action items will:*
 - Enhance and build upon strengths
 - Capitalize upon and realize opportunities
 - Eliminate or negate weaknesses
 - Reduce or minimize threats

11:00 am Break

11:15 am Strategic Priority Area Goals and Action Items

- *Each strategic priority team will report out the action items for each goal.*
- *All Transition Team members now have the opportunity for input on the action items proposed for each strategic priority area goal.*

Noon Lunch

1:00 pm Stakeholder Mapping: Identifying the People

- *Each strategic priority area team will now map all potential stakeholder groups and organizations that should be involved in successfully advocating and implementing the goals and action items in their proposed Strategic Navigation Plans.*
- *Exercise should include discussions of the possibility of creation of new groups or organizations that might be needed to successfully advocate and implement the goals and action items in their proposed Strategic Navigation Plans.*

1:45 pm Break

2:00 pm Asset Mapping: Identifying the Resources

- *Each strategic priority area team will identify existing and potential assets in Macon-Bibb County that are needed for the successful implementation of the goals and action items in their proposed Strategic Navigation Plans.*
- *This effort should include existing and potential assets of the stakeholders previously identified for each strategic priority area goal.*
- *Types of assets include:*
 - Talents and skills of people
 - Physical assets
 - Economic assets
 - Community assets
 - Organizational assets

2:45 pm

Presentation of DRAFT Strategic Navigation Plans

- *Each strategic priority area team will assemble their draft Strategic Navigation Plan.*
- *The plans will include each priority area goal, action items, stakeholders, and assets needed to successfully advocate for and support the goals in the draft strategic navigation plans.*

3:45 pm

Next Steps and Adjournment

- *Final thoughts*
- *Next steps and closing remarks from Mayor-elect Lester Miller*
- *Adjournment*

Session Report

Driving and Restraining Forces Impacting Macon-Bibb County:

Based on your knowledge of the community and the five strategic priority areas of Education and Workforce Development; Public Safety; Economic Development; Tourism/Recreation; and Diversity, Inclusion, and Equity:

- *Identify, discuss, and describe 3-5 key forces that are driving, shaping, and pushing Macon-Bibb County to change, E.g., health and safety, political, economic, social, cultural, global, financial, virtual, geographic, demographic, environmental, technological, etc.*

- **Public Safety Team**

- Fire Department
 - Class 1 rating
 - 13 in Georgia, 178 total in US
 - Businesses are attracted to this
- Changed perception of Downtown Macon
- Sheriff's Office state certification standards
 - Collaborative efforts with communication
 - Restorative Justice Center
- Technological advances
 - 24/7 cameras
 - Computers and reporting tool
- Location of the GaPSTC – Georgia Public Safety Training Center
- Public Safety is essential for all other areas to thrive

- **Economic Development Team**

- Infrastructure
 - MGR Airport (Middle GA Regional Airport)
 - I-75 construction
 - Driving logistics statewide (I-75/I-16)
 - Water access
- Regionalism growing
 - Resources dependent upon collaborations
 - Mega site possibilities
- Demographics
 - Tailoring economy to Bibb graduates
 - Focused on upskilling/ data trends
- Professional Development Hub
 - Higher education
 - Law School
 - Engineering School
 - Economically focused

- **Tourism and Recreation Team**
 - Health/safety - need for greenspace
 - Demographics - millennials/inclusion
 - Growing diverse population
 - Age
 - Ethnicity
 - Location - interstate and geographic
 - Economic Development - financial need and positive cultural assets
 - Beautification – blight
- **Education and Workforce Development Team**
 - Overall current leadership with our Board of Education
 - COVID strain is forcing change requiring the use of technology more in schools and workforce
 - Demographics of workplace is changing
 - Strong grass root organizations
 - Strong community support of education system
 - Business recruitment
- **Diversity, Inclusion and Equity Team**
 - Demographic/Cultural
 - Brain drain, transience, transplants
 - Social
 - Community activism
 - Resources
 - Finances, stagnant growth
 - Implications
 - Historical traumas, geographical, access, political, environmental
 - Approaches
 - Leadership, grassroots/top down, listening
- *Identify, discuss, and describe 3-5 key forces that are restraining, constraining, and holding Macon-Bibb County back from changing, E.g., health and safety, political, economic, social, cultural, global, financial, virtual, geographic, demographic, environmental, technological, etc.*
 - **Public Safety Team**
 - Murder rate perception
 - Shorthanded public safety
 - Law enforcement and fire safety
 - Having to do more with less
 - Finances are restrictive
 - Technology needs to be updated
 - Need for updated equipment at the fire department and sheriff department

- **Economic Development Team**
 - Demographics
 - Generational gaps in education; ongoing poverty
 - Professional graduation; retention
 - Regionalism
 - Tax rate consequences (Ad valorem)
 - Failure of OLOST/TSPLOST
 - Infrastructure
 - Aging housing stock/ historic vs. growth
 - Beautification/first impressions
 - Status-quo/Maintaining
 - Legacy leadership
 - Exploit consolidation benefits
 - Need to unify teams

- **Tourism and Recreation Team**
 - Beautification
 - Blight and gateways
 - Racial Relationships/Inequity
 - Need for inclusion
 - Poverty
 - Pandemic
 - Crime

- **Education and Workforce Development Team**
 - Cost of generational poverty; lack of education
 - Negative perception of public-school system
 - Lack of knowledge and understanding in regards to test scores
 - Lack of willingness to do anything
 - Poor perception of our community

- **Diversity, Inclusion, and Equity Team**
 - Decision making, power dynamics
 - Economic justice
 - Wealth gap
 - Inclusive economics
 - Poverty
 - Homelessness
 - Capitalism
 - Historical traumas/structural racism
 - Redlining
 - Discrimination
 - Identity politics

- Segregation
- Self-selection
- Shared language and analysis
- Disparities and discrimination/misogyny
- Capacity building and education access

Driving and Restraining Forces Impacting Macon-Bibb County, Visioning Our Future and Scenario Building:

- *Using the driving and restraining forces you identified, each strategic priority team will prepare a brief narrative description of what Macon-Bibb County will look and feel like three years from now, if these forces remain unchanged.*
 - **Diversity, Inclusion, and Equity** - Three years from now, if these issues are not addressed, our community will see a loss of opportunity and decay, increased income inequality and become more divisive. Our population growth will be lost or become stagnant, diminishing gains in business and industry. We will also see a loss of public services which can impact crime and service capacity such as fire, police, and trash. Lastly, a loss in human capital.
 - **Economic Development** - Without change, Macon-Bibb will become a community known for highest tax in Central Georgia, combined with group blight and increased challenges to public safety. A failure to invest in infrastructure and beautification causing loss of faith – citizens and regional purchasing. Macon Bibb County's decline is a headwind for Central Georgia.
 - **Education and Workforce Development** - If these forces remain the same in these years, we will experience a continued loss in population to surrounding counties causing an increase in property taxes. There will be a lack of sufficient workforce to meet demand. There will be a greater digital divide and a continued decrease in enrollment in public schools.
 - **Public Safety** - If everything remains the same we will experience a decrease in population, we will be crime ridden...and a dirty city leads to a depleted work force, lessened job opportunities and economic development and more desolated areas.
 - **Tourism and Recreation** - The tourism and recreation landscape will be adversely impacted leading to loss of tax base, jobs, and potential closures of cultural and recreational assets, including attractions and events.
- *Based on what you like and do not like about your most likely future scenarios for your team's priority area, discuss what you would like Macon-Bibb County to look and feel like three years from now. Each table will craft a brief narrative scenario that describes your preferred future for Macon-Bibb County.*

- **Diversity, Inclusion, and Equity** - Three years from now our preferred future will include more intentional opportunities for people of all backgrounds, new faces on leadership and policy making, elimination of institutional barriers. In Macon-Bibb everyone who lives here should see themselves in every part of the community and industry from top to bottom. There should be direct incentives and mechanisms to create access to equitable opportunities such as blight, education, and housing. There should be a sense of accountability, unity, and a sense of belonging in all sectors including arts and culture, economics, and education.
- **Economic Development** - Macon-Bibb County is a proven leader and reliable partner for all Central Georgia; Middle Georgia Regional Airport-runway extension complete. Also, Delta and aviation companies using Middle Georgia Regional Airport for all maintenance work. Growth of this high-tech industry will attract growing work force and population, contributing to a clean community and with restored sense of pride, easier to sell to economic development prospects. Through changes to our taxation methods we will be competitive in Central Georgia and will be able to make investments in beautification and public safety. Macon-Bibb County improvement fills the gap between Atlanta/coast and is helping the entire State!
- **Education and Workforce Development** - School district that is the standard for the nation! Hiring of a quality Superintendent to continue the work of current administration. Business community more engaged with schools. Bibb County School District graduates coming back to Macon to start business or work in our viable workforce. People (especially realtors) speaking positively about our schools and system. Continued recruitment of new businesses. Increased appreciation in skill-based careers.
- **Public Safety** - If we increase funding for public safety and implement the pay scale study, we can attract and retain talent, increase tourism; the community will feel safe and it will encourage economic development and improve relationships between public safety and the community at large.
- **Tourism and Recreation** - Macon will become a creative, unique, inclusive destination, which will support economic development, workforce, residency, and continued growth of tourism and recreational assets.

Navigating Towards Our Preferred Future – Identification and Grouping into Themes

- *Each strategic priority area team conducted a SWOT analysis which involved making a list of:*
 - *Macon-Bibb County's strengths that will support the preferred future*
 - *Macon-Bibb County's weaknesses will impact the preferred future*

- *Macon-Bibb County's opportunities that will guide the preferred future*
- *Macon-Bibb County's threats that will hinder the preferred future*

***Note:** See the Appendix section of this report to review each priority area's SWOT analysis.

- *After completing the SWOT analysis, each strategic priority area team grouped their SWOT responses into three to five categories that had similar themes.*
 - **Public Safety**
 - Community Needs and Outreach
 - Workforce
 - Public Perception
 - Funding
 - Leadership
 - **Economic Development**
 - Business Climate
 - Quality of Life
 - Location and Regionalism
 - Marketing Advocacy Macon
 - **Diversity, Inclusion, and Equity**
 - Mindset Shift
 - Leadership and Power Sharing
 - Diversity
 - Resources
 - Arts and Culture
 - **Education and Workforce Development**
 - College and Career Readiness
 - Community Assets
 - Social Capital
 - **Tourism and Recreation**
 - Transportation Assets
 - Community
 - Infrastructure
 - Social Issues
 - Finance

Navigating Towards Our Preferred Future – Development of Goal Statements and Strategic Navigation Plan

- *Each strategic priority area team will draft an affirmative goal statement for each category that will help create the Macon-Bibb County you envision for tomorrow.*

- *Teams will draft a Strategic Navigation Plan for each goal statement proposed for their strategic priority area.*
- *The plan will include specific action items; and include a list of community stakeholders and resources that can support each goal.*

- **Public Safety Team**

- **Goal #1 - Community Needs and Outreach:** To create equal opportunities for all individuals. Invest in education, technology, and mental health for all Bibb County citizens. Make an effort to bring citizens/neighborhoods together to create an open line of communication between citizens, public safety, and government.
 - **Action Items**
 - Reintroduce funded programs (5 by 5) program for blight
 - Request for Proposal (RFP) for mental health services (for citizens and employees)
 - Public Information Officer (PIO) for Public Safety
 - Funding for Restorative Justice Center
 - **Stakeholders**
 - Citizens, Administrative Divisions in Public Safety, Local Business, Local Health Care
- **Goal #2 - Workforce:** To recruit and retain talent with state-of-the-art training facilities, fair pay and compensation and to create opportunities for advancement for our state certified sheriff's office and ISO Class 1 rated fire department.
 - **Action Items**
 - Improve pay (true pay scale), training facility, Fast Track Program
 - Recruitment and retention
 - Improve equipment (vehicles)
 - **Stakeholders**
 - Community and Admin, ACCG; Association County Commissioners of Georgia, GPSTC; Georgia Public Training Center, Law Enforcement; Law Enforcement Foundation, Local Dealership Local College
- **Goal #3 - Public Perception:** To collaborate with our government leaders and employees to improve public perception, trust, and support. This can be accomplished through being transparent and holding our officials and employees accountable.
 - **Action Items**
 - Aggressive and targeted social media campaign
 - Active involvement in community events
 - **Stakeholders**

- Citizens, Administration, News Media, Local Churches, Non-Profits and Foundations, Concord Project Neighborhood Association
- **Goal #4 - Funding:** Invest in leadership and development by searching for outside funding sources, while being fiscally accountable for the revenue spent by elected officials and department heads.
 - **Action Items**
 - Positive campaign for funding (OLOST)
 - Public Safety Grant Division
 - **Stakeholders**
 - Community Foundation, Griffith Foundation, State Officials, Payton Anderson, and Taxpayers
- **Goal #5 - Leadership:** Earn and maintain the public trust through concise, transparent leadership to the citizens of Macon-Bibb through organizational/administration support of public safety.
 - **Action Items**
 - Establish a communication protocol between public safety leadership and the community.
 - Create quarterly opportunities for recreational engagement between public safety agencies to facilitate relationship building.
 - **Stakeholders**
 - News Media, Parks and Recreation, Local Education Neighborhood Association

Public Safety Assets:

- *Each strategic priority area team will identify existing and potential assets in Macon-Bibb County that are needed for the successful implementation of the goals and action items in their proposed Strategic Navigation Plans.*
- *This effort should include existing and potential assets of the stakeholders previously identified for each strategic priority area goal.*
 - Lease programs for vehicles
 - Training opportunities
 - Development training
 - Employee (potential) resource
 - Funding sources
 - Fleet support
 - Media coverage
 - Community collaboration
 - State and local legislative officials
 - Taxes and input
 - Services
 - Mental Health Services

- Grants
- **Economic Development Team**
 - **Goal #1 - Business Climate:** Create a streamlined probusiness climate through lower taxes and increased services and safety
 - **Action Items**
 - Business survey data/feedback
 - Streamline local government by reallocating resources – (people and process)
 - Advocate for OLOST & Justice Works Program
 - **Stakeholders**
 - Industrial Authority
 - Water Authority
 - Regional Commission
 - Public Safety
 - Local Delegation
 - Macon-Bibb County Commission
 - Macon-Bibb County Government
 - Greater Macon Chamber of Commerce
 - **Goal #2 - Quality of Life:** Ensure majority of citizens are experiencing a higher standard of prosperity
 - **Action Items**
 - Streamline local government by reallocating resources – people/process.
 - Cleanliness of gatherings and arterial roads
 - Create comprehensive Macon-Bibb County and workforce development plan (talent, retention & career paths)
 - **Stakeholders**
 - Georgia Department of Transportation
 - Urban Development Authority
 - Greater Macon Chamber
 - Macon-Bibb County Commission
 - Public Safety
 - Bibb County Schools
 - Central Georgia Technical College
 - Philanthropic Foundations
 - Marketing Team
 - N.F.P.S. with “Clean Focus”
 - **Goal #3 - Location and Regionalism:** Continue to play to our community’s strengths of transportation/infrastructure and location through regional approach
 - Action Items

- Runway extension/MGRA governance
- Create mega site through joint development authority
- Have lobbyist for Macon-Bibb County at state and federal level
- Stakeholders
 - Greater Macon Chamber of Commerce
 - Macon-Bibb County Commission
 - Regional Commission
 - Regional Partners
 - Georgia Economic Development Commission
 - Utility Water Authority
 - Joint Development Authority
 - Georgia Department of Transportation
 - Industrial Authority
- **Goal #4 - Marketing and Advocacy of Macon-Bibb County:** Develop a unified and comprehensive approach to marketing – Macon-Bibb County
 - Action Items
 - Identify and gather Macon-Bibb County. Under one “brand”
 - Develop comprehensive marketing plan/agenda
 - Hire professional lobbyists for Macon-Bibb County at state and federal level
 - Stakeholders
 - Regional Commission
 - Higher Education
 - Macon Works
 - Georgia Power Company
 - Nonprofits with beautification
 - Marketing Groups; New Town, One Macon, Great Macon Chamber of Commerce, Macon-Bibb County, Industrial Authority, Urban Development Authority (UDA), Lobbyist

Economic Development Assets:

- *Each strategic priority area team will identify existing and potential assets in Macon-Bibb County that are needed for the successful implementation of the goals and action items in their proposed Strategic Navigation Plans.*
- *This effort should include existing and potential assets of the stakeholders previously identified for each strategic priority area goal.*
 - Faith-Based Organizations
 - Healthcare Organizations
 - Quasi Government Authorities
 - Large Donor Class (Individuals)
 - Private Foundations
 - Transportation Infrastructure (rail, air, highway)

- Higher Education
- Art and Culture (Music et. al)
- Warner Robins Air Logistics Center
- Parks (Federal, State, Local)
- Downtown Macon
- Existing Knowledge, Data Expertise

○ **Tourism and Recreation Team**

- **Goal #1 - Transportation:** Ensure affordable and accessible transportation to and from Macon and within Macon-Bibb county.
 - **Action Items**
 - Educate the public on the economic benefits of the TSPLOST.
 - Provide appropriate amenities and resources to ensure safe streets.
 - Create a local advocacy campaign on the importance of Macon's commercial flights.
 - **Stakeholders**
 - Georgia Department of Transportation (GDOT)
 - Chamber of Commerce
 - Private Transportation Services
 - Pedestrian Review Board
 - Macon-Bibb County Commission
 - Visit Macon
 - Macon Transit Authority
 - Airport Management
- **Goal #2 - Community:** Create and project a mindset that embraces our diversity and encourages a welcoming, open, and inclusive sense of place.
 - **Action Items**
 - Inventory and celebrate our neighborhood diversity
 - Expand Visit Macon's wayfinding and signage into all of Macon-Bibb
 - **Stakeholders**
 - Macon Housing Authority
 - Residents of Macon Bibb
 - One Macon
 - Local Businesses
 - Media
 - Churches and Non-Profits
 - Visit Macon
 - Neighborhood Associations
 - Macon-Bibb
 - Macon Arts Alliance

- **Goal #3 - Infrastructure:** Develop a cultural and recreational infrastructure that cultivates tourism and promotes livability across Macon-Bibb.
 - **Action Items**
 - Follow hotel study recommendations to create strategic lodging development
 - Conduct and complete a study to leverage our music assets and history
 - Expand and maintain greenspace, including neighborhood parks, Ocmulgee National Historic Park, and river front property.
 - **Stakeholders**
 - Macon Arts Alliance
 - New Town Macon
 - Private Developers
 - Music Stakeholders
 - Macon-Bibb Parks and Recreation
 - Ocmulgee National Historic Park and National Parks
 - Visit Macon
 - Planning & Zoning
 - Urban Development Authority

- **Goal #4 - Social Issues:** Create a collaborative environment that is safe, clean, and inclusive.
 - **Action Items**
 - Engage keep Macon-Bibb Beautiful on a comprehensive cleanup plan for Macon-Bibb.
 - Implement strong code enforcement
 - **Stakeholders**
 - Bic-Walk Macon
 - Neighborhood Associations & Residents
 - Historic Macon
 - Macon Non-Profits
 - Media
 - Macon-Bibb County Code Enforcement
 - Macon-Bibb Transit Authority
 - Keep Macon Bibb Beautiful (KMBB) Commission
 - Sheriff Office
 - Pedestrian Safety Review Board

- **Goal #5 - Finance:** Grow the tax base by creating a visitor and business friendly environment that maximizes our human and capital resources.
 - **Action Items**

- Support efforts to attract business and industry by creating an inviting destination.
- Incentivize and facilitate small business, creative industry, entrepreneurship, and film production.
- Facilitate recreational tournaments and festivals.
- **Stakeholders**
 - Spark Macon
 - Workforce Development
 - Lodging (Hotels)
 - Arts & Cultural Organizations
 - Developers
 - Planning & Zoning
 - Visit Macon
 - Small Business Office Managers
 - Visitors
 - Chamber of Commerce
 - Industrial Authority

Tourism and Recreation Assets:

- *Each strategic priority area team will identify existing and potential assets in Macon-Bibb County that are needed for the successful implementation of the goals and action items in their proposed Strategic Navigation Plans.*
- *This effort should include existing and potential assets of the stakeholders previously identified for each strategic priority area goal.*
 - Airports
 - Contour Airlines
 - Interstates
 - MTA buses
 - Private Local Transportation
 - One Macon Plan2
 - State Grants
 - Federal Grants
 - Bike Lanes
 - Sidewalks
 - Cultural Plan
 - Macon 365
 - Diverse Population
 - Foundations
 - Infrastructure
 - Parks/Skateboard Park
 - OMNHP, Ocmulgee Mounds
 - Recreation Centers
 - Capricorn Studios
 - Cultural Attractions & Events
 - River

- Venues
- Hospitals
- BID, Business Improvement District
- Churches
- Artists
- Griffith Family Foundation
- Oral & Written History
- Volunteers
- Sheriff's Office Outreach
- Immigrant Communities
- Film Macon
- 8% Hotel Tax
- SPLOST
- Tennis Courts
- Ad valorem taxes
- Location
- Industrial Parks
- Greater Macon Works
- Sports Teams

○ **Education and Workforce Development Team**

- **Goal:** Leverage our collective assets to develop strong partnerships among schools, businesses and community organizations to foster a future-ready pipeline.
 - **Action Items**
 - Promote and hold a summit for community organizations to have conversations about college and career readiness
 - Develop an Educational + Workforce Development Committee
 - Identify gaps in needed services, eliminate overlap and create a strategic plan to create a pipeline for a future-ready workforce
 - **Stakeholders**
 - Post-Secondary Institutions
 - Secondary Institutions (Public & Private)
 - Early Childhood Institutions/Providers
 - Local Businesses (including small, medium, large locally owned)
 - Non-Profit Organizations (EOC-Macon-Bibb County Economic Opportunity Council, Mosaic, United Way, Motivating Youth)
 - Government Agencies (Macon Transit, Department of Family and Children Services DFACS, Department of Labor,

- Macon Housing, CEA-Community Enhancement Authority,
Middle Georgia Regional Commission MGRC
- Faith-Based Community

Education and Workforce Development Assets:

- *Each strategic priority area team will identify existing and potential assets in Macon-Bibb County that are needed for the successful implementation of the goals and action items in their proposed Strategic Navigation Plans.*
- *This effort should include existing and potential assets of the stakeholders previously identified for each strategic priority area goal.*
 - Local Businesses, small, medium, and large; locally owned included
 - Job opportunities
 - Apprenticeships/internships/externships
 - School-level advisory board
 - Job fairs
 - School adoptions
 - Mentoring
 - Post-Secondary Institutions; Middle Georgia State College, Wesleyan University, Mercer University, Miller Motte, Helms, Fort Valley State University, Central Georgia Technical College
 - Physical facilities
 - Faculty and staff expertise
 - Equipment
 - Training
 - Students (ex., student teachers for schools)
 - Funding
 - Soft skill development
 - Data analysis
 - Credentials
 - Secondary Institutions; Bibb County School District, Hutchings College & Career Academy, Private Schools, Charter Schools, Elaine Lucas Academy, Foothills, GED/Adult Literacy
 - Preparation of students
 - Faculty/staff expertise
 - Soft skills development
 - Equipment
 - Training
 - Funding
 - Non-profit organizations; EOC, MOSAIC – Economic Gap Council, United Way, Motivated Youth, Community Foundation, Boys and Girls Club, Scouting – Girls/Boys, Mentors Project
 - Grants

- Scholarships
- Human capital
- Soft skills
- Volunteers
- Communication/marketing
- Existing partnerships
- Existing programs
- Early Childhood Institution/Resources; Head Start, Quality-Rated Day Cares, Faith-Based Daycares, Pre-K (BCSD), First Steps, Parents as Teachers, Read United
 - Literacy development
 - School preparation
 - Parent training for early development of literacy
 - Tutors for reading
 - Social development for children
- Government Agencies; Macon Transit-Authority, DFCAS, Department of Labor, Macon Housing Authority, CEA – Community Enhancement Authority, MGRC-Middle Georgia Regional Commission
 - Transportation
 - Job opportunities
 - Housing (affordable)
 - Trainings
 - Support for families (training financial)
 - Funding
- Faith-Based Community
 - After school programs
 - Daycare programs
 - Transportation
 - Adult programs
 - Partnerships with schools
 - Community outreach programs
- **Diversity, Inclusion and Equity Team**
 - **Goal #1 – Mindset Shift:** Create deep consistent and integrated action taking to promote a shared understanding of bias, inequity, and power asymmetry that leads to inequitable outcomes and enhance a sense of community growth and belonging.
 - **Action Items**
 - Create toolkit that provides a consistent/common message for mindset shift
 - Conduct an Equity Assessment

- **Stakeholders**

- Racial Equity
 - Beloved Community
 - BRID6F – Sheknta Davis
 - Luban CEO
 - Equity Perspectives
 - Freshwater Collective
 - People’s Advocacy Group
 - Central Georgia Empowerment
- Gender & Sexual Identity
 - Georgia Women
 - Georgia Equity
 - Macon Pride – Scott Mitchell
- ALL
 - Rosa Parks Square
 - Macon-Bibb County
- Latinx Communities
 - QuePasa
 - Nuestravox
 - Notivision Georgia
 - El Carnival – Georgia
- Services
 - United Way
 - Family Investment Ministries
 - Daybreak
 - 5blc3s
 - Bibb Sherriff’s Department
- Churches
 - Bibb Mt. Zion
 - St. Peter Claver
 - Kingdom Life
- Macon Vegans
 - Georgia Wellness and Fitness Festival
- Seniors
 - AARP
- News & Information
 - Macon Magazine
 - Middle Georgia Regional Library
 - Neighborhood organizations; Pleasant Hill, Napier Heights

- **Goal #2 – Leadership and Power Sharing:** Nurture and encourage collaborative leadership and accountability with incentive to mentorship and power sharing for individuals from all communities emphasizing BIPOC; Black, Indigenous, and People of Color, LGBTQIIA2S+PP; Lesbian,

Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, Two-Spirit plus more, Women, Emerging and Elder Leaders.

- **Action Items**

- Create a task force
- Community outreach to encourage leadership and mentorship
- Encourage and support partnerships, grassroots energy and strengthen alliances that support a collective capacity for racial and gender, sexual identity and equity.

- **Stakeholders**

- Grassroots/Neighborhoods
 - Napier Heights – Andrea Looke
 - Southside – Nancy Cleveland
 - SMART – South Macon
 - UNITY – Community – Al Tilman
 - East Macon – John Deming/son
 - Westside – George Crawley
 - Lynmore Estates
 - Pleasant Hill – Erim
 - Greenwood Bottoms – Westin Stroud
 - African Association of Real Possibilities (AARP) – Myrtle Habersham
 - Rainbow Coalition Drag Queens – Rayvion Stars
- Elected Officials
 - Board of Education
 - County Commission
- Leadership
 - Leadership Macon
 - Georgia Women
 - Pastors
 - Youth Leadership Council
 - Chamber

- **Goal #3 - Diversity:** Liberate all Macon-Bibb County residents with equitable access to opportunities within an environment for self-determination.

- **Action Items**

- Create an action plan that addresses inequitable access to opportunities e.g.; jobs, education, housing, childcare, board diversity, business contracts, banking, justice, etc.
- Create an Office of Resilience to respond to chronic stresses and acute shocks that will affect all residents, institutions, and businesses
- Create grant position to support external social impact organizations.

- **Stakeholders**
 - Justice
 - Motivating youth
 - Macon-Bibb County Court
 - Prisoners, Reentry Coalition
 - Daybreak'
 - Ucreate Macon
 - Department of Family & Children Services
 - Workforce Development
 - Universities
 - Schools
 - County
 - Macon Water Authority
 - Macon Housing Authority
 - Macon Industrial Authority
 - Founders
 - Committee Foundation of Central Georgia
 - Peyton Anderson
 - Bank Leaders
 - SCORE
 - Business & Nonprofit Center Library
 - Eisenhower BID
 - GTPAC; Georgia Tech Procurement Assistance Center
- **Goal #4 - Resources:** Decrease barriers to basic needs and resources to ensure that all residents have access to achieve equitable self-determined outcomes.
 - **Action Items**
 - Create small business fund with bonds and public/private partnership.
 - Encourage programs that hire former felons and those with criminal records.
 - Create programs that examine homelessness/wandering mental ill.
 - Identify high need areas and service gaps and prioritize approach to address needs.
 - Director of Resources, or Office of Community Wealth Building.
 - Complete Directory of Organizations and their assets to support Diversion, Equity, and Inclusion.
 - **Stakeholders**
 - Legal
 - Middle Georgia Access to Justice
 - Georgia Legal

- Courthouse
 - Bibb County School District BCSD School Justice Program
 - Department of Juvenile Justice
- Homelessness
 - Food Bank
 - Macon Housing Authority
 - Daybreak
 - Salvation Army
 - Mulberry Street Church
 - Loaves and Fishes
 - Homeless Coalition
- Health
 - First Choice Primary Navicent
 - Coliseum Health Department
 - Riveredge
 - Piho @ Mercer
- Community Service
 - Bibb County School District
 - Community Enhancement Artbank
 - U Create Macon
 - Department of Family and Children Services
 - Macon-Bibb Economic Opportunity Council
 - United Way
 - Macon Transit Authority
 - Mosaic Development
- Workforce Development
 - Chamber of Commerce
 - SCORE
 - Macon-Bibb Small Business Affairs
 - Spark Macon
 - Small Business Development Centre
 - Middle Georgia Regional Commission
 - Banks
 - Planning and Zoning
 - Motivating Youth
 - Georgia Technical Procurement and Technical Assistance Center
- **Goal #5 – Arts and Culture:** Intentionally engage our unique identities, histories, and values to tell holistic/shared stories of our lives and places to support a mindset shift.
 - **Action Items**
 - Create/utilize universal platforms to serve as an opportunity to shine light on marginalized communities

and our full shared common experience as a Macon-Bibb resident.

- Utilize existing arts infrastructure to more fully engage and create community partnerships.
- **Stakeholders**
 - Arts & Culture Resources
 - Channel 21
 - Lucas Theatres
 - Church Bulletin Boards
 - Mercer
 - Qui Pasa
 - 478 News
 - Fit TV
 - Middle Georgia Black Page
 - Playground Youth
 - Film Festival
 - Neustra Vcz
 - Notivi Sign Georgia
 - Venues Programs
 - Colleges
 - Museums
 - Daybreak
 - Public Library
 - Arts Magnet School
 - Ingelside Arts Village
 - Ocmulgee Park
 - UCreste Macon
 - Triangle Art
 - 567 Arts
 - Dance School
 - Macon Arts Alliance
 - Funding
 - Peyton Anderson
 - Knight
 - Community Foundation
 - Griffith Family Foundation

Diversity, Inclusion, and Equity Assets

- *Each strategic priority area team will identify existing and potential assets in Macon-Bibb County that are needed for the successful implementation of the goals and action items in their proposed Strategic Navigation Plans.*
- *This effort should include existing and potential assets of the stakeholders previously identified for each strategic priority area goal.*
 - Racial Equity
 - Policy work

- Education
 - Advocate
 - Shared Language
- Gender/Sexual ID
 - Advocacy
- Latinx Community
 - Communication
- Services
 - Funding
 - Case Management
 - Community Connections
 - Involvement
- News/Information
 - Connectivity
 - Community Cohesion
 - Literacy
 - Job Assistance
- Churches
 - Community Mobilization
 - Nonprofit & Business Assistance
 - Commitment & Cohesion
- Board of Education and Board of Commissioners
 - Vision for governance, vision and implementation of education system executed in the will of the governed
- Grassroot/Neighborhood
 - Unity in neighborhoods, care and maintenance of neighborhood environments. Support for and planned strategic growth of diverse neighborhoods
 - Inclusion of and protection of diverse members – elder, racial, LGBTQ, women, children
- Leadership
 - Providing guidance and mentorship for all various members of the Macon-Bibb County residents from established and rising leaders across business, arts, social, and cultural concerns.
- Funding/Business Support
 - Funding
 - Help setup business/501c3
 - State vendors list for minority businesses
 - Competitive grant funding
- Workers
 - Educate for market needs

- Pipeline for newly released to job
- Homeless/housing insecurity
- Family services
- Water Authority
- Housing Authority
- Food Bank – Food Resource/Insecurity
 - Macon Housing Authority – Low cost/affordable housing, legal, medical, job for homeless, short term solutions for homeless. Refuge, guidance, hope for insecure population
- Health
 - Providing a range of care for emergency and long-term health issues across the economic spectrum including mental healthcare, women’s health care, children.
- Community Services
 - Education, housing, neighborhood redevelopment opportunities for youth, arts education, home repair, energy assistance, homeless prevention, transportation.
- Workplace Development
 - Business support and development, business mentorship for new and start up business, financing for business, planning for effective business location, protection for business districts and neighborhoods. Business education and mentorship for future business owners and leaders.
- Venue /Programs – places and programs that could be leveraged for activities and gatherings to promote Diversity, Inclusion and Equity, e.g. Museum, Tkiawill Arts, Colleges, National Parks
- Channels – communication channels to disseminate our unique stories to support DEI culture e.g. Film festival, Que Pasa, 478 News, church bulletins.
- Funding – e.g. Peyton Anderson, Knight, Community Fun

Appendix A – SWOT Responses

By Priority Area

- *What are Macon-Bibb County's strengths that will support our navigation to our preferred future?*
- *What are Macon-Bibb County's weaknesses that will impact our navigation to our preferred future?*
- *What are Macon-Bibb County's opportunities that will guide our navigation to our preferred future?*
- *What are Macon-Bibb County's threats that will hinder our navigation to our preferred future?*

DIVERSITY, INCLUSION, AND EQUITY

STRENGTHS

Leadership (some willing to engage)

A citywide course on Macon history online and part of training

Rapidly improving schools (Dr. Jones)

A language word highlighted each month communitywide – equity, etc.

Recognition by many that problem exists

Resources – funding, institutional support, human capital

Low cost business incubator for first-time business owners

Large population of HBCU graduates

Variety/Diversity of our arts and culture

Collaboration

Development of a Diversity, Equity and Inclusion Taskforce – meet monthly

Very diverse

Music history

Bourgeoning alliances

Architecture

Willing and informed leadership to be intentional to insure equity and inclusion in economic health and fun activities for all citizens

Establishment of a small business board for disadvantaged owners

Mindset shift – there are more people understanding the need for racial equity

Strong historic preservation inclusive to overlooked neighborhoods

Powerful local stories regarding the struggle for diversity, equity, and inclusion

Existing common resources that were not here 10 years ago

Policy making CCR

Great music history for both B & W musicians

Community driven incentives for neighborhood organization seed money

Establishment of forgivable loan after working with said partners SCORE, chamber, etc.

Leadership shifts

Qualified community team members to execute plan

Citywide youth development fund (1) arts (2) health (3) entrepreneurship

Willingness of current stakeholders to be inclusive

Young Leader Academy 1) political 2) business 3) community activism
New leadership from a new mayor and some commissioners
Native American history
Emerging examples e.g. Seven women now in leadership roles

WEAKNESSES

We need the church to step up and work to address systematic issues/needs – homelessness
Unacknowledged privilege complex
Gendered racism
Pay inequity
Faulty (unreliable) public transportation
Lack of incentive for “Good Ole Boy” network [Black White] to invest in change
Tokenism
No progressive vision – stuck in the 50s way of thinking
Visible “monuments” places to/about our shared history of exclusion and racial violence
Lack of accountability
Income inequality
Cohesive communication and co-operation among social service programs/leaders
Limited (finite) financial resources
Fear of change rejection
Lack of funding for leveling the playing field -e.g. transportation
Racist institutional practices that aren’t understood as such
Lack of minority home ownership
Fear of theft – gentrification – exploitation
Lack of coordination of existing resources
We talk at community instead of with them
A segment(s) of our community that has lost hope
Entrenched leadership in some areas: government, nonprofit
Many in leadership roles (govt, industry, various boards) vested in status quo
Leadership in some org, seem uncomfortable in communities they serve
White supremacy culture ideology – that contributes to discriminatory behaviors in various sectors
Uncomfortable with difficult conversation
Poverty for minorities/income gap
Community disconnect – apathy
Blight poverty homelessness
Resistant power structure who doesn’t want change = loss power
Racial tensions & inequality
We often have a white savior complex
Sheep mentality
Refusal to acknowledge tourist about Macon-Bibb
Church can be too political
Lack of mentorship and help from established leaders
Looking for a Black Messiah – the Savior
Limited access to resources & services

Shared understanding
Challenges in communication
Bipolarism (extreme)
Lack of minority contracting
Unwillingness to address the psychological chains of slavery & Jim Crow

OPPORTUNITIES

Incentives to decrease blight & increase home ownership through policy initiatives
Neighborhood economic corridors (in low income areas)
Physical/environmental beauty of Macon
Education to convince community of need for change
Neighborhood development strategy
Utilize government & private resources to improve cultural challenges
International business outreach/support
Opportunity for more diversity in outdoor activities
Creating activities to get people to mingle outside their comfort zone
Fort Valley State – HBCU under utilized
Connecting our stories to ‘place’
Intentional funding of targeted efforts to level playing field
New banking opportunities for the unbanked
Competitive grants focused in diversity
Small business fund backed by Macon-Bibb – a board
Kidz Market & anti-poverty plan for youth
Utilizing blighted business for business incubator
Co-operative partnerships among existing nonprofits
Marketing campaign for inclusion/learning opportunities each month
Film Festival, Bragg Jam, Cherry Blossom, entire arts community
Targeted action to diversity (age, sex, etc.) government and boards
Use art as a tool for healing and inclusion
Increased civic education & engagement
Financial literacy & education in K-12 schools mandatory
Enlist felons to do work as a pathway back to normalcy
More public engagement efforts from Macon-Bibb agencies
Our museums (inclusive)
Creation of a taskforce for equity and diversity for city
Citizen review board for agencies to hold them accountable which would be used as a measurable determinant for funding
School choice
Opportunities for diverse grant distribution not the same people
Intentional investment into neighborhoods – particularly those impacted by poverty
Correct gerrymandering
Examine best practices for other communities
Leverage our past as an asset for development in areas experiencing economic disparity
Eliminating practices like cash bail
Leveraging “on the table” type conversations to identify short-term projects

Removal of monuments that are hateful, painful, offensive to 60% of our population – symbols
The continued development of our urban center as a place to live, work, play – arts/culture

THREATS

Jones, Houston, Monroe County
No one wants to share power
Backsliding on gains made to date
Centering of Whiteness
Opportunity hoarding
Complicit behaviors
Cronyism
Exploitation of ignorance
White nationalism being described as “patriotism”
Expansion of surrounding cities, counties
Income inequality – too much poverty
Lack of effective information sharing to all stakeholders
Anti-Blackness
COVID-19
Respectability politics
National political trends
White washing Black history
Simplifying diversity to just race
Refusal to practice equity
Perception vs reality
Poverty pimping
Prosperity theology
Outside counties demonizing Macon-Bibb
Antiquated ideas choking new life/thinking from community
Lack of preparation for climate issues
Transportation system that does not account for needs of users
Naysayer/haters
Politicization of civil/human rights
Answer people being forgotten for decades
Crumbling infrastructure – no input from effective communication
Leadership’s ability to maintain this as a priority
Political divisions
Loss of talent to more progressive and aggressive Georgia cities
Slow recovery from COVID
Funding, maintaining top quality police/fire departments
Not in my backyard mentality

TOURISM AND RECREATION

STRENGTHS

Venues

Ocmulgee National Historical Park

Increase of community improvement initiatives

On interstate (minimal traffic)

Community plans that are inter-connected

Business Improvement District (BID)

New leadership – fresh ideas

Events

River running through city

Our many festivals

Cultural diversity

Have good start in plans i.e. Cultural plan & One Macon

Rich musical history

Location

Lots of Greenspace

Current music talent

Increase in local non-profits

Emerging nightlife

Personal agendas are put to the side for the whole

Talent

Local restaurants

Have sports teams, lake, venues to attract others

Geographic location

Music heritage

Culture/History

Parks

Interstates

Film location

Creative residents

Vision of the people insight by leaders

Mercer

Growing industry in the area

Musical talent

Music heritage

Local restaurants

Mayor committed to being fair and making Macon the best place it can be

Community desire to make things better -Passion-

Neighborhood recreation centers

Young people coming to city for education/residency (medical)

The Telegraph prints news two days late

Strong not-for-profits

People attracted to the area (Macon)

National monument
Beautiful green space
Arts in Macon already exist
Growth of immigrant population
Arts/Culture movement
Entrepreneurial spirit
Airport
A community eager to be better
Culture
Residency downtown
Train

WEAKNESSES

Blight
Racial divide
Lack of public support for arts & culture
Economic inequality
Blight
Division
Financial Resources
Perception of crime
Perception of places/spaces as “Black” or “White”
Neighborhood blight
Homeless situation
Sign pollution
Youth activities – better use of SPLOST
Low number of hotels
Lack of hotels & need more/better meeting/convention spaces
\$ Financial resources
Poverty
Equity/Inclusion
Construction
No downtown hotel
Poverty
Lack of public art
Political agendas that are selfish
Failure to buy into progress
Lack of affordable housing (especially downtown)
Outreach to Latino and Asian communities
Blight
Slow/no population growth
Operational funding for attractions, ports, events
Failure to max resources
Community members involvement
Budget deficiencies

Poverty
Abandoned vehicles in too many yards
Gateways
Usage of gyms by children at a minimum
Lack of retail downtown
Crime
Blight
Lack of code enforcement
Division race/political
Streets dirty
Weak welcome infrastructure
Lack of a strong tax base
Poverty
Past leadership/racial division
Lack of efficient use of existing resources
Gaming machines in poor communities – too much of it.

OPPORTUNITIES

Cultural Plan
Facilitate entrepreneurship & small business
Convention Center Renovation/Operation
Connectivity
Neighborhood tourism inventory
Continued celebration of music heritage/Live music
Downtown hotel development
New leadership
Turn Brownfields into amusement park
Development of recreational programs
Hire community members to maintain lots in their area
Technology (marketing, etc.)
Development of greenspace
OLOST
Further leverage Macon music district
River development
Amphitheatre
Film Incentives/Studio
Cultural Plan Implementation
Code enforcement (housing landlord issues, etc.)
Develop weekend tours for those outside of Macon
All the programs offered in education/workforce development in our area
Control of crime
Develop an eminent domain local law to take abandoned property for upgrade of neighborhood
Create an art district
Passenger rail from Atlanta to Macon

Move gaming machines to a specific district
Develop a theme park using music of Maconites i.e. Otis Redding, Little Richard
Capitalize on cultural successes – famous Maconites – film locations
Proximity to Atlanta – take advantage of that audience
Macon is the cultural center of central Georgia – build on that
Applying for government designations
Better use of SPLOST funding
Max fed funding
Take better advantage of river front
Clean up the river and use it as an attraction
Events
Youth expression outlets
Low cost of living can attract creatives
Ocmulgee Mounds National Historical Park Expansion
Sports/Recreation – tourism development
Efficient management of Opportunity Zones
Unified community message
Develop East Macon around the National Park & Fort Hawkins
Partnerships with organizations + businesses outside of Macon
Form small youth businesses to clean streets
Use the rich history of the area to develop tours
Facilitating/emerging growth of local businesses

THREATS

Apathy/Despair
Pandemic/changed behavior for 2-3 years
Inaction
Long-term pandemic repercussions
Increasing divisive rhetoric
Opposition to change
Complacency
Loss of printed newspaper less communication
Base realignment and closure (BRAC) legislation – Robins AFB
Losing residents to surrounding counties
Environmental issues
Tourism development funding in competing Georgia destinations
Losing the film tax
Loss of population
Inability to attract employers b/c lack of workforce
Failure of the next SLOST
Election of a visionless Mayor
Crime associated with nuisance hotels
No local film incentives to compete with other Georgia locations
Hospitality workforce shortage
Growth of Houston County – addition of new recreation facilities

COVID fears lingers and positive cases continue
Surrounding counties advancing in infrastructure and economic development
Significant reduction in fed/state funding
Affective and attractive policy changes in surrounding counties
Houston County continuing to pull newcomers
Poverty
Survival of arts & recreation under current situation
New administrations
Possibility of 2nd Georgia airport north of Atlanta
Address poverty of issues will spiral
Global warming weather patterns
COVID19 increases
Small business loss/closure
Decrease in tax base
Close of Warner Robins Air Base
Decrease of influx of immigrants

PUBLIC SAFETY

STRENGTHS

The proposed pay scale has to be approved, especially as it pertains to starting pay for law enforcement
Pay scale has been approved by Commission
ISO Class 1
Central location
Leadership
Our current workforce and community leaders
Sheriff's Office is on board to improve relationships with community
State certs
Qualified leadership
Organizational support
Community support
Trauma language being developed citywide
Investment in funding new mental health initiatives
Community needs assessment is underway

WEAKNESSES

Public resistance to tax increase
Man power
Limited police presence
Decrease in tax base
Inadequate training facilities & opportunity
Poor morale
Revolving door of personnel

No comprehensive CMI rights protections yet
Failure to work collaboratively
Employee shortage
Retention
Positive interaction with law enforcement is minimal
Decriminalizing substance abuse
Our streets are incredibly overgrown
Competing interest
No equity in the distribution of funding for needed services
Police response time to communities of color is slow
Available workforce
Blighted neighborhoods
Less policing of mental illness
Division between employees & government administration
Trust
Old mindset
Public perception
We have a lack of public support in areas like failing to approve the proposed TLOST
Funding
Education

OPPORTUNITIES

Grants
ACCG lease programs for vehicles
Can we cut the grass in the whole city
We can pursue grants, (federal, state, and local) to improve specific areas in our neighborhoods. This is to include beautification, arts, and crime problems
We deserve a Targets, Trader Joe's & Whole Foods
OLST
Public desire for a safer community
Create more local pride in our home
Size of the county population
Local leadership supports pay scale implementation
Provide immediate mental health intervention for first responders
Technology
Fund no cost mental health access to all
Location

THREATS

Create opportunities for conversations about Race
Tax base leaving or not growing
We are one Macon – develop a campaign to spread that message
Failure to get Commission members, community leaders, and citizens to work in unity
Negative perception
Tax income

Develop an office of resilience based on the Atlanta model
Reduce the red tape surrounding buying blighted properties
Loss of public support if an incident were to occur that caused public mistrust
Outside competition
Employee distrust
Competing interests could sabotage political support of pay scale implementation
Develop an equity department for checks and balances
Create a report on minority contracting

ECONOMIC DEVELOPMENT

STRENGTHS

New political leadership
Abundant & well managed water
Racial diversity
Citizen's passion for Macon-Bibb
Transportation infrastructure
Location in state
The alliance of One Macon with chambers undertaking workforce talent and business retention strategy
Downtown and historic districts
Rebirth of regionalism
Multiple organizations duplicating initiatives with scarce resources
Economic assets – location is _____
Dedicated and knowledgeable leadership and staff
Logistics – great place to be – central Georgia
High functioning school system
Experienced economic development leadership
New civic leadership (new government and team)
Community asset downtown cultural opportunities
Higher educational assets
Hub of higher education & lots of learners in region
State DOT focus on central Georgia (I-75 project)
New administration with unity leadership aspirations
Natural resources – water, water, water
Many engaged citizens/organizations for change
Regional philanthropy (foundations) available for innovation
Credibility with economic development community and consultations
Foundations
Dedicated funding 704 funds/SPLOST

WEAKNESSES

Legacy leadership
Legacy poverty/low educational attainment

Low tax base (under employment issues)
Multigenerational poverty
Racial and income inequality
Continued growth of blight – lack of redevelopment strategy with commercial property
Concerns over levels of service of M-B as expressed by existing industry
Multigenerational poverty
Lack of pride reflected in letter unsightly mess
Perception of Macon-Bibb
Cleanliness
80/20 rule
Political term limits (diversity of political leadership)
Not growing in population – citizen going outside M-B for jobs and future
Geographical small county – may run out of suitable sites
Keep doing the same thing and getting the same results
Entrenched resistance to change
High taxes
Reading literacy of elementary students
Addressing homeless and mental health impacts to business enterprise
Government as jobs program
Workforce lacking in education & skills
Talent retention and workforce
Crime prevention
Need quality of life attractions to retain talent
Embracing our “high tech” economy with workforce development

OPPORTUNITIES

Building alliances and affiliations of organizational capacity to undertake strategy/outcome
80/20 rule
New political leadership
Regionalism
Create an educated community – on economic development issues
Building a comprehensive branding of messaging platform for citizens and external audiences
Take advantage of synergies with Robins
Regional perception
Reform business permitting
“Listen” to our communities for community buy-in/prioritization
Aligning funding sources for economic development priorities
Racial diversity/perspectives
Break multigenerational poverty cycle
Lower property taxes
Embrace/market OLOST, TSPLOST opportunities
Consolidated government
Create more connections with workforce development & all schools
Accelerate a strong business advocacy with state delegation
Redevelop Brownfields vacant retail space

Take advantage of sense of place of downtown and neighborhoods
Redevelop blighted areas
Involve new generation of leaders
Regionalism
Acknowledge our “Primo” location embrace logistics
Accelerate a strong united business advocacy of top priorities with state delegation
Opportunity zone packaging planning and presentation

THREATS

Negative perceptions that don’t reflect reality
Losing a pro-business free enterprise brand – threatening legislation
Growing crime
Waiting on outside sources to drive our destiny – we have to be intentional with leadership
Waiting on someone else to address our issues
Not investing in local infrastructure to build quality of life amenities
Resistance to change from entrenched interests
Sense of hopelessness
In a COVID environment – not building healthcare strategy for resilience long-term
Continued business impact of COVID
Not passing OLOST, TSPLOST for projects
Status quo allowed to prevail
Racial grievances
Blight
Crime
Regional perception
Loss of existing industry
Out migration leading growth of bedroom communities
Decaying infrastructure
High taxes

EDUCATION WORKFORCE DEVELOPMENT

STRENGTHS

Our Mayor-Elect
Enjoy helping others
Rich in history
Diversity in our organizations and in our communities
Partnership with Macon-Bibb Chamber of Commerce and Hutchings College + Career Academy
BCSD administrative leadership team
Willing to work
Community groups
Nationally recognized and awarded Public School Superintendent
Engaged superintendent
Love for my city

Partnerships
Committed people
Strong E-SPLIST support for capital improvement in public schools
Community assets
A diverse group of leaders that reflect our community. And it continues to diversify
Loyal
Growing and strengthened relationships between public school system and technical college/trade programs
Dedicated Bibb County School District Leadership Team
Class 1 Fire Department
Dedicated teachers and support staff
Grassroot organizations
Community partnerships with schools
Collaboration
BSCD Career Academy
A business community willing to work with public school leadership
BSCD/Central Georgia Tech dual enrollment program
Excellent schools
Career awareness at the elementary schools
State of the art hospitals
Open to training
Industrial authority
Location
Excellent water
Opportunity strengths organization partnerships
Centrally located

WEAKNESSES

Belief that the solutions to all problems is simply “more money” without looking at how to properly spend
Weak communication
Racism
Educators speaking poorly about the school system and the students served
Effective and consistent communication from “top to bottom” and vice versa
Weaknesses – mass exodus
Negative perceptions
Too many individuals with hidden agendas
No support
Not sharing information
Lack of vision
Lack of pipeline development of students for future workforce
Uninformed
Lack of committed engagement
There is still a bias against new leaders & new ideas
The lack of Maconites spreading the positive news about Macon

Opinions of the students were few and of their capabilities
Classism
Teacher and administrator compensation
Lack of connectedness for the vision
Close minded mentality in addressing education short comings
Realtors telling potential buyers negative things about our schools
Poverty
Lack of skilled workers for businesses that come
Shortage of qualified workforce
Lack of people convincing students to be interested in a trade
Homeless situation
% of children in private schools
Lack of quality jobs to retain/attract recent college graduates
Lack of parental involvement
Too many individuals who want to be in charge
Too many grudges between individuals
Lack of investment to alleviate poverty
Lack of true high school advisement to help students to prepare for the future
Not enough balance of “college or career ready”

OPPORTUNITIES

Excellent schools
Blood pressure checks at local fire stations
Great libraries
Marketing and recruiting for quality teachers
Our location in the state
More businesses committing to internship/apprentice opportunities
Rich music
Opportunities for career development
Strengthening relationships our local leaders have with state decision makers in Atlanta
New leadership in Macon
More field trips to businesses
First Friday functions
Contracts for students to come back to Macon to work
Develop a research committee on business development
Local business collaboration with public schools to increase internships
More internships and apprenticeships (paid)
Orderly/coordinated succession plan for superintendent
Workbay – workforce development tool
Develop livable communities
Newspaper and local news programs
Development of a department/company (etc.) that concentrates on new businesses
Strong education system
Locally owned businesses
Engaging community for their input

Coordinated bi-partisan approach to homelessness
Educating public on processes
Opportunity – public/private school collaborations
Competitive packages for teachers to migrate to Macon
Invitation for realtors to visit schools & partner with schools

THREATS

Surrounding districts attracting and recruiting our teachers
Competition from surrounding counties
Threats – COVID19 – not prepared
Political environment continuing to make collaboration difficult
Expensive housing
Nurses shortage
Slowed economic recovery/recession
Growing homeless population
Teacher shortage
Roads need repairing
Refusal to cede some control in the name of “moving forward”
Recreational activities in other cities that may attract our potential youth workers
Increasing poverty rate
Competition from surrounding counties
Community divides
School closings due to numbers/enrollment
Economic impact of COVID – (lack of jobs)
Communities falling apart
Sheriff manpower shortage
Firefighter manpower shortage
Compensation of teachers and administrators in surrounding states and counties
Houston County’s demand to be the “heart” of middle Georgia & refusal to work with Bibb

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Mara is currently serving as Interim Associate Director for the Governmental Training, Education, and Development division. She also manages all leadership development training programs for more than 5,000 local and state government officials annually. She works with officials and staff from local and state government in managing and providing various professional and leadership development training programs in multiple state agencies and a variety of local government professionals associations in the state. Her primary areas of focus as the unit manager are the evaluation of all educational programs and the development of public sector competency-based learning objectives and course curriculum. She has more than 25 years of experience in local government, primarily in the areas of administration, downtown and community development, code enforcement and local government planning. Before joining the Institute of Government in 2013, Mara served as the assistant to the city manager with the City of Valdosta. She successfully completed the course of study as a Certified Main Street Manager through the National Trust Main Street Center in Washington, D.C., in 2000 and was named the 2005 Sen. Loyce Turner Outstanding Public Official by Valdosta State University and received the Department of Community Affairs Outstanding Leadership Award in 2006. Mara was honored with the Candle in the Dark award in 2014 for her government and community service by the Valdosta-Lowndes County Martin Luther King, Jr. Commemoration Association.

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