

# ***PLANNING FOR PAULDING***

**A STRATEGIC PLAN  
2003-2024**

**Written by  
The Citizens of  
Paulding County, Georgia**

**March 30, 2004**

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# **STRATEGIC PLAN**

## **INTRODUCTION**

Paulding County has become one of the fastest growing bedroom communities in the nation. This growth brings new opportunities, but also new costs: traffic, air pollution, crowded schools, demands for increased services and a loss of community identity. We invite you to pay particular attention to the Case for Change on pages 5 through 8.

To meet these challenges a group of citizens along with the Paulding County Chamber of Commerce in 2002 formed a Strategic Planning Committee that developed into Planning for Paulding, Inc. After months of interviews and investigation the group chose Henry Luke of Luke Planning, Inc. as the facilitator to head this process. Luke has helped groups in other cities and counties across the country come up with long range plans, including groups in Rockdale, Clayton, Dekalb, Cobb and Gwinnett counties.

A Steering Committee representative of the community was selected to guide the process. Further, in September and October of 2003 over 100 individuals were interviewed by the facilitator. Then, on October 21, 2003 over 200 people attended a Community Meeting, where the participants selected their Top 10 Issues and 334 Total Issues to be considered for inclusion into a Strategic Plan for the county.

Funding partners for the group thus far include: Greystone Power, Community Trust Bank, Georgia Power, Cobb EMC, TEMCO/Cousins Properties, HomeTown Bank, Georgia State Bank, Regions Bank, Rountree Law Firm, Raker Construction, Arrowhead Development, Sunbelt Fasteners, and Jeriel Properties.

The driving force is for Paulding County to be more than just another bedroom community. This process gives the citizens of Paulding County a vehicle to have a voice in the future of their community and a vehicle to make it happen. Happy are those who dream dreams and are willing to pay the price to make them come true.

### **Phase I-DEVELOPING THE STRATEGIC PLAN-August 2003-March 2004**

- A. A diverse 18-person Steering Committee representative of the community was selected to guide the process.
- B. The facilitator interviewed about 100 individuals in Focus Groups in September and October 2003.
- C. Over 200 people attended a Community Meeting October 21, 2003. Vision Partners and the news media publicized this public meeting at Herschel Jones Middle School. The participants selected their top ten issues and 334 total issues to be considered by the Vision Task Force and selected 10 additional members for the Vision Task Force.
- D. The Steering Committee selected a diverse Vision Task Force from all sectors and geographic areas of Paulding County from persons nominated by the Steering Committee, Focus Group Interviewees, applications from the public and others.
- E. The 145-person Vision Task Force met during November and December and reached consensus on a draft Strategic Plan document with Community Core Values, Key Benchmarks, Visions, and Strategies.
- F. The draft was edited and available for distribution on January 12, 2004. Organizations and individuals throughout the community were urged to review the draft document and provide comments before March 22, 2004. There were 72 presentations made with 623 in attendance. The draft document was printed and mailed to 38,000 Paulding households.
- G. The final opportunity for input by citizens was at a Community Meeting on March 22, 2004 at Chattahoochee Technical College at 7:00 pm.
- H. After reviewing and considering all input from citizens, the Steering Committee approved the Strategic Plan on March 30, 2004.

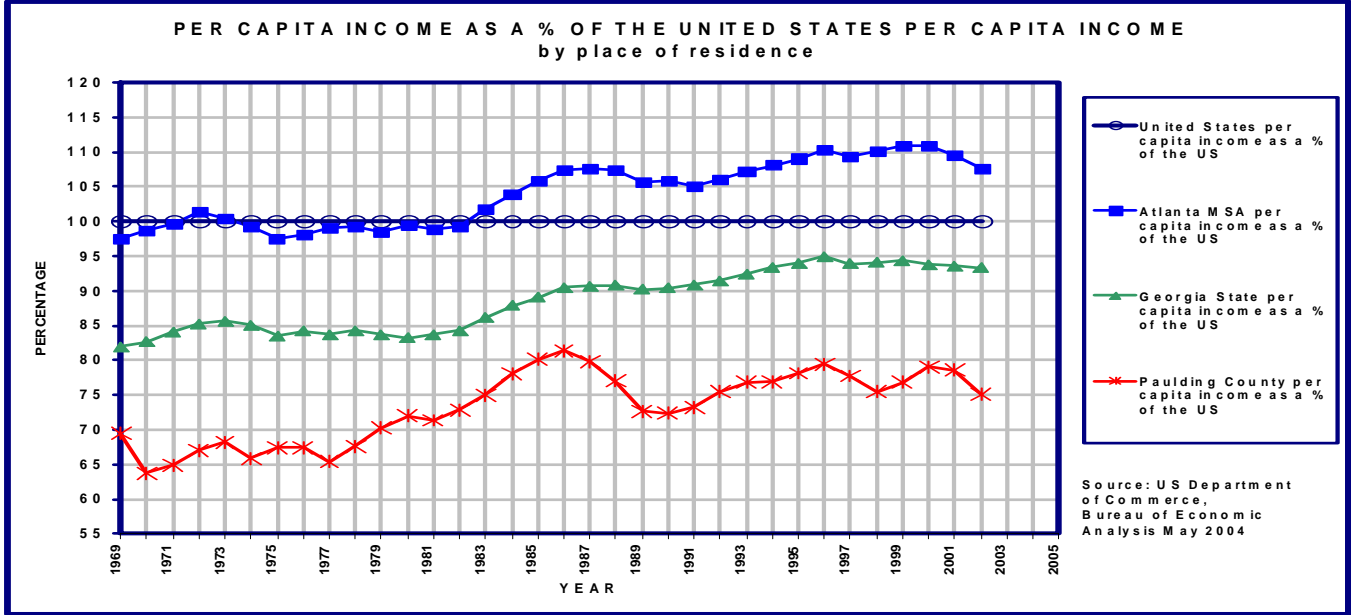
### **Phase II-COLLABORATIVE IMPLEMENTATION-April 2004-March 2009**

- A. The *Planning for Paulding* Steering Committee will continue to be diverse and community-based to provide leadership, accountability and communication during the implementation process.
- B. Private and public sector organizations of all kinds and individuals will be asked to endorse the Strategic Plan and become Vision Partners. (April 2004-March 2009)
- C. Vision Partners who endorse the Vision will be asked to identify those Strategies they can incorporate and effectively implement within their normal mission, purpose and scope of operations or in strategic alliances with other organizations. Each Vision Partner or Strategic Alliance will establish Strategy Benchmarks to facilitate annual measurement of progress and develop Action Steps for the specific Strategies they adopt. The Steering Committee and Benchmark Team will approve all Strategy Benchmarks before their adoption as official *Planning for Paulding* Benchmarks. (April 2004-March 2009)
- D. Strategy identification and acceptance by Vision Partners will be reviewed by the Steering Committee to ensure that the Priority Strategies are being implemented on a timely basis. Progress on every Strategy cannot begin immediately, but will be phased in over a 5 to 10 year period as applicable.
- E. Progress on Strategies will be communicated on a regular basis.
- F. There will be an annual update of the Key Benchmarks and the Strategy Benchmarks measuring progress for each strategy adopted by Vision Partners and Strategic Alliances.
- G. The *Planning for Paulding* staff will provide management support and coordination for at least a five-year Period.

## CASE FOR CHANGE IN PAULDING COUNTY

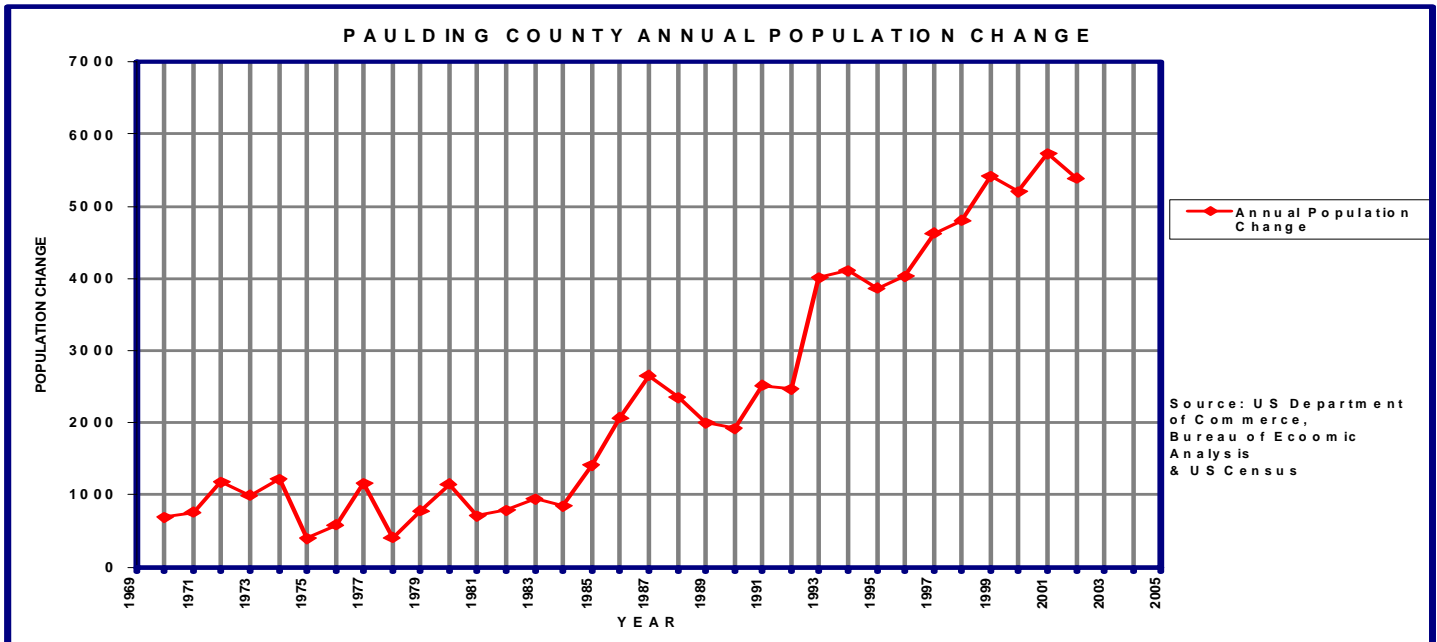
1. The **Paulding per capita income** as a % of the US was 75% in 2002. In 2002, the per capita income for each person of all ages in Paulding was \$23,207 compared to \$33,257 for the Atlanta Metro Area and \$30,906 for the US. This means Paulding households have less per person to spend on living expenses, education, taxes and savings. See Chart #1 for Per Capita Income history. Revised June 7, 2004 based on May 2004 data release. This indicates that as Paulding's annual population change begin to increase dramatically in 1985 that residents income did not keep pace. See Chart # 2 for Population Change History.

**CHART #1**



- ✓ Per Capita Income is defined as total income of individuals divided by total population of the county.
- ✓ Income includes **earnings** from work, **wealth earnings** from dividends, interest and rent, and **transfer payments** from the government such as welfare and social security.
- ✓ Paulding County's current per capita income as a % of the United States is below its peak in 1986.
- ✓ The gap between Paulding and the Atlanta MSA was 26% in 1986 and 33% in 2002.

**CHART #2**



2. **Paulding's Business Ad Valorem taxes per resident** in 2002 were only \$89 or 25 % of Georgia's \$362. The Ad Valorem Taxes can also be expressed as a % of Total Ad Valorem Taxes collected. In Table #1 Strategic Plan

in 2002, the Paulding % is 15.7%, the lowest of the ten peer counties. In Chart #3 (next page), the % has declined from 18.1% in 1996. Business Ad Valorem taxes are an important source of funding for government and education operation and infrastructure construction in Georgia.

One of the results of the low business tax collections is shown in Table #2 where Paulding’s “K-12 Local General Fund Revenue’s per student” was \$1,751 for a gap of \$949 per student compared to Georgia. With a 2001-2002 enrollment of 17,985 students, this local fund gap was \$17.1 million. This gap is troubling because of 1) its size, 2) it is not for a one-time cost, but an annual K-12 school system operation expense, and 3) it is increasing. Unfortunately as the student population has increased each year, the total gap has increased from \$13.9 million in 1999-2000.

Until the current low Paulding resident per capita income described above increases, it may not be reasonable to expect to decrease this gap by increasing the Ad Valorem Tax Rate. However, a) increasing business investment at a faster pace and b) increasing the value of new homes could begin to help decrease the gap.

**TABLE #1**

Rank	Geographic Area	% Business Ad Valorem Taxes 2002 (\$'s)	Business Ad Valorem Taxes per Resident 2002 (\$'s)	Residential & Other Ad Valorem Taxes per Resident 2002 (\$'s)	Total Ad Valorem Taxes per Resident 2002 (\$'s)	K-12 Local General Fund Revenues per Student	K-12 Total General Fund Revenues per Student
	Fulton	47.0	858	968	1,825	5,178	8,026
	<b>Cobb</b>	<b>40.8</b>	<b>470</b>	<b>683</b>	<b>1,152</b>	<b>3,121</b>	<b>6,522</b>
	Gwinnett	42.3	456	622	1,078	3,155	6,706
	<b>Georgia</b>	<b>40.7</b>	<b>362</b>	<b>527</b>	<b>889</b>	<b>2,700</b>	<b>6,661</b>
1	Henry	33.2	339	680	1,019	2,498	6,017
2	Fayette	25.7	313	906	1,219	2,949	6,652
3	<b>Douglas</b>	<b>37.4</b>	<b>307</b>	<b>514</b>	<b>821</b>	<b>2,437</b>	<b>6,576</b>
4	<b>Bartow</b>	<b>44.3</b>	<b>302</b>	<b>380</b>	<b>682</b>	<b>2,119</b>	<b>6,549</b>
5	Forsyth	25.8	255	734	989	3,367	6,453
	<b>Polk</b>	<b>38.7</b>	<b>201</b>	<b>317</b>	<b>518</b>	<b>1,375</b>	<b>6,074</b>
6	Coweta	28.2	197	501	698	2,408	6,331
7	Cherokee	22.6	189	646	835	2,670	6,775
8	Houston	31.7	173	374	547	1,930	6,554
	<b>Haralson</b>	<b>28.3</b>	<b>151</b>	<b>381</b>	<b>532</b>	<b>1,456</b>	<b>6,050</b>
9	Columbia	23.4	145	474	619	2,015	5,950
<b>10</b>	<b>Paulding</b>	<b>15.7</b>	<b>89</b>	<b>477</b>	<b>566</b>	<b>1,751</b>	<b>5,882</b>

Source: Georgia Department of Revenue, Georgia Department of Education and US Census

- ✓ Business Ad Valorem Taxes are from Commercial, Industrial, Utility and Timber property.
- ✓ Residential and other Ad Valorem Taxes are the rest of taxes collected with residential, motor vehicle, agricultural and mobile homes, the major components.
- ✓ The average residential property uses more services than paid in Ad Valorem taxes, while the average business use less services than paid in Ad Valorem taxes.
- ✓ Paulding ranks 10<sup>th</sup> among the Georgia peer communities in % Business Ad Valorem taxes at 15.7%, resulting in only \$89 per resident. This is only 25% of the Georgia average of \$362.

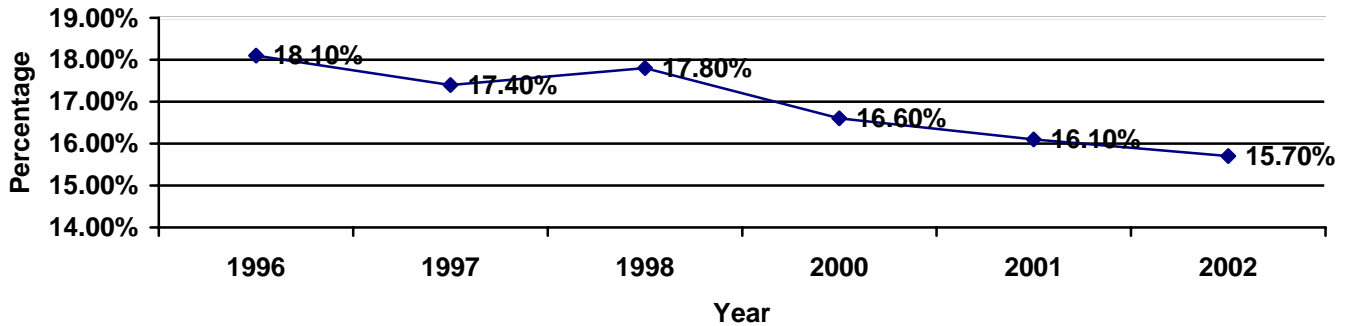
**TABLE #2**

	Local Source Funding per FTE Student Paulding	Local Source Funding per FTE Student Georgia	Funding Gap	Students	Paulding Local Source Funding Gap Millions
<b>2001-2002</b>	\$1,751	\$2,700	\$949	17,985	\$17.1
<b>2000-2001</b>	\$1,609	\$2,563	\$954	16,583	\$15.8
<b>1999-2000</b>	\$1,546	\$2,477	\$931	14,972	\$13.9

Source: Georgia Department of Education web page. In Table # 1 and # 2 “Students” refers to “Full Time Equivalent Students” (FTE).

CHART #3

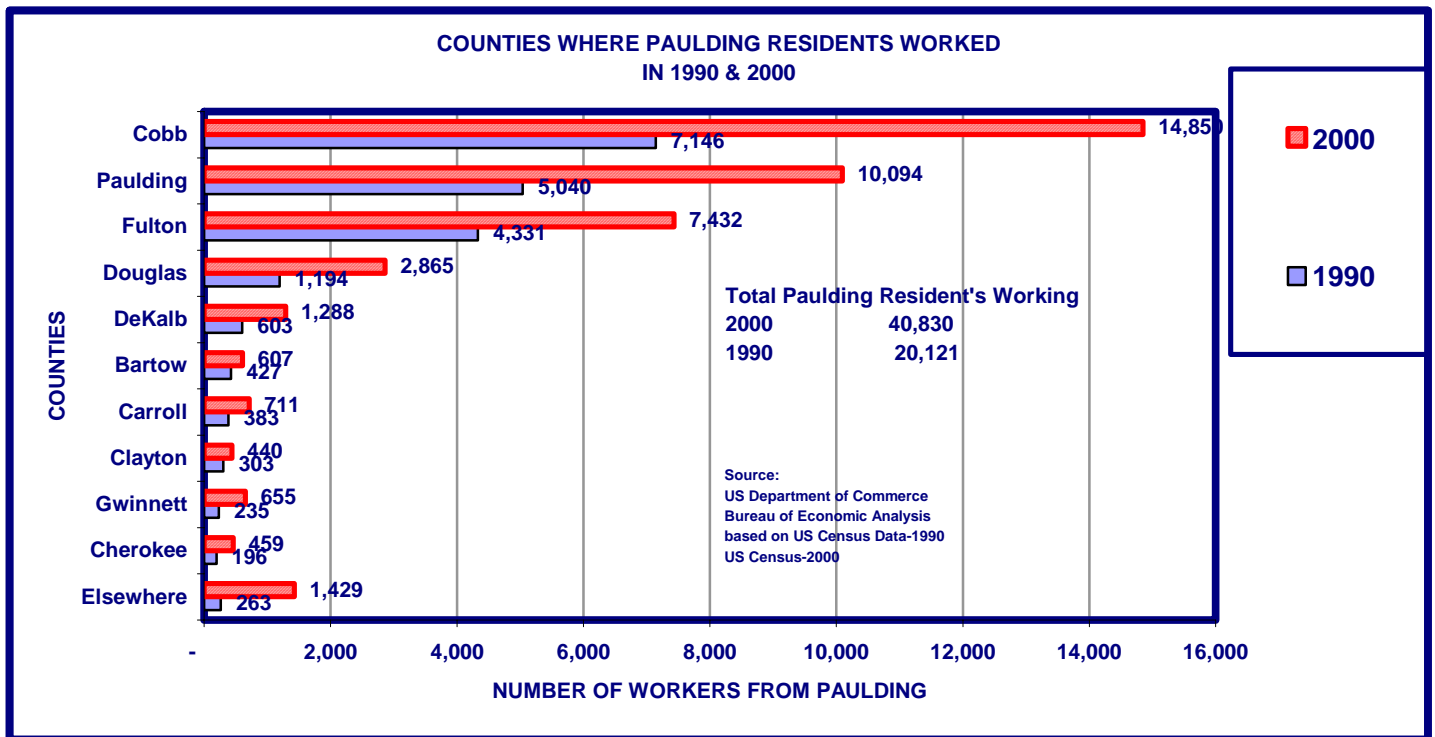
Paulding Percent Ad Valorem Taxes Collected from Business



3. **Workforce Out-commuting** -in 2000, 75% of Paulding’s workforce commuted outside the county to work every day. See Chart #4 for counties where Paulding residents work. Many commuters would like to work in Paulding if higher paying jobs were available. In 2001 the average earnings per job in the private sector in Paulding County was only \$20,396 compared to Fulton @\$55,500, Atlanta Metro area @ \$43,501, Cobb@ \$42,056, and Douglas @ \$24,482.

Source: US Department of Commerce, Bureau of Economic Analysis

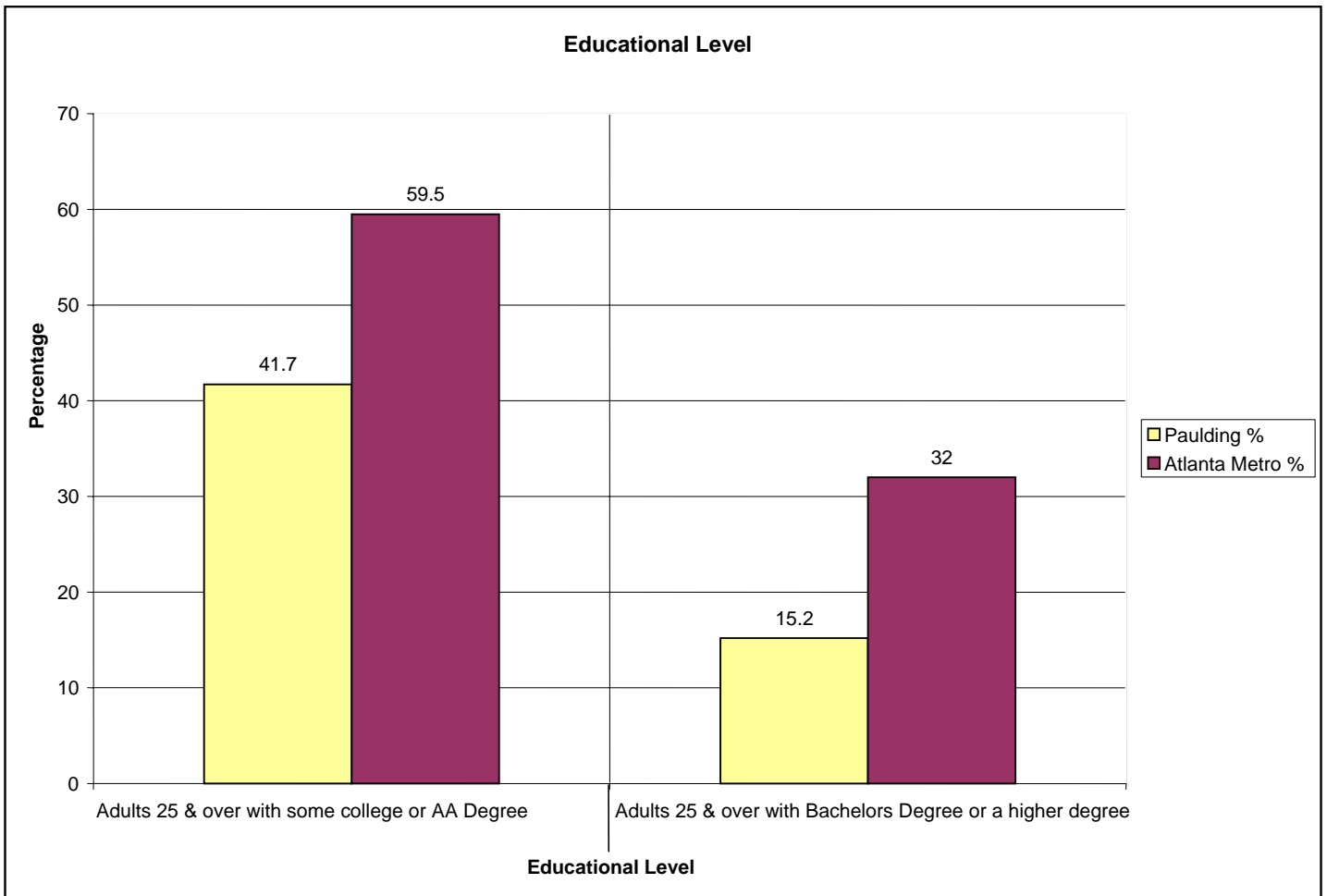
CHART #4



- ✓25% of Paulding County residents work in Paulding County.
- ✓36% of Paulding County residents work in Cobb County, 18% in Fulton County, and 7% in Douglas.
- ✓These percents have been virtually the same since 1990.
- ✓The 75% of Paulding County residents who work outside the county work in facilities that do not pay business real estate taxes in Paulding County.
- ✓The out-commuters Quality of Life may be lower because of long-drive times and the inability to be involved in the Paulding community.

4. **Education**-in the 2000 Census, only 15.2% of Paulding residents 25 years and older had a “Bachelor’s Degree or higher”, compared to the Atlanta Metro area of 32.0%. Only 41.7% of Paulding residents 25 years and older had “Some college, but no degree and higher”, compared to the Atlanta Metro area of 59.5%. See Chart #5. The Paulding K-12 School System is limited in funds as discussed in #2 above. A major requirement to increase Paulding incomes is additional and improved education training for all ages in Paulding.

**CHART #5**



Source: U.S 2000 Census

## **PRIORITY ISSUES in 2003**

The participants in the Community Meeting on October 21, 2003 selected their Top Ten Priority issues to be addressed in the Strategic Plan Foundations.

<b><u>Priority Issues</u></b>	<b><u>Addressed In</u></b>
1. Economic Development	Economic Development
2. Education	Education
3. Infrastructure	Infrastructure
4. Growth Management	Infrastructure
5. Quality of Life	Quality of Life
6. Government Reform	Government
7. Government Services	Government
8. Public Safety	Quality of Life
9. Water & Sewer Infrastructure	Infrastructure
10. Traffic	Infrastructure

At the October 21, 2003 Community Meeting, the 200 participants identified 334 unique issues to be considered by the Vision Task Force. The 334 issues were summarized and ranked by the groups, then combined together to produce the top ten issues. These 334 issues were sorted into the six Foundations and provided to the Vision Task Force as input during the discussion on each Foundation in November and December 2003. The Vision Task Force also considered input from over 100 Focus Group participants and their own diverse experience in developing the draft Strategic Plan. The Vision Task Force distilled the 334 issues into 115 strategies contained in the draft Strategic Plan. Many of the issues discussed but not included in the Draft Strategic Plan will become Action Steps during the Implementation Process.

These issues are addressed throughout the Vision and Strategies for the six interdependent Foundations required to provide a comprehensive Strategic Plan for Paulding County. The six Foundations also provide a proven framework for the five-year to ten-year Implementation Process.

# LONG-TERM VISION

## VISION:

Before 2024, Paulding County will:

- have an aggressive economic development process that sells the Paulding product and produces higher paying jobs.
- establish quality educational opportunities for all ages, enhanced by partnerships between the education systems, parents, businesses, churches and other community organizations.
- have infrastructure that enhances and sustains our economic development, education, and quality of life.
- be a diverse community with accessible and adequate resources to ensure the spiritual, social, safety, cultural and health quality of life of all its citizens.
- have government that is honest, competent, fiscally responsible, forward looking, and accountable with open communications.
- have private sector leadership that is the leader in partnership with government and citizens in ensuring that Paulding County is a preferred place to live and work.

**CORE VALUES:** Core Values are character traits that guide in individual daily decisions.

Faith in God	Family Values	Excellence	Ethics
Integrity	Responsibility	Citizenship	

## **KEY BENCHMARKS:**

The Key Benchmarks will be used to measure and provide accountability for ***PLANNING FOR PAULDING*** each year. There will be other Strategy Benchmarks developed by Vision partners that will be measured on an annual basis. Achieving each Key Benchmark that cuts across all the strategies will require working together in an unprecedented way on the strategies in the six *interdependent* Foundations: Economic Development, Education, Quality of Life, Infrastructure, Government, and Private Sector Leadership. There will be Strategy Benchmarks developed by Vision Partners that will be measured on an annual basis. Each year, the benchmarks will measure 1) when we are successful and can celebrate, or 2) when we fall short of the benchmarks and the Vision Partners need to review, revise, and refocus their Action Steps to accomplish the strategies.

1. **Per Capita Income** – Reduce the gap between Paulding County and the Atlanta MSA as a percent of the US by at least 1% per year beginning in 2004. <sup>1</sup>  
*History... In 1986 the gap as a percentage of the US was 26% but increased to 33% in 2002.*
2. **Business Investment and Jobs**-increase business investment and jobs to reduce the pressure on residential taxes. Increase the percent of Ad Valorem taxes collected from businesses by 0.75% per year.  
*History...In 2002, the percent of Business Ad Valorem Taxes was 15.7%. This was a decline from 18.1% in 1996.*
3. **Workforce Out-Commuting**-Reduce the percent of residents who commute outside the County to work each day. Measure by the annual reduction of 1.0% of “Net Imported Earnings as a percent of Residents Earnings from Work.”  
*History... The “Net Imported Earnings percent of Residents Earnings from Work” was 70% in 1990 and also in 2002. “Net Imported earnings percent of Residents Earnings from Work” is the net earnings*

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<sup>1</sup> Jobs and earnings data is from US Department of Commerce, Bureau of Economic Analysis- May 2002 REIS data series. Employment and earnings data is for all jobs including 2nd or 3rd jobs, and military, and is located by place of work. Per Capita Income is by place of residence. This employment definition is broad and includes wage and salary workers, farm workers, proprietors, private household employees and miscellaneous workers. Because of the broad definition and place of work counting, the number of jobs is frequently larger than other employment data series. Population data is for July 1 of each year. Employment and income data are averages for the year.

*flowing across the area borders divided by the area resident's earnings. A (-) negative indicates net commuting into the area while a (+) indicates a county such as Paulding serving as a bedroom community.*

Source: US Department of Commerce, Bureau of Economic Analysis

- 4. Education-** improved education for all ages is essential to be successful in the first three Key Benchmarks. Measurements in alignment with the rest of the Strategic Plan are to be determined by the Benchmark Team, Education Foundation Team and Education Vision Partners beginning in April 2004.

## **MID-TERM VISION**

### **STRATEGIES**

#### **The Building Blocks that Support Our Long-Term Vision**

##### **I.**

#### **Economic Development Foundation**

##### **II.**

#### **Education Foundation**

##### **III.**

#### **Infrastructure Foundation**

##### **IV.**

#### **Quality of Life Foundation**

##### **V.**

#### **Government Foundation**

##### **VI.**

#### **Private Sector Leadership Foundation**

# I. ECONOMIC DEVELOPMENT

## **VISION:**

**Paulding County will have an aggressive economic development process that sells the Paulding product and produces higher paying jobs.**

## **STRATEGIES:**

**A. Develop<sup>2</sup> and maintain an aggressive competitively funded economic development program that creates higher paying jobs through relocation of jobs to Paulding County, expansion and retention of jobs by existing employers and creation of new enterprise. Develop partnerships with economic development organization in the Atlanta Metro area, state of Georgia, nationally and globally to assist in creating higher paying jobs. Recognize that success on this strategy will require success on other strategies on economic development and on strategies in the five other interdependent foundations Education, Infrastructure, Quality of Life, Government, and Private Sector leadership. (Because of this interdependence strategies in these other foundations will not be repeated in economic development.)**

**B. Create a “Paulding Product” to sell including the following:**

- **Develop and maintain competitive business incentives, tax and regulatory policies to be used in creating higher paying jobs.**
- **Create competitive business and industrial parks with speculative buildings. Encourage their creation by the private sector, but as a fall back alternative provision by the IBA.**
- **Survey the 30,000 plus Paulding residents who leave the county each day to work and determine their skills, requirements for working in Paulding and type of job that would appeal to them. Maintain an active database of individuals who want to return home to work to aide in marketing Paulding. Over the next 20 years as the retirement of the baby boomers results in a dramatic slow down in the growth of the United States work force Paulding’s younger labor force could be a major asset.**
- **Create the “Paulding Brand” to be used to position and market Paulding internally and externally.**
- **Evaluate the benefits of developing a Statutory Authority to enhance the County’s ability to create jobs, capital investments and taxes.**

**C. Encourage and support the creation and expansion of small business and entrepreneurship that creates higher paying jobs.**

- **Provide incubators to assist in the creation of new businesses.**
- **Create or join a network of angel investors who will provide money in small amounts to provide initial start up funds for businesses.**
- **Encourage the Paulding banking community to provide loans for operating purposes in addition to asset-based lending.**
- **Formalize an entrepreneur network that meets on a regular basis.**
- **Provide entrepreneur training.**

**D. Create a high-speed telecommunications network that positions Paulding as “One of the Best Connected” counties in the Atlanta Metro area. The strategy for deployment of this network shall recognize all approaches to networking including DSL, cable, use of existing electrical lines and wireless networking approaches with emphasis on connecting both businesses and residences into the network.**

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<sup>2</sup> The highest priority strategies within each foundation are indicated by bold type.

**E. Maintain a targeted list of Paulding County job sectors that will sharpen our economic development focus and result in meeting our Key Benchmarks. Possibilities for these targeted job sectors are:**

<b>NAICS Code</b>	<b><u>Higher Paying Jobs that increase Per Capita Income and Reverse Out-Commuting:</u></b>
<b><u>32</u></b>	<b>Manufacturing –</b>
321	Wood Product Manufacturing
326	Plastics and Rubber Products Manufacturing
332	Fabricated Metal Products Manufacturing
335314	Relay and Industrial Control Manufacturing
3364	Aerospace Products and Parts Manufacturing
<b><u>42</u></b>	<b>Wholesale Trade</b>
<b><u>51</u></b>	<b>Information</b>
<b><u>54</u></b>	<b>Professional, Scientific and Technical Services</b>
5413	Architectural, Engineering and Related Services
5415	Computer Systems Design and Related Services
5416	Management, Science and Technical Consulting Services
<b><u>55</u></b>	<b>Management of Companies and Enterprises-Headquarters</b>
<b><u>5611</u></b>	<b>Office Administrative Services</b>
	<b>Entrepreneurs</b>
<b><u>56412</u></b>	<b>Telephone Call Centers</b>
<b><u>621 &amp; 622</u></b>	<b>Health Care</b>

**Low-Paying Job Sectors that Generate Real Estate and Sales Tax, these jobs do not help increase per capita income and reverse Out-Commuting**

<b><u>72</u></b>	<b>Accommodations and Food Service</b>
<b><u>44</u></b>	<b>Retail Trade</b>

Source: <http://censtats.census.gov/cbpnaic/cbpnaic.shtml>

**F. Encourage Paulding County government and private sector to purchase from Paulding County companies.**

**G. Develop the tourism industry with emphasis on history, natural resources and the Silver Comet Trail. Consider adding a Paulding Nature Center, Historic Farm Park and Battle of New Hope Church Interpretive Trail.**

**H. Encourage Paulding businesses to export their services or products outside of Paulding to the rest of Georgia, the United States and Globally. Consider targeting specific companies that do well in their native countries for job creation in Paulding.**

**I. Encourage retail development in Paulding that captures sales tax dollars currently being spent outside the county.**

## II. EDUCATION

### VISION:

Paulding County will establish quality educational opportunities for all ages, enhanced by partnerships between the education systems, parents, businesses, churches and other community organizations.

### STRATEGIES:

#### A. Higher Education, Skills Training and Life Long Learning

1. **Expand Chattahoochee Technical College to provide comprehensive higher education, as required to support our citizens and an expanded and diversified Paulding business, education, and government community. This should include Associates, Bachelors, Masters and PhD's degrees. This should also include work force skills training and diversified continuing educational offerings. This will require expansion of Chattahoochee Technical College facilities and partnerships with other education systems offering courses in Paulding and by distance learning.**

2. Reduce the illiteracy rate.

3. Encourage the existing Paulding work force to pursue training and educational opportunities to increase their individual productivity. This is a requirement for attracting higher paid jobs.

4. Provide opportunities for learning to manage and budget an individual's income and expenses.

5. Encourage students in colleges in Greater Atlanta to intern in Paulding County.

#### B. K-12

1. **Expect every student to graduate from high school, ready to enter Technical College, University or go to work. This will require Paulding to be competitive with our surrounding counties in graduation rates, increasing test scores at grade levels K-12 and better academic achievement in reading, writing, math, science and life skills. Encourage students beginning in elementary school to pursue a middle school and high school path that recognizes the importance of education beyond high school. The results should be an increased number of students entering technical college and university or pursuing skills training.**

2. **Develop a culture that honors and acknowledges academic achievement. Expect students and their parents to be accountable and responsible for the student's behavior and academic performance. This will depend on increased parental interaction with the student and the teachers. When the parent cannot provide this interaction with the student, community organizations such as churches, civic clubs, businesses, and individuals, will strive to provide mentors.**

3. **Support School Board, Administrators and teachers in providing the discipline required to maintain a safe, orderly and productive learning environment.**

4. **Ensure that every student can read and write at their grade level.**

5. **Develop more effective and efficient tutorial and remedial programs. Aggressively identify students who need this assistance and provide this as early as possible in their career path.**

6. **Create innovative teaching procedures and technology with the flexibility to be compatible with each individual student's learning style and improve critical thinking skills.**

7. **Encourage Paulding County, city governments, the Paulding County School System, and our state government to strive together to eliminate overcrowding in the schools**

8. Increase business involvement in education in a partnership with parents and the school system. This should result in increasing academic achievement and preparation of a more skilled Paulding work force.

9. Require accountability from teachers and the school system for student's academic performance and to honor students and family involvement.

10. Decrease the number of students absent and late to school. (In 2002-2003, with 19,403 students enrolled, 39% missed 10 days or more.)

11. Provide accelerated reading programs at all levels.

12. Consider reducing student/teacher ratio.

13. Improve the technical/vocational programs. Partner with the business community to ensure that the skills produced meets the requirements of Paulding County employers. This may involve programs such as internships and apprenticeships.
14. Enhance the gifted student program and increase the percentage of students participating in the program. Encourage parents to understand the importance of involvement in the gifted program.
15. Enhance art, music, physical education and other non-academic courses that enrich and help engage and retain the student's interest and broaden their education.
16. Eliminate grade creep where students receive a higher grade than is warranted by their achievement and knowledge.
17. Incorporate our Core Values in parenting and educating our young people. Involve fathers in our young people's education. This is vitally important for the young people in Special Education and the boys who make up an unusually high percentage of Special Education students.
18. Develop creative programs to reduce the percentage of students in Special Education classes.
19. Utilize more technology in the classroom.
20. Reward students who learn or know a language other than English. Provide additional foreign languages other than Spanish and alternatives for Spanish speaking students. Provide diversity in classroom teaching styles for Spanish speaking students.
21. Ensure that students in Special Education classes receive creative and challenging opportunities to learn and advance in their educational path.
22. Strive to provide playground equipment at all schools.
23. Provide opportunities for enrichment and involvement for home-schoolers.

#### C. General

1. Encourage Private Schools on all levels.
2. After regular school hours use school facilities for: enrichment courses for adults and students make school recreation facilities open to the public and provide services for latch key children.
3. Enhance the Paulding County library system.

### III. INFRASTRUCTURE

#### **VISION:**

**Paulding County will have infrastructure that enhances and sustains our economic development, education, and quality of life.**

#### **STRATEGIES:**

##### **A. Growth Management**

1. **Support and maintain the adopted comprehensive land use plan that is coordinated with countywide infrastructure plans.**
  - a. **The land use and infrastructure plans will provide the capacity and land area required to meet the Planning for Paulding Benchmarks and Strategies.**
  - b. **The countywide plan will include a land use plan and infrastructure master plan for the following elements: transportation (including all modes – roadway, air, train, pedestrian, bikeways, sidewalks, and waterways), water, sewage, parks and recreation, storm water, solid waste, air quality, education, public safety, churches, health/social services, housing, government facilities, historical preservation, environment, greenspace/open space, and economic development. Each physical infrastructure element will have required levels of service.**
  - c. **The major focus in all parts of this plan will be to create sustainable neighborhoods and villages of neighborhoods. The neighborhoods and villages will be connected through walking/bicycling trails, greenspace and open space and will ultimately be connected to the Silver Comet Trail creating a "County of Trails." (See Strategy # A1 in Quality of Life.)**

d. Smart growth will result in higher densities concentrated in smaller areas with the surrounding areas being used as open space. This will result in the same or lower total density but should decrease infrastructure costs. The result will be a more pedestrian and bicycle friendly community, with a reduced dependency on the automobile.

e. Enforce and maintain consistent zoning and building code requirements and develop smooth transitions between major land uses. (See Strategy # A2 in Quality of Life)

f. All of the master plans will be coordinated and build-out phased for the most efficient and effective construction of the infrastructure elements. Incentives and disincentives will be available to encourage the best sequencing of development. Decisions will be made that are based more on engineering, science and fact rather than emotion.

g. The countywide plan will include a Capital Improvement Plan (CIP) that uses innovative funding for all infrastructure development on an annual basis with a 10-year projection. This CIP will provide for infrastructure development required to eliminate the gap in each infrastructure master plan and provide for growth over 10 years. The countywide CIP will include in one document and spreadsheet all infrastructures whether financed by Federal, State, County, School Board or other governmental authorities or entities. All projects required to meet the service level required for each type of infrastructure will be included whether funds for construction are currently available or not. The CIP will be used as an instrument to initiate dialogue on establishing project priority and trade-offs and find the best way over time to finance each required project.

2. Develop and maintain a comprehensive county and citywide sign ordinance and aesthetic appearance ordinance that results in an improved image in all cities and the county.

3. Disseminate the land use plan widely to our citizens and have available at all zoning meetings.

4. Develop an Annexation Policy for the county and cities.

#### **B. Transportation**

1. Expedite the time schedule for the four-laning of Highway 61 and Highway 92. Create a high speed, limited access corridor between Interstate 20 and Interstate 75.

2. Develop a Paulding County General Aviation Airport.

3. Provide mass transit within the county when economically feasible.

#### **C. Housing**

1. Maintain and enforce a housing occupancy ordinance that limits the number of family units occupying a single dwelling unit and provides a standard of livability for the dwelling unit and its exterior appearance and landscaping.

2. Offer incentives to developers who build “Green” houses.

3. Maintain an appropriate mix of single family and multifamily housing for all ages

#### **D. Environment.**

1. Implement the plan to meet air quality standards.

2. Use sensitivity in maintaining the natural features in the development of public facilities.

3. Use innovative approaches to create a beautiful, appealing and litter-free Paulding image. An example of innovative approaches could be the proposed GA 120 Parkway Corridor Overlay.

4. Create an Environmental Court.

#### **E. Historic Preservation**

(See number III. A.1 above)

- F. Water and Sewer and Other Utilities**  
**Move toward sewer systems and away from septic tanks in urban Paulding County.**  
(See number III.A.1 above and II.D in Economic Development)
- G. Facilities**  
(See Performing Arts and Civic Center in Quality of Life Strategy IV.A.4.)
- H. Greenspace**  
(See III.A.1 above)

## **IV. QUALITY OF LIFE**

### **VISION:**

**Paulding County will be a unified community with accessible and adequate resources to meet the spiritual, physical, cultural and health quality of life of all its citizens.**

### **STRATEGIES:**

#### **A. Sense of Community and County Image**

- 1. Create a sense of community through innovative design concepts that creates unique neighborhoods around a community center. Within neighborhoods, provide connections between housing units, commercial spaces and the community center through sidewalks, greenspace, and open space. The community center could be a school, church, park, library, recreation facility, branch post office, social service agency, commercial activity, fire rescue and police substation, or combination of all of these. Between neighborhoods provide connections through walking/bicycling trails, greenspace, and open space. Connect the trails network together with the Silver Comet Trail. This concept could be applied to new development and over time retrofitted into existing communities.**
- 2. Improve the Paulding image by enforcing consistent Planning and Zoning ordinances.**
- 3. Develop a Paulding Daily Newspaper.**
- 4. Develop and support one or more mediums of communication in the county that is assessable by the broadest percentage of residents that is updated on daily or even more frequent schedule**
- 5. Provide a Performing Arts and Civic Center.**
- 6. Develop monthly events and festivals that provide a deeper commitment to the Paulding community for its residents and that attract visitors from outside the county.**
- 7. Expand the use of the Government Access channel to convey information about government, education and other activities, both live and through frequent replays. \**
- 8. Increase the number of Paulding residents involved as volunteers in organizations providing services.**
- 9. Encourage government, education and other organizations to provide frequent newsletters updating the Community of their activities. These newsletters should be delivered by e-mail and distributed in hard copy form as broadly as possible.**
- 10. Attend governmental meetings and provide input.**
- 11. Create a video library of community, government and educational meetings.**

#### **B. Healthcare**

- 1. Provide high quality, comprehensive hospital services in Paulding County including child birthing facilities, emergency room, life flight to Trauma Centers, specialized services, and walk-in clinics.**
- 2. Encourage WELLSTAR Health Systems to escalate their plans from five years to two years for a new medical complex anchored by a hospital with improved visibility and accessibility to the residents of Paulding County.**
- 3. Improve mental health and substance abuse services.**

#### **C. Public Safety**

1. **Increase the delivery of fire department services. Such an increase will probably pay for itself in reduced fire insurance rates for homeowners and businesses.**
2. **Maintain a safe Paulding County that is free of crime for all citizens.**
3. **Provide high quality emergency medical services.**
4. **Provide a comprehensive plan to ensure the safety of all citizens, governments, and schools from all high-risk threats (natural or manmade).**
5. **Require mandatory driver training in high school.**

**D. Social Services**

1. **Decrease child abuse. This could include action steps such as educating the public about the positive cost benefit ratio of prevention compared to treatment, more community involvement, Paulding Government helping DFCS, and foster parent recruitment. Identify families at high risk for neglecting and abusing children through programs like Georgia Healthy Families and provide home services to reduce risk of child abuse and neglect.**
2. Provide a facility for juvenile court to hold meetings, seminars for juveniles, and provide alternatives to lock-up.
3. Provide Domestic Violence Shelters for families with children up to age 18.
4. Build a homeless shelter for homeless Paulding residents and their families and provide outreach services to help people get back on their feet.
5. Provide community volunteers to help parents have frequent, supervised visitations with children in DFCS custody. This could include helping with transportation.
6. Decrease teenage pregnancy rate. This will include action steps such as parenting classes for parents and teens, for the promotion of abstinence of sex before marriage, sex education for both male and females, emphasis on the responsibility of both sexes, recognition by parents who commute out of the community that the time between 3:00 and 7:00 PM is the time of greatest risk for young people. Provide shared housing for teen pregnant mothers-to-be who have no other alternative living arrangements.

**E. Youth Development**

1. **Strengthen and empower families in Paulding County as a top priority. Provide training opportunities for comprehensive problem identification and solutions for the whole family, including education, youth development, responsibility, accountability, understanding the consequences of decisions, and the connection between a decision today and the long-term future.**
2. Increase the number of service providing institutions such as YMCA, YWCA, Boys Club and Girls Club. Provide education and activities that will result in a decrease in drug use by young people.
3. Provide a program to teach teen parents parenting skills.
4. Reduce the number of students on prescription drugs such as Ritalin

**F. Recreation/Arts/Entertainment**

**Develop and implement a master plan for recreation, arts and entertainment with public input that will set standards of service. Identify the gaps between availability of each type of service and the desired level of service. Eliminate the gaps over a ten year period and provide services as required by growth. Where possible, locate recreational, arts and entertainment opportunities in neighborhood community centers. Ensure that operational expenses are budgeted to make the activities affordable for families. (See III A.1. Infrastructure Master Plans)**

**G. Faith Based Organizations**

**Encourage Faith Based Organizations to be involved in the implementation of strategies that involve their unique strengths.**

**H. Race Relations**

1. Provide diversity training for Public Safety workers including the ability to deal with different languages and cultures.
2. Encourage local governments to abide by the Equal Employment Opportunity Law.

## **V. GOVERNMENT**

### **VISION:**

**Paulding County government will be honest, competent, fiscally responsible, forward looking, and accountable with open communications.**

### **STRATEGIES:**

- A. Encourage all levels of government in Paulding to endorse the Vision Plan and provide the leadership and resources to implement the Strategies, Visions, and Key Benchmarks and use the Core Values in guiding decision making.
- B. Develop an open communication process that provides an opportunity for effective interaction between citizens and their governments. This interaction process will begin well before final decisions are made on issues and provide alternative positions on issues for discussion purposes. Present issues to citizens in an open and user friendly format so that citizens can ask informed questions and make informed decisions. Listen and respond to citizen input in a non-critical manner. These processes will be particularly important in implementing our Growth Management Strategies in a fiscally responsible way.
- C. Develop innovative means of communicating issues and news to County residents in hard copy, e-mail, websites and other delivery means including:
  - Quarterly newsletters,
  - Alternative position statements and questionnaires on issues pending before the County Commission, School Board, City Councils and the Legislature well in advance of making a decision,
  - Posting agendas and minutes of all government meetings on the appropriate government websites.
  - Televising County Commission and School Board meetings on county-wide cable television.
  - Make the government website more informative.
  - Reinstate the Paulding County Community Development Digest and put it on the website.
- D. Expect all government elected officials and employees to be customer friendly, helpful and informative in all interactions with their customers. This should facilitate interaction between citizens and the government.
- E. Implement a Paulding County code of ethical conduct for elected officials, employees and suppliers of goods, services and professional services that will include a strong statement eliminating conflicts of interest.
- F. Encourage Paulding County, Dallas, Hiram, Braswell and the School Board to work together in harmonious, forward-looking and fiscally responsible relationships.
- G. Expect all elected officials in Paulding County to meet at least quarterly to collaborate on the implementation of Planning for Paulding.
- H. Consider the sharing or consolidation of services and facilities to conserve and eliminate duplicating of our limited county resources and to provide more efficient and effective services.
- I. Encourage the development of Public-Private Partnerships to help implement our Strategies.
- J. Enforce all county ordinances uniformly and fairly to everyone.
- K. Increase voter turn-out by publicizing districts and voting places and other action steps.
- L. Ensure that libraries have copies of:
  - Comprehensive land use land and infrastructure master plans
  - Ten-year capital improvement plan that eliminates infrastructure gaps and provides for growth
  - Short Term Work Programs
  - Code of Ordinances
  - Annual financial reports

- Regional comprehensive plan
  - All information for those who may not have the use of a computer or be able to go to the various county offices during the business day.
  - Voting districts and places
- M. Consider possibilities for increasing attendance and communications at governing body meetings including meeting times, meeting format, and content of meetings.
- N. Expect all government elected officials and employees to be competent, honest, and accountable.
- O. Increase trust in government.
- P. Strive to change the Planning Commission public hearings so they are not on the same day that the Board of Commissioners considers their recommendations. Before the Board of Commissioners votes on a Zoning Issue, they will hold a hearing for public input.
- Q. Provide an opportunity to obtain your Driver's License in Paulding County.
- R. Communicate the requirements and reasons for having closed governing body meetings each time such a meeting is held. Post the meeting minutes when the need for confidentiality has passed.
- S. Publish and make available the County Ordinances.

## **VI. PRIVATE SECTOR LEADERSHIP**

### **VISION:**

Paulding County will have private sector leadership that is the leader in partnership with government and citizens in ensuring that Paulding County is a preferred place to live and work.

### **STRATEGIES:**

- A. Encourage all Private Sector Organizations (for-profit and not-for-profit) in Paulding to endorse the Vision Plan and provide the leadership and resources to implement the Strategies, Visions, and Key Benchmarks and use the Core Values in guiding decision making.**
- B. Provide the leadership to develop Public-Private Partnerships that will result in the resources necessary to implement our Strategies and achieve our Visions and Key Benchmarks.**
- C. Expand leadership development and training opportunities.**
- D. Create Community Development Districts that facilitate community and economic development of specific areas.**
- E. Encourage our leaders to take provide government leadership by accepting board appointments and running for elected office. Support these leaders during their term in office as they inevitably experience the conflicts and challenges of making difficult decisions in the best interest of the county at large.**
- F. Encourage private investors to help bridge the gap for entrepreneurs by providing "seed" money.**
- G. Encourage and empower Homeowner Associations to be actively involved in the enhancement, development and maintenance of their neighborhood and the county.**
- H. Encourage consideration of all options before making a decision on Paulding County issues.**
- I. Implement an effective communication process that gives credit to the Vision Partners and maintains the correct focus on the entire Vision and its many interdependent elements. Provides "grass roots" communication.**
- J. Increase the involvement in the Kids Voting Program.
- K. Provide and encourage development of Public Speaking abilities.

# VISION *driven* STRATEGIC PLANNING

## Glossary

### Long-term Vision

### 20 years

- Visions for each of the interdependent foundations for a comprehensive Strategic Plan
    - + Economic Development
    - + Education
    - + Infrastructure
  - Core Values
  - Key Benchmarks
- |   |                           |
|---|---------------------------|
| + | Quality of Life           |
| + | Government                |
| + | Private Sector Leadership |

### Mid-term Vision

### 5 to 10 years

- Strategies for each of the six foundations
- Priority Strategies

### Short-term Implementation Plan

### 1 to 5 years

Developed and implemented by Strategic Alliances and Vision Partners for individual strategies beginning in April 2004

- Strategy Benchmarks
- Action Steps

## DEFINITIONS OF ABOVE TERMS:

**Action Steps**-What the Vision Partner is going to do? A series of projects or events developed to meet the Strategy Benchmark for a specific Strategy.

**Benchmark Team**-A team that works along side Vision Partners, in developing Strategy Benchmarks for Key Strategies and updating them and the Key Benchmarks annually.

**Community Meeting**-An annual meeting to review the benchmarks and progress on strategies. The Vision Partners and public are invited.

**Core Values** -Character traits that guide daily decision-making.

**Foundations**-Interdependent areas that will provide a comprehensive Strategic Plan for the community: Economic Development, Education, Infrastructure, Quality of Life, Government, and Private Sector Leadership.

**Foundation Team**-Each Foundation has a team that is responsible for helping develop Strategic Alliances and recruiting new Vision Partners as needed for implementation.

**Key Benchmarks**-Cross-cutting annual measurements of the community's progress towards achieving its long-term Vision. This will require positive results from the six *interdependent* Foundations and provide accountability for the process.

**Strategic Alliance**-A group of Vision Partners who work together to implement a specific Strategy. The Vision Partners in the Alliance will elect a chair to be responsible for providing leadership. Alliance Benchmarks and Action Steps will be developed for the Strategic Alliance. The Vision Partners will then assume responsibility for the Action Steps that fall within their own scope of operations.

**Strategy**- A verbal picture of the future in a specific part of a particular Foundation. Twenty to thirty Strategies in each Foundation will provide a more detailed definition of each Foundation Vision. There are approximately five **Priority Strategies** for each Foundation. An example of a Strategy is "Increase the graduation rate."

**Strategy Benchmark**-Annual measurement of the progress of a specific strategy that provides accountability for the process on an annual basis for 3 to 10 years. Example: Increase the graduation rate 2% per year for 10 years. The Strategy Benchmark should be developed before the Action Steps.

**Vision Task Force**-A diverse group of 145 people responsible for the developing of the draft Vision document and making presentations on the draft document to community organizations.

**Vision**-A Vision defines what the community wants to be in the future in each of the six Foundation areas. The **Long-term Vision** includes the six Visions, Core Values, and Key Benchmarks.

**Vision Partner**- Any organization, business, civic group, government entity, church, etc. that has volunteered to collaborate with other community members to make the Strategic Plan reality. Vision Partners are the organizations who are responsible for making individual strategies reality.

## Vision Task Force and Steering Committee

**Chair: Tommie Graham**

**Vice-Chair: Calvin Earwood**

Adkins, Steve  
Alsobrook, Danny L.  
Alvarez, Denise  
Arrowood, Harry  
**Astin, Ellis**  
Austin, David  
Austin, Jane  
Barnett, David  
Belrose, Jim  
Benson, Paul  
Bradley, Edward  
Braithwait, Diana  
Braithwaite, Pat  
Bullock, Mike  
Butler, Tracy Collier  
**Cahill, Ed**  
Cargile, Sandra  
Cash, Johnny  
Cash, Michael  
Castle, Floyd  
**Cleghorn, Pope**  
Clements, Bert  
Cochran, Beverly  
Cochran, Chris  
Cole, Genevieve  
Cole, Suzanne  
Crawford, Dan  
Dameron, Cathy  
Dean, Nathan  
Durham, Rusty  
**Earwood, Calvin, Vice Chairman**  
Elrod, Haden  
**Elrod, Sam**  
Elrod, Steven  
**Elsberry, Ken**  
Findley, Steve  
Floyd, Mark  
Fowler, Derrick  
Fowler, Theresa  
**Fudger, Joanne**  
Fuller, Diane  
Gallman-Mitchell, Yolanda  
Galloway, Claire  
Galloway, Dania  
Galloway, Darrell  
Galloway, Virginia  
Gerstler, Carolyn  
Gordon, Renee

**Graham, Tommie, Chairman**  
Gregory, Adam  
Griffin, Joe  
Groseclose, Pam  
Hazell, Stefani  
Henson, Kathy  
Heuer, Rhonda  
Hogan, Amy  
Horne, Judy  
**Huggins, T. Ruth**  
Hughes, Pat  
Hulsey, Kathy  
Hunter, Jim  
Jelfo, Carol  
Jones, Jonathan  
Keener, Tim  
King, Kraig  
Korade, Lisa  
LaBrecque, Jennifer  
Law, John  
Lawrence, Joe Ann  
Lawrence, John  
Magouyrle, Cathy  
Marquin, Rick  
Martin, Jody  
Mason, Mike  
Massey, Phylis  
**McDonald, Ray**  
**Mosley, Eddie**  
Napravnik, John  
Norman, Terry  
Pabich, Eugenia  
Palmer-Caban, Lisa  
Paris, Ben  
Paris, Brenda  
**Paris, Lee**  
Paris, Taz  
Paris, Ted  
Paris, Terri  
Parker, Annie  
Pate, Sarah  
Perren, Roy  
Phillips, Jayson  
**Phillips, Raymond**  
Poole, Monica  
Pownall, Todd  
Ridings, Barbara  
Ridings, Ben

Roberts, Stacey  
Robinson, Chris  
Ross, Bill  
**Rountree, Ana Marcela**  
Rountree, Mason  
Sandy, Allan  
Schumaker, Hattie  
Sealer, Allan  
Sell, Randy  
Sercye, Jacquelyn  
Sevlie, James G  
Shearin, Jerry  
**Smith, Jaydee Austin**  
Smith, Shirley  
Sowar, Trudy  
Sparti, Frank  
Spruill, Thomas  
Stegall, Jana  
Still, Stephanie  
Stokes, James  
Strack, Dana  
Strack, Kenneth  
Strickland, Roy Lee  
Swofford, Blake  
Taglieber, Mark  
Teaster, Kathryn  
**Teaster, Skip**  
Thackston, Robin  
Theodocion, Kim  
Thurmond, Eileen  
Tomlin, Donna  
Turnbough, Ted  
Voyles, Steve  
Voyles, W. Don  
Waldrop Jr, Jack  
**Watts, Charlie**  
**White, Jamie**  
Wilbur, Tammy  
Williams, Lisa  
Wood, Patrick  
Wood, Sandra  
Woodall-Jones, Bianca  
Woodruff, Kelli  
Woodruff, Tim  
Young, Debra

**Steering Committee members are  
shown in bold type  
Vision Facilitation by Henry Luke—  
Jacksonville, Florida  
Executive Director—Ashleigh Oliver**

**PLANNING FOR PAULDING**  
**Invitation to become a VISION PARTNER**

**What is a VISION PARTNER?**

Any organization, business, civic group, government entity, church, etc. that has volunteered to collaborate with other community members to make the Vision and Strategic Plan reality.

**Vision Partners are the organizations responsible for making individual strategies reality.**

What are the Vision Partners' responsibilities?

Become a supporter of the Vision process by endorsing the Strategic Plan. A Vision Partner will:

- Form Strategic Alliances where appropriate
- Adopt Strategies (*list will be available upon approval of the Final **PLANNING FOR PAULDING** Strategic Plan Document*)
- Create Strategy Benchmarks
- Develop Action Steps to accomplish the strategy and meet the Benchmarks with realistic deadlines
- Provide resources to implement Action Steps
- Generate progress reports
- Include affiliation with **PLANNING FOR PAULDING** in printed and advertising material and create links to the Vision web-site
- Review, revise and refocus Action Steps when progress reports are negative

*(Foundation Teams and a Benchmark Team will be available for assistance.)*

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Yes, please include us as a **PLANNING FOR PAULDING** Vision Partner!

Organization/ Business/Agency/ Club/ Church:

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Representative: \_\_\_\_\_

Address: \_\_\_\_\_

Zip code: \_\_\_\_\_

Telephone: Day \_\_\_\_\_ Evening \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

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