

# Implementation Matrix

One City, One Vision  
Community-driven Strategic Plan  
Anniston, Alabama

April 30, 2014

**ONECITY**  
**ONEVISION**

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# Implementation Matrix

## **INTRODUCTION**

The original 51 actions displayed and prioritized at the Community Open House are combined with an additional 20 actions added by city council and staff for a total 71 actions which are detailed in the following matrix. This matrix contains information on implementation timing and resources and responsibility entities or organizations.

# One City, One Vision Implementation Plan

*Timeframe*  
**I** Immediate (Within 1 yr)    **S** Short Term (1-3 years)    **M** Mid Term (4-6 years)    **L** Long Term (7-10 years)

\* See acronym legend on last page



Arts & Culture		
<i>Goal: Plentiful activities and cultural offerings for all ages that are well-supported, both financially and in participation.</i>		
T		
		Implementation      Support Resources
AC 1.1	<b>I</b> Develop a community cultural calendar.	FCR      CCCoC, Media Resources
AC 1.2	<b>S</b> Create more youth art activities.	FCR      City, Cultural & Arts Groups
AC 1.3	<b>S</b> Create a community arts center.	FCR      City, Cultural & Arts Groups
AC 1.4	<b>S</b> Develop a program to leverage existing arts and cultural organizations.	FCR      City, Cultural & Arts Groups
AC 1.5	<b>S</b> Create new art and cultural events.	FCR      City, Cultural & Arts Groups
AC 1.6	<b>S</b> Create a downtown arts district.	FCR      City, Cultural & Arts Groups
AC 1.7	<b>I</b> Further collaboration to improve & create performing arts facilities.	FCR      City, Cultural & Arts Groups

City Image		
<i>Goal: A proud and friendly community that promotes its unique story and is attractive to visitors, business, and new and former residents.</i>		
T		
		Implementation      Support Resources
CI 1.1	<b>I</b> Develop and launch a coordinated marketing campaign for Anniston.	CM      Marketing Professionals
CI 1.2	<b>I</b> Create a coordinated program to significantly reduce the number of vacant and dilapidated buildings.	CM      Codes, City Staff, BC
CI 1.3	<b>I</b> Create a mayor's task force to enhance the physical appearance of the community.	Mayor      Codes, BC, NH
CI 1.4	<b>S</b> Recognize and award businesses and homeowners who enhance their properties.	CM      CCCoC, Beautification Committee

## Community Services

*Goal: A coordinated and consolidated system of services for all members of the community that is visible, easy to understand, and centrally located.*

T		Implementation	Support Resources
CS 1.1	<b>S</b> Create a Youth Alliance.	FCR	City, Comm Fndtn, Youth Dev. Comm.
CS 1.2	<b>I</b> Establish a Mayor's Task Force on Homelessness.	Mayor	APD
CS 1.3	<b>I</b> Develop a partnership between the City of Anniston and the Anniston Police Department with Hobson City's Dannon Project.	CM	APD, Community Organization
CS 1.4	<b>I</b> Evaluate the feasibility for improved collaboration among non-profits and community groups.	CFNEA	City, Non-Profit Community
CS 1.5	<b>S</b> Establish recycling services.	COA	RP
CS 1.6	<b>S</b> Update and enforce ordinance on animal control.	COA	RP, APD
CS 1.7	<b>S</b> Develop a Neighborhood Leadership Development Program to promote neighborhood enhancements.	FCR, NH	AHA

## Learning

*Goal: Effective and well-regarded educational programs- from pre-kindergarten to vocational to higher education to life-long learning- that nurtures individuals and enhances economic opportunity for the community. For K-12, a diverse curriculum is offered.*

T		Implementation	Support Resources
L 1.1	Create a mentoring program.	BOE	
L 1.2	Create a program to increase parental involvement.	BOE	
L 1.3	Evaluate curriculum.	BOE	
L 1.4	Create a facility utilization plan.	BOE	
L 1.5	Create a pro-active communications plan.	BOE	
L 1.6	Create partnerships with higher education institutions.	BOE	
L 1.7	Investigate creating a "Friends of the Anniston Schools".	BOE	
L 1.8	Establish a city-wide, quality After School Program.	BOE	
L 1.9	Create a city-wide, quality Pre-K program.	BOE	
L 1.10	Create an Adult Education Workforce Development Center.	BOE	
L 1.11	Increase the number of "dual enrollment" students by taking advantage of grants from the State of Alabama.	BOE	
L 1.12	Create a teacher/staff assessment and accountability system.	BOE	
L 1.13	Hire a full-time grant writer.	BOE	
L 1.14	Build a community-wide support and mentoring program including parents, teachers, businesses, and civic organizations.	BOE	
L 1.15	Re-introduce high school dropouts to learning through evening GED and	BOE	

	career tech classes partnering with GSCC.	BOE	
L1.16	Engage JSU for teacher development, teacher recruitment, and transformation strategies.	BOE	
L 1.17	Utilize Flexibility Act to implement nontraditional school concepts.	BOE	
L 1.18	Invest heavily in elementary education to ensure all students upon reaching 3rd grade are performing at grade level.	BOE	
L 1.19	Decrease costs through consolidation and other cost-saving measures to better meet students' needs.	BOE	
L 1.20	Develop quality ACT preparation course offerings and AP classes.	BOE	
L 1.21	Study benefits of a medical magnet school and IB program.	BOE	
L 1.22	Build a relationship with "Teach for America".	BOE	

Place			
<i>Goal: Attractive and well-maintained natural areas and man-made areas that are points of pride for residents and impressive to visitors and investors.</i>			
	T	Implementation	Support Resources
PL 1.1	<b>I</b> Update the zoning regulations.	CM	Planning, PC, Community
PL 1.2	<b>S</b> Prepare a plan to identify and protect historic properties.	CM	Planning, AHPC
PL 1.3	<b>I</b> Enhance process for handling vacant lots.	CM	Codes, Legislative Delegation
PL 1.4	<b>S</b> Create a downtown strategic plan.	CM	Planning, MA
PL 1.5	<b>S</b> Build new parks and trail amenities.	CM	PARD, Professional Support
PL 1.6	<b>I</b> Create a conceptual plan for West Anniston.	CM	Planning, AHA, ABOE, Community
PL 1.7	<b>S</b> Develop more mixed income housing.	CM	Planning, AHA, CDBG
PL 1.8	<b>I</b> Create a community garden program.	CM	ARC, EPA, Project Task Force
PL 1.9	<b>I</b> Utilize the current Beautification Task Force.	CM/BTF	AX
PL 1.10	<b>S</b> Expand Mainstreet Anniston (formerly Spirit of Anniston).	CM/MA	AMP, AHPC, NTHP

Prosperity			
<i>Goal: Broad opportunities for enhanced economic activities available to all citizens that are defined by a stream-lined coordination, a business-friendly approach, diverse jobs and investments, a capable workforce, and leveraged assets.</i>			
	T	Implementation	Support Resources
PR 1.1	<b>I</b> Complete the Veteran's Parkway.	CM	ALDOT, FHWA
PR 1.2	<b>I</b> Develop a retirement community at Fort McClellan.	MDA	COA, Developers
PR 1.3	<b>I</b> Hire an economic development staff member.	CM	HR
PR 1.4	<b>I</b> Create a "One Stop Shop" at City Hall.	CM	Planning, Mayor/Council
PR 1.5	<b>S</b> Install city broadband service.	CM	IT Support
PR 1.6	<b>S</b> Create a minority-owned business support program.	CCCOC	COA, MDA, EDC

PR 1.7	<b>S</b>	Encourage "pop up stores" and other business innovation.	CM	COA, MA, EDC
PR 1.8	<b>I</b>	Create a co-op for local businesses.	COA, CCCoC	MA, EDC, MDA

## Safety

*Goal: A safe community- in reality and perception- for all citizens.*

T		Implementation	Support Resources
S 1.1	<b>S</b>	Establish nuisance abatement boards.	Codes, APD
S 1.2	<b>S</b>	Create a program where police are visible in neighborhoods.	APD
S 1.3	<b>S</b>	Create a program that utilizes neighborhood community centers during non-school hours as youth programming hubs.	AHA, PARD, Churches
S 1.4	<b>S</b>	Increase entry-level pay for police officers.	HR
S 1.5	<b>S</b>	Increase the size of the police force.	HR
S 1.6	<b>S</b>	Leverage federal assets in crime prevention and law enforcement.	APD

## Transportation

*Goal: A well-maintained transportation network that serves the community in a clear, convenient and friendly way, including roads, busses, pedestrians, and bicycles.*

T		Implementation	Support Resources
T 1.1	<b>S</b>	Install more signs to direct people to Anniston and local attractions.	PW
T 1.2	<b>S</b>	Create/expand transportation system for the elderly.	Transit Board
T 1.3	<b>S</b>	Improve bus shelters/infrastructure.	COA
T 1.4	<b>S</b>	Expand transit into surrounding areas for jobs.	Transit Board
T 1.5	<b>I</b>	Create and enhance safe access routes and signage for bicyclists and pedestrians.	Planning, EARPDC, MPO
T 1.6	<b>S</b>	Prepare a comprehensive strategy to leverage the presence of Amtrak in Anniston.	Planning, MPO, ALDOT
T 1.7	<b>S</b>	Develop promotional program for Anniston Regional Airport.	FAA, ALDOT
T 1.8	<b>I</b>	Keep roads/streets in operational condition.	PW

**Acronym Legend**

Acronym	Organization Name
ABOE	Anniston Board of Education
AHA	Anniston Housing Authority
AHPC	Anniston Historic Preservation Commission
ALDOT	Alabama Department of Transportation
AMP	Alabama Main Street Program
APD	Anniston Police Department
ARC	Appalachian Region Commission
AX	Alabama Extension Service
BC	Business Community
BUC	Beautification Committee
CCCoc	Calhoun County Chamber of Commerce
CDBG	Community Development Block Grant
CFNEA	Community Foundation Northeast Alabama
CM	City Manager
COA	City of Anniston
EARPDC	East Alabama Regional Planning and Development Commission
EDC	Economic Development Council
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FCR	Further Collaboration Required
FHWA	Federal Highway Administration
GSCC	Gadsden State Community College
HR	Human Resources
JSU	Jacksonville State University
Library	Anniston Public Library
MA	Mainstreet Anniston (formerly Spirit of Anniston)
MDA	McClellan Development Authority
MPO	Metropolitan Planning Organization
NH	Neighborhood Association
NTHP	National Trust for Historic Preservation
PARD	Parks and Recreation Department
PTO	Parent Teacher Organization
PW	City of Anniston Public Works
RP	Regional Partners