

“The Eufaula 2020 strategic plan was an 18-month process that involved over nine percent of Eufaula’s population and culminated in a vision statement of the community we want to be in the year 2020. Our partners in this process were Audubon International, Auburn University, and Goodwyn, Mills and Cawood, who helped facilitate the process and provided technical expertise. We are very grateful for their involvement.

Cornerstones of this planning effort were sustainability and inclusiveness. As reflected in the vision statement as well as the goals and objectives, you will see the impact of these guiding principles.

Our community is an even better community having gone through the process, because it created an opportunity for new friendships and involvement of many of our citizens. Today we have under way over 130 of the 170+ objectives. In addition to achieving the success of completing our goals, the plan allows many people to be involved in the ongoing process of community, government, and civic betterment.

Eufaula has been, and is, a wonderful place to live. We sincerely believe we can be an even better place as we move together into the future.”

Mayor Jay Jaxon

## **EUFAULA VISION STATEMENT**

*Eufaula, Alabama is a sustainable community committed to building its future while preserving its treasured assets. It is a family-oriented community that values its beauty, natural resources, and rich history. Eufaula is friendly, progressive, and inclusive. It is characterized by excellent schools, safe and attractive neighborhoods, diverse cultural, recreational, and employment opportunities, quality public services, a strong infrastructure, a vibrant economy, and active involvement of all citizens.*

# ***EUFULA 2020***

*Progress updated January 2012*

## **STRATEGIC ISSUES, GOALS AND OBJECTIVES**

### **Strategic Issue #1: PRESERVING THE NATURAL ENVIRONMENT**

*Identify, preserve and enhance the ecological integrity of Eufaula's natural environment.*

**Goal #1: Protect ecologically sensitive areas.**

Objective #1: Explore the feasibility of establishing a regional land trust to assist in the purchase (or conservation easement acquisition) and preservation of valuable green space.

✓ *City staff is researching this possibility.*

Objective #2: Create and maintain a cooperative liaison group to work with the Corps of Engineers regarding issues associated with Lake Eufaula and the Chattahoochee River.

✓ *Mayor Jaxon has established a working relationship with the Corps that provides an effective link for communication and collaboration between the city and the Corps.*

### **WATERSHED AND STREAM CORRIDOR PROTECTION**

**Goal #2: Develop a comprehensive watershed management program.**

✓ *City officials are collaborating with The Alabama Dept. of Environmental Management (ADEM) and the Clean Water Partnership to devise and implement a watershed management program. Citizens and stakeholders have been involved.*

Objective #1: Identify and assess the ecological health of all relevant watersheds; address storm water and wastewater pollutants and strategies for protecting ecologically sensitive areas; involve the rural water suppliers for Eufaula.

✓ *The ADEM completed its assessment of the creeks in Eufaula in November, 2004. Analysis of the data indicates the creeks were not seriously impaired at that time, except Barbour Creek, which is impaired due to siltation. However, Cowikee Creek did have a high level of nutrients at one point in the summer. Siltation is also considered a threat to Barbour and Chewalla Creeks and Lake Eufaula. The Water Works and Sewer Board has allocated funds to relocate sewer force main and gravity mains from wetlands and stream watershed areas. A task force of city officials, professionals, and concerned citizens should be convened to address storm water issues in 2009.*

Objective #2: Identify significant riparian corridors and vulnerable lands.

**Goal #3: Encourage inter-agency and multi-jurisdictional cooperation and collaboration aimed at protecting the natural environment.**

Objective #1: Ensure the integrity of the recharge area; utilize a process of open discussion among the key stakeholders to build trust and initiate collaborative activities.

✓ *The city's Source Water Assessment program (SWA), implemented by ADEM, was completed in 2003. All public potable water suppliers are required to identify and assess potential hazards and contaminants within 500 feet of groundwater wells. Eufaula's SWA meets all ADEM requirements and is available for public review at the WWSB office. The local Groundwater Guardian affiliate has initiated an ongoing education program to emphasize the importance of protecting our groundwater aquifer.*

**Goal #4: Develop and implement a storm water management plan.**

- To reduce flooding and erosion protect drinking water supplies; maintain the integrity of fisheries, and to preserve the ecological integrity of receiving waters and wetlands.
  - ✓ *The administration is collaborating with other agencies and gathering information to begin to address the objectives under this goal.*

Objective #1: Assess and prioritize drainage problems.

- ✓ *The Eufaula Drainage Study, commissioned by the EPA, identified, accessed, and prioritized drainage problems in Eufaula.*

Objective #2: Schedule repair/replacement to address inflow and infiltration problems.

- ✓ *Public Works identified and repaired/replaced several problem areas in 2008.*

Objective #3: Develop land use practices and regulatory structures to create streamside management protection zones based upon soil conditions, vegetative features, and topography. Collaborate with the Eufaula Planning Commission to implement streamside protection.

- ✓ *Grants provided by the Curtis and Edith Munson Foundation funded the services of The Audubon Partnership for Sustainability, a planning consultant. The consultant and city staff evaluated existing land use policies and recommended a series of changes to existing regulations and new regulations to be adopted. Measures intended to protect the environment, including streamside protection, are included. In 2013, the city will implement one of the suggestions offered by the Audubon Analysis, which will involve the creation of the Land Development Code, replacing the Subdivision Regulations and incorporating these measures. The Land Development Code will work in unison with the Zoning Ordinance.*

Objective #4: Develop an impact/development fee for impervious surfaces in new developments (all uses in a higher density than single-family residential).

- ✓ *See objective 3 above.*

Objective #5: Fund the drainage projects identified in the Eufaula Drainage Study as commissioned by the Federal Emergency Management Administration.

- ✓ *The City is seeking grants to fund the major drainage projects. The Public Works Department has completed 27 drainage projects over the last three years. This is an ongoing activity. The City was awarded \$250,000 in DRA grant funds for the Cherry Street Area Drainage improvement. This project should be started by the end of 2012.*

Objective #6: The City should create a capital budget and revenue stream to implement the prioritized drainage projects on an annual basis.

Objective #7: Inventory all catch basins inside the city limits and initiate an annual maintenance program to clean all catch basins.

- ✓ *The Public Works Department has completed its inventory of catch basins. Only a few of the storm drains have catch basins. Public works will clean them once or twice yearly, as needed. . Several problem basin lids were identified and replaced in 2008.*

**Goal #5: Explore mechanisms for addressing sustainability issues not being addressed by existing city departments.**

Objective #1: Conduct an annual sustainability assessment for the city.

**COMMUNITY WASTE**

**Goal #6: Implement the water and sanitary sewer projects described in the *Water and Sewer Board Master Plan*.**

Objective #1: The Water Works and Sewer Board should review their existing rate structure in relation to implementing the construction projects identified in the *WWSB Master Plan* and develop an appropriate rate structure to accommodate implementation of the plan.

- ✓ *Management reviews the rate structure every two years. Proposed adjustments are submitted to the Board for approval. The WWSB has prioritized the projects in the Master Plan. A combination of grants, bond funds, and operating funds is being used to implement the Plan over several years.*

Objective #2: Develop and implement a capital improvements budget for the sewer expansion project and incorporate the costs with the projects identified in the *WWSB Master Plan*.

- ✓ *The refinancing of bonds in Sept. of 2003 netted 3.5 million dollars. This money is being used to finance several projects identified in the WWSB Master Plan. Sewer expansion is expected in the later years of the 10 Year Plan. Rate increases will be avoided if possible.*
- ✓ *The following is a list of the projects completed to date:*
  - *Gammage Rd. Tank #10*
  - *New Fire Hydrants*
  - *Lift Station Upgrades,*
  - *Well #3 Upgrade,*
  - *Well #2 Upgrade,*
  - *Well #4 Upgrade,*
  - *Power Surge Suppression*
  - *Upgrade Water Mains, - Waste Water Treatment Aeration*
  - *Sewer Main Inspection & Cleaning*
  - *Waste Water Treatment Upgrades*
  - *Tank #4 Recoating*
  - *Forest Hills Lift Station Upgrades*
  - *Tank #8 Overflow Piping*
  - *Barbour Creek Collection Rehab*
  - *Edgewood Collector Relocate*
  - *Sewer Main Rehab*
  - *Bluff Area Water System Upgrade*
  - *Tanyard Collector Relocate*
  - *Tanyard Collector Lift Station/Force Main*
  - *Tank #2 & #3 Recoating*
  - *South 431 Regional Lift Station*
  - *State Docks Building Sewer Extension*
  - *New Upgrade 8" Gravity Sewer to 10" S. West Side 431*
  - *Replacing all Water Meters to Radio Read Meters*
  - *Research and Locate Edgewood Force Main*

**Goal #7: Improve the quality of sanitary sewage disposal.**

Objective #1: Collaborate with the Barbour County Health Department to inspect on-site septic tank systems and deal with maintenance problems.

- ✓ *On-Going. Owners are required to obtain a certification from the Health Department for each permit.*

Objective #2: Expand the sanitary sewer system to un-served areas of the City in a cost effective and sustainable manner; identify areas where the sanitary sewer system can be expanded in a cost effective manner.

- ✓ *Several un-served areas are included in the current 10 Year Plan. However, most of these projects are expected to be done in the later years of the plan. (See above sewer project list)*

**Goal #8: Explore opportunities for reuse of gray water.**

- Objective #1: Identify legal basis for use and sale of gray water to customers and, if consistent with state and board regulations, proceed to Objective 2.
- Objective #2: Conduct research to identify single large users for gray water in a manufacturing process.
- Objective #3: Establish a rate structure for gray water usage.
- Objective #4: Explore alternative treatment methods, such as spray irrigation fields, to reduce pollutants and increase the water quality of the lake and work with the Water Board's engineer to identify methods and applications where alternative treatments are appropriate.

**Goal #9: Expand and promote the current recycling program.**

- Expand to include landscape and organic projects.

- Objective #1: Identify and target test areas within the city where landscape and organic materials could be composted and recycled for use by the Horticulture Department and the general public.
  - ✓ *Within the next two years, The Horticulture Department plans to implement a system to take the bagged leaves that are picked up by the Public Works Department and place them in a specific area where they will be composted by The Horticulture Department, to be utilized by Horticulture and the general public. The Horticulture Department also plans to implement a process to produce our own mulch by using the limbs and tress that are picked up by The Public Works Department thereby eliminating the current system which disposes of limbs and trees at the landfill, Purchasing the equipment needed to implement this system will be costly, however, it would save money in the future.*

**Strategic Issue #2: EMPOWERING CITIZENS**

*Ensure sustainability through citizen empowerment and engagement.*

**Goal #1: Develop an education program on sustainability practices.**

- Objective #1: Create public service announcements that address best management practices of storm water management.
  - ✓ *The Clean Water Partnership has agreed to supply available materials. Local media will be asked to run the ads in 2009.*
- Objective #2: Collaborate with the public and private schools to develop an environmental component in their curriculum.
  - ✓ *Eufaula City Schools (ECS) continues to participate in the annual Barbour/Bullock County Groundwater Festival. Fourth grade students attend this educational event that explained aquifers, filtration, water cycles, preservation and conservation. ECS had students, teachers, and administrators participate in the Clean River project this year. The ECS gifted students are planning units on the local environment for next year.*
- Objective #3: Develop workshops for developers, contractors, and real estate groups on storm water management issues.

- ✓ *The city council passed the new Construction Stormwater Management Ordinance and the Flood Damage Prevention Ordinance to meet state and federal requirements. Council also adopted the International Building Code. Workshops will be held to explain the new policies and best management practices.*

Objective #4: Produce flyers/brochures and develop training workshops for installers and homeowners on proper use and maintenance of their septic tank systems.

**Goal #2: Involve and educate Eufaula citizens regarding city planning and programs.**

- ✓ *The city administration encourages dept. heads to speak to civic groups. City officials have addressed numerous local organizations and are readily available to the public.*

Objective #1: Involve groups with special interests on committees with related interests, such as:

- ♦ The medical community with a committee addressing health care,
  - ♦ The Corps of Engineers on a committee working on water management issues,
  - ♦ Non-profit organizations.
- ✓ *The city includes interested citizens on all committees.*

Objective #2: Expand the number of neighborhood groups and associations; provide opportunities for these groups to come together, share neighborhood problems and solutions.

- ✓ *Some members of the city council are starting to lead on this objective in their districts. A neighborhood association has been established in the Forest Hills subdivision. Community on the Move is a very active group for the Dudley Quarters Neighborhood and has been monumental in revitalization efforts.*

Objective #3: Involve community groups and individuals in activities to clean up and beautify the city.

- ✓ *Eufaula Pride, the Barbour County Master Gardeners, and others perform such activities on an ongoing basis. A new litter campaign has been implemented this year. Eufaula Pride, The Police Department, The Public Works Department, The Horticulture Department and the schools (to include home school members) are involved. The media will be included to educate the public and inform the public of where and how to dispose of trash. The Police will enforce a zero tolerance litter policy. Billboards will also be used to inform the public that they will be fined if they are cited for littering. Eufaula Pride has joined "Keep America Beautiful" which will provide guidance on how to teach about littering and educational materials to be utilized in the schools.*

Objective #4: Improve City communication with all citizens and review current methods of informing the public about city government activities and address shortcomings.

- ✓ *The new City of Eufaula Website went live October 2011. With this new website, city departments now have the ability to update on a regular basis, improving the sharing of information to the public. The website includes a calendar that is updated regularly to inform citizens of upcoming events/meetings. The mayor holds press conferences weekly. Mayor Jaxon has requested suggestions to improve communication with the public.*

Objective #5: Staff and citizen volunteers will contact and offer to make presentations to local groups (neighborhood associations, Eufaula PRIDE, Community on the Move) educating them about the effects of county government on the city.

- ✓ *Several city departments give presentations to civic organizations on request. The city administration encourages this activity, has increased its outreach efforts, and plans to do more.*

Objective#6: Survey citizens every two years.

- ✓ *The City has begun preparation of the comprehensive plan, as part of this process, an effort will be made to survey citizens. Also, as part of the adoption of the comprehensive*

*plan, updates, mainly obtained through community workshops and surveys will ensure periodic review.*

**Goal #3: Inventory community groups, associations, and programs; create mechanisms to bring people and groups together for information sharing and coordination.**

✓ *See Issue 2, Goal 2, Objective 2.*

**Goal #4: Develop a leadership program.**

✓ *Leadership Barbour is conducting its 7<sup>th</sup> class.*

### **Strategic Issue #3: BUILDING A SUSTAINABLE ECONOMY**

*Build a diversified local economy based on principles of sustainability.*

#### **TOURISM**

*Eufaula will be a tourist destination within the state and the region. Tourism, including heritage tourism, nature-based tourism, and recreational tourism, will be a major economic development focus.*

**Goal #1: Protect, preserve and sustain Eufaula's natural resources.**

➤ *With particular emphasis and attention on the community's greatest natural resource, Lake Eufaula (Chattahoochee River).*

✓ *The city has started the process of assessing our environment and learning what can and should be done to preserve it. City officials, other agencies, professionals, and concerned citizens will be involved in devising and implementing strategies to protect and preserve our natural resources. The comprehensive plan includes an element on natural resource preservation, particularly with respect to land use. The Future Land Use Map designates areas along water bodies for preservation, conservation and very low density development.*

**Objective #1:** Evaluate each economic development opportunity or project to ensure its compatibility with Eufaula's commitment to preserve its natural environment.

✓ *The city and Economic Development Council (EDC) consider the potential environmental impact of every economic development opportunity. The city promotes infill development and will consider zoning ordinance revisions that will encourage and greatly facilitate infill development.*

**Goal #2: Maximize Lake Eufaula's potential as a tourist attraction, job creator and revenue producer.**

✓ *Lake Eufaula provides a focus point for efforts by the Tourism Council and EDC to recruit tourists and industry.*

**Objective #1:** Renovate Lake Point Resort, to include working closely with appropriate state agencies to see that the renovation is accomplished with bond money already approved.

✓ *The renovations to Lake Point Resort are complete. This facility has hosted several state meetings and conference.*

**Objective #2:** Preserve and promote local fishing opportunities.

✓ *The Eufaula Tourism Council promotes local fishing opportunities on an ongoing basis. Over fifty Tourism Council sponsored tournaments were held here in 2008. This is an ongoing effort.*

**Objective #3:** Develop an appropriate Welcome/Interpretive Center at the Wildlife Refuge and incorporate nature-based tourism development.

✓ *The U.S. Fish and Wildlife Service has completed a Welcome / Interpretive Center. The new facility is located on Highway 165. Cross promotion of eco and heritage tourism continues through this partnership.*

- Objective #4: Promote the Alabama Bass Trail.
- ✓ *The Alabama Bass Trail is no longer funded by ADECA; however the Tourism Council continues to actively promote the initiatives that were part of the Alabama Bass Trail.*
- Objective #5: Cooperate with appropriate organizations and agencies in Georgia (including but not limited to state government agencies, local governments, economic development organizations and local legislators) involved with tourism development and promotion for Lake Eufaula.
- ✓ *The Tourism Council collaborates with several other agencies including the Historic Chattahoochee Commission to promote the lake and city. The Council also partners with Georgia Bass Federations, ESPN/Bassmasters Georgia division tournaments and the U.S. Army Corps of Engineers located in Ft. Gaines, Georgia. Cross marketing efforts are also in place with the Columbus Convention and Visitor's Bureau.*
- Objective #6: Develop and maintain a database to market available rental properties on Lake Eufaula.
- ✓ *The Tourism Council, in co-operation with local realtors has established a database of rental lake properties. This is available at the Chamber of Commerce.*
- Objective #7: Develop biking paths along Lake Eufaula.
- ✓ *Construction of the Rails to Trails phase 2 has been completed. The trail begins at the James S. Clark Center and continues on to Old Creek Town Park. Numerous improvements to the land surrounding the Clark Center are included in the designs. The city recently was awarded Recreational Trails grants to purchase and develop land adjacent to the trail entrance. This addition will offer outdoor classroom space, a greenhouse and playground equipment.*
- Goal #3: Preserve and document Eufaula's historic heritage; explore related commercial opportunities.**
- Homes, historic districts, commercial buildings, other structures; community history.
    - ✓ *The Tourism Council promotes Eufaula's heritage in several national and regional publications. The Council coordinates group and individual tours of the historic district and historic homes and also partners with the Eufaula Heritage Association to promote the Eufaula Pilgrimage and the Christmas Tour of Homes. The Eufaula Historic Preservation Commission and other groups and individuals are working to preserve and further document our historic past.*
- Goal #4: Participate in and utilize existing regional tourism promotion initiatives.**
- Objective #1: Promote Alabama's Black Heritage Tour (include Eufaula sites or events and add local items to Black Heritage Tour Directory).
- ✓ *The Black Heritage Guide is produced by the Alabama Bureau of Tourism and Travel and includes information on the Eufaula area. The Council has also placed ads with other national black heritage publications.*
- Objective #2: Promote Barbour County "Governor's Trail and the Scenic Byways Program."
- ✓ *The Scenic Byways Advisory Board is working with the Governor's Trail. The Governors Trail is featured on the Chamber website and continued performances of the Wallace Play are being discussed for 2009.*
- Objective #3: Promote and participate in the 11-county Southeast Alabama Trail System (SEATS) trail network.
- ✓ *The Chamber of Commerce is a member of SEATS. They have participated in several co-op advertising opportunities available through SEATS. The Tourism Council continues to promote the initiatives outlined by the SEATS membership*

- Objective #4: Promote the Chattahoochee Valley Trace Birding Trail.
- ✓ *The Tourism Council secured a listing for birding activities in Eufaula and in the Eufaula National Wildlife Refuge in the ABTT brochure 100 Outdoor Activities that was distributed during the 2006 Year of Outdoor Alabama and continues to be produced. The Eufaula Birding Trail has been established with Eufaula having 4 sites listed on the Wiregrass Birding Trail. A ribbon cutting will be held on November 2, 2012.*
- Objective #5: Promote the Alabama Tourism Partners.
- ✓ *Tourism director Ann Sparks attends regular meetings in Montgomery during which ATP reports on their regular program of work. Through membership in the Alabama Association of Convention and Visitors Bureaus, the Chamber of Commerce is made aware of pending legislation, projects, etc. of the ATP.*
- Goal #5: Develop and implement a comprehensive marketing plan to promote Eufaula as a tourist destination.**
- ✓ *A comprehensive visitor's guide has been produced. Current Walking/Driving Guides, Shopping Guides and rack cards for area attractions such as Fendall Hall, the Shorter Mansion, Parks and Recreation and events such as the Garden Tour and the Christmas Tour of Homes are produced by the Tourism Council and are available through the Tourism Council for both visitors and businesses.*
- Objective #1: Work with Audubon International in tourism promotion and marketing efforts for Eufaula.
- ✓ *An effort has been made by the Tourism Council to promote Eufaula as an Audubon International Certified Sustainable Community. The AICSC logo is predominately displayed on the city's new welcome signs on both the north and south side of town and is also printed on the current City of Eufaula map.*
- Objective #2: Update Eufaula's key Internet sites (municipal site and chamber site) to reflect up-to-date, easy to access information about local attractions and events.
- ✓ *The Chamber of Commerce manages its website in-house and updates almost daily. Online polls are also conducted on the site.*
- Objective #3: Promote efforts to establish new regional tour routes in the region.
- ✓ *The Tourism Council participates in various FAM tours with our regional partners. The Council also solicits various regional group tours.*
- Objective #4: Promote efforts to attract additional tourists from metro Regional area.
- ✓ *The Alabama Bureau of Tourism and Travel has identified drive markets for the state. The Tourism Council has made media buys in those areas. Advertising has focused on the Eufaula and Barbour County area as a whole, the Eufaula Pilgrimage, and special events such as the Annual Indian Summer Arts and Crafts Festival. Media buys have been made in major publications such as Atlanta Magazine, Southern Breeze and the State travel guides.*
- Objective #5: Incorporate state and national demographic trends related to age and income into tourism plans and strategies.
- ✓ *The Tourism Council and ad agency considered demographic trends while devising the new marketing strategy.*
- Objective #6: Plan activities for Auburn football game weekends – making Eufaula a destination rather than a place to drive through.
- ✓ *The Tourism Council and Main Street Eufaula plan activities such as festivals on weekends and ensure proper highway signage to attract athletic supporters to stay in the Eufaula area.*

- Objective #7: Capitalize on Eufaula's location between two Robert Trent Jones Golf Trail courses (Dothan and Opelika) to attract golfers traveling from one course location to the other (opportunity to provide lodging, dining and local golf).
- ✓ *An advertisement has been placed in Golf Alabama. The new visitors guide has been placed at both courses. The Tourism Council also works with the Alabama Sports Initiative to ensure that the Eufaula golf courses are kept in the forefront of golfers minds through co-op advertising and marketing.*
- Objective #8: Promote hunting opportunities in the community and county.
- ✓ *The new visitors guide includes area hunting information. Promotional efforts include hunting as a local attraction. . Eufaula hunting was also ranked in the top ten by Field and Stream Magazine in late 2006.*
- Goal #6: Examine the need for additional private investment in local and regional tourist attractions.**
- Identify possible investment opportunities (such as lodging, restaurants, and shopping facilities), tourist promotion packages and joint marketing efforts.
  - ✓ *There is a need for additional commercial development such as lakefront cabins, restaurants, and a marina. There has been progress in late 2005 and 2006 in developing the waterfront. Projects such as Reflections will promote the Eufaula area to Metro Atlanta and beyond. The Tourism Council has partnered with the marketing firm that handles the media for Reflections and has also written articles for publications such as Wiregrass Living detailing the new developments.*

## **RETIREE RETENTION AND ATTRACTION**

*Retiree retention and attraction is a critical element of Eufaula's current and future economic development efforts.*

- Goal #7: Develop and implement a comprehensive and coordinated retiree retention and recruitment program.**
- Involve all major local, regional, and state stakeholders.
  - ✓ *The Chamber reorganized its retiree effort and created a new Retiree Task Force in 2006. A new focus is military retirees as a result of BRAC and the expected growth of Ft. Benning with the addition of the Armor School.*
- Goal #8: Develop a full-service senior citizens center to meet the current and future needs of the community.**
- *The city has hired the services of an architect to design the proposed Senior Center which will be located adjacent to the Community Center. Funding has been procured and construction is set to begin early spring 2013.*
- Goal #9: Incorporate retiree retention and attraction strategies into all of Eufaula's economic development plans and activities.**
- ✓ *The Chamber will include a retiree strategy in all of its economic development plans. Plans call for building coalitions with other regional organizations to better market the region for retiree attraction. Some regional partnerships have been established. The Chamber participated in a relocation fair at Ft. Knox, Ky. for military relocations in November 2008 and will attend again in March 2009.*

## **EDUCATION AND WORKFORCE DEVELOPMENT**

*All aspects of the local education system (K-12 and post-secondary) are critical to Eufaula's economic development success and must be improved to meet or exceed state, regional, and national standards of excellence.*

- Goal #10: Expand and promote existing opportunities for vocational education.**
- Work with Barbour County.

- Address the shortage of well-trained skilled labor in the community, including but not limited to such trades as plumbing and electrical service installation and maintenance.
  - ✓ *As a result of legislative and regulatory changes Workforce Development in Alabama has been assigned to the Alabama Community College system. The chamber will interface with existing industry and Wallace Community College to address these issues.*

Objective #1: Provide appropriate work skill training for the community's large pool of unskilled and low-skilled labor force; fully utilize all available workforce training programs and opportunities, including ADECA's Workforce Development program and others.

- ✓ *See Goal #10 above.*

**Goal #11: Sustain and strengthen the community's excellent post-secondary education facilities and continuing education programs.**

- e.g., Wallace Community College, Sparks Campus, including the Alabama Technology Network's Electronics Technology Center
  - ✓ *The Chamber continues to sponsor existing industry scholarships at Wallace Community College and awarded the college \$5000.00 in 2007.*

**DIVERSE ECONOMIC BASE**

*Eufaula should recognize and maintain its diverse economic base of existing business and industry that features an excellent mix of manufacturing, retail, and service businesses.*

**Goal #12: Capitalize on Alabama's efforts to develop and promote the I-65 and I-85 industrial corridors as expansion opportunities for existing businesses and industries.**

- ✓ *The EDC is cooperating with our regional partners in the promotion of the I65 and I85 Corridors.*

**Goal #13: Develop and implement an existing business and industry assistance program.**

- Incorporate all available local, regional and state sources of assistance.
  - ✓ *The Chamber's EDC has joined with Houston County in establishing a computer based program to develop accurate information on existing industry needs. The synchronized program is coordinated statewide by the Economic Development Partnership of Alabama through a licensing agreement with communities.*

Objective #1: Link the employment skills and abilities needed by local businesses and industries with the subjects and skills being taught by the local educational system.

- ✓ *The EDC works through continued dialogue with the city/county schools and Wallace Community College to identify personnel needs for new and existing industry.*

Objective #2: Identify the specific needs of the community's existing industries and businesses.

- ✓ *Regular EDC meetings are held at local industries on a rotating basis. Specific needs are discussed at these meetings. The Chamber will participate in a new Southeast Alabama Existing Industry Initiative sponsored by ADO and Alabama Power in 2009 and will call on all major industry in a pilot program after a Jan. 16 region wide training session.*

**Goal #14: Sustain and develop Eufaula's downtown area.**

- To include implementation of the LDR-prepared downtown development plan, retention of existing businesses and attracting new businesses to downtown.
  - MainStreet Eufaula, Inc. has been very active in promoting the downtown area. Uplighting of median trees and the replacement of cobra lighting with more attractive lamppost lighting has been completed. Several storefronts have been renovated.*

*Numerous promotional events and activities have been held and are planned for the next year. The new walking / bike trail begins downtown at the renovated train depot. New downtown clean up days have been established to regularly maintain the downtown area as a clean historical environment. The LDR plan has been revisited by the Main Street Board and with the efforts of the City of Eufaula, the grant monies will allow a more realistic tie in of the downtown area and the bluff. The nearly completed Rails to Trails allows the median directly in front of the trail to be refurbished to assist in the "tie in". Through the efforts of Main Street, new plugs have been installed on all lampposts for a more attractive look during the holidays when it is adorned with Christmas lights. Several aspects of the downtown area were identified by the board of directors and are included in the downtown enhancement project. The streetscape plan for East Broad has been completed.*

Objective #1: Examine the hours of business operation in terms of customer convenience, and address the question of increased retail business competition.

- ✓ *Several downtown stores are quite cooperative when Main Street Director brings special events and seasonal opportunities to the Downtown Merchants. Over 90 events have been brought to the owners doorsteps over the past 5 years along with Merchant Meetings every 3 months for Merchants to communicate with Director as well as bring their ideas and thoughts to the table in what they would like to see happen in their downtown area.*

**Goal #15: Capitalize on Barbour County's inclusion in the recently created Delta Regional Authority as an opportunity to secure grant funds to promote and develop Eufaula's local economy.**

- ✓ *The EDC won a \$200,000 grant from the Delta Regional Authority to assist CP in a wetlands project that has enabled them to increase production. The Chamber submitted an application to the Delta Regional Authority and was awarded the inclusion of one participant in the Delta Regional Authority Leadership Program for 2007. Due to limited Delta Regional Authority funding in recent years there has been little activity in this area.*

**Goal #16: Develop a streamlined business start-up process.**

- One that provides clear guidance for the business owner in terms of what is needed to get a new business opened and operational.
  - ✓ *This has been done. The information is available at City Hall. The Chamber of Commerce also offers assistance for start-up businesses.*

**Goal #17: Develop plans to provide additional funding to support the promotion and marketing of Eufaula's economic development efforts.**

- ✓ *The Chamber was awarded \$21,000.00 in grant funds from the Alabama Power Company and Southeast Alabama Gas District for 2008 to continue effective recruitment efforts.*

## **TARGETED INDUSTRIAL RECRUITMENT**

*Future local, regional, and state manufacturing recruiting efforts should be targeted or focused on selected industrial sectors that are compatible with the community and state recruiting goals.*

**Goal #18: Continue to emphasize improvement of U.S. Highway 431 (20 mile segment of highway scheduled for improvement).**

- ✓ *The portion of U.S. Highway 431 extending from Columbus to Eufaula is now a four lane highway.*

Objective #1: Promote Eufaula's position that the I-10 connector to Dothan connect with U.S. Highway 431.

- ✓ *ADOT has announced that the I-10 connector to Dothan will be to Hwy. 231. We will continue to pursue a connection to this connector from 431.*

- Goal #19:** **Assess the economic impact of U.S. Highway 431 by-pass and make plans and recommendations to minimize the possible negative impacts of by-pass construction.**
- Coordinate with ALDOT.
  - Emphasis on the linkages between downtown Eufaula and by-pass impacts.
    - ✓ *The by-pass is not a possibility in the near future.*
- Goal #20:** **Ensure that manufacturing recruitment focuses on industries and businesses that are compatible with the community's existing economic base and corresponds with state plans and trends.**
- Current ADO targeted manufacturing sectors include electronics fabrication and assembly, plastics and resins, aerospace, auto equipment manufacturers, wood products, textiles and apparel, food and agribusiness, and distribution, warehouse and back office facilities.
    - ✓ *The EDC considers the potential environmental impact of any prospective industry or business. They recognize the importance of protecting our environment.*
- Goal #21:** **Work closely with the Alabama Development Office (ADO) and other state and regional organizations involved in manufacturing recruiting to aggressively promote Eufaula and Barbour County in a regional effort.**
- ✓ *The EDC collaborates with the ADO and other organizations in their ongoing recruitment efforts. In 2009 the EDC will participate in two national trade shows with the Alabama Development Office.*
- Objective #1: Ensure that Eufaula is included in all organizational data bases (ADO, EDPA, others) and information sites and that all Eufaula information is current and accurate. Link Eufaula's web site to all appropriate site.
- ✓ *The EDC aggressively pursues opportunities to market the area in every available application.*
- Objective #2: Actively participate in multi-jurisdictional and regional planning and development initiatives.
- ✓ *See Goal #21 above.*
- Goal #22:** **Develop and implement a comprehensive marketing plan for all of the community's industrial sites and buildings.**
- Include all key local, regional and state agencies in the plan.
    - ✓ *The Chamber's Economic Development Council has completed a revision of site and community data in 2007 and has included it into the area marketing plan. In 2009 there will be a complete revision of the plan.*
- Goal #23:** **Construct at least one 40,000 sq. ft. (minimum) speculative industrial building.**
- Build at an appropriate location to serve targeted recruiting needs; give careful consideration to local infrastructure issues.
    - ✓ *A 40,000 spec building has been completed. The Alabama Power Company Through its Community Development Grant Funds has awarded a \$200,000.00 no interest loan, 4 year term, to jump start this process.*
- Goal #24:** **Assess the need for the development of a small business incubator and start-up facilities/business assistance for new and existing micro-enterprises in Eufaula**
- ✓ *A Small Business Development Committee has been established at the chamber to work with entrepreneurs and existing businesses. The Chamber can provide assistance but has not identified ongoing funding for the substantial cost of an incubator facility and program. ADECA has awarded development funding for several Wiregrass incubator projects but each community has had to develop significant local operating dollars.*

## AGRICULTURE

- Goal #25:** **Establish and support a local/regional farmers' market.**
- ✓ *Collaboration between the City's Horticulture Department and the Main Street program have resulted in a successful Farmers Market. Merchants sell a variety of local goods to include produce, crafts and baked goods.*

## Strategic Issue #4: **BUILDING A STRONG COMMUNITY** *Strengthen the community and enhance the quality of life.*

### SCHOOLS

- Goal #1:** **Improve Eufaula and Barbour County's public K-12 education systems.**
- To compare with the top-ranked state K-12 education systems and to meet state and national statistical benchmarks.
    - ✓ *Improving Eufaula's schools is an ongoing process. Numerous improvements have been made. Barbour County has made some improvements but continues to struggle with a shortage of funding and declining enrollment.*
- Objective #1: Implement the Alabama Reading Initiative program for Eufaula and Barbour County school systems.
- ✓ *Eufaula City Schools (ECS) has implemented the Alabama Reading Initiative. This is an ongoing activity.*
- Objective #2: Develop and implement a pre-K program for Eufaula and Barbour County schools.
- ✓ *Through federal and local funds ECS now provides access to Pre-K classes for all 4 year olds*
- Objective #3: Establish and operate an at-risk student assistance program for students in city and county school schools.
- ✓ *ECS and the Housing Authority operate an at-risk student program. Each Eufaula elementary school also provides an after school program to help at-risk students. ECS has created the HOPE Academy to assist at-risk students and has received a 21<sup>st</sup> Century grant to develop after school programs in collaboration with the Eufaula Boys and Girls Club. HOPE Academy now includes a unit for pregnant teens.*
- Objective #4: Establish and operate a Head Start program for the Barbour County school system.
- Objective #5: Coordinate Eufaula and Barbour County school system planning goals with *Eufaula 2020* strategic goals and objectives.
- ✓ *ECS has included Eufaula 2020 goals and objectives in its planning.*
- Objective #6: Establish benchmarks for student achievement within Eufaula and Barbour County school systems.
- ✓ *ECS has established benchmarks for student achievement. These are in the process of being updated because of growth.*
- Objective #7: Strengthen technology education programs for Eufaula and Barbour County school systems.
- ✓ *ECS has made the following improvements: extensive teacher and principal training, updated equipment with grants, graduation exam remediation with technology, more teacher use of teacher technology, and connected to the Alabama Learner Exchange and Carnegie Library. Technology based music labs have been purchased for the elementary schools. Eufaula High and Barbour County High now have distance learning labs.*

- Objective #8: Establish or strengthen programs in the arts for Eufaula and Barbour County school systems.  
 ✓ *Efforts to expand and improve arts programs at ECS are ongoing. EHS band and choral programs have received Superior ratings at recent state competitions. The Music and Arts In Our Schools is always an excellent event that completely fills the gym at Eufaula High School. All elementary schools will have a full time band and art teacher starting next year.*
- Objective #9: Encourage and develop greater parental and community involvement with Eufaula and Barbour County schools.  
 ✓ *ECS has made the following improvements in this area: Pre-school Literacy Day, Parent Summit (500 in attendance), newsletters, No Child Left Behind requirements, and national and local experts on parenting skills have made presentations to local parents. ECS has created the HOPE Academy to assist at-risk students and has received a 21<sup>st</sup> Century grant to develop after school programs in collaboration with the Eufaula Boys and Girls Club. ECS is has implemented Home Instruction for Parents of Preschool Youngsters (HIPPPY) program in Eufaula for next year.*

## **PUBLIC TRANSPORTATION**

*Develop an affordable, equitable, and healthful system of public transportation which comprises a variety of modes of circulation and which adequately serves the needs of both residents and visitors.*

### **Goal #2: Improve the safety and efficiency of all modes of transportation.**

- Objective #1: Establish an inter-agency transportation task force to explore and document all of the transportation-related needs and opportunities for Eufaula, to include an examination of how to organize a community transportation planning function and ways to best coordinate transportation planning and implementation.
- Objective #2: Improve the condition and continuity of sidewalks and other pedestrian ways.  
*The Publics Works Department has started repairing sidewalks on a "worse – first" basis. The Department also repairs sidewalks on private property free for home owners, when they purchase the necessary concrete.*
- Objective #3: Use improved signalization to minimize conflicts between vehicles and pedestrians.  
 ✓ *The Public Works Department is currently consulting with ALDOT on options.*
- Objective #4: Examine the feasibility of providing public transportation to link Eufaula residents with major work locations, i.e. industrial parks and largest businesses.  
 ✓ *The Eufaula Barbour Transit Authority (EBTA) began service Oct. 1, 2004. As of February 20, 2008, The Eufaula Barbour Transit Authority has provided service to 42,944 passengers. In 2008 EBTA transported 14,995 passengers – a significant annual increase. In December of 2008, the EBTA added a new mini van into its fleet. EBTA is working with several local businesses to provide safe and reliable transportation to and from work.*
- Objective #5: Examine the feasibility of utilizing local church vans and buses as public transit vehicles for Eufaula (to include possible scheduling arrangements).  
 ✓ *City officials have learned that this is not feasible.*
- Objective #6: Establish a community transit center/public transit hub in Eufaula.  
 ✓ *EBTA management and state officials are exploring possibilities for a local transit center.*
- Objective #7: Participate in the SEATS transportation planning process through the Southeast Alabama Regional Planning and Development Commission; expand SEATS into Barbour County and Eufaula.

- ✓ *SEATS provided assistance in the establishment of EBTA .*

Objective #8: Examine the feasibility of using alternative fuel vehicles for public transit and municipal government purposes.

- ✓ *The Public Works Dept. received a \$50,000 grant for a pilot project to manufacture biodiesel from vegetable oil. Local industry provides a steady supply of used cooking oil. Current production capacity is estimated to be 2,500 gallons per month. The biodiesel grant has expired, however the production of biodiesel will continue. The biodiesel facility is undergoing an upgrade and will be back in production prior to March 1, 2008. The biodiesel facility upgrade was completed in 2008. The use of biodiesel will result in substantial savings in fuel costs.*

**Goal #3: Evaluate the need/feasibility of extending the length of Eufaula's airport runway (presently 5,000 feet) to 5,500 feet or more.**

- Utilize the current *Airport Master Plan*.
- Look at increasing hangar space and improving aircraft maintenance capabilities.
  - ✓ *Ten new hangar spaces were added in 2006. The airport now employs one full-time aircraft mechanic.*
  - ✓ *In 2011 a new corporate hangar was completed.*

**Goal #4: Develop opportunities for bike and pedestrian facilities between residential neighborhoods and city destinations.**

- ✓ *The new walk/bike trail will connect downtown with the St. Francis Point neighborhood, the community center and Creektown Park.*

Objective #1: Explore opportunities for walking trails within stream corridors and abandoned rail lines by working with the local citizen committee to identify a trail system in the city limits; work with a professional consultant to develop a trail system master plan.

Objective #2: Identify state and federal funding sources to implement walking trail projects.

- ✓ *Phase One and Two of the Yoholo Micco Trail has been completed.*

Objective #3: Work with the city's grant consultant to apply for funding to implement the trail system master plan.

- ✓ *See Objective #2 above. Future expansion of the trail to continue along Hwy 82 is on hold until additional funds are available.*

**Goal #5: Develop transportation alternatives to the motorized vehicle.**

- To help protect the natural environment, to ensure adequate transit options for those without automobiles, and to encourage non-traditional transportation options.

Objective #1: Investigate rails-to-trails and other potential methods of creating pedestrian linkages through Eufaula. Establish committee/steering group to investigate possibilities.

- ✓ *See Goal #4 above.*

Objective #2: Examine the possibility of utilizing Eufaula's active rail lines as public transit options for the community.

- ✓ *This is not a feasible option at this time.*

## RECREATION

**Goal #6: Provide more diverse recreational activities for children and youth.**

## HOUSING

**Goal #7: Provide affordable housing for all citizens.**

- ✓ *The city, using grant funds, hired a consultant to analyze distressed neighborhoods and recommend a strategy to address the objectives under this goal. The consultant recommended several options. Those programs implemented so far are described below.*

- Objective #1: Develop a community housing repair and rehabilitation program.
- ✓ *The city completed a low income housing rehabilitation program in the Riverside Heights neighborhood in March, 2007. Additional funding for other areas will be pursued. Federal funding is available for grants and very low interest loans for low income housing rehabilitation. A \$250,000 Federal grant provided funding for a project that demolished 77 dilapidated structures in the Dudley's Quarters area. Another federal grant will follow to rehabilitate structures in this area.*
- Objective #2: Seek to involve Eufaula in programs that support new housing construction for needy families, such as Habitat for Humanity and similar programs.
- ✓ *The local Habitat affiliate has finished its sixth new house. Rehabilitation of substandard houses is currently underway.*
- Objective #3: Prepare a strategic housing development plan for Eufaula, to include a study concerning the feasibility of constructing small lot line/high density housing.
- ✓ *The land use initiative (see Issue 5, Goal 3 below) includes proposals for zoning ordinance changes that will allow more higher-density housing. Zero lot line development is currently allowed.*
- Objective #4: Identify available public and private properties within the community that could be used to further develop Eufaula's housing stock (new construction and rental property).
- ✓ *The city has identified excess residential lots it owns. These are being donated to Habitat for Humanity one at a time. The demolition project in the Dudley's Quarters neighborhood will provide lots for affordable housing. The Housing Authority has established a home ownership program that provides money for down payment assistance.*
- Objective #5: Enhance efforts of the Housing Authority to provide decent housing on a larger scale throughout the community.
- ✓ *The Housing Authority received financing for 46 additional affordable housing units. Construction of the units was finished in 2005 and they are now occupied.*
- Objective #6: Provide information and financial assistance to help residents improve the quality of housing.
- ✓ *The Housing Authority has established a home ownership program that provides counseling, information, and financial assistance.*

## HEALTH CARE

- Goal #8: Provide quality health care for all citizens.**
- ✓ *The City established a new Health Care Authority at the end of 2007. With city and bond funding the Authority purchased the local hospital at the beginning of 2008. Southeast Alabama Medical Center in Dothan has leased, and is now operating the hospital. Several million dollars have been invested in improvements at the hospital.*
- Objective #1: Provide obstetrics care capability for the community.
- Objective #2: Assess the availability of special health services and programs for low-income residents.

## CULTURAL ARTS

- Goal #9: Develop the cultural arts throughout the community.**

- ✓ *The Arts Alliance has been reactivated. This organization will lead efforts to accomplish these objectives. More than 30 events have been sponsored by the Arts Alliance over the last 3 years. The Arts Alliance has also put their money where their mouth is by developing a scholarship fund for local students who major in the arts and need just a little help. Last year our third scholarship was awarded.*
- Objective #1: Establish a community organization to promote the arts.
  - ✓ *The mission of the Arts Alliance is to promote the arts locally.*
- Objective #2: Develop a local cooperative as a place for artists to work, display and sell their art.
  - ✓ *With the excitement of a new "Art Scene", some downtown stores are selling local art. Art students from the local high school participated in painting the downtown stores for the holidays.*
  - ✓ *The Art Scene has had a blossoming year and now has close to 50 members. Several events were held at the Blue Moon Coffee Café. There have been approximately 3 or 4 featured artist with monthly viewing of local art from several artists.*
- Objective #3: Identify and celebrate local talent already existing within the community, to include showcasing local musicians at weekly or monthly music events.
  - ✓ *New addition to Mistletoe Market called "Artist Walk" will hopefully turn into a semi-annual then quarterly function. The Art Scene has displayed their art at several art shows around the state and Georgia and have regularly scheduled shows on the books. This group was encouraged and has been supported by the Art Alliance.*
  - ✓ *A new group has been identified that should be formed. A musician society, or thereof to catalog all local musicians, bands, vocalists, etc. All that is needed is a motivated individual to head up the efforts.*
- Objective #4: Expand the fine arts program within local schools.
  - ✓ *Efforts to expand Fine Arts education are ongoing .Each of the Eufaula Elementary Schools have a music lab, a full time music teacher, and a full time art teacher.*
- Objective #5: Establish an "artist-in-residence" facility and program.
- Objective #6: Utilize cultural arts celebrations as opportunities to enhance tourism (such as "Swamp Gravy" performance in Colquitt, Georgia).
  - ✓ *Performances such as the play "Always Patsy" and several concerts have already been held. More to come as venues become available.*
- Objective #7: Revitalize the Community Concert Association.
  - ✓ *Local musicians have gathered to perform an annual Love Story concert at a different church every year as well as other venues that are put together .*

## **STANDARD OF LIVING**

*Recognize that Eufaula must always progress as a "whole" community, and develop opportunities and resources, which will help to raise the standard of living, particularly for persons of low income.*

- Goal #10: Provide equal access and services to all areas of Eufaula.**
- Objective #1: Promote neighborhood associations in low-income communities; seek improvement grants and provide a feedback mechanism (such as neighborhood forums).
  - ✓ *See Issue #2, Goal #2, Objective #2*
  - ✓ *The housing rehabilitation project in the Riverside Heights neighborhood is complete. The demolition program for the Dudley's Quarters neighborhood began was completed late in 2008. Seventy seven dilapidated houses were demolished. A housing rehabilitation project in this area should begin this year. The City has been awarded \$450,000 in CDBG 2012 grant funds to continue efforts of improving Dudley Quarters. This project will include demolition and rehabilitation and is expected to begin early spring 2013.*

## **Strategic Issue #5: PRESERVING HISTORY, BEAUTY, AND AESTHETICS**

*Preserve and enhance the community's beauty, history, and culture.*

### **HISTORIC RESOURCES**

*Protect and sustain Eufaula's historic and cultural resources in order to ensure a sense of local history and place for future generations, and the adaptive re-use of historic structures for new opportunities.*

**Goal #1: Protect, preserve and promote Eufaula's historic buildings, both downtown and in residential neighborhoods.**

- ✓ *The Historic Preservation Commission is actively engaged in preserving and protecting our historic heritage. Main Street participated in the Commission's effort to rewrite the signage ordinance for the downtown area.*

Objective #1: Identify the historical district boundaries for adoption by City Council.

- ✓ *The historic district has been designated by City Council.*

Objective #2: Identify and assess and market additional historic resources throughout the entire community.

### **COMMUNITY BEAUTY AND AESTHETICS**

**Goal #2: Improve the beauty and aesthetics of the community.**

- ✓ *The building dept. has initiated a program that has led to the demolition of 116 dilapidated houses. This is an ongoing activity. The Horticulture Department, The Public Works Department and several civic groups are continuing to make the city more attractive. Dead/diseased trees have been removed and have been replaced with new trees. New plantings have also been established. The Horticulture Department has also taken on new projects. A native azalea planting program has been established in the medians on North Eufaula Avenue. Hopefully, the new azaleas will be blooming on or around the Pilgrimage, one of the oldest tours in Alabama. New rose beds have also been established. In 2008, a dogwood replacement program was initiated to replace dead/dying dogwoods throughout the city. The new dogwoods are powdery mildew and anthracnose resistant which means they will have a longer lifespan and add more beauty in the form of flowering trees to the community.*

Objective #1: Address blighted areas on City-owned property so that the City becomes a role model for the community.

- ✓ *Most city-owned property has been addressed. The Public Works Departments has launched a clean-up/renovation project at the Public Works complex. Numerous pieces of salvage equipment were submitted for bid and sold on govdeals.com. E.J Knight Company purchased and removed 56.02 tons of scrap metal from the complex. This project will continue as funding is available.*

### **SUSTAINABLE LAND-USE DEVELOPMENT AND DESIGN**

**Goal #3: Amend land-use related ordinances and regulations to increase effectiveness and promote sustainable development practices.**

- ✓ *The city received two grants from The Curtis and Edith Munson Foundation totaling \$75,000 to hire a consultant. The Audubon Partnership for Sustainability (TAP) has been retained to assist the city in developing policies and programs relating to housing, land use, and the environment that are more sustainable. This initiative has resulted in numerous recommendations for policy changes, new policies and programs designed to promote sustainable development. The Comprehensive Plan has been approved by the Planning Commission and recommended to the City Council for adoption. This plan*

*incorporates the suggestions of the Sustainability Analysis and provides a land use element that has a strong emphasis on preservation of natural resources.*

- Objective #1: Establish regulatory incentives and amend standards to encourage sustainable development.  
✓ *See Goal # 3 above.*
- Objective #2: Amend site planning and zoning regulations for manufactured housing to increase opportunities for affordable housing.  
✓ *The city council approved amendments to the Zoning Ordinance designed to allow manufactured housing in some residential districts.*
- Objective #3: Establish screening and buffering regulations between residential areas and industrial/commercial zones.  
✓ *The new screening and buffering ordinance was adopted by the city council in the spring of 2004.*
- Objective #4: Develop a new comprehensive plan (land use and infrastructure).  
✓ *Refer to Goal 3 above.*
- Goal #4: Explore opportunities to expand public landscaping to underserved areas.**  
✓ *The horticulture dept. has undertaken landscaping projects such as creating beds and planting wildflowers at the Barbour Creek Landing; the intersection of Boundary and Rawlings Street; on Holly Drive, South Randolph, and Paul Lee Parkway; and in Forest Hills. The dept. has completed numerous projects in a variety of locations. The Horticulture Department now maintains/oversees the Rails to Trails project. They have developed three nature trails off the main rail trail which has brought in more nature lovers, bird watchers and rail enthusiasts.*

## **Strategic Issue #6:**

## **DELIVERING QUALITY GOVERNMENT**

*Provide citizens with efficient, effective, and responsive city government.*

### **LONG-RANGE PLANNING**

- Goal #1: Develop a consistent, long-range planning process for city government; establish a mechanism to identify and address future threats/opportunities.**  
➤ Periodically review and revise the “Eufaula 2020” strategic plan.  
✓ *The 2020 Executive Committee meets quarterly to review the 2020 Plan. The committee will act as advisory panel to the city administration.*
- Goal #2: Work with Barbour County on mutual efforts.**  
➤ Examples include education and transportation.  
➤ Involve Barbour County in a visioning/strategic planning process involving city and county citizens, staff, and elected officials.

### **MUNICIPAL REVENUES / EXPAND FUNDING OPPORTUNITIES**

- Goal #3: Identify and pursue potential funding sources, both public and private, to aid in the timely implementation of Eufaula 2020 objectives.**  
✓ *City officials and volunteers continually seek grants and other funding sources for various projects and programs.*
- Objective #1: Review and expand existing user fees and develop new ones.  
✓ *City council approved increases in building permit fees. These funds will be used to improve Building Dept. services. City council also appointed a finance committee to review funding sources and determine strategies to increase municipal revenue, including user fees. Implemented EWWSB Board approved Water and Sewer Access Fees for every new water or sewer tap install. This money is set aside for rehab or installation*

*of new water and sewer infrastructure. Building Department staff are preparing a new building department/planning fee schedule to be presented at a council workshop by the end of 2012.*

Objective #2: Appoint a committee to determine citizen opinions and suggestions; look for new opportunities and research what is working in similar areas that could work for Eufaula.

- ✓ *There has been some discussion on using the city's new website in soliciting opinions/suggestions from citizens. The idea is to prepare a form that would be accessible from a link on the main page. Staff is getting more information from the webmaster.*

Objective#3: Seek additional grant funds.

- ✓ *All city departments search and apply for any available grants. This is an ongoing activity.*

## **MUNICIPAL SERVICES**

**Goal #4: Improve the quality of city services.**

- ✓ *Two new fire stations were built in 2004. The central station was renovated in 2005. In 2012 the new north side fire station building was completed. Three additional fire fighter positions were added to the fire dept. The addition of a mobile burn building allows the Fire Department to conduct live fire training exercises as well as many other training situations. The Fire Department also began an aggressive pre-fire plan program designed to help with emergency responses. The Fire Department is continuing its smoke detector program where detectors are installed in homes free of charge to businesses and locations of public interest. The police dept. expanded into the office space in city hall formerly occupied by the mayor and city administrative personnel. The police dept. continues to devote significant resources to training and equipment. One additional communications officer has been added to the dept. Other public safety improvements include: established a county wide 911 operations center within the Eufaula Police Dispatch in September 2005, purchased 6 new police vehicles in May of 2005, 4 new vehicles in June 2006, 4 new vehicles in Oct. 2007, 2 new vehicles in 2008, a new motorcycle for traffic control and patrol in 2008, a golf cart for events downtown and the new walk/bike trail in 2008, and purchased two new K-9's for patrol and narcotic detection work in January 2007. An equipment grant provided funds for 4 in-car video systems and 3 radar units in 2008. In 2008, 11 officers, 2 correction officers, and 5 communication officers were hired. Seven of the officers have been certified through the Northeast Alabama Police Academy. A Special Operations Unit has been established and is equipped with 4 full-time officers. One building / license inspector position has been added to the building dept. Open hours at Carnegie Library have been extended due to a funding increase from the City Council. EWWSB installed 13,750 linear feet of new water mains for fire services. EWWSB purchased mobile generator to maintain services incase of long-term outages due to storms or disasters. EWWSB purchased new Sewer Cleaning/Vactor truck in January of 2008 to keep our gravity sewer system free of blockages of grease and derbies, to better serve our city's needs. The Public Works Department has submitted weekly garbage and trash routes to the city webmaster for publication on the city's website. In November of 2007, The Public Works Department developed and mailed out information fliers to all residents. The purpose of the fliers was to inform and educate the public on the services provided by The Public Works Departments, as well as providing information on City Ordinances as pertains to The Public Works Departments.*

Objective #1: Determine the desired level of city services via a citizen survey.

- ✓ See objective 2, Goal 3 above.

- Objective#2: Improve water pressure in areas identified, upgrade water mains, and improve fire protection throughout the city.
- ✓ *Construction of the new water tank on Gammage Road is complete. The WWSB has installed 3,750 linear feet of new water main, 23 new fire hydrants, and replaced 54 outdated fire hydrants to improve fire protection and water service within the city limits. An additional 3,500 linear feet of new water mains are currently under construction to improve the fire protection and water flow characteristic in the Riverside Heights area. See Above: Project Update, New 12" water main and upsizing existing 8" gravity sewer to 10" and extending it 350' ft. for the new Wal-mart Supercenter. Erected New 300,000 gal elevated Water Storage Tank for the new Wal-mart Supercenter and vicinity.*

**Goal #5: Provide a good work environment for all city employees.**

- Objective #1: Provide employees with access to training.
- ✓ *The WWSB has completed 235 hours of training it's employees this past fiscal year. Fire Department personnel completed more than 8,454 hours of training in 2008. The Public Works Department extends the opportunity and training to any employee that is interested in obtaining a Commercial Driver's License. The Public Works Department employees were trained in safety awareness. Human resources instituted monthly safety meetings for all departments and is currently reviewing a proposal for leadership training for supervisors. One officer from the police dept. completed the FBI National Law Academy. All members of the police dept. completed the Draeger firearm qualification and Defensive Driver course.*
- Objective #2: Establish a system to recognize and reward excellent performance by City employees.
- ✓ *Have in place EWWSB annual awards banquette that awards employees for outstanding contributions for the year in the areas of performance, achievements, and safety. This banquette is held every February. Human resources is currently reviewing program similar to employee of the year to reward employees in recognition of exemplary performance or for innovations that significantly reduce costs or result in outstanding improvements in services to the public.*

**CITIZEN ACCESS**

**Goal #6: Ensure that all citizens have access to the full range of City services.**

- ✓ *Outreach efforts and improvements in city communication are planned to help identify deficiencies and provide equal access.*
- Objective #1: Develop strategies to address the problems of providing fire and police services to the large area served by Eufaula.
- ✓ *City fire and police departments continually strive to improve and extend the services they provide. This is an ongoing activity. The new fire stations provide improved service and lower insurance rates for the southern and western areas of the city.*