



ONE MACON! OUR VISION, OUR FUTURE.

IMPLEMENTATION GUIDELINES

Submitted by *Market Street Services Inc.*
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PROJECT OVERVIEW

The nine-month *One Macon!* strategic planning process includes stakeholder input, quantitative research, the development of strategic recommendations, the creation of an implementation plan, and the establishment of performance metrics to measure implementation success.

COMPETITIVE ASSESSMENT

The Competitive Assessment evaluated Macon-Bibb's competitiveness as a place to live, work, visit, and do business. The community's performance was measured by a variety of demographic, socioeconomic, economic, and quality of life indicators, and was benchmarked against four peer counties with which Macon-Bibb competes for jobs and workers. This quantitative data was complemented by qualitative stakeholder input gathered through focus groups, one-on-one interviews, and an online community survey. This research was synthesized to communicate the key stories that impact Macon-Bibb's competitiveness, which inform the initiatives to be outlined in the Community and Economic Development Strategy.

TARGET BUSINESS ANALYSIS AND MARKETING REVIEW

The Target Business Analysis identified those sectors of economic activity within Macon-Bibb County that should be strategically targeted by proactive economic development programs and policies in the years to come. The analysis of each target sector included a discussion of national trends, business sector composition, occupational composition, workforce demographics, export potential, and inter-industry linkages. The strategic implications of key findings were discussed for each target. This analysis was complemented by three other pieces of research that inform the Community and Economic Development Strategy. First, a Marketing Review examined the effectiveness of Macon-Bibb's current targeted marketing efforts. Second, an Incentives Review evaluated the range of local, regional, and state-level incentives that affect the community's ability to develop and market existing target business sectors. And third, a Site Assessment, performed by nationally renowned site selector J. Michael Mullis, examined the suitability of Macon-Bibb's existing industrial parks and sites.

ONE MACON! COMMUNITY & ECONOMIC DEVELOPMENT STRATEGY

The culmination of the first two phases of this process is an action-oriented, measurable Community and Economic Development Strategy for Macon-Bibb County's leaders. The strategy should unify the community's various organizations and institutions in the public, private, and non-profit sectors around a consensus blueprint to move the community forward. Its goals and action steps are grounded in reality as determined through the research gathered in the first two phases of the process, but also shaped by the vision of what Macon-Bibb "wants to be," as articulated by the Steering Committee and stakeholder input participants.

ONE MACON! IMPLEMENTATION GUIDELINES

If the Strategy represents **what** Macon-Bibb needs to do, the Implementation Guidelines helps identify **how** that will be done. These Guidelines will prioritize actions, examine funding capacity and sources, and identify the lead and supporting entities that will be charged with implementing individual recommendations. It will present detailed action plans for establishing early momentum and catalyzing support, and will include a set of performance metrics against which progress can be measured.

STEERING COMMITTEE

The strategic planning process is guided by a diverse Steering Committee of leaders from the public, private, and non-profit sectors. These individuals will oversee the entire planning effort, help identify Macon-Bibb's strategic priorities, build consensus, and serve as public advocates for the betterment of the community and its economic development.

Committee Member

Kathryn Dennis (tri-chair)
 Robbo Hatcher (tri-chair)
 Cliffard Whitby (tri-chair)
 Stephen Adams
 Virgil Adams
 Jonathan Alderman
 Ivan Allen
 Donald Bailey
 Leonard Bevill
 John Black
 Charles Briscoe
 Larry Brumley
 Isaac Culver
 Jason Delves
 Mike Dyer
 Roy Fickling
 Michael Ford
 Kirby Godsey
 Chairman Samuel Hart, Sr.
 Heather Holder
 David Lanier
 George McCanless
 Major General Robert McMahon (Ret.)
 Walter Miller
 Alex Morrison
 June Parker
 Billy Pitts
 Starr Purdue
 Mayor Robert Reichert
 Rudell Richardson
 Steve Rickman
 Josh Rogers
 Tony Rojas
 Ninfa Saunders
 Chris Sheridan
 Monica Smith
 Steve Smith
 Dan Speight
 David Thompson
 Pearlie Toliver
 Patrick Topping
 Stewart Vernon
 Thomas Wicker

Representing Organization

Community Foundation of Central Georgia
 H2 Capital; Macon Economic Development Commission
 Whitby Inc.; Macon-Bibb County Industrial Authority
 Macon-Bibb County Industrial Authority
 Adams & Jordan, P. C.
 Anderson, Walker, & Reichert, LLP
 Middle Georgia Technical College
 The Telegraph
 Macon Occupational Medicine, LLC
 Middle Georgia State College
 Coliseum Health System
 Mercer University
 Progressive Consulting Technologies
 BLC Hardwood Flooring, LLC
 Greater Macon Chamber of Commerce
 Fickling & Company, Inc.
 NewTown Macon
 Mercer University
 Bibb County Board of Commissioners
 College Hill Alliance
 BB&T Bank
 United Way of Central Georgia
 Twenty First Century Partnership
 GIGA Inc.
 Macon-Bibb County Urban Development Authority
 Macon Housing Authority
 The Mutual Financial Group
 Hutchings Funeral Home, Inc.
 City of Macon
 Richardson Tax & Accounting
 Macon Water Authority Board
 Historic Macon Properties, LLC
 Macon Water Authority
 Medical Center of Central Georgia
 Chris R. Sheridan & Company
 Macon-Bibb County Convention & Visitors Bureau, Inc.
 Bibb County Schools
 State Bank and Trust Company
 Piedmont Construction Group, LLC
 Macon Housing Authority
 Macon Economic Development Commission
 ASP Franchising, Inc.
 Georgia Power

ONE MACON! OUR VISION, OUR FUTURE.

COMMUNITY & ECONOMIC DEVELOPMENT STRATEGY: OVERVIEW

As outlined in the preceding project overview, two key research phases informed the creation of the new *One Macon!* strategy. The Competitive Assessment identified the various strengths, weaknesses, opportunities, and challenges facing the community today. The Target Business Analysis identified those business sectors for which Macon-Bibb is currently most competitive, and accordingly, which can drive job and wealth creation in the immediate future. **While the five-year strategy seeks to address the challenges identified in the Competitive Assessment and support the development of key business sectors identified in the Target Business Analysis, it must also position Macon-Bibb for greater economic diversification beyond existing target business sectors through investments in areas that currently impede Macon-Bibb's competitiveness for such economic diversity. As a result, the strategy focuses not only on short-term priorities, but also long-term investments that are critical to creating a more vibrant and prosperous community for the next generation.**

The aforementioned research phases – inclusive of qualitative and quantitative input – indicated that Macon-Bibb requires a comprehensive approach to community and economic improvement. At the foundation of this approach are three pillars of the community: quality **schools** to educate our youth, abundant **jobs** that match the skills of our residents, and vibrant **places** that are attractive to diverse populations. Collectively, these three pillars should be the source of pride for Macon-Bibb's existing and potential future residents. This strategy seeks to reinforce these pillars, unifying the community behind a consensus blueprint for the future of Macon-Bibb – unification that can only be achieved through two attributes that are essential to effective implementation: **collaborative leadership** and **engaged residents**.



IMPLEMENTATION GUIDELINES

While the *One Macon!* Community and Economic Development Strategy identifies “what” the community will pursue to strengthen its three pillars – Schools, Jobs, and Places – these Implementation Guidelines help define “how” the community will pursue effective and efficient implementation of the *One Macon!* strategy.

Specifically, it outlines the ways in which the community will develop the volunteer and organizational leadership structures necessary to promote **collaborative leadership** and **engage residents**. It includes a discussion of the Implementation Committee’s primary roles and responsibilities, as well as that of key implementation partners, in facilitating a collaborative approach to implementation and providing the necessary resources to carry forward the implementation effort. It also includes a brief set of public engagement tactics to ensure that residents remain informed of implementation efforts and provide frequent feedback on the needs and priorities of the community and its populace.

For each recommendation in the *One Macon!* strategy, it also provides the following guidelines in the form of “implementation grids” that can be used to guide implementation, track progress, and make updates as needed:

- ✓ potential lead implementers;
- ✓ potential supporting partners;
- ✓ a timeframe for implementation;
- ✓ cost estimates for implementation, and;
- ✓ potential sources of funding.

Finally, it presents a set of performance metrics for tracking and measuring the success of implementation efforts and their impact on key community attributes and outcomes.

“Collaborative Leaders”

This section presents implementation guidelines for the successful formation and operation of two new leadership structures that will be actively engaged in the implementation effort: the Implementation Committee and the Business Education Partnership (potential recommendation 1.1). It also includes a brief discussion of the roles and responsibilities of the Greater Macon Chamber of Commerce and the Macon Economic Development Commission – two organizations that have provided staff support and subject matter expertise to the Steering Committee throughout the strategic planning process – in addition to potential augmentations in staff capacity at these organizations, augmentations that may be necessary to support the timely and full implementation of the *One Macon!* strategy’s recommendations

IMPLEMENTATION COMMITTEE

As the strategic planning process for *One Macon!* comes to an end, *Market Street* recommends that the Steering Committee formally transition to an Implementation Committee. The Implementation Committee would serve as the “keeper of the goals,” taking ownership of implementation outcomes, and playing a

critical role as convener and coordinator of implementation efforts across numerous organizations over time. It will embody the spirit of “collaborative leadership” that was defined as a unifying feature of the *One Macon!* strategy’s implementation effort. In an anonymous poll conducted during an October 2013 Steering Committee meeting, 96 percent of Steering Committee members (26 out of the 27 attending) endorsed the transition of the Steering Committee to an Implementation Committee.

Transition: Beginning in earnest in February 2014, the Steering Committee should take the following steps to facilitate its formal transition to an Implementation Committee:

- ✓ Seek commitments from members of the Steering Committee that are interested and willing to commit to a minimum of two years of service on the Implementation Committee.
- ✓ Identify key individuals (staff and volunteer leadership) at the organizations that are frequently identified as lead implementers or supporting partners for the strategy’s various recommendations that would be ideal members of the Implementation Committee.
- ✓ Speak in person with the identified individuals, inform and educate them regarding the strategic planning process and its outcomes, and invite them to serve on the Implementation Committee.
- ✓ Develop a meeting schedule for the first year (2014) of the Committee’s operations.
- ✓ Identify locations for all Implementation Committee meetings.
- ✓ Establish a subcommittee (or Special Interest Group; see discussion that follows in this section) to advance the establishment of another critical leadership structure: the Business Education Partnership (discussed in greater detail in subsequent sections).
- ✓ Evaluate the desire to host a “public rollout” event for the *One Macon!* strategy (see “Engaged Residents” section).
- ✓ Identify a local provider web development services that may be willing to offer in-kind services to the Implementation Committee to develop a new *One Macon!* website (see “Engaged Residents” section for additional detail).

The aforementioned items should serve as the agenda for the first Committee meeting in February 2014.

Roles and Responsibilities: The Implementation Committee will fulfill multiple roles in the implementation of the *One Macon!* strategy. First and foremost, the members of the Implementation Committee must be “champions” of the strategic planning process, its outcomes, and the implementation effort. They must work to inform and educate the community and its leadership, and build support for specific initiatives. The members of the Implementation Committee should personify the **collaborative leadership** that was identified as the unifying characteristic of the implementation effort, cutting across the three pillars of the strategy. In this regard, the Implementation Committee will serve as an educator and ambassador.

Most importantly, the Implementation Committee must serve as a catalyst. It will be the primary convener for implementation partners and will need to consistently remain focused on actions and results. While many committees have a tendency to continually discuss, the Implementation Committee must recognize

that that while continued dialogue is valued, it cannot inhibit the process of *doing*. The Committee must remain focused on activating the various recommendations, one by one, step by step. This may require the development of subcommittees – or “Special Interest Groups” (discussed in further detail later in this section) – that can meet more frequently to focus on a single recommendation and its implementation.

Finally, the Implementation Committee must track its progress, evaluate the success of its implementation efforts, and regularly communicate these results to the public. The Committee should evaluate past year successes on an annual basis, adjusting priorities and tactics as necessary.

Composition: The Implementation Committee should be composed of 30-40 individuals that are interested and willing to make a multi-year commitment (minimum of two years) to advance the implementation of the strategic recommendations that they helped develop during the *One Macon!* strategic planning phase. It is important that a majority of the Implementation Committee’s representation be individuals that served on the Steering Committee and are therefore intimately familiar with the strategic planning process, the resident input that informed the research phase, the research findings, their strategic implications, and the strategic recommendations themselves. This continuity in leadership is critical to the expedient transition from strategic planning to implementation.

However, it is also important that the Implementation Committee include key leadership from organizations and institutions that will be critical implementation partners for one or more recommendations but were not officially represented by an individual on the Steering Committee. That being said, the Implementation Committee cannot possibly include representatives from every single implementation partner. There will be opportunities for broader engagement of implementation partners in a variety of different forums, including but not limited to the Business Education Partnership (potential recommendation 1.1), Cluster Councils (potential recommendations 2.1 and 2.2), and other subcommittees or Special Interest Groups that are developed as needed. Finally, it will be important that the Committee include elected and appointed officials responsible for budget establishment and oversight.

Leadership: The Implementation Committee should be chaired by two or three individuals throughout the implementation effort. Initially, it is important that there is continuity in leadership between the Steering Committee and Implementation Committee. Accordingly, it is recommended that the Steering Committee’s tri-chairs commit to a one year term as tri-chairs of the Implementation Committee, with new leadership elected by the Implementation Committee in 2015. The co-chairs (or tri-chairs) would then rotate on an annual basis, nominated and elected by the Implementation Committee. All co-chairs (or tri-chairs) would be required to serve on the Implementation Committee, at a minimum, during the years immediately preceding and following their service as a co-chair (or tri-chair).

Subcommittees and Special Interest Groups: Many communities choose to create subcommittees that align with the high-level goal areas of their strategy; in Macon-Bibb’s case, the three pillars of Schools, Jobs, and Places. *Market Street* does not believe that this is necessary in Macon-Bibb, but does endorse the creation of smaller Special Interest Groups as necessary throughout implementation.

The new Business Education Partnership (recommendation 1.1) will essentially serve as a de facto subcommittee overseeing the implementation of the recommendations in the Schools pillar. The creation of a “Schools Subcommittee” would essentially be redundant. In addition, the existing board of directors of

the Macon Economic Development Commission and the Macon-Bibb County Industrial Authority, as well other partners in economic development such as the recommended Cluster Councils (recommendations 2.1 and 2.2), will provide volunteer support for the majority of the recommendations within the Jobs pillar. The establishment of a “Jobs Subcommittee” to advance implementation of the recommendations in this pillar would represent a layer of volunteer leadership that would also be redundant in form and function.

That being said, while the Implementation Committee is responsible for coordinating implementation activities for all recommendations, some specific recommendations will require a great deal of initiative and hands-on work from the Implementation Committee’s members to start and maintain implementation. For example, recommendation 3.11, which covers the development a contest to solicit and identify the best community improvement ideas from residents, could require a greater amount of hands-on work by volunteers on the Implementation Committee to get the contest up and running, and manage its implementation in cooperation with relevant partners. Other recommendations will require relatively little hands-on action from the volunteers on the Implementation Committee as their implementation will largely be led and managed on a day-to-day basis by staff at various organizations. For example, recommendation 2.10 which covers a variety of enhancements to economic development marketing activities, will primarily be led by staff at the Macon Economic Development Commission and other economic development partners, and will require relatively little support from the Committee’s volunteers to tactically implement the recommended actions.

In instances when the Implementation Committee must assume a greater role in launching and advancing a specific recommendation from the *One Macon!* strategy, the Implementation Committee should create subcommittees – or Special Interest Groups (SIGs) – to meet more frequently than the full Committee, and dive deeper into the startup and maintenance of implementation efforts for a single recommendation. In other communities, such subcommittees or SIGs are often comprised of between 5 and 10 individuals that are particularly passionate about a specific initiative. These groups would report back to the full Implementation Committee on their progress and would remain in operation for as long as necessary, with some forming and dissolving in a matter of months if they can expediently accomplish their objectives.

Meeting Schedule: During its first year of operation, the Implementation Committee should continue to meet monthly. This will be absolutely critical as there are numerous “startup” tasks that need to be accomplished immediately (such as setting up the recommended Business Education Partnership). Furthermore, the strength of the first year implementation effort is a strong predictor of a community’s long-term success in activating its strategy and preventing it from becoming a document on a shelf. Simply put, getting started is often the hardest but most impactful task. Communities can easily lose momentum following the strategic planning phase; any amount of delay could cause some individuals involved in the strategic planning process to lose interest, disengage, and view the process as “all talk and no action.” Accordingly, the first meeting of the Implementation Committee should be scheduled for February 2014, with subsequent meetings scheduled monthly throughout the remainder of 2014.

As the end of 2014 approaches, the Implementation Committee should evaluate its meeting schedule and determine the frequency with which it needs to meet to effectively accomplish its objectives. Many communities with Implementation Committees elect to meet quarterly after the first year, while others find that monthly meetings are necessary to keep the Committee and its implementation partners on task.

Meeting Structure, Conduct, and Facilitation: The Implementation Committee – and particularly its tri-chairs – will need to determine the appropriate ways to structure and conduct meetings. It is recommended that the Implementation Committee utilize the “implementation grids” that follow, using the embedded timelines to identify the initiatives that it will focus on in the year ahead. A common format for meetings is to utilize the first half to provide updates on implementation efforts in recent months, and utilize the second half as a work session to discuss the tasks and responsibilities of the Committee – both collectively and as individuals – in activating specific recommendations. Essentially, meetings begin by taking a look back at the work has been accomplished in recent months and conclude with a look forward at the work that needs to be accomplished in the coming months. These work sessions should identify the need to form any subcommittees or SIGs, while also developing clear “to-do lists” for individuals serving on the Committee. (There will times when certain individuals are more heavily involved than others in implementation as necessitated by their subject matter expertise, interest level, or role as leaders at an organization that is working with the Implementation Committee to advance a specific recommendation.)

As previously mentioned the seemingly simple act of getting started on implementation is often the hardest but most important task. Some communities struggle with the transition from a consultant-supported strategic planning process to a volunteer- and community-led implementation effort. Ultimately, the Implementation Committee must become self-sufficient and self-sustaining. But occasionally, Implementation Committees elect to leverage outside expertise to facilitate meetings during a short transition period, aiding the Committee as it tackles its “startup” tasks (some of which are outlined in the preceding subsection entitled “Transition”). This is a decision that should be made by the leadership of the Steering Committee. *Market Street* has witnessed a strong passion for community improvement in Macon-Bibb, and has full confidence in the Steering Committee to successfully transition to an Implementation Committee and begin creating meaningful and measureable change based on the strategy that they worked hard to develop for many months.

BUSINESS EDUCATION PARTNERSHIP

The recommended Business Education Partnership (BEP) is a critical component of the *One Macon!* strategy and its setup is the most immediate implementation priority for the Implementation Committee.

Roles and Responsibilities: The *One Macon!* Community and Economic Development Strategy includes the following discussion regarding the need – and inherent roles and responsibilities – for a new Business Education Partnership:

“At present, there is no formal partnership to promote dialogue, interaction, and support between the private sector in Macon-Bibb and the Bibb County School District, yet the school system has identified greater engagement of the business community (including but not limited to mentorship) as a priority. Private employers have a vested interest in the quality of public education in the community, and have much to contribute to the improvement of student outcomes through input, volunteerism, and financial support for public schools. A strong, formal partnership between the business community and public education that can support the implementation of collaborative educational improvement initiatives – many of which are outlined in this strategy – could be incredibly beneficial Macon-Bibb.”

-One Macon! Community and Economic Development Strategy

Setup: As outlined in the list of transition tasks, the Committee will need to identify a small group of individuals (roughly 8 – 12) that are particularly interested in the Schools pillar and are interested in serving on a subcommittee that will guide the establishment of the BEP. Some or all members of this subcommittee will ideally serve as members on an inaugural board of directors for the BEP.

Once identified in the February meeting of the Implementation Committee, these individuals should be tasked with meeting independently from the Implementation Committee and coordinating the following items (among others, as needed) during a roughly three-month period beginning in February 2014:

- ✓ Develop a mission statement and a case for support to submit for Implementation Committee approval that is based on the *One Macon!* strategy's objectives and recommendations as they relate to the first pillar: Schools.
- ✓ Identify others individuals from the community that would be strong candidates for an inaugural board of directors of the BEP (see following section entitled "Composition" for additional detail).
- ✓ Identify a provider or providers of legal and administrative support that can offer in-kind services to the Implementation Committee to aid the process of incorporation as a 501(c)(3).
- ✓ Identify a provider or providers of communications and web development services that can offer in-kind services to the Implementation Committee to aid the process of developing key messaging, a website, and print collateral necessary to effectively "launch" the organization, give it a public face, and enable communication with the public.
- ✓ Develop a first-year action agenda based on the priorities identified in the *One Macon!* strategy and this set of Implementation Guidelines to help guide the BEP through 2014 and 2015.
- ✓ Establish a budget for first-year operations based on the priorities identified in the *One Macon!* strategy and this set of Implementation Guidelines to help guide the BEP through 2014 and 2015.
- ✓ Develop a recommended investment structure for supporters and an accompanying fundraising plan.

Supporters (Investors) and Funding: The Business Education Partnership (BEP) should be a wholly inclusive organization that encourages the participation and support of the entire community – the public, private, and nonprofit sectors – in improving student outcomes. Some initiatives outlined in the *One Macon!* strategy should be funded by the BEP itself, while others can be supported by other sources including federal education funding and national charitable organizations that support education initiatives.

- ✓ **Business support:** A tiered investment structure should be established for private, for-profit business contributions to the BEP to facilitate ease and consistency in "making the ask" when it comes to commitments. A fundraising plan should be developed.

- ✓ **Public support:** While the BEP should facilitate greater involvement of the business community in public and private schools throughout Macon-Bibb, it is a partnership and not simply in name only. With key leadership from the school system involved, the fundraising plan should delineate the ways in which the school system will support and engage with the partnership and its operations, particularly from the standpoint of funding implementation efforts for specific recommendations. Similar partnerships receive school system support in a variety of ways, including but not limited to: investments from the school system that solicit matching business contributions; investments by individual schools that are attached to specific programs and initiatives; and models that require no direct public investment.
- ✓ **Non-profit support:** Many formal partnerships between the business community and a school system that are incorporated as a 501(c)(3) receive startup funding in the form of grants from one or more other non-profits operating in the region with missions that are supportive of the objectives of the new partnership. This is often a community foundation and/or chamber of commerce. These funds are critical to getting the partnership up and running, with subsequent fundraising from the private business community and nonprofit organizations supporting annual operating budgets moving forward.

Volunteer Leadership: The BEP should be supported by a Board of Directors which should be identified and formed early-mid 2014. As previously mentioned, this Board should include a subset of the Implementation Committee's membership, particularly those individuals engaged in the BEP setup tasks. Every effort should be made to ensure that the Board is geographically inclusive and comprised of a diverse mix of representatives from the public, private, and non-profit sectors.

Staff Leadership: Once the initial setup tasks have been accomplished (as outlined in the "Setup" subsection) and the Board has been identified and convened, the BEP Board should work with the Implementation Committee's tri-chairs to evaluate the need for full-time staff leadership to guide the BEP's day-to-day operations. Very simply, the BEP will be as impactful and active as its volunteer leadership and initial investor base make it. If the BEP evolves into the organization that it is intended to be – a true catalyst for the improvement of student outcomes in Macon-Bibb – it will need full-time staff leadership. The BEP Board should identify the qualities that it would like in a leader for the organization and thoroughly evaluate the costs and benefits of hiring full-time executive leadership. It is *Market Street's* opinion that an **Executive Director of the Business Education Partnership** should be hired no later than the start of 2015, and preferably sooner if funding is secured and an ideal candidate identified. The ideal attributes of this leader should be defined by the BEP Board but it is *Market Street's* opinion that an ideal candidate will possess the following attributes:

- ✓ At least five years of experience working in a nonprofit environment, preferably focused on educational improvement initiatives
- ✓ Familiarity with Macon-Bibb as a community
- ✓ Some experience writing and/or managing grant applications
- ✓ Skilled communicator and collaborator capable of forging partnerships

GREATER MACON CHAMBER OF COMMERCE (GMCOC)

Roles and Responsibilities: The Greater Macon Chamber of Commerce has provided support to the Steering Committee throughout the strategic planning process, assisting with communications, media relations, event planning, public input, and many other types of administrative assistance, while providing a meeting location and serving as the primary point of contact for the consultant team in the community. While the One Macon! strategic planning process was supported by a broad group of organizations in the community and the resulting strategy is one for the entire community and not a specific organization, the Greater Macon Chamber of Commerce has played a key role in convening and facilitating the process, and the organization should continue to provide support to the Implementation Committee as needed throughout the implementation effort.

Staff Capacity: The *One Macon!* strategy is an ambitious five-year plan, one that can and should be constantly revisited and revised by the Implementation Committee to ensure that it is up-to-date, relevant, and responsive to the community's most pressing needs. While its implementation will primarily be led by a group of volunteers – the Implementation Committee – there is a clear need for dedicated staff support to help the volunteers and many implementation partners turn strategy into action. And although the tri-chairs and the Implementation Committee will be the face of the *One Macon!* implementation effort, these volunteers have full-time jobs and cannot be expected to drop everything when a community need related to the strategy or one of its many initiatives arrives.

Accordingly, *Market Street* recommends that the Greater Macon Chamber of Commerce hire a **Director of Community Strategy** to work directly with the Implementation Committee and the various implementation partners to activate the *One Macon!* strategy. This position would be housed at the Greater Macon Chamber of Commerce but should be funded by contributions from the various partners that helped to initiate this process. A search for candidates should begin as soon as possible with a goal of filling the position no later than July 1, 2014. This individual should be responsible for a variety of tasks, including but not limited to:

- ✓ coordinating and scheduling Implementation Committee and subcommittee (or Special Interest Group) meetings;
- ✓ keeping an accurate record of meetings, the discussion, and the identified next steps;
- ✓ developing tactical work plans for the implementation of specific recommendations, as needed
- ✓ managing communications between the Implementation Committee and the community, media, etc.
- ✓ tracking the status of implementation efforts related to individual recommendations;
- ✓ developing and maintaining reporting mechanisms related to performance metrics and implementation progress;
- ✓ engaging and soliciting input from the community and its leadership to provide a constant flow of information and feedback to the Implementation Committee, and;

- ✓ helping the Implementation Committee and implementation partners develop and coordinate any necessary fundraising efforts for specific initiatives.

The ideal candidate is an individual that has a strong knowledge of the Macon-Bibb community and has existing relationships and experience working with many of the organizations that will be engaged in implementation of the One Macon! strategy.

MACON ECONOMIC DEVELOPMENT COMMISSION (MEDC)

Roles and Responsibilities: Along with the Greater Macon Chamber of Commerce, the Macon Economic Development Commission (MEDC) has also provided a great deal of support and subject matter expertise to the consultant team and Steering Committee throughout the *One Macon!* strategic planning process. MEDC will be primarily engaged in the implementation effort of initiatives within the Jobs pillar. Effective implementation of these initiatives will require that MEDC devote time and resources to the expansion and enhancement of existing initiatives (such as marketing and existing business outreach efforts) while coordinating a variety of new initiatives outlined in the strategy, including but not limited to: the development of cluster councils such as the Middle Georgia Logistics Council; the creation and execution of an Export Promotion Initiative; and the coordination of new business recruitment initiatives supporting target sectors. MEDC's key leadership will also need to devote significant additional time to other initiatives within the Jobs pillar (as well as other pillars) that require strategic guidance from MEDC. This includes but is not limited to recommendations that place a greater emphasis on regionalism and a cross-jurisdictional approach to economic development in Middle Georgia.

Staff Capacity: At present, MEDC does not have the staff capacity necessary to effectively fulfill the roles and responsibilities discussed above and identified throughout the One Macon! strategy and these Implementation Guidelines. An important step was taken when MEDC quickly filled the recently vacated **Manager, Business and Existing Industry** position. This is a critical position that will need to assume new responsibilities associated with engaging the existing small business community (see recommendation 2.12) and work with newly-created cluster councils (see recommendations 2.1 and 2.2) to inform and guide existing business assistance. However, as previously mentioned, MEDC's leadership – its President and Senior Vice President – will need to devote additional time and attention to providing strategic guidance for new, large-scale initiatives that require regional collaboration, as well as other new initiatives that were not previously been a part of the organization's day-to-day activities.

With greater demands on staff leadership, Market Street believes that MEDC should strongly consider hiring a Manager, Business Recruitment to assist MEDC staff with responses to requests for information from prospective new businesses and to help execute new initiatives related to proactive business recruitment (e.g. 2.3, 2.10, etc.). This is a position that does not require immediate attention but will be necessary in the years ahead as MEDC's President and Executive Vice President are required to focus greater attention on new initiatives that are designed to begin implementation in 2015 and 2016 (see "Implementation Grids" section that follows for implementation timelines for specific recommendations).

Fundraising: Much of the strategic and programmatic operations of the GMCOC and MEDC are supported by the Macon Now! campaign, a five-year investment campaign raising roughly \$2 million to support

strategic economic development efforts between 2010 and 2015. In order to effectively implement the *One Macon!* strategy, it's various recommendations related to economic development (Jobs pillar), and the recommended staff additions at GMCOC and MEDC, the next phase of the Macon Now! campaign will need to raise the bar. A fundraising goal of \$2.75 million would increase annual monies available for economic and workforce development by roughly \$150,000. This would be sufficient to support salary and benefits for two critical positions recommended by *Market Street*: **Director of Community Strategy** at the GMCOC and **Manager, Business Recruitment** at MEDC. A fundraising goal of \$3.25 million would increase annual monies by roughly \$250,000, providing the necessary funds to make the aforementioned hires and cover the expenses associated with launching the new economic development programs that MEDC and GMCOC will be primarily responsible for during *One Macon!* implementation (recommendations 2.1 – 2.5, 2.7, and 2.10).

With the most recent Macon Now! campaign covering the five year period from 2010 – 2014, the timing of a new five-year campaign to fund strategic initiatives in 2015 and beyond aligns closely with the implementation timelines for most the aforementioned recommendations in the Jobs pillar. While the hiring of a Manager, Business Recruitment at MEDC could be delayed until 2015, the recommended Director of Community Strategy at the GMCOC will need to be filled in 2014. With the *One Macon!* strategy serving as a critical piece of the case for support for future Macon Now! campaigns, potential may exist to solicit "early" commitments from a select few investors. These early commitment coming in 2014 could be structured in a manner such that the total investment over the five-year is frontloaded to some degree.

IMPLEMENTATION PARTNERS

The preceding sections have discussed the roles and responsibilities of a few key entities that will take on leadership roles in coordinating and facilitating implementation of the One Macon! strategy. However, as repeatedly mentioned, effective and efficient implementation will require the support and participation of numerous partners throughout the community.

The table that follows is a non-comprehensive list of potential implementation partners, accompanied by abbreviations for each organization/entity. These abbreviations are used in the "implementation grids" that follow to help identify lead implementers and supporting partners for each individual recommendation in the One Macon! strategy. This is by no means intended to be an exhaustive list; many other organizations can and should be engaged in implementation, and the Implementation Committee will be responsible for identifying and engaging additional partners as needed.

Potential Implementation Partners

Acronym	Organization	Acronym	Organization
100BM	100 Black Men of Macon-Middle Georgia	MEDIA	Media Outlets
21CP	21st Century Partnership	MGEA	Middle Georgia Economic Alliance
AGL	Atlanta Gas Light	MGLC	Middle Georgia Logistics Council (see 2.1)
BBBS	Big Brothers Big Sisters, Heart of Georgia	MGRA	Middle Georgia Regional Airport
BCS	Bibb County Schools	MGRC	Middle Georgia Regional Commission
BEP	Business Education Partnership (see 1.1)	MGSC	Middle Georgia State College
BEST	Business Education Support Team	MHA	Macon Housing Authority
BIZ	Private Businesses	MPN	Macon Promise Neighborhood
C&U	All Local Colleges and Universities	MR	Macon Roots
CC	Cluster Councils (see 2.1 and 2.2)	MSM	Main Street Macon
CFCG	Community Foundation of Central Georgia	MTA	Macon Transit Authority
CGTC	Central Georgia Technical College	MU	Mercer University
CHA	College Hill Alliance	MWA	Macon Water Authority
CVB	Macon-Bibb County Conv. & Visitors Bureau	NA	Neighborhood Associations
DCA	Georgia Dept. of Community Affairs	NG	Neighboring Governments
DOE	Georgia Dept. of Education	NTM	NewTown Macon
ECD	Economic & Community Development Dept.	OHT	Ocmulgee Heritage Trail of Middle Georgia
EO	Elected Officials	P&R	Parks and Recreation, Macon-Bibb
EXIM	Export-Import Bank of the United States	P&Z	Planning and Zoning, Macon-Bibb
FC	FranklinCovey	PAF	The Peyton Anderson Foundation
FNDN	All Local and Regional Foundations	PS	Private K-12 Schools
GACOC	Georgia Chamber of Commerce	PTA	Parent Teacher Associations
GDEcD	Georgia Dept. of Economic Development	PW	Public Works, Macon-Bibb
GDOT	Georgia Dept. of Transportation	RAFB	Robins Air Force Base
GMCOC	Greater Macon Chamber of Commerce	RR	Railroads
GOV	Governor's Office	RTA	Relevant Trade Associations
GP	Georgia Power	SBA	U.S. Small Business Administration
GPA	Georgia Ports Authority	SBDC	Small Business Development Center
GPEE	Georgia Part. for Excellence in Education	SCORE	Macon SCORE Chapter
HCDCA	Houston County Development Authority	SHRM	Society of HR Management (Middle GA)
HMF	Historic Macon Foundation	SREB	Southern Regional Education Board
IALF	The I Am a Leader Foundation	TA	Tourist Attractions (museums, festivals, etc.)
IC	Implementation Committee, One Macon!	TCSG	Technical College System of Georgia
ITA	U.S. International Trade Administration	TLI	The Links, Inc.
KF	John S. and James L. Knight Foundation	UDA	Macon Urban Development Authority
KMBBC	Keep Macon-Bibb Beautiful Commission	USDOD	U.S. Department of Defense
LBA	Macon-Bibb County Land Bank Authority	USG	University System of Georgia
MAA	Macon Arts Alliance	UWCG	United Way of Central Georgia
MB	Macon-Bibb County Government	VM	Volunteer Macon, Inc
MBCIA	Macon-Bibb County Industrial Authority	VOA	Volunteers of America
MBSD	Macon-Bibb Sheriff's Department	WC	Wesleyan College
MEDC	Macon Economic Development Commission	WIB	Macon-Bibb Workforce Investment Board

Implementation Grids

The implementation grids that follow contain important guidelines for implementing individual recommendations within the One Macon! strategy. Complemented by the detailed actions outlined for each recommendation in the One Macon! strategy, these grids should be utilized by the Implementation Committee to guide their implementation efforts for specific initiatives. The grids, grouped by pillar, include the following and pieces of information (in columns) for each recommendation:

Number:	The number assigned to each recommendation in the One Macon! strategy.
Recommendation:	The recommendation as written in the One Macon! strategy
Potential Lead Implementer(s):	Abbreviations/acronyms of the entities that are likely the most logical organizations to lead implementation efforts for the referenced recommendation.
Potential Implementation Partners:	Abbreviations/acronyms of entities that should be engaged in a supportive role for the implementation of the referenced action. This is not an exhaustive list, but simply a starting point for the Implementation Committee's outreach efforts associated with each recommendation.
Implementation Timeframe:	A recommended start date and implementation timeline associated with each recommendation. Timeframes have been informed by prioritization exercises conducted by the Steering Committee members.
Potential Cost (Low):	A low end estimate of the potential cost associated with implementing the recommendation as written in the One Macon! strategy.
Potential Cost (High):	A high end estimate of the potential cost associated with implementing the recommendation as written in the One Macon! strategy.
Cost Notes:	Notes regarding what is broadly captured by the potential cost estimates.
Potential Sources of Funding:	Considerations of potential funding sources to support the implementation of each recommendation. As with implementation partners, these are not intended to be exhaustive lists of funding sources, but rather, a starting point for discussion by the Implementation Committee. Funding sources may change as lead implementers and supporting partners are revised by the Committee.

IMPLEMENTATION GRID: SCHOOLS

#	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Timeframe	Potential Cost (Low)	Potential Cost (High)	Cost Notes	Potential Sources of Funding
1.1	Establish a Business Education Partnership (BEP) in Macon-Bibb.	IC, GMCOC, BCS	MU, MGSC, WC, CGTC, KF, CFCG, PAF, PS, MPN, FNDN, UWCG, TLI, 100BM, GPEE, SREB, BEST, MEDC, MBCIA, PTA	2014	Startup: \$5,000 Annual: Highly variable	Startup: \$10,000 Annual: Highly variable	Startup costs cover the cost associated with incorporating as a 501c3, developing and executing a fundraising plan, and associated communications. Annual operating costs will vary tremendously depending on the organizational structure, staffing dynamics, and fundraising success to support an operating budget.	Charitable donations from the private and nonprofit sectors.
1.2	Leverage the Georgia Partnership for Excellence in Education (GPEE) and the Southern Regional Education Board (SREB) in the evaluation of recommended best practice programs, as well as other education improvement programs from around the state of Georgia.	IC, BEP, BCS	GPEE, SREB, DOE	2014-2015	Startup: \$5,000	Startup: \$15,000	Cost associated with GPEE facilitation and evaluation.	BEP funds
1.3	Work with the Macon Promise Neighborhood (MPN) collaborative to identify potential pilot programs from this Community and Economic Development Strategy that align with MPN objectives, while supporting the attainment of sustainable funding for MPN implementation.	BEP, MPN	Full spectrum of partners on MPN Advisory Board	2014 - ongoing	N/A	N/A	No cost associated with process of identifying funding for MPN initiatives that align One Macon! objectives.	N/A

IMPLEMENTATION GRID: SCHOOLS (CONTINUED)

#	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Timeframe	Potential Cost (Low)	Potential Cost (High)	Cost Notes	Potential Sources of Funding
1.4	Work with colleges and universities to develop new certificate and degree programs that support target sectors.	BEP, C&U	IC, MEDC, WIB, TCSG, USG	2014 - ongoing	N/A	N/A	N/A	N/A
1.5	Challenge the business community to develop summer internships and apprenticeships that expose high school and college students to career opportunities in target sectors.	BEP	IC, MBCOC, BCS, C&U, SHRM, WIB, CHA	2014 - ongoing	\$1,000	Highly variable	The minimum cost is associated with marketing and communications efforts. If mini-grants were provided to incentivize internship and/or apprenticeship development, cost could rise rapidly depending on the number of awarded grants.	BEP funds; local and regional charitable foundations
1.6	Implement the "Leader in Me" program in all elementary schools in Macon-Bibb.	BCS	IC, BEP, FC, DOE, GPEE, SREB, IALF	2015 - ongoing	Annual: \$10,000 per school Annual cost of full rollout in all 22 elem. schools: \$220,000	Annual: \$20,000 per school Annual cost of full rollout in all 22 elem. schools: \$440,000	Cost primarily covers training, materials, and resources for educators and administrators. <i>Cost efficiencies (based on per school estimates) can be attained when implementing the program in multiple schools</i> since the primary cost is associated with training sessions.	The Leader in Me Foundation; Title I funds; Title II Part A funds; BEP funds; local and regional charitable foundations
1.7	Coordinate and conduct annual "Reach Out to Dropouts" walks to re-enroll recent dropouts in public schools.	BEP, BCS	IC, GMCOC, MBSD, UWCG, MPN, NA	2015 - ongoing	N/A	N/A	Cost will primarily be staff time associated with coordinating and training volunteers.	N/A

IMPLEMENTATION GRID: SCHOOLS (CONTINUED)

#	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Timeframe	Potential Cost (Low)	Potential Cost (High)	Cost Notes	Potential Sources of Funding
1.8	Develop a "Financial Aid Saturdays" program to educate and assist families with financial aid applications.	BEP, BCS	IC, GMCOC, UWCG	2015 - ongoing	N/A	N/A	Cost will primarily be staff time associated with coordinating and training volunteers.	N/A
1.9	Seek sustainable funding solutions to re-establish an Early College partnership in Bibb County Schools.	BEP, BCS	IC, C&U, TCSG, USG	2016	N/A	N/A	No cost associated with process of identifying funding solutions to re-establish an Early College partnership.	N/A
1.10	Launch a comprehensive and collaborative program - Macon Grads - between Bibb County Schools, independent schools, and higher education institutions that supports on-time graduation for at-risk students.	BEP	IC, BCS, PS, C&U, FNDN	2017 - ongoing	Highly variable	Highly variable	Cost will depend heavily upon the scale and scope of the program and the amount of in-kind contributions and volunteer support (facilities, instruction, etc.) received. If modeled after the best practice Student U program in Durham, North Carolina, Macon Grads would require its own staff and a substantial operating budget that could exceed \$500,000.	BEP funds; regional charitable foundations; national charitable organizations supporting education; local education funding; private and parochial schools; colleges and universities
1.11	Integrate new coursework into the "Parent Academy" at Bibb County Schools.	BCS	IC, BEP	2015	\$5,000	\$10,000	Cost will vary depending on scale and scope of new courses. Additional cost should be minimized assuming instructors are volunteers and/or educators that are not paid supplemental income.	Local education funding; BEP funds

IMPLEMENTATION GRID: JOBS

#	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Timeframe	Potential Cost (Low)	Potential Cost (High)	Cost Notes	Potential Sources of Funding
2.1	Establish the Middle Georgia Logistics Council to promote the region as a premier destination for distribution in the Southeast and host an annual Logistics Summit.	MEDC	IC, GMCOC, BIZ, MBCIA, HCDA, MGRC, MGRA, RAFB, 21CP, RR, GPA, GDEcD, GDOT, MGEA, C&U, MWA, GP, AGL, ECD, EO, NG, WIB, RTA	2014	Annual cost: \$20,000	Annual cost: \$100,000	Minimal cost associated with setting up the council. Once convened, the council's annual expenditures will depend heavily upon the actions it chooses to pursue in alignment with its mission. The recommended annual Logistics Summit could cost a minimum of \$10,000 to organize, promote, and host.	Private contributions from Council members, either in the form of membership fees or investments.
2.2	Establish other cluster councils to support target sector development efforts.	MEDC	Numerous and variable by sector	2015	Highly variable	Highly variable	Minimal cost associated with setting up councils. Once convened, the councils' annual expenditures will depend heavily upon the actions they choose to pursue in alignment with their missions. Minimal expenditures (less than \$5,000 annually) would be associated with councils having a limited scope while a more substantial budget would be needed for councils that choose to implement specific initiatives (marketing, legislative affairs, events, etc.)	Private contributions from Council members, either in the form of membership fees or investments.
2.3	Utilize information on inter-industry expenditures to identify import substitution opportunities and recruitment targets that can eliminate expenditure leakage and elevate the economic impact of target sectors.	MEDC	IC, BIZ, CC, GDEcD, GOV, MGEA, MBCIA, MGRC	2014	\$0	\$8,000	Cost for much of this analysis has already been incurred through the One Macon! research process (Target Business Analysis). More detailed data could be provided at additional expense. Targeted employer surveys could also be implemented at minimal additional expense.	If necessary: Macon Now campaign funds; MEDC and/or MBCIA funds

IMPLEMENTATION GRID: JOBS (CONTINUED)

#	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Timeframe	Potential Cost (Low)	Potential Cost (High)	Cost Notes	Potential Sources of Funding
2.4	Conduct targeted existing business visits to companies headquartered outside of Macon-Bibb to support retention and expansion of major employers.	MEDC, GMCOC	IC, MBCIA, GOV, GDEcD, BIZ, CC, EO	2014 - ongoing	\$10,000	\$30,000	Annual cost range reflects cost of conducting one or two trips annually in which the cost per trip (travel expenses) ranges from \$10,000 - \$15,000 depending upon the number of attendees (ED practitioners, executives, elected officials, other relevant partners) and the agenda for the trip.	Expenses should be shared with state entities such as the Governor's Office and GDEcD. Local match/expense: Macon Now campaign funds; MEDC and/or MBCIA funds
2.5	Implement a comprehensive Export Promotion Initiative that fosters new international trade relationships for existing businesses by improving utilization of existing export assistance programs and developing new export promotion programs.	MEDC	IC, MBCIA, GDEcD, EXIM, SBA, ITA, GACOC, GOV, GMCOC, BIZ, GPA	2016	\$10,000	\$30,000	Cost of promoting and increasing utilization of existing state and federal export assistance programs is primarily staff time. Estimated costs include those associated with event coordination and hosting of a "Trade Development Day" and a "Reverse Trade Mission."	Expenses should be shared with state entities such as the Governor's Office and GDEcD. Local match/expense: Macon Now campaign funds; MEDC and/or MBCIA funds
2.6	Support the implementation of the Middle Georgia Regional Airport master plan and the pursuit of joint-use designation for Robins Air Force Base.	MGRA	IC, MGLC, MEDC, MBCIA, ECD, EO, GDOT	2014 - ongoing	Highly variable	Highly variable	Cost of advancing the issues will primarily be staff and volunteer time, but full implementation costs associated with the MGRA master plan are highly variable.	Macon-Bibb County funds for airport master plan implementation
2.7	Pursue joint-use designation for Robins Air Force Base.	RAFB, MGLC	IC, USDOD, 21CP, MEDC, MBCIA, HCDA, ECD, EO, NG, MGEA, GDOT	2014 - ongoing	Highly variable	Highly variable	Cost of advancing the issues will primarily be staff and volunteer time, but full implementation costs associated with joint use pursuit at RAFB and implementation of subsequent, complementary developments are highly variable.	Variety of local, regional, state, and federal sources for land acquisition and development surrounding RAFB if joint use designation is awarded.

IMPLEMENTATION GRID: JOBS (CONTINUED)

#	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Timeframe	Potential Cost (Low)	Potential Cost (High)	Cost Notes	Potential Sources of Funding
2.8	Advance the implementation of critical transportation infrastructure projects that improve the viability and competitiveness of Macon-Bibb as a logistics hub and inland port.	GMCOG	IC, GDOT, GACOC, MGRC, MB, NG, MGEA, RR	2014 - ongoing	\$5,000	\$20,000	Cost estimates primarily cover the cost associated with lobbying and advocacy efforts at the state and federal level. Potential exists to share costs with the Middle Georgia Logistics Council (see 2.1).	GMCOG funds for lobbying and advocacy expenses. Federal, state, and local transportation funds for actual project implementation.
2.9	Invest in site-specific improvements to the community's industrial parks to increase their attractiveness to prospective new investments.	MBCIA	IC, MEDC, MB, GP, AGL, MWA, PW	2014 - ongoing	Annual costs: \$25,000	Annual costs: \$75,000	Cost estimates cover expenses associated with beautification, site preparation, and marketing as delineated in the Site Assessment and recommendation 2.8 of the full strategy.	MBCIA funds; potential to create new revenues through new billboard leases in industrial parks. Other local and state public monies support improvements on corridors adjacent to industrial parks. Private contributions from existing park tenants could complement MBCIA funds for property beautification, maintenance, etc.
2.10	Work with regional partners to develop a new "mega-site" that can accommodate a major new investment.	CGJDA, MBCIA, MEDC	IC, MGEA, MGRC, HCDA, EO, MB, NG, MWA, GP, AGL, RR, GDOT	2016 - ongoing	Highly variable	Highly variable	Cost of land acquisition and site preparation will vary tremendously based on a variety of attributes.	A variety of funding mechanisms will need to be explored based on the scale, scope, location, and other attributes of the project. A public-private partnership is a potentially ideal solution.

IMPLEMENTATION GRID: JOBS (CONTINUED)

#	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Timeframe	Potential Cost (Low)	Potential Cost (High)	Cost Notes	Potential Sources of Funding
2.11	Optimize Macon-Bibb's general economic development marketing, communications, and public relations efforts.	MEDC	IC, GMCOC, MBCIA, GDEcD, MWA, CC, ECD, CVB, MGRC	2014 - ongoing	Annual: \$10,000	Annual: \$80,000	Cost covers the expense associated with a wide variety of improvements outlined in 2.11. Most actions are relatively low cost changes and annual updates to websites, print collateral, press releases, etc. The largest potential expense outlined in 2.11 is the engagement of a PR firm to promote positive stories about the community with a potential cost of \$50,000 - \$75,000.	Basic, initial improvements can be funded under the existing MEDC, GMCOC, and MBCIA budgets. Future Macon Now! campaign funds should support more expensive public relations efforts.
2.12	Aid the advancement of the College Hill Alliance's entrepreneurship initiative and the subsequent implementation of recommendations and pilot programs.	CHA	IC, GMCOC, MEDC, SBDC, SCORE, MU, MGRC, KF	2014 - ongoing	Highly variable	Highly variable	The cost associated with advancing the implementation of recommendations and pilot programs from CHA's entrepreneurship initiative will vary depending upon the scale and scope of recommended programs.	While CHA and KF are providing funding for planning and some funds have been designated for implementation, funding sources are TBD along with specific recommendations.
2.13	Improve basic resources for small businesses to complement the College Hill Alliance's implementation of more aggressive and innovative improvements to the entrepreneurial ecosystem.	GMCOC, MEDC, MB	IC, CHA, SBDC, SCORE, C&U, MGRC	2015 - ongoing	Startup: \$10,000 Annual: \$2,500	Startup: \$15,000 Annual: \$5,000	Startup costs associated with the development of a new web-based small business guide, a web-based small business assistance request form, and a process for utilizing permits and licenses to identify and contact new businesses. Annual costs capture the minimal expense (beyond staff time and existing resources) associated with integrating small business outreach into current BRE outreach efforts.	Funding will ideally come from both public and private sources. GMCOC and MB should fund web-based business assistance guides and forms. MEDC staff budget should cover response to small business assistance requests/survey deployment.

IMPLEMENTATION GRID: PLACES

#	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Timeframe	Potential Cost (Low)	Potential Cost (High)	Cost Notes	Potential Sources of Funding
3.1	Support the process of developing a new Urban Core Master Plan.	IC, UDA	NTM, IC, MSM, ECD, KMBBC, MGRC, GMCOC, CHA, BIZ, CVB, MB, MEDC, C&U, FNDN, DCA, P&Z, P&R, HMF, EO, MTA	2014 - ongoing	\$0	\$0	No additional cost associated with supportive efforts outlined in recommendation 3.1 above and beyond the cost associated with consulting services already covered by MBCUDA funds.	N/A
3.2	Aid in the implementation of the new Urban Core Master Plan.	IC, UDA	NTM, IC, MSM, ECD, KMBBC, MGRC, GMCOC, CHA, BIZ, CVB, MB, MEDC, C&U, FNDN, DCA, P&Z, P&R, HMF, EO, MTA	2015 - ongoing	Highly variable	Highly variable	Costs associated with implementing different components of an Urban Core Master Plan that has yet to be developed are TBD and highly variable.	A variety of public and private sources will be necessary to fund various elements of the resulting Urban Core Master Plan. The Plan will ideally identify appropriate funding sources for specific developments, projects, etc.
3.3	Help advance critical components of the NewTown Macon Strategic Action Plan and lay the groundwork for a new comprehensive downtown master plan.	NTM	IC, MSM, UDA, ECD, KMBBC, MGRC, UDA, GMCOC, CHA, BIZ, CVB, MB, MEDC, C&U, FNDN, DCA, P&Z, P&R, HMF, EO, MTA	2014 - ongoing	Highly variable	Highly variable	Costs associated with implementing different components of the NTM Strategic Plan are highly variable.	A variety of public and private sources will fund various elements of the NTM Strategic Plan. Future Macon Now! campaigns could potentially support private contributions to support the Transitional Property Fund and the establishment of a Business Incentive Fund.

IMPLEMENTATION GRID: PLACES (CONTINUED)

#	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Timeframe	Potential Cost (Low)	Potential Cost (High)	Cost Notes	Potential Sources of Funding
3.4	Develop a contest to solicit ideas from residents for community improvement initiatives.	IC & FNDN (lead foundation TBD by Imp. Comm. and interest level of partnering foundation)	Numerous potential partners depending upon the ideas submitted and chosen	2016 (with potential to make an annual initiative if successful)	Startup: \$10,000	Startup: \$25,000	Startup cost captures expenses associated with utilizing a web-based system to manage resident submission, resident dialogue, and resident voting (most services are less than \$10,000), and costs associated with public relations. Implementation cost for resident-submitted ideas will vary.	Funding for launching and managing the contest would ideally come from a regional charitable organization. Funding for selected ideas could be supported by crowdfunding or foundation grants for ideas that align with foundation missions.
3.5	Expand the City of Macon's "5x5 program" to the entire community and develop a volunteer component that engages residents and connects them to available beautification resources that can help maintain the targeted areas.	MB, PW	IC, EO, UW, VM, ECD, KMBBC, MEDIA	2014 - ongoing	\$25,000	\$100,000	The program as currently scaled costs roughly \$25,000 annually according to the City of Macon. The "low" cost estimate reflects maintenance of the current scale but extension to new areas. Scaling the program to cover a greater number of areas each year, and integrating a volunteer-driven maintenance component, could bring annual expenses to nearly \$100,000.	Local public funding (Public Works budget)
3.6	Promote travel and tourism by developing new tourism product, enhancing existing product, and supporting the implementation of the Macon-Bibb County Convention and Visitors Bureau's (CVB) Vision 2017 Strategic Plan.	CVB	IC, MEDC, GMCOC, EO, HMF, TA, MAA	2013 - ongoing	Highly variable Mini-grant program: \$2,500 annually	Highly variable Mini-grant program: \$7,500 annually	Cost of implementing the CVB's current Strategic Plan varies based on the scale and scope of implementation. Recommended mini-grant program to support new event development (not included in current CVB Strategic Plan) should be kept small (total annual award amount between \$2,500 and \$7,500) until effectiveness and ROI can be evaluated.	CVB Strategic Plan implementation will require a variety of funding sources. Potential also exists to develop new revenues to support tourism promotion via a rental car excise tax. This requires a thorough evaluation potential costs and benefits.

IMPLEMENTATION GRID: PLACES (CONTINUED)

#	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Timeframe	Potential Cost (Low)	Potential Cost (High)	Cost Notes	Potential Sources of Funding
3.7	Develop a corporate-sponsored community beautification competition and a matching neighborhood beautification grant program.	KMBBC and/or FNDN (lead foundation TBD by Imp. Comm. and interest level of partnering foundation)	IC, VM, UW, BIZ, FNDN, NA, GMCOC, MEDIA	2015 (with potential to reissue the competition and grant program annually based on participation and success)	\$10,000	\$50,000	Cost range allows for a variety of matching grant sizes and number of awards. Most initiatives will have no cost outside of the corporate-sponsorships. Minimal costs will also be associated with publicizing the competition and promoting participation among employers and neighborhood associations.	Corporate sponsorships will support much of the cost. The grant program would ideally be funded and managed by a regional charitable foundation that finds 3.7 to align with its mission.
3.8	Create a Redevelopment Opportunities database and website.	ECD	IC, LBA, HMF, NTM, MS, P&Z, MBCIA, MEDC	2015	Startup: \$5,000 Annual: \$1,000	Startup: \$10,000 Annual: \$2,000	Startup costs reflect the expense associated with developing the inventory, collecting necessary information on land and buildings, and developing a website (within the Macon-Bibb government website architecture). Annual costs reflect inventory and website maintenance costs.	Local public funding (Economic and Community Development Department budget)
3.9	Launch a proactive initiative to recruit new retail investment in the community's key activity centers.	MEDC	IC, NTM, GMCOC, BIZ, UDA, ECD	2016 - ongoing	\$20,000	\$60,000	Cost covers the expense associated with subscription to a retail analytics platform providing leakage/surplus and consumer profiling to support retail recruitment (low estimate) and expense associated with retention of a specialized retail analytics and site location firm to assist with analytics and targeted retail matching and recruitment (high estimate).	MEDC and/or future Macon Now! campaign funds; contributions from developers, property managers, etc. with an interest in accessing retail analytics (or alternatively, this is one of many new value propositions to solicit future Macon Now! investments).

IMPLEMENTATION GRID: PLACES (CONTINUED)

#	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Timeframe	Potential Cost (Low)	Potential Cost (High)	Cost Notes	Potential Sources of Funding
3.10	Work with area colleges and universities to expand the presence of higher education in downtown Macon.	NTM	IC, C&U, MEDC, GMCOC, EO, USG, TCSG	2015 - ongoing	N/A	N/A	Cost is primarily staff and volunteer time	N/A
3.11	Develop a comprehensive volunteerism initiative – Macon's Million Hour Challenge – that encourages and rewards volunteerism in Macon-Bibb.	VM, UW and/or FNDN (lead foundation TBD by Imp. Comm. and interest level of partnering foundation)	IC, VM, VOA, UW, KMBBC, FNDN, MEDIA, BCS	2016 (with potential to make an annual initiative if successful)	\$10,000	\$80,000	Cost will primarily be staff and volunteer time to coordinate, promote and manage rewards for volunteerism. Cost estimates provided reflect the variability in scale and scope of the suggested rewards programs in 3.9 to encourage and recognize outstanding volunteerism (scholarships, community events, etc.). Cost estimates also cover the expenses associated with publicizing the initiative.	The initiative would ideally be managed by a local or regional charitable foundation that finds 3.9 and its various components to align with its mission.
3.12	Develop a strategy to acquire blighted or otherwise vacant parcels throughout the community, either returning the land to productive, revenue-generating uses or developing passive neighborhood parks.	LBA, MB, P&R	IC, KMBBC, MR, P&R, P&Z, PW, EO, ECD	2015	Highly variable	Highly variable	Cost is highly variable depending upon a wide variety of factors.	Macon-Bibb County Land Bank Authority (acquisition and disposition); local public funding for parks development (Parks and Recreation budget)
3.13	Establish a Residential Renovation Grant and Loan program to encourage the redevelopment of properties for residential use in downtown Macon.	NTM, UDA, MSM	IC, MB, MGRC, DCA, HMF, FNDN	2016 - ongoing	Startup: \$50,000 Annual: Variable based on grant vs. loan balance	Startup: \$250,000 Annual: Variable based on grant vs. loan balance	Startup cost associated with capitalizing a grant fund and/or revolving loan fund, variable depending upon the size and number of grants and/or loans awarded. Annual costs will vary by scale and scope of awards.	Community Development Block Grant (CDBG) funds (if loan/grant eligibility is based on income); a blend of local public and private monies could be used to capitalize the fund.

IMPLEMENTATION GRID: PLACES (CONTINUED)

#	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Timeframe	Potential Cost (Low)	Potential Cost (High)	Cost Notes	Potential Sources of Funding
3.14	Support the expansion of Ocmulgee National Monument in keeping with the recent boundary study and ultimate pursuit of a change in status to a National Park	Ocmulgee National Park & Preserve Initiative	IC,MB,	2014 - ongoing	Minimal	Minimal	Local group in place supporting the Boundary study which is now complete	N/A

“Engaged Residents”

The preceding sections have primarily focused on the necessary steps to facilitate **collaborative leadership** – one of two defining attributes for the *One Macon!* strategic planning and implementation efforts. This section focuses on the second defining attribute – **engaged residents** – and briefly outlines the necessary steps to ensure that residents are provided frequent updates on the One Macon! implementation effort and given regular opportunities to provide input and feedback on the state of the community, its challenges and opportunities, and the impact of *One Macon!* initiatives.

STRATEGIC PLANNING: PUBLIC INPUT

The One Macon! strategic planning process has received tremendous guidance from a dedicated group of volunteers – the Steering Committee – who themselves are residents but have represented, and will continue to represent, the voices and needs of all Macon-Bibb residents. This process began with extensive public input solicited through interviews, focus groups, and an online survey. Nearly 600 residents responded to the online survey and provided their input on a wide variety of issues from schools to quality of life to inclusivity. Nearly 100 additional residents participated in focus groups that delved more deeply into community strengths, weaknesses, opportunities, and challenges. Collectively, the input from these residents at the onset of this strategic planning process has greatly shaped the strategic priorities included in the *One Macon!* strategy. In fact, some specific recommendations came directly from residents who shared their ideas about how to make Macon-Bibb a better place to live, work, visit, and do business.

Since this initial input was gathered, the Steering Committee has worked with *Market Street* to ensure that the strategy adequately reflects resident input. A public briefing was held in July 2013 to share the collective input and research findings that informed the *One Macon!* strategy. A second public forum in December 2013 solicited feedback from those in attendance on the draft recommendations to ensure that the *One Macon!* strategy does in fact reflect the perceived needs of Macon-Bibb’s residents. At this public meeting, 97 percent of those in attendance agreed that “the strategic recommendations address the issues identified in the Competitive Assessment and strengthen Macon-Bibb as a community.”

While the consultant-facilitated portion of the *One Macon!* process is nearing its end, the community’s strategic planning does not end here. The Implementation Committee, will need to constantly solicit input from the community to ensure that the *One Macon!* strategy always reflects the community’s needs, is mindful of new opportunities, and addresses new challenges as they emerge. It is the desire of the Steering Committee to ensure that *One Macon!* is a process, not an event; an effort, and not simply a document.

TRANSITION TO IMPLEMENTATION: PUBLIC ROLLOUT

With draft recommendations finalized in January 2013 based on input from the public and Steering Committee, there is an opportunity to publicly unveil the final *One Macon!* strategy to the entire community, building excitement among residents and implementation partners, and introducing ways in which the community at large can engage in implementation (see subsequent section on volunteerism).

Coinciding with the transition of the Steering Committee to an Implementation Committee in early 2014, a public rollout event could be planned for March or April. Many communities have held such events to

formally introduce the community to a strategy, and have conducted events on various scales, in a variety of venues, and complemented by a varying degree of media outreach and public relations. Some communications have chosen to host the public rollout in coordination with another community event (such as an outdoor movie series or a concert) while others have used it to unveil a new initiative or “early win” from the strategy itself. Others have utilized a public rollout event to sign up volunteers to work on specific initiatives. **The Appendix to these Implementation Guidelines includes a description of a best practice public rollout as conducted by the Birmingham Business Alliance for *Blueprint Birmingham*.** During its first meeting as the Implementation Committee in February, a discussion should take place regarding the desire to host a public rollout event and the manner in which it should be conducted.

IMPLEMENTATION: ANNUAL UPDATE & FEEDBACK PROCESS

In order to keep the *One Macon!* strategy a living document and ensure that it is constantly up-to-date, relevant, and mindful of the community’s needs, the Implementation Committee will need to solicit feedback from the community on a regular basis.

Community Forums: The Implementation Committee should host public forums on an annual basis to provide progress reports to implementation partners and the general public regarding *One Macon!* implementation efforts. The forums should cover the previous year’s work and the plans for the forthcoming year. As with the aforementioned public rollout, they should seek to energize and excite the community, build support for the next year’s initiatives, and provide information on volunteer opportunities for residents.

Annual Survey: Forums should be followed by an online survey providing all attendees and those that were unable to attend with an opportunity to share input on the community, the implementation effort, and the way forward. Survey results should be reviewed by the Implementation Committee and leveraged when making annual updates or revisions to the *One Macon!* strategy.

One Macon! Website and Brand Identity: *Market Street* has maintained a project website to provide information and updates to the public throughout the strategic planning process. With the transition to an implementation effort, consideration should be given to the development of a new *One Macon!* website. This website would include information about the strategy and the Implementation Committee, keeping the public informed about progress, events, and other relevant information. It could also include a place for the public to submit comments and/or leverage tools such as MindMixer to promote conversation between the Implementation Committee and Macon-Bibb’s residents. The Implementation Committee should identify a provider(s) of graphic design and web development services that may be willing to provide in-kind services in developing a graphical brand identity and website.

Annual Update: The Implementation Committee will need to compile all public input received each calendar year, and review this input alongside a review of new opportunities and priorities that have presented themselves in the previous year. This review process should occur during the final meeting of the Implementation Committee each calendar year, resulting in a set of minor revisions – if necessary – to the *One Macon!* strategy and corresponding Implementation Guidelines. As previously mentioned, this annual update process is necessary to ensure that the strategy is up-to-date and reflective of new opportunities and challenges within the community. Any and all new pursuits should be supportive of one or more objectives outlined in the three pillars of the *One Macon!* strategy.

VOLUNTEERISM

As previously mentioned, the public rollout and community forums should serve multiple purposes including the recruitment of volunteers to work on specific initiatives. The majority of the volunteer opportunities within the *One Macon!* strategy for the general public can be found in the Places pillar. These include but are not limited to the 5X5 program, community beautification initiatives, and the Macon Million Hour Challenge. Opportunities for to engage a broader segment of the population through volunteerism may also exist in the formation of Special Interest Groups (SIGs) and subcommittees supporting the Implementation Committee.

While it is important to engage residents through annual progress reports, the most important element of public engagement – and by extension, community improvement – is unquestionably the development of a strong and active group of volunteers. When residents are empowered to make a difference, encouraged and incentivized by employers and others to volunteer, and provided with opportunities that align with their interests, great things can happen in a community. Too often there is a tendency to not only plan but also implement from the “top down.” Such an approach is occasionally warranted and certainly necessary for implementing certain recommendations, but there are many opportunities to engage volunteers and create meaningful community change from the “bottom up.” It will be the responsibility of the Implementation Committee to be constantly mindful of this approach to strategic planning and implementation.

Performance Metrics

Performance measurement is critical to any economic development or community improvement initiative. The process of establishing and tracking performance metrics will allow the Implementation Committee, implementation partners, and the community at-large to assess progress towards implementing the *One Macon!* strategy. Metrics can help determine if implementation is having the desired impact and producing the desired return on investment.

Market Street recommends that the *One Macon!* Implementation Committee track performance for two distinct sets of metrics:

1. **Community Context:** These metrics represent community attributes and outcomes that may be impacted by effective implementation of the strategy’s recommendations, but are heavily influenced by a variety of other factors unrelated to implementation. They measure the community’s performance in key demographic, socioeconomic, economic, and quality of life attributes that the *One Macon!* strategy seeks to impact. Measuring performance in such indicators – employment, high school graduation rates, poverty rates, etc. – can help provide the appropriate “community context” for more specific metrics that are directly tied to implementation of specific recommendations.
2. **Implementation Progress:** These metrics are more closely tied to individual recommendations within the *One Macon!* strategy and are thus more directly – and in many cases, exclusively – influenced by the implementation effort.

For both sets of metrics, *Market Street* has included the following pieces of information when appropriate:

- ✓ **Latest Figure:** The most recently available data for a given metric ("value") and the corresponding time period ("month/year").
- ✓ **Implementation Start:** Projected values for individual metrics at the estimated start date for implementation efforts (2014), based on recent trends.
- ✓ **Implementation Completion:** Goals ("2019 Target") for individual metrics at the estimated completion date for the strategy's five-year implementation cycle (2019), along with corresponding estimates of the net and percentage change in each metric between the "Implementation Start" date and the "Implementation Completion" date.

While *Market Street* has established "Implementation Completion" goals for the majority of the "Community Context" metrics, the Implementation Committee will need to establish specific goals for the "Implementation Progress" metrics in partnership with various implementation partners as the scale and scope of individual implementation efforts are determined.

PERFORMANCE METRICS: COMMUNITY CONTEXT

Performance Measure	Latest Figure		Implementation Start	Implementation Completion		
	Value	Month/Year	2014 Estimate	2019 Target	Net Change (2014-2019)	% Change (2014-2019)
Total employment	80,225	2012	81,432	87,070	5,638	6.9%
Employment by sector (for strategic economic development targets)	Define, establish, and track in partnership with MEDC, MBCIA, cluster councils, etc.					
Unemployment rate	8.9%	Oct. 2013	8.5%	5.5%	- 3.0%	N/A
Exports, dollars	\$8.3 billion	2012	\$8.6 billion	\$9.98	\$1.38 billion	16.0%
Per capita income	\$36,577	2012	\$38,803	\$46,494	\$7,691	19.8%
Poverty rate	27.4%	2012	25.0%	18.0%	- 7.0%	N/A
Child poverty rate	41.4%	2012	35.0%	25.0%	+ 10.0%	N/A
Average annual wage	\$37,789	2012	\$39,123	\$45,107	\$5,984	15.3%
Traveler expenditures	\$311,600,000	2012	\$335,000,000	\$438,000,00	\$103,000,000	30.7%
Annual net migration	- 609	2010	- 600	+ 100	+ 700	N/A
Percentage of adults (age 25+) with a bachelor's degree or higher	21.8%	2012	22.5%	26.0%	+ 3.5%	N/A
Percentage of adults (age 25+) with no high school diploma	17.5%	2012	17.0%	15.0%	- 2.0%	N/A
Percentage of the population aged 25-34	13.6%	2012	13.6%	14.0%	+ 0.4%	N/A
Total higher education enrollment	20,699	2011	Establish and track in partnership with higher education			
Student proficiency on the GHSGT	Track in partnership with school system (ideally meet or exceed state averages by subject)					
High school graduation rate	61.1%	2013	61.1%	80+%	18.9+%	N/A
College and Career Ready Performance Index	Establish and track system-wide and for individual schools in partnership with BCS and BEP					
Property crime rate (incidents per 10,000 residents)	579.6	2012	560.0	450.0	-110.0	-19.6%
Violent crime rate (incidents per 10,000 residents)	50.5	2012	48.0	40.0	-8.0	-16.7%
Health outcomes, access, and equity	Define, establish, and track in partnership with the recommended Health Care Council					
Property tax revenues	Define, establish, and track in partnership with consolidated government					
Sales tax revenues						
Number of code enforcement cases and results						
Number of business licenses issued annually						
Walkscore, community-wide and key activity centers/neighborhoods	Define, establish, and track in partnership with relevant organizations					
Tree canopy coverage						
Voter turnout						
Annual number of inquiries from prospective companies	Define, establish, and track in partnership with MEDC					

PERFORMANCE METRICS: IMPLEMENTATION PROGRESS

Performance Measure	Implementation Start	Implementation Completion		
	2014 Estimate	2019 Target	Net Change (2014-2019)	% Change (2014-2019)
Schools				
Number of supporting businesses in the Business Education Partnership (1.1)	Establish and track in partnership with BEP			
Number of internships and apprenticeships developed and promoted (1.5)	Establish and track in partnership with GMCOC			
Teacher and parent satisfaction at participating Leader in Me schools (1.6)	Establish and track in partnership with school system as scale of Leader in Me program adoption is defined			
Incidence of student discipline at participating Leader in Me schools (1.6)				
Student proficiency on end-of-grade tests at participating Leader in Me schools (1.6)				
Number of volunteers participating in Reach Out to Dropouts walks (1.7)	Establish and track in partnership with BEP			
Number of student reenrolled annually in Reach Out to Dropouts walks (1.7)				
Number of families assisted by the Financial Aid Saturdays program (1.8)				
Number of volunteers supporting the Financial Aid Saturdays program (1.8)				
Number of students participating in Macon Grads program (1.10)				
High school graduation rate for student participating in Macon Grads (1.10)				
Total attendance at Parent Academy courses (1.11)	Establish and track in partnership with school system			
Jobs				
Number of businesses and organizations engaged in the Middle Georgia Logistics Council (2.1)	Establish and track in partnership with Logistics Council			
Number of visits to local companies headquartered outside of Macon-Bibb (2.4)	Establish and track in partnership with MEDC and/or MBCIA			
Number of local businesses assisted via the Export Promotion Initiative (2.5)				
Number of tenants at industrial parks and lands adjacent to RAFB and MGRA (2.6, 2.7, 2.9, 2.10)				
Survey findings on industrial park attractiveness				
Macon Economic Development Commission (MEDC) website page views (2.11)	Establish and track with relevant implementation partners			
Number of small business assistance requests received (2.13)				
Places				
Number of residential units in downtown/urban core	Establish and track with NTM, UDA, and MSM			
Residential occupancy rate in downtown/urban core				
Retail occupancy rate in downtown/urban core				
Number and amount of grants issued to support new community events (3.3)	Establish and track with relevant implementation partners			
Number of neighborhoods assisted via 5x5 program (3.8)	Establish and track in partnership with local government			
Number of volunteers (individuals and organizations) engaged in Macon's Million Hour Challenge (3.9)	Establish and track with relevant implementation partners			
Number of Youth Action Teams formed at high schools (3.9)				
Number of grants issued to promote participation in the community beautification competition (3.10)				
Number of organizations participating in the community beautification competition (3.10)				
Number of community improvement ideas submitted and funded by residents (3.11)				

CONCLUSION

The research phase of this process has demonstrated that Macon-Bibb has a number of valuable assets – assets that are envied by many communities large and small – but the ability of these assets to support community vitality and economic development is inhibited by a set of very serious challenges. That being said, it is important to emphasize that Macon-Bibb is not alone; numerous communities across the South have encountered similar challenges of racial tension, poor student outcomes, pervasive poverty, and economic stagnation. Many have succeeded in addressing these challenges and have emerged as stronger, more vibrant, and highly competitive communities. While some have confronted discord and distrust head on, others have found harmony through collaborative efforts to combat other issues of common interest and importance, just as this strategy proposes in the creation of quality **schools** to educate our youth, abundant **jobs** that match the skills of our residents, and vibrant **places** that are attractive to diverse populations. Macon-Bibb can join these communities by studying the best practices included in the *One Macon!* strategy, and by charting its own course in the implementation of innovative new programs. That is precisely what this process is intended to support; the **collaborative leadership** embodied in the Steering Committee, coupled with **engaged residents**, can and should propel Macon-Bibb toward this end.



This set of Implementation Guidelines has provided guidance regarding necessary steps to ensure that the *One Macon!* strategy is effectively and efficiently implemented. It has also provided specific detail on the necessary steps to establish two new entities that will be critical to the implementation effort, entities that require immediate attention in 2014 to support their establishment and startup operations:

- ✓ **The Implementation Committee**
- ✓ **The Business Education Partnership (BEP)**

Once these structures are in place, implementation efforts on a variety of major projects from the *One Macon!* strategy can begin. Such projects include but are not limited to:

- ✓ The integration of **the Leader in Me** program into elementary schools in Macon-Bibb;
- ✓ The pursuit of regionally-impactful initiatives such as the **Middle Georgia Logistics Council**, **joint use designation at Robins Air Force Base**, and the preparation of a **regional mega-site**;
- ✓ Volunteer-driven community improvement initiatives such as **Macon's Million Hour Challenge** and a **community beautification competition**, and;
- ✓ Transformative developments in and around **Downtown Macon**, potentially including new residential developments, higher education presence, tourist attractions, and community events.

APPENDIX: BEST PRACTICE IN PROJECT COMMUNICATIONS & PUBLIC ENGAGEMENT

THE BLUEPRINT BIRMINGHAM PUBLIC ROLLOUT CAMPAIGN

Blueprint Birmingham was a new five-year Economic Development Strategy created for the Birmingham, Alabama metropolitan area, supported by the Birmingham Business Alliance (BBA) and facilitated by *Market Street Services*. The public rollout of the strategy was supported by a comprehensive campaign inclusive of:

- ✓ television advertisements
- ✓ full-page advertisements in local and regional newspapers
- ✓ billboards along the region's primary interstates and highways
- ✓ a public launch event held at a new public park in downtown Birmingham
- ✓ a website providing information on the process and the strategy
- ✓ video testimonials from residents, workers, and business owners

The various elements of the campaign were developed by the BBA's marketing and communications staff with considerable assistance provided pro-bono from a local marketing, advertising, and digital media firms, Big Communications and Six Foot Five. Big Communications offers a tremendous amount of detail regarding the campaign's various components, much of which is shared in detail here:

<http://bigcom.com/success/birmingham-is-open/>

Website

The BBA launched a website – www.bhamisopen.com – that went live on the day of the public rollout event. The website was used to inform residents, businesses, key implementation partners, and the community at-large about the outcomes of the strategic planning process. It also serves as an internal marketing campaign that sought to galvanize support. The website included video testimonials from predominantly small business owners regarding the potential impact of Blueprint Birmingham and their "openness" and commitment to new ideas contained within the strategy. Video testimonials can be viewed here: <http://www.bhamisopen.com/people.php>

Television Advertisements

Television ads stating that "Birmingham was closed to new ideas" ran on local television stations for five days prior to the launch event. One of the primary obstacles to effective implementation identified during the strategic planning process was pervasive pessimism and a culture in Birmingham that was averse to change. The "open" and "closed" theme played off these issues.

The "We're Closed" advertisements that ran prior to the public rollout can be viewed here:

http://videos.al.com/birmingham-news/2010/09/10_ideas_campaign.html

The "I'm Open" advertisement that ran after the public launch event can be viewed here:

<http://vimeo.com/15571674>

Print Advertisements and Media Coverage

Full-page advertisements were provided pro-bono by local and regional newspapers conveying the “We’re Closed” and “I’m Open” messages. The media also dedicated coverage to explain the campaign and the strategy’s details to residents and businesses.

Article about the campaign:

<http://blog.al.com/businessnews/2010/09/teaser ad campaign tries to ge.html>



Billboards

“Closed” signs ran on billboards for five days leading up to the event. “Closed” signs were switched to “open” signs on the day of the public launch event.



Public Rollout Event

The BBA coordinated and hosted a public rollout event in the late afternoon/early evening at downtown Birmingham’s new Railroad Park. The event was described as “a festive celebration with just a dose of serious, pay-attention-for-a-moment program” which included remarks from the BBA’s interim CEO, the Mayor of Birmingham, and one of the steering committee’s co-chairs. At one point, Birmingham Mayor William Bell and Hoover Mayor Tony Petelos joined hands at a podium in front of the audience signaling a partnership between the region’s two most populous cities in support of Blueprint Birmingham – a somewhat unusual sight in a community that doesn’t have a strong history of regional cooperation.

An open bar, hors d'oeuvres, and live music greeted attendees, who wore "I'm Open" name tags, "I believe in Birmingham" stickers, and waved brightly colored "I'm Open to Building a Better Birmingham Region" signs, complete with the strategy's four goal areas and sixteen objectives printed on the back. The Blueprint Birmingham pavilion area pulled people in with larger than life images of the strategy and its core components, scrolling video, and the testimonials from citizens. Various donations helped offset the event costs. The event concluded with a movie in the park – "The Blues Brothers" – to play on the "Blueprint" theme.



Video of the crowd before the event and the opening remarks: http://videos.al.com/birmingham-news/2010/09/blueprint_birmingham.html. Video of speeches at the public event: Barry Copeland (Interim BBA President), Mayor William Bell, Jay Grinney (CEO, HealthSouth, Steering Committee co-chair): http://videos.al.com/birmingham-news/2010/09/barry_copeland_mayor_william_b.html