March 6, 2008

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for the
Office of the Vice President for Public Service and Outreach
at the
University of Georgia
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Introduction

The Clayton County Health Center hosted Clayton County community leaders to discuss issues relevant to a potential partnership with the University of Georgia. The Archway Partnership is a joint venture between Public Service and Outreach and Cooperative Extension at UGA and the local governments of the counties where Archway is located. Current partnerships exist with Moultrie/Colquitt County, Brunswick/Glynn County, and Sandersville/Washington County.

The Archway Partnership Project delivers the full range of university resources to cities and counties facing significant issues, especially those related to growth. Archway provides access to subject matter, programs and resources not traditionally addressed by Cooperative Extension’s core program areas or Public Service and Outreach units. It implements priorities identified by communities, in meetings such as this one, by providing a single access point to UGA and other University System of Georgia institutions. Archway also provides an arena for faculty and successful business people to serve as both teachers and learners, and opportunities to engage students in active roles addressing community needs. The Archway partners collaborate with local community entities as well as state government entities on a sustained, long-term basis to create solutions to community problems.

In an attempt to understand issues confronting Clayton County, facilitators from across UGA led discussions of three questions by small groups of participants. The following report presents the results of the session. The first section presents a summary of the discussion results, and the appendices contains the results captured by facilitators as well as a transcription of individual written comments.
Discussion Summary

1. **What are the trends, forces, and factors that will impact the community, your organization, agency, etc.?** Think in terms of increasing, decreasing or cyclical trends.

   - **Short term (next 12 months)**
   - **Long term (1-3 years)**

Clayton County has seen a decline in economic vitality. Jobs, especially higher paying jobs, are moving out of the county. Retail businesses are relocating in neighboring counties as those counties grow. People with low incomes are migrating in to the county, but more affluent people are moving out.

The population is becoming more culturally diverse. Hispanic and Asian populations are increasing.

Crime is increasing in some places and decreasing in others. There is a perception that crime is worse than it is, because the incidence of crime has risen in some places while falling in others, but the types of crimes that are increasing are less severe than the types of crimes that are decreasing. For example, there is an increase in thefts but a decrease in violent crime.

People are becoming more aware of issues and are participating more in organizations focused on solving problems in the county, but the numbers of these groups cause some disorganization and can be counter-productive.

The county is becoming increasingly urban. Development is consuming green space.

The mortgage crisis is affecting the county, especially the relatively large number of low-income homeowners. Also affected are landlords; their foreclosures cause their tenants to lose their homes. The number of homeowners is declining and the number of Section 8 renters is increasing.

Public health care needs are increasing but access and services are decreasing. Some social services, like senior and family crisis hotlines, are increasing, but so is the demand for those services.

There is some communication among agencies, and the mayors meet regularly, but more needs to be done. Changes in leadership are happening more rapidly. While this is normal and cyclical in nature, it leads to more inexperienced leaders, and currently does not reflect the changes in demographics in the county.

While not a trend, the school system—the problems with the school board and potential for losing accreditation—was an important issue to participants.
2. Based on the trends, forces, and factors that you identified, what are the specific things that need to be done in order to adapt to the change? (Start with a verb.)

Communicate: government needs to find better ways to communicate with citizens, such as town hall meetings, and an enhanced web site. Governmental agencies need to communicate and cooperate with each other, especially in law enforcement. Resuscitate the "Round Table" of community leaders; create a multicultural citizen commission.

Encourage economic development by recruiting businesses, providing tax incentives and creating a small business incubator. Market the county; centralize county public relations; appoint a single person for media relations. Redevelop existing commercial property.

Improve the schools by making changes to programs and curricula. Offer a vocational track in high school, and test 8th-graders to determine which track they should take. Increase volunteerism in schools by legislating a requirement that parents spend a day a month in their child's classroom or by offering tax incentives to businesses that supply volunteers to schools. Create charter or magnet schools. Build a technical college.

Develop a comprehensive plan for the county that establishes a vision and strategies for economic development, land use, transportation, and housing.

Educate citizens (or they should educate themselves) about their government: how it works, what the agencies do, how growth will affect the county. Use the public television stations or other non-traditional means. Also needed is financial education on subjects like predatory lending and home ownership.

Expand youth programs in recreation, job training and mentoring; expand juvenile justice and rehabilitation programs; use Clayton State University students as mentors.

Hire professionals in county government: more police officers, a county administrator, an economic developer or an economic development division, a public relations officer or firm. Increase the pay of police officers and teachers.
3. **What are the opportunities, assets, etc. that we need to be aware of that would assist our work in Clayton County?**

Clayton County has a number of cultural and recreational facilities. Spivey Hall at Clayton State is a world-class concert hall, and the county has a Performing Arts Center. The National Archives, Southeast Region, and the Georgia Archives are both housed in Clayton County. The library system is good. There is a water park, a state-of-the-arts natatorium, and Reynolds Nature Preserve.

The school system, current problems notwithstanding, has excellent programs here, including the only bilingual public school in the state, math and science magnet programs, and Connect-Ed to stay in touch with parents. The teachers are highly qualified. Clayton State is also a major asset.

Clayton County is a transportation hub: Tara Airport, Hartsfield-Jackson International Airport, I-75, and I-285. It also has major locations ready for redevelopment, most importantly Fort Gillem.

The diversity of the population in Clayton County is an asset. The people are committed to making the community better. There are visionary leaders in Clayton County, and there are leadership programs in place to develop new talent, including Leadership Clayton, Clayton Youth Leadership, and Grassroots Leadership.
Appendix A

Table Responses
What are the trends, forces, and factors that will impact the community, your organization, agency, etc. (increasing, decreasing, or cyclical)?

**Economic development**
- Economic growth—groundbreaking for town center (increasing)
- Businesses coming to this community
- Economic vitality is down—nowhere to work; people pass through the county
- Fewer jobs, out-migration
- Change-over in school board leadership—from development authority perspective—this discourages potential development—quality of education determines survivability of community—issue with accreditation
- Economy—negative education image impacting economic development
- Growth and development of surrounding communities
- Transition to bedroom community
- Most business growth is service industries rather than manufacturing and other large businesses
- Property values have increased around Clayton County but not in Clayton (may have lost 30% in appreciation compared to other counties)
- An increase in devaluing properties
- Decrease in development opportunity—having to focus on redevelopment
- Increase of abandoned buildings, occupancy rates are going down
- Existing businesses are looking out of county to relocate or “treading water”
- Local businesses relocating, leaving Clayton County
- Shopping moved out of county, "following the dollars," as higher income families left county
- Regional shopping and population shifts have changed shopping options in Clayton County from regional to local
- Membership in Chamber of Commerce is declining
- Commuters coming in—primarily to work at airport—isn't equal to the number of people commuting out

**Income decline**
- Increase in homeless population—move from suburban to urban
- Increase in socioeconomic diversity
- School system increased Title One population and 70% minority
- # of people living in poverty is increasing
- Influx of low-income population
- Greater concentration and attractiveness to lower income families and associated housing
- Increased number of low-income students in schools—70% on free/reduced lunch
- Changing demographics: more low income housing, public assistance; housing market declined and that is related to quality of schools, not sure which one causes which
- Lower-income—primarily single females with children—moving in
- Olympics displaced working poor from Atlanta which moved to Clayton, putting pressure on county to provide services.
- Since the Olympics, the closing of public housing in Atlanta has moved those populations to Clayton County
- Moderate - to high income residents moving out
- Changing demographics with less middle class
- Section 8 migration
Population

- Increasing Asian and Hispanic population. We're dealing with the students, but not the parents. We need to embrace diversity as an asset to the community.
- 1990—70% Caucasian—due to affordable housing, big influx of minority women have changed this demographic
- Increase in Hispanic community
- An increase of signs in non-English language
- Increasing diversity of cultures and languages
- Greater increase in multi-lingual population / needs
- Ethnic change, but has gone on for some time
- Population growth—huge influx of new citizens—can county provide leisure services—senior adults, more single parent homes
- Demographics—more diversity
- Increasing diversity in community
- Migration from Northern US to Southern US
- Increase in transient population—people residing here but work in another county—not invested in the county.
- Increase in "transitional" community, schools overcrowded with students constantly moving in and out

Crime

- Increased gang activity due to lack of family involvement
- Increase in gang affiliation
- Crime increased due to density of population and lack of economic opportunities
- Theft crime rates increasing
- Unfair perception of increasing crime
- Perception of increasing crime, when actual crime is decreasing....trend downward of violent crime, upward of petty crime
- Crime is decreasing in Riverdale and surrounding communities are increasing
- Violent crime rates remaining fairly constant
- Increase in premature release of criminals because of overcrowded jails

Civic engagement increase

- Increase in education of voters regarding candidates for election—understanding backgrounds and positions on issues
- Increase of people voting based on race or other demographics vs. qualifications
- Need for more accountability—increasing power of citizens to elect officials
- Increasing # of uncoordinated grassroots efforts to address problems
- Increase in citizens groups opposing and in support of the SPLOST without all of the information
- Increase town hall meetings—many citizens don't know if they live in Riverdale or unincorporated Clayton County—decreasing awareness of community issues.
- Big signs now placed in high traffic areas to advertise town hall meetings—increase in number of attendees—now turning people away
- Increasing awareness—community liaisons from each neighborhood / subdivision
- Increase in town hall meetings regarding town center, housing (dealing with foreclosure issues), senior and youth activities
Land use
- Urban sprawl increasing—green space decreasing
- Continued increase in housing development—decrease in green space (decrease in quality of life)
- Move from rural to urban county—challenges of urban environment
- Change from single family housing to multi-family housing. More urban than suburban.
- From suburban to urban transition
- People work hard to act country; the county has changed but you would think some people don't know that we are not rural anymore
- Migration from city to suburb
- More thoughtful planning is now going into the transportation and land-use plans
- High cost of fuel effects business and families—we need to refocus how we do things on a day-to-day basis—we need to find alternatives to our standard way of operating - how can we "re-develop" to minimize amount of time spent in vehicles - we will need unified leadership to accomplish this type of restructuring

Housing
- Absentee landowners are defaulting on loans causing renters to be evicted, causing need for relocation and disruption in lives.
- Mortgage foreclosures increasing
- Large number of foreclosures
- High percentage of foreclosures
- Increasing number of renters, maybe because of housing market, Section 8 (low income housing) beneficiaries
- Increasing rental properties rather than putting down permanent roots
- Housing market—going from home owners to renters—greater need for different types of resources—also issue of homelessness—what money is available for us to implement services for these people
- Decrease in value of housing

Social services
- Increasing senior services—senior hotline for services
- Family crises hotline has increased communities' connection to services
- Increase in programs to keep youth off the street
- Increased demand for childcare
- # of home bound seniors not being served is increasing-wait list for Meals on Wheels
- Increased need for human services and allocation of funds for support.
- Juvenile justice program is increasingly recognized nationally

Health
- Infant mortality rate is increasing
- Increase in substance abuse and mental health issues
- Upward trend in STDs
- Businesses are not being attracted to county which makes it more difficult to fund medical services.
- Fewer staff people in public health to deal with increasing issues
- Access to healthcare—increase in number of uninsured clients—no federally qualified clinic for uninsured to go to
• Previous lack of vision regarding healthcare, but that's beginning to change for the better

Leadership change
• Changes in leadership
• Ongoing turn-over in leadership and lack of unity
• Many changes in School leadership over past five years
• Shift in political leadership with learning curve
• Leadership development isn't emerging as quickly as the demographics are shifting
• Decline/lack of leadership

Communication
• Increased communication between child welfare systems
• Community Awareness—reverse 911—city hall can contact the public in case of emergency, disaster, etc.
• Increase of Mayors meeting together once a month to discuss issues
• Communication decreasing between elected officials and voters
• Increase need for coordination among varying bodies

Schools
• More involvement of late by parents in the schools / education.
• More interaction between different levels of education (dual enrollment, etc.).
• Truancy is increasing
• Education—increasing negative image

Government
• Coming trend—consolidation of departments—more centralized operations—might be coming—will allow us to be more efficient and effective in our offering of programs
• Less collaboration between city and county governments. Everyone has different priorities.
• Impact on property values; SPLOST effort will send a message and increase confidence in government
• Increase in accountability of public officials to the public that they serve

Infrastructure
• Increased number of trailers at new schools
• Schools are having difficulty keeping up with growth. Available suitable sites are becoming harder to find.
• Increase in house construction, but not the road system to support the increased number of homes
• Transportation initiatives as the communities grow

Media Relations
• Increase in negative media associated with the county
• Riverdale no longer getting credit for all of the "bad news"—better education of the media
• Developing positive relationships with the media

Other Trends
• Increasing # of people who need basic money management skills
Career Paths Program opening to encourage continuing education for older workers

• Increased road blocks have improved visibility in the community—more respect
• Things have to bottom out before you can start back up; we are at or close to the bottom right now
• We are going to get better but it is going to take time

Other Issues

Schools

• Dysfunctional in our education and government
• Disarray in school system
• Volatility of school system—turnover, accreditation
• Quality of public education does not make the news
• Majority of students in Clayton County schools started out in Atlanta Public schools
• School system issues affect all aspects of the county including attracting business, crime, real estate—perception/image is not positive
• We spend more per student in school than any other county in metro area.
• Unequal distribution of students in different schools (approximately 5% are not in the proper school relative to where they live).
• Lack of planning by the school board to deal with growth
• The drama and trauma that goes on in school board in public: infighting, and concern
• Education system—will the system be accredited?
• New national report showing where Clayton County ranks in education: low

Other

• Perception that our stability is bad; perception is negative about education; people live here and work somewhere else and vice versa
• Realtors ran town hall forum about perceptions: the perceptions are not always the reality, for example the work of Chamber in economic development
• The bad things make the news; not the good things
• Perception of fragmented leadership, projected by media
• Unfairly negative perception of school system projected by media
• People don't connect airport to county—no impact on Clayton County economic development.
• Rental car facilities moved to another county—loss of revenue.
• Positive economic impact of Clayton County is credited to "Atlanta"
• Airport is the largest economic engine in the city; but it goes to Atlanta
• Lack of coordination between all county entities
• Not enough collaboration in community organizations—religious organizations
• Lack of direction for county vision
• Lack of vision across community institutions
• True lack of vision; can't see how the county could be different in the future
• Transient citizens, county does not encourage ownership/keep in the resources, infrastructure, planning for the future
• Dense population
• Lower wages in service industries
• Lower socio-economic wage balance in community
• Unemployment
• With low income families comes new concerns
- High foreclosure rates—among highest in region
- Empty retail businesses causing negative impact on economic development.
- Commuting patterns—62% leave Clayton County to work somewhere else
- Pocket of community has high infant mortality
- We do not have a strong economic development unit in Clayton County Don't have the support and information that people need for small business development; not a strong Chamber of Commerce
- Lack of diversity of housing options
- Clayton Co ranks low, if not lowest compared to counties in south Atlanta
- Lack of public transportation in certain areas, Morrow, Ellenwood, Hapeville, Rex
- Communication with sister cities—open lines of communication regarding education, transportation, etc.—not just about Riverdale
- Not able to support more than one Starbuck’s in the county; that's an indication
- Not enough information on the county to let us know where we are going
- Fire chief puts on town hall meeting
- Mall area is depressed
- Lack of continuity across the region in terms of human services
- Zoning has been driven by politics
- Lack of differing modes of transportation
- Youth do not have opportunities to make a little money to pay for recreation
- 400 people recently surveyed about issues most pressing: 52% thought it was crime and drugs; education was a distant second
- Lack of public relations—we don't tell the story—we don't have a Public Information Officer for the county—we leave people to draw their own conclusions because the good story isn't being told—all we hear is the news—Garbage In Garbage Out Mentality
- Large Hispanic population, unrepresented, underserved
- Lack of communication between governments, businesses, citizens
- Lack of understanding in the county of the enforcement measures for Section 8 housing
- Lack of accountability of leaders, not interested in working
- Diversity—inability to communicate between ethnicities
- Shopping and recreation are lacking
- Lack of structured youth programs
- Too much nepotism; quality of elected officials and paid county school system
- Restructuring of Delta Air Lines—loss of jobs
- Army bases & Ford—loss of employment
- Killing one person a week; crime
- Vacant buildings in some areas, both strip malls and manufacturing
- Presence of Clayton State University in county
- Lack of high involvement in community from religious community
- Section 8 housing—lack of discipline in the guidelines in place
- Lack of governmental integration
- Lack of high tech and high paying jobs in Clayton County
- Adequate training and skill development for local officials
- The quality of society is in the pedagogy (education); it starts in schools, the schools either attract or keep people from coming
Based on the trends, etc. that you identified, what are the specific things that need to be done in order to adapt to the change? (Start with a verb.)

Communicate/collaborate

**Between citizens and government**

- Have law enforcement and citizen dialogue regarding profiling issues and perceptions
- Expand ability of citizens and law enforcement to dialogue
- Establish a citizen dialogue group to respond to county leadership with concerns and ideas, based in every community of county
- Increase visibility of elected officials—increase communication
- Discuss unified vision with newly elected officials—guide them to the way you want them to go
- Create accountability avenues for elected and appointed officials as well as government
- Elected officials should be willing to try bold ideas after listening to the community needs and their willingness to embrace them
- Public officials need to be more visible in the community
- Hold town hall meetings with city manager (or other leaders) to identify needs specific to that community
- Insure town hall meetings have impact, not just a part of the process which no one pays attention to
- Need for community link to inform citizens
- Implement a single web-based communication center for county for use by anybody or agency
- Enhance web site designs for cities, county, etc.
- Wholesale system change in communication to the whole community.
- Discover and employ various means of communication to get the word out to all citizens
- Communicate with community about progress made on community development plan

**Within government**

- Need cooperation between sheriff and police
- Resolution of issues, conflict between sheriff and police, attitude toward accountability of elected officials
- Law enforcement officials need to come together to coordinate services and increase communication regarding crime
- All governmental bodies need to speak the same language in terms of county economic development
- Communicate—leaders needs to talk to each other
- City and county officials meet regularly to discuss and coordinate issues and services
- Develop coordination and cooperation among all the government agencies
- Work toward developing unity among all community leaders (city & county)
- Local government bodies need to come together as one to get the job done

**Among organizations**

- Develop an infrastructure within the county made up of business and community leaders to address issues in the entire county—not elected officials
- Reinstitute the old "Round Table" that brought important organizations together in a forum for community issues
- Break down the silos/barriers between different institutions
- Chamber broadcast positive actions non-profits are doing
Other

- Increase partnerships between healthcare providers
- Develop a multicultural community board to gain input and perspectives from our diverse population.
- Congregate—meet with each other
- Coordinate—work together
- Increase getting the word out—communication is the key for keeping the community informed and involved

Encourage economic development

Recruit/retain business

- Develop tax incentive programs to assist in economic development retention and recruitment
- Establish a small business incubation center
- Retain local businesses
- Recruit more businesses into county, with higher wages
- Create more local jobs for community people
- Conduct a campaign to actively recruit high paying jobs
- Use our great infrastructure and low property taxes to recruit more business and development
- Establish incentives for development and redevelopment, and for new businesses
- Increasing need to attract businesses other than retail. We have retail.
- Industry needs resources to retain them in the county and to grow.

Market the county

- Establish a county point person for media relations—i.e., chamber of commerce
- Centralized P.R. within county
- Promote county assets publicly, like water authority
- Market the good things in the county: Clayton State, airport, arts
- Capitalize on the presence of I-75
- Improve community image
- Develop community marketing
- Appoint committee to focus on the "perception" issue so we can market a better image
- Develop better communication methods to communicate the successes of Clayton County students.
- Improve media perception of community
- Need to do better marketing of the county across the board. We have a perception problem.
- Establish a marketing campaign including cities and counties to get the positive word out
- Change the perception of Clayton County which is currently high crime rate and poor school system
- Marketing of Clayton County will help change the perception: don't know assets; higher ed and public education
- Need to change perception of schools—look at the data

Redevelop

- Redevelop existing property in places like Mountainview, Old Dixie Hwy, Mount Zion, North Tara Blvd.
- Continue to work with local redevelopment authorities, redevelop the military installations, add value to the area surrounding the military installations
Improve the schools

Programs/curricula
- Need to develop alternative track in school such as life skills, vocation, etc.
- Develop vocational high school curriculum / develop separate vocational schools
- Partner with technical colleges to develop more options for high school students
- 8th grade testing to determine tracks for children—college prep vs. vocational
- Remove discriminatory tracking of students
- Develop test taking skills for children
- Need more counseling in schools
- Expand educational opportunities and exposure for youth—field trips, etc.
- Improve the truancy call program and the awareness of the program among parents and other stakeholders.
- Implement a job shadowing program
- Develop more in-school programs for students
- Develop higher standards in education, look beyond what is mandated

Volunteering
- Encourage the General Assembly to pass a law to require parents to spend 1 day a month in their child's classroom at school
- Grant businesses tax incentives based on their volunteer hours at school
- Increase parental and community involvement in schools
- Encourage community and parental involvement in the public schools through new and on-going initiatives (fighting truancy and other problems including image).

School board
- Recall the current school board members
- Elect school board members that are dedicated to improving the entire school system and will work as a team

Technical college
- Create more higher education opportunities, possibly building a technical college for the area
- Enhance worker training opportunities including addition of Technical College in the county.

Options
- Develop more charter schools in the community
- Need magnet schools

Other
- Develop plans to reduce overcrowding in schools through new construction and addition of new classroom space.
- Improve the quality of education
- Have to change education drastically
Plan

Economic development

- Develop comprehensive county-wide economic development plan
- Implement the plans of the new economic development consortium
- Work with the Chamber and the economic development authority to identify the types of businesses that would be beneficial to the county (mid-to larger size businesses) and develop incentives to attract these businesses to relocate
- Anticipate future trends (example: nanotechnology) and prepare county to attract it

Land use/infrastructure

- Implement ARC—Tara Blvd. study recommendations
- Create a land-use plan tied to transportation
- Undertake and later implement an aerotropolis study (e.g., for the Hartsfield airport area—TAD)
- Create a plan to address transportation needs throughout the region
- Develop and implement a comprehensive transportation plan.
- Implement a countywide development plan addressing housing and density
- Initiate rezoning (e.g., to get a balance between high—and moderate—and low—income housing) driven by the vision for balance
- Bring an objective partner to the table (consultant) to develop this unified plan
- Develop a comprehensive land use plan and implement the plan.
- Develop a comprehensive county-wide growth plan—all governmental bodies working together.
- Plan development (according to a comprehensive development plan) and have different organizations / stakeholders work together in preparing and implementing the plan.
- Develop a comprehensive plan for building within the county

Vision

- In-depth analysis of most common issues we've identified so we can prioritize; establish data trends to determine reality vs. perception
- Cities seem to work for self rather than working together—lack of a unified vision for county—disconnect—needs to be one unified vision for the county
- Formulate a county-wide plan—unified plan/vision—then get it out to the people
- Create a "requirement analysis"—come together to identify the common problems, identify partnerships (public and private) to address those problems
- County officials need to get community involved in developing a county vision
- The entire community needs to work together to develop a county-wide strategic plan.
- Prioritize
- Involve the community with long-term planning: establish a vision and prioritize and pair community resources with issues and problems
Educate citizens

Government
- Learn more about what the various government agencies have to offer
- Need more civic education: local government procedures; state government
- Educate general public about county government through non-traditional means
- Develop more neighborhood watch programs, community education programs regarding crime, law
- Educate the citizens about growth and what is involved in the process of positive change.
- Use the public television stations more to educate public about public sector and community opportunities
- Educate county residents about local government—educate community on priorities

Life skills
- Educate families on home ownership
- Educate families on basic, sound personal financial management (e.g., predatory lending)
- Increase partnerships with Clayton State University for training for GED, credit recovery, and other needs, including alternative learning models.

Other
- Need to educate youth that they make the environment
- Educate the children on reality and not fantasy as learned from TV and music
- Need to educate youth about the consequences for their actions
- Must educate the public
- Educate the community to care for others and community (they obviously care only about themselves)

Expand youth programs
- Develop more mentoring programs for youth
- Provide incentives for youth to participate in job shadowing
- Better utilize juvenile rehabilitation programs
- Develop more after school programs that are age appropriate
- Need to develop more female and male mentors to work with youth
- Expand CORY—Citizens of Riverdale Youth; program structured activities for youth during the summer
- Support the county's juvenile justice system
- Seniors in high school said—about recreation facilities—don't give us another place to hang out, jump and dance: give us what we need such as tutorials
- Transportation—getting children from schools to after-school and recreation programs
- Better identification of high need children
- Establish a payment plan so that after school activities are paid in advance and aren't day to day expenses
- Use Clayton State students for mentors to public school youth and community organizations
Hire professionals

- Resolve the leadership issues in government: hiring a county administrator; establish goals and objectives; develop consensus building or collaboration skills (specifically of county government)
- Recruit some talent in public position; not rely on hiring a family member; stop nepotism
- Hire more police officers so that there will be an increased visibility and connections with law enforcement
- Increase the pay and benefits for teachers and police officers
- Create a strong economic development department or division and give leadership to it
- Provide resources (staffing and money) for a comprehensive economic develop department for county.
- Hire Public Information Officer to generate positive communications
- County should hire a marketing person to highlight positive actions
- Hire a PR firm to change the perception of the county. We air our own dirty laundry!
- Hiring a CEO style superintendent for school system; someone with business sense; experience
- Use the assets we have, but we need the professional staff and equipment for public television

Involve citizens

- Transportation—northern end is doing a study—only 5 people showed up—need for increased understanding of the importance of this issue
- Place county residents in county unelected positions of leadership
- Find ways to include Hispanic population, citizens of other nationalities in government, community development
- Increase community oriented policing
- Expand citizen police academy
- Increase communication, education, and other means to develop community policing—getting people to run to the police as opposed to away from police
- Connecting undocumented residents to the community in spite of fear of deportation
- Take responsibility in local communities to take action and get involved
- Involve those who are for the county to play a more vocal role in moving the county forward

Enforce current ordinances

- Enforce municipal codes
- Code enforcement & development of guidelines
- Develop and enforce neighborhood and commercial development guidelines
- Enforce code compliance in development in business and residential growth
- Enforce codes and laws that are on the books
- Enforce laws, ordinances that were developed through coordination, etc.
- Implement Code Enforcement more evenly

Train

- Provide training to newly elected officials
- Expand leadership training opportunities, especially for leaders already in office
- Conduct formalized training of elected leaders regarding the unified county plan
- Increase professionalism for law enforcement—more training, management
- More consistent and constant leadership training; more broadly recruit members to these leadership programs
- Start earlier in leadership development like the way 4-H and FFA used to do; focus on youth

**Change current ordinances**
- Update building codes
- Strengthen zoning ordinances
- Restrict low-income residential construction; stricter building codes
- Force planning and zoning to use existing buildings before issuing permits for new buildings
- Enact a moratorium on multi-family housing units

**Improve infrastructure**
- Find a grant to go city-wide wireless
- Improve technical infrastructure to attract high tech businesses—wireless, etc.
- Install more sidewalks within county
- SPLOST will go toward transportation and upgrade public safety buildings and equipment
- Expand the # of strategically placed welcome centers

**Increase county revenue**
- Use the assets (airport and hospital) to work for the county to bring in revenue
- Create additional revenue streams for the county
- Continue the good work to reduce crime, increase funding
- Develop dedicated funding source for developing green space initiatives

**Develop rail system**
- Develop rail system from Macon to Atlanta
- Build rail system from Atlanta to Macon
- Approve commuter rail

**Other**
- Work with state government to realign the region's health and human services structure to include health, mental health, DFACS, etc.
- SPLOST—we need to build recreation centers that were promised
- Establish library
- Implement programs to transition families into single family homes rather than multi-unit housing
- Use UGA Resources to improve the wellness of families
- Create trust through initiatives like 100 days of healing—being visible in the community, accessible and accountable to citizens, setting up community programs for advocacy, employee appreciation quarterly, etc.
- Stop calling TV camera to air your concerns
- Healthcare is challenged by issues in other sectors of the economy (good economic base is needed)
- Elected officials—conduct gives perception of the county—needs to improve
- Public officials work toward regaining trust
- Elect all new people
- Host more family centered events and concerts
- Need more people purchasing houses rather than renting houses—how???
- Increase number of property owners, decrease number of renters
- Comprehensive development needed, reactive rather than proactive
• Citizen, government, school system buy-in
• Start with the individual families—use community resources; benchmark other communities for best practices
• Bring back people who have "made it" to regain the notion of hope
• Increase structure for children and youth
• More action and less talk
• Change citizens' confidence in their leadership thru less finger-pointing and implement "HOW CAN WE" culture
• Strengthen accountability to improve confidence in leadership; ethics
• Implement—items discussed
• Support programs that have been effective through research and data
• Use Clayton State and UGA resources more
• Couldn't find verbs to address issues of rising number of single parent families
• Stay and fight, don't move; need efforts to keep people in Clayton County
What are the opportunities, assets, etc. that we need to be aware of that would assist our work in Clayton County?

**Cultural and recreational facilities**

- Spivey Hall—world-renowned concert hall. World-class organ. Performances from people all over the world
- Spivey Hall (symphony concert hall) at Clayton State University, superior acoustics, a top ten venue in the world
- Spivey Hall at Clayton State University
- Spivey Hall
- Arts, visual and performing arts, Spivey Hall
- National and State Archives Museum
- National and state archives, state of the art facilities
- State & National Archives
- State and National Archives Building in Lake City
- State and national archives are co-located here—at Clayton State
- National Archives
- Performing Arts Center
- National State Archives
- Arts Clayton—great job involving the community and collaborating with neighboring counties for youth programs
- Clayton County Performing Arts Center
- Arts Clayton—community arts alliance
- Clayton Performing Arts/Arts Clayton
- Good public libraries throughout county
- Library/System
- Great library system with unlimited resources
- Civil War sites
- Several Historical Sites, i.e. Gone with the Wind (Jonesboro)
- Aircraft museum near Southlake
- Convention Center
- Recreation Departments
- Partnership between Parks & Recreation and Extension/4-H
- Parks and Recreation
- Recreation centers
- Reynolds Nature Preserve
- Reynolds Nature Preserve
- Natural beauties-Reynolds, Wetland Center, etc.
- Aquatic Center
- State of art natatorium (place where you swim)
- The Beach Recreational facility
- Clayton County International Parks
- Clayton County Water Park
- Raceway brings heads & beds to county
- New Community Centers, in particular Virginia Gray Community Center and Carl Rhodenizer Community Center
• New "Disney-type" park that is coming to town in the next 3 years

**Schools**

*K-12*

• School system has highest per student spending in metro-Atlanta counties (we have to stop whining about money)
• Educational programs offered by school system are good
• School district web site won a prize for being the best in the country
• Only public bilingual school in GA
• High number of students in the school system
• Only dual language Charter School in state
• Math and Science Magnet Programs
• We have great successes with our students, but people don't know about it.
• Highly qualified teaching staff in public schools
• School stays in constant contact (in different languages) with parents/stakeholders through Connect-Ed.
• Wonderful teachers in CCPS
• School System
• Active Graduation Coach program
• A number of schools that have won state and national awards in a number of areas.
• Good schools exist within the overall system
• Awards to elementary school for national math competition
• Two High Schools have International Baccalaureate Programs.

**Post-secondary**

• Clayton State
• Clayton State University
• Clayton State University
• Clayton State University
• Clayton State University
• Clayton State is building and developing student education of the future
• Clayton State University
• Clayton County Public Schools
• Presence of Clayton State University
• SRMC Education facility
• Great university in this county—Clayton State
• Economic engine of Clayton State
• Clayton State is building student housing
• Cooperative Extension provides great programs for FACS, Ag and 4-H
• Extension Service with UGA Resources
• County extension—partnering with many schools and programs
Transportation

- New international terminal at airport will open up east side of airport, which is in Clayton County. Will open up commerce opportunities
- Proximity to the airport
- Local airport
- Airport
- Atlanta Hartsfield Jackson International Airport, Tara Airport
- Airport
- Airport
- Airport
- Hartsfield-Jackson International Airport
- Location to I-75 & I-285
- Access to interstate system
- Access to interstate system
- Location to interstates
- I-75 corridor
- Location—accessible by three major interstates—I-75, 675 & 285
- Transportation hub—airport, rail, trucking centers
- Transportation infrastructure for economic development.
- Good and well maintained roads
- Central location for transportation. Easy access to multiple modes of transportation.
- Transportation c-tran—public bus system
- Commuter Rail system

Development/Redevelopment opportunities

- Redevelopment of Ft. Gillem
- Fort Gillem
- Fort Gillem
- Ft. Gillem—redevelopment opportunity
- Major federal property that will be available for alternative use
- Development opportunity @ Fort Gillem
- Redevelopment of military installations
- Potential redevelopment of Fort Gillem
- Redevelopment of town center
- Availability of redevelopment opportunities
- Riverdale Town Center and Morrow Town Center—redevelopment is underway
- Brownfields program
- Have state of the art buildings
- Tremendous values in executive housing
- Affordable housing available
- Land & structure prices down—we still have really reasonable land prices considering our proximity to Atlanta
- Ford Motor facility availability.
- Spivey Station development (92-acre mixed use development).
People
- Dedicated professionals with ability to make positive change
- Diverse population
- Many residents have grown up here and are still here—committed to the community
- Commitment of citizens and people here today to be the best county in nation
- SPLOST—citizens are willing to tax themselves for facilities and services needed.
- Involved and enthusiastic people!
- Active people who care about the community and are willing to speak up and get involved
- A good cross-section of the community is interested in Archway
- Community involvement is high
- People are committed to staying and making things better.
- Large number of people willing to work to make Clayton County better
- Diversity of the community
- Our diversity, in almost all measures

Leadership
- Community leadership that cares and wants to make a difference together
- Leadership Clayton
- County leadership program, Leadership Clayton, Clayton Youth Leadership and Grassroots Leadership (emerging leaders)
- Grassroots leadership program (Extension/Fanning) that develops young leaders
- A visionary county commission chairman
- Good city government leaders
- Clayton Youth Leadership & Leadership Clayton
- New mayor in town!
- Mayor willing to work with citizens and council—proactive
- Leadership—some visionaries

Water
- Water Authority
- Great Water Facility
- Good quality county-wide water system, recognized nationally
- State of the art water authority
- Excellent state-of-the-art water treatment system.
- Water authority; water resources
- Water resources are great
- Water system is best in the nation; well thought out
- Have ample supply of water, both quality and quantity—development planning was done several years ago using cutting edge technology
Healthcare facilities

- A great Community Hospital!
- SRMC—best women's health center in the area
- Southern Regional Hospital—great women's health program
- Strong hospital presence
- New health director and the new direction of Clayton County Health Dept.
- Southern Regional Medical Center
- SRMC—great cancer unit in particular
- Southern Regional Hospital

Farmer's market

- State farmers' market but needs to be revitalized/renovated
- Atlanta Farmers Market.
- State Farmers Market
- State Farmers Market
- State Farmers Market
- Farmer's Market
- State Farmers Market
- State Farmers Market

Organizations

- Dynamic Chamber of Commerce
- Keep Clayton County Beautiful
- Chamber of Commerce
- Active Chamber of Commerce
- County-wide home-owners association
- Clayton Collaboration
- Lake Spivey Community, Inc
- Multiple LCI communities

Location

- Location, location, location!
- Location, location, location
- Location of county is wonderful—we can attract people but we have a hard time keeping people in community—seems to be due to "infighting"
- Proximity to Atlanta, Macon, get downtown faster, somewhat central to state as whole
- Close proximity to Atlanta
- Gateway to the southern region of the state
- Proximity to metro Atlanta

Attitude

- Readiness to pursue grant opportunities
- Police force, School System, and elected officials are open and accessible to the community.
- Agencies willing to partner—collaborations
- Good relationships with the media
• Cooperation with the airport and regional neighbors

**Agyences**

• Tourism department—world renowned director
• CCMA—Clayton County Municipal Association can serve as a vehicle for communication
• Community policing initiatives
• Great fire department—great EMT service
• Collaboration between emergency response units

**Youth programs**

• A number of good youth development organizations.
• Large quantity of non-profit organizations in the county that work with youth
• Boys and Girls Club Initiative.
• National Mock Trial Champions community partnership with the County Bar!

**Seniors**

• Senior Centers
• Charlie Griswold Senior Center—first class establishment
• Great Senior Citizen Centers

**Workforce**

• Second highest educated workforce among women
• Strong workforce
• Diversification of workforce

**International**

• Diversity—an international community
• Over 160 dialects spoken in Clayton County—rich culture!

**History**

• Heritage / historic preservation
• Historical buildings

**Taxes**

• Tax Allocation Districts being considered—looking at development
• Low taxes for businesses
Other

- Physical assets such as Clayton State, performing arts, museum
- Clayton County Collaborative Authority, Clayton State College, Chamber of Commerce, DFACS, Health Dept., Atlanta Beach, Airport
- Infrastructure—transportation, water, sewer
- Spivey Hall, PAC, Arts Clayton, Municipalities all seem to have new facilities
- Good Budget and debt-free school system; facilities are state of the art
- Size of the community—small enough to build true collaboration and action toward improving
- Web site in the city is also very good
- Momentum generated from forums like this and the Chamber's Economic Development Summits held in 2006.
- Morrow and Lake City have found ways to address tough issues
- Volunteer Services
- Community involved businesses
- Traffic on the way to the racetrack could be an asset—Tara Blvd. Study
- County infrastructure, Atlanta Beach
- Timing—state is trying regionalize the impacts that we have on the county—great time to look at county to make major changes
- Largest Ford dealership in the state
- Crime is decreasing in certain cities
- Good weather
- Increasing governmental grants
- Soon to be: OLE Morrow District
- Presence of Gateway Corridor
- Rename state farmers market-local food center
- This is the right time to participate in a greater vision for the community
- Attraction for big businesses
- Large pass-thru volume of workers could be recruited to spend in the county
- Small county with high density and low tax rates
- City of Morrow as model for planning and vision
- Citizens want to improve "curb appeal"/beautification
- Many large churches in area focused on community outreach and have large facilities
- Atlanta Motor Speedway and Tara Airport
- Delta Airlines—one of the largest employers in Clayton County
- Great faith community
- The group of participants contributing to today's discussion
- D.J. Shockley
- Accessible recycling center
Appendix B

Individual Written Responses
What are the trends, forces, and factors that will impact the community, your organization, agency, etc. (increasing, decreasing, or cyclical)?

School system
- Drop outs
- Graduation
  - Visionary leadership at all levels
  - County demographic changes/shifts more quickly than expected
  - Education
  - Economic PCI down – redevelopment of Atlanta Henry/Fayette Counties
- Housing
  - Section B
    - Overbuilt low income housing
  - 62% community patterns – out-migration
  - Foreclosure rates are highest in region
  - 70% are on free lunches
- Language
- Leadership (new) is emerging
- Distrust/lack of vision
- Land me/transportation
- FHH with children
- Fort Gillem base closing
- Large members of people moving into county
- School board
- Clayton county’s growing population
- Clayton county’s efforts to clean up crime
- The deterioration of Clayton County appearance of Tara Boulevard
- Economics – mortgage crisis
- School system reputation
- Increase in rental vs. home ownership, transitional community
- Limited growth opportunities, little open land left for development
- Transitional leadership, no stability in political leadership
- Location – great proximity to Atlanta, Airport, highways
- Education
- Sidewalks
- Free recreation centers
- More business (retail)
- Better zoning laws
- Economic growth
- Education
- Declining tax basis of local government.
- Impact of foreclosures
- Communication – city government to the community, reverse 911?
- Education – sharing of information for a more informed community
- Housing – options for new growth and opportunity to relocate
- Closing of public housing in Atlanta
- Less federal and state government. resources
- Raising efficiency of school system
- Lack of job opportunities
- A decision from SACS on probation or recess
- Planning/zoning/community development
- Transportation
- Housing/foreclosure
- Increase number of housing that is being built and not increasing the roads from 2 to 4 lanes – population growth
- Increase crime
- Negative image of school board
- Lack of appropriate funding
- Need to be visible in community
- Everybody to work together
- Economy – local incomes per household, unemployment
- Education system
- Crime
- Leadership’s ability to work together (or not)
- Transportation
- Negative (or positive) publicity
- Population growth
- Housing market
- School system
- Business market
- Diverse population/increasing population/low income
- Access to healthcare
- Public school system
- Increase in single parent homes
- Unemployment, crime
- Negative publicity
- Latch key youth
- School board leadership
- Population increase
- Economy decrease
- Housing market (decrease in homeowners, increase in renters, homeless)
- Education (inadequate resources for teachers, administrators, students)
- Low income-increase in crime, single parent homes, latch-key kids
- Cities don’t work together
- Lack of unified vision for county
- Lack of quality housing and development (stagnant)
- Leading to decreasing tax base
- Leading to decreasing services
- Further destabilizing ability to promote quality development
- And yes our schools are caught in the same cycle
- Lack of prioritization of resources by leadership
- Changing demographics which cause difficulty in communication. Affects education, safety, employment, and economy
- Limited or strained relationships between city and county government entities
- Problem with school board and violence with school system
• Problems with board of education
• Increased absences in school
• Youth violence-need to educate them in school
• Increase services from the public
• Stronger rules for public housing Section 8
• Decrease crime
• Increase student and teacher retention. Improve school discipline
• The community, your organization, agency etc. (increasing, decreasing or cyclical)
• Housing-affordable
• Mentoring programs
• Resources emergency
• Internships learn skills assist
• Public opinion of school system
• Public opinion, general knowledge is increasingly negative about quality of life in Clayton. Example: school board accreditation issues, real estate agents steering people away from Clayton
• Infighting among political factions gives Clayton a bad name
• Image, schools, jobs
• Lack of opportunity for youth to generate spending could result in negative
• Water supply
• Traffic controls/ accessibility
• Taxes (home)
• School system
• Airport noise
• School system education
• Health care system
• Set of elected officials example: parochial or regional thinking
• Public transportation
• Economic development
• Government services
• Demographic change in adversity
• Economic opportunity, employment opportunity
• Education, youth involvement, intervention, diversion programs
• Real estate market (cyclical)
• Traffic (increasing)
• Education
• Recreation
• Shopping
• Appearance, reputation
• School system problems
• Foreclosures, transportation, public image
• Youth need opportunities to make spending money
• CCMA- Clayton County Municipal Association, lack of coordination
• Rapid population growth
• 911/emergency response services
• Public transportation (HOV lanes further south)
• School education services
• Job growth
• Current infrastructure (highways, roads) school system
• Growth, residential demographics, commercial diversity
• Collaboration/cooperation-governmental agency (inter and intra)
• Consistent/common way agencies work
• The airport needs to become a stronger focal part of the county that it is located in
• The recreation centers are a positive tool, not being used effectively
• Economic development (retail) is decreasing and we have many empty buildings that impact the county in a negative way
• Assets: security in schools for children who travel from the trailers to the main building
• The instability of the school board-specifically parents that are in a panic around the accreditation of the entire school system
• The decrease in the number of students graduating from Clayton County schools.
• Parents concerns re: the lack of challenging curriculum for high school students.
• Increase in the numbers of students becoming proficient in math at the elementary/middle school level.
• ESOL- how do we address the needs of these citizens where English is a second language. We do a good job of addressing the needs of the children but not the adults.
• Strong Pre-K, elementary, middle, and high school education programs
• Excellent job growth and low unemployment
• Strong, accessible transportation system
• Access to safe, quality healthcare
• Demographic shift of population
• High transportation trend, community climate forces
• Negative publicity (due to inner turmoil)
• Changes in demographics, decrease in home sales (real estate)
• Public perception, population growth
• Needs diversity, language support services
• Opportunities: partnership with chamber on truancy
• Forces: community climate, mobility rate, changes in demographics, real estate, negative publicity
• Factors: elected board of education, money
• Unity
• Public safety
• Increase property owners
• Economic development
• Foreclosures (housing issues)
• School system
• Crime – bus relocation
• Lower socioeconomic – higher wages
• Investment in community – bus retention
• Local jobs
• Library
• Migration trends
• Focus on jobs in our area
• School image
• Increase property owners
• Crime
• Migration – north to south, city to suburbs
• Economic development – airport – location
• Schools
• Image
• High rental population
• Location – population movement into county
• Out migration (to work)
• Increasing number of renters – need more home/property ownership
• Increased Hispanic population
• Retain existing business
• Growing Hispanic community – understanding their needs, education, medical
• What does the community expect of their leaders
• Need to make Forest Park more marketable, business coming in and homeowners
• Housing market
• Condition of schools
• Interest rates
• Crime
• Perception
• Forums and community input
• Social economics
• Trends – housing authority Section 8
• Crime- drugs
• Poor education system K-12
• Downturn economy
• Housing market
• Dysfunctional local government
• Changing demographics
• Many areas for redevelopment
• Airport and all commerce it brings
• The proximity to City of Atlanta
• Education system
• Decrease crime
• Education
• Improve transportation
Based on the trends, etc. that you identified, what are the specific things that need to be done in order to adapt to the change? (Start with a verb.)

- Study human services systems including health, mental illness, DFACS, etc.
- Train Leadership
- Initiate rezoning and building codes to create balance
- Approve (commuter) transportation alternatives
- Embrace change
- Establish— incentives for development, incentives for new businesses and existing
- Housing, healthcare, transportation, commuting, vision, out-shopping, recreation, faith-based, human services, DFACS, land use/redevelopment
- Leadership development
- Work with cities and counties to grow true local leadership and develop a collective long-range plan
- Housing
- Transportation
- Vision
- Land use redevelopment
  - Continue to work with Local Redevelopment Authority for the redevelopment of the forts to insure a broader spectrum of growth expands beyond its/their borders
- Enact “shop in Clayton” program
- Encourage greater participation by parents in school
- Set-up programs for engaging young people in jobs and business
- Promote accountability of parents toward children’s behavior
- Encourage public to shop in different businesses in county
- Promote Clayton County businesses better
- Develop after school programs for children. Pay extra $2.00 for another hour or so.
- Restructure business locations.
- Broadcast better news in Clayton County—like highlight a main event for the month or something positive (a major impact) that Clayton County is handling.
- Give incentives for businesses to move to the county; implement a work study program for students

Local libraries
Clayton State
Schools
- Offer rehabilitation services to juvenile delinquents
Community service
Entering a step program
Tutorials for missed work
- Offer incentives for using public transportation
- Moratorium on Multi-family housing
- Improve/increase activities to bring new development/quality jobs to the county
- Develop and implement a positive public relations campaign for the county and school system
- Ethics/leadership training for school board members
- Programs to involve transitional residents in the community to develop pride and unity in community
- Develop program to improve communication and cooperation between cities and county
• Increase community involvement/awareness; bridge the gap between education board, education system officials, and community
Stronger leadership that cares
Increase mentorship from community
Parental involvement
• Develop a program through the Chamber that intentionally attracts business development in high tech or profitable level.
• Develop a positive rapport image with the media as it relates to Clayton County and crime
• Implement public relations officer for county and school systems. This person would develop strong relationship with media.
City liaisons to coordinate and disseminate opportunities available for leisure and community activities
• Work together for new things that will help people here already and new ones coming in. Try to think positive.
• Work towards developing unity among ALL county and city leaders.
• Formulate a countywide plan for development, community programs, recreation, youth/senior activities.
• Communicate.
• Establish a county “point person” for publicity and/or media relations (i.e., chamber of commerce)
• Build recreation centers that were promised four years ago. Green space developed
• Collaborate and communicate
• Capitalize on the positive resources in our community
• Unification of leadership
• Address housing issues
• Improve infrastructure
• Overhaul education system/leadership
• Develop priorities for county vision for expenditures, service(s), and direction.
• Hire an objective party (consultant) or partner to identify new trends and funding source.
• Increase the number of programs for youth
• Implement training for new elected officials
• Develop marketing and public relations for county
• Recruit businesses to relocate to area
• Increase the number of business complexes
• Establish working group of citizens to plan for the future
• Develop more funding opportunities for the county
• Make school board an appointment instead of election
• Obtain federal qualified clinics in county
• Create a unified vision for the county by utilizing the resources available in each city; adopt a sound economic development plan and execute it by involving representation from each locale.
• Develop a regional plan that will include surrounding counties by coordinating resources and opportunities as opposed to the “what’s mine is mine theory.”
• Communicate and collaborate.
• Increase alternative youth programs other than athletics
• Increase neighborhood homeowners activities
• More jobs - higher paying and lower level
• Strong code enforcement cuts down on highlighted property; less crime also
• Chamber says that low education level is a problem—it attracts business. Need to determine where we are exactly, where we need to be, and chart a plan to get there.
• Increase recreational options—include arts and cultural affairs;
• Educate local officials and staff on available resources (access to capital)
• Partner with civic organizations to offer alternatives to school students
• Continue to educate and inform local citizens
• Contact Department of Community Affairs (DCA) for information on home counseling and foreclosure prevention program
• Encourage redevelopment of vacant buildings
• Improve city’s image.
• We need to roll up our sleeves and get back into the community
• Mentors
• Vocational and technical choices for kids
• Community policing
• More police
• Collaborative county-wide urban planning where key official (especially elected) work on a strategic plan for the county
• Hire and retain a PR firm to change the perception of the county. There is a REAL problem with members of the community providing false information for their own advancement. Much of the misperception about Clayton comes from within, not without.
• Educate, educate, educate - The citizens on what real growth is—how long it takes, what is involved in the process—whether it is education or student achievement of economic development.
• Develop and implement targeted marketing and branding plan to assist with positive perception of county, using cohesion of county, cities, schools, and chamber to increase out-of-area awareness for economic development assets.
• Resources for Education (money, staff)
• Leadership development—create an initiative to face leadership development; partnership for improvement, strategy, vision
• Demographics—organize
• Develop an economic development board
• Create a board/group to compile information on the Asian/Hispanic population to identify and address their needs
• Create a process to get out the good news about Clayton County students—mock trial champs, math champs, stock market winners, art winners.
• The local city and government bodies need to come together as one and agree to disagree but move forward in getting the job done. Involve those who are really for the county (put up or shut up). The people of the county need to be more active and vocal in what the needs are. Without such we will continue to go around in circles and get nothing done. Use the assets (airport and hospital) that the county has to work for it (bring in revenue).
• Wholesale systems change in communications to the whole community. Once the community is made aware of the situations - good or bad, the leaders in business, education, community, churches, and government come together to address. A Strategic Plan needs to be developed for the next 3, 5, 10 years. Implement the use of organizations that are already in place to help with facilitating the process to come up with solutions (i.e., what it is, what does it look like, does it work)?
• Adapt—action—step to adapt to the change. Address needs. We have to focus on inclusion. Provide resources for the aged and for youth—senior centers, youth centers. Emergency funds for housing and utilities—help create emergency stop situations and fleeing to extended stay hotels; spread out transportation routes
• Our elected leaders need to develop a vision and prioritize the weight of resources to that vision
• In the alternative, prioritize our challenges and devote resources methodically to those challenges
• Involve the community; communicate (2 way process)
• Support homeowners organizations; incentivize their participation!!!
• Don’t be afraid to offer unpopular ideas; reaction may surprise you (citizens will support higher taxes if TIED to desired services)
• Develop new routes for public transportation
• Improve the school board
• Develop areas for homeowners associations
• Educate the public on local ordinances
• Improve adult education through night courses at the libraries
• Develop enforcement of residential commercial enforcement.
• Develop vision for county that promotes prosperity; develop plans that allow each city to benefit, grow, and be a part of the vision
• Develop policies that are enforceable to clean up the county’s many residential neighborhood and apartment communities
• Set regulations in place that force quality built homes…not affordable.
• Develop plan to attract upscale business back to county; identify businesses that will best fit now and in the next ten years; educate citizenry on necessity of good business growth and requirements to obtain; find committed leadership willing to take a stand if unpopular
• Restrict low valued residential construction
• Create/enhance ordinances that impact maintenance
• Beautify R/Ws/appearance of roadways
• Create incentives for retail/commercial
• Comprehensive redevelopment planning
• Provide guidelines
• Leadership planning
• Economic development incentives
• Youth services
• Restore discipline in schools
• More educational or technical training available
• Stricter building codes
• Agree on what should be done first to accomplish goals. Need a community beautification effort more focus on aesthetics. 40,000 commuters pass through each day, need to intrigue them to stop.
• Increase positive actions by community leaders, less finger pointing. Change in attitudes from “why we can’t” to “how can we”. Implement strong accountability strategies to increase public confidence.
• Improve technical infrastructure to attract business; look ahead when seeking business, future trends.
• Appoint committee focused on perception
• Implement programs to transition multi-family living to single family living
• Provide incentive packages to attract higher paying jobs
• Highlight attractions to encourage people to stop in Clayton County
• Connect Clayton County with airport to attract people to stay here
• Host family centered events, concerts
• Increase value of housing; cost of housing
• Complete SPLOST recreation centers
• Increase citizen involvement
• Enforce codes and development guidelines
• Enforce municipal codes; develop and enforce neighborhood and commercial development guidelines
• Build liaisons with media and be responsive with good news—pay for space in Atlanta Journal Constitution
• Develop programs to integrate diversity
• Establish effective board of education
• Strengthen communication between county and city leaders/planners
• Enhance everyone’s web design; UGA could hold workshops offering direction for web design and navigation
• Tap the Clayton State student body for mentors to public school youth, community organizations
• Implement a single web-based communication center for citizens, municipal, and county governments.
• Implement community committees, perhaps based on voting precincts, where citizens dialogue and respond to county leadership with their concerns and ideas; place Clayton County residents in county (unelected positions) of leadership; more action and less talk; stop calling television cameras to air your concerns
• Support the county’s juvenile justice system which has been identified nationally as a “model court” by all national professional organizations in the field
• Support and replicate existing services, programs, and/or agency policies and practices
• Conduct more of these meetings (ha ha)
• Increase the inter-agency/organization, contact/communication
• Listen to each other before talking to each other
• Increase community education/awareness
• Highlight services/programs that have proven effective
• Implement; install; expand number strategically, welcome info center
• Education/training; jobs; transportation; unplanned development; better training and transportation
• Lack of adequate public transportation; lack of affordable out of school care; comprehensive workforce training
• Implement a strong economic development process within the county
• Enforce code compliance in development, business, and residential growth
• Complete commuter rail program and implement the plan
• Infer quality into transportation planning and development
• Simplify community government processes/procedures
• Hold education system accountable for self governance and outcomes
• Developing plan to reduce overcrowding in schools through classroom additions and building of new schools
• Hiring a coordinator of communications to improve the image of the school system by getting out the good news and accomplishments of our students
• Implementing programs to improve communication with speakers of their languages
• Implementing program to improve school safety through guest speakers, additional equipment, training, and additional security in the school
• Developing a system plan for system improvement to improve continuity and consistency on reaching goals
• Holding community meetings and encouraging parent and community involvement and partnership
• Developing partnerships with colleges and resources to improve opportunities for staff, students, and the community
• Implement CORE curriculum—allow educators to help make decisions and give input
• Develop relationship with apartment complexes who offer specials during the beginning, second semester, and summer for new move-ins
• Recommend ways for the community to assist us with improving our students’ quality of education. The entire community rallies around the school system.
• Improve county in the media
• Retain business
• Increase home ownership (property owners)
• Hire a public information officer
• Recruit more businesses
• Retain more businesses in the county
• Develop a countywide marketing plan that showcases the strengths of the country
• Develop a country-wide economic development plan
• Recruit new business to the county
• Improve image of county in the area
• Increase homeownership (property owners)
• Meet with Hispanic community, invite them to council meetings and get to know the business owners
• Invite developers to look at Jonesboro Rd, Forest Parkway
• Implement some of the opportunities such as community implement – graduate our communities as to where certain assets can be found
• Establish more libraries to help keep our bids off the streets
• Code enforcement for everyone
• Recruit more businesses
• Improve public perception – use of public information officer
• Create more jobs to retain population
• Increase “positive” reportings of community/county improvements, achievements
• Enforce “code enforcement” to eliminate transition/movement of citizens
• Recruit more business to city
• Offer incentives to new business to locate in city
• Brownfield development – obsolete property rehabilitation
• Town hall meeting
• Congregate efforts
• Coordinate
• Implement programs and needs produced by studies
• Enforce
• Communicate
• Recruit and retain business
• Market the good accomplishments of the county
• Change leadership in education system
• Resolve leadership issues in local government
• Hire county administrator
• Establish goals and objectives
• Create strong economic development
• Become actively involved in local government issues
• Become actively involved in education system
• Communication
• Co-operation
• Training
- Leadership
- Develop coordination and cooperation among government agencies within the county
- Implement county wide redevelopment plans that address housing and density
- Creation of more collaboration between organizations, both public and private to improve our communities; resources guide
What are the opportunities, assets, etc. that we need to be aware of that would assist our work in Clayton County?

- Diverse population: school system, Clayton State
- Airport area redevelopment—Department of Aviation willing to work with the county
- Infrastructure
- Spivey Hall
- Where do we want to go?
- Clayton State
- Water
- 52,000 students in school system
- Time
- Spivey Hall
- Demographic shifting, increasing diversity
- 52,000 students in school system
- Community hospital
- Community involved business
- Higher education—Clayton State
- Airport
- Fort Gillem/MePherson redevelopment
- 19-41—I-75—airport
- Reynolds Nature Preserve
- Tourism personnel
- Gillem space—Ford space
- New Disney type park
- Raceway access
- Library system
- Water department
- Fort Gillem base closing
- Nearness to airport
- Nearness to major highways
- Climate/weather
- Great water system
- Caring community
- Airport in Clayton County—market THAT
- Clayton University
- Georgia Archives and historic building
- The airport
- The motor speedway
- The beach (recreational park)
- I-75
- Airport
- National archives
- Clayton University
- Aircraft Museum at Southlake
- Spivey Hall
- Airport
• I-75
• Clayton County water park
• Gone With the Wind
• Clayton State University
• Southern Regional Women’s Health Center
• Spivey Hall
• The many non-profit organizations that offer youth programs
• Increasing tourism (I-75)—this is a gateway to bringing more people into the county
• International Beach
• Airport
• Spivey Hall
• Recreational center
• Location—proximity to Atlanta, airport, transportation corridors
• Lower cost of real estate
• Great infrastructure—water, roads, hospital, etc.,
• Clayton State University
• Southern Regional Hospital
• Diversity—international community,
• Spivey Hall
• Location to airport
• I-75
• Best water system
• Clayton State
• Southern Regional Hospital
• State Farmers Market—location
• Airport
• Water
• Farmers market
• Clayton State University
• Archives
• Spivey Hall
• Performing Arts Center
• Arts Clayton
• All municipalities having new buildings
• Proximity to raceway, to Atlanta
• Sports
• New convention center
• Reasonable land prices? Opportunities for development and redevelopment.
• Take advantage of viable grant opportunities and coordinate/collaborate with local government
• Airport location
• University system (Clayton State)
• Airport
• Location
• Clayton State
• Airport
• Agencies willing to partner
• Clayton County Board of Health and new Health Director
• Location
• I-75/85/285
• Greater public water authority
• Location to Atlanta and major airport
• I-75 through Clayton County plus I-675
• State Farmers Market located in Clayton County
• Clayton State College
• Lake Spivey area
• Spivey Hall
• PAC (Performing Arts Center)
• Fort Gillem—to be redeveloped
• Great fire department
• Airport (local)
• Atlanta Race track
• Southlake Mall—Morrow area,
• Public schools—52,500 students, 7,000 employees
• Keep Clayton County beautiful
• Group of dedicated professionals with the ability to make positive change
• Great recreation and senior centers (destination sites) in the county
• Location!!!
• Clayton County collaborative authority
• Clayton County Chamber
• Great success with our children/students
Mock trial champions
Technology champions
Math and stock market champions
Only dual language charter school in the state
• Performing Arts Center
• Rich culture—over 160 dialects spoken in the county
• Chamber of Commerce
• Atlanta Beach
• DFCS
• Dual language school in the state (unidos)
• Spivey Hall
• National Archives, State Archives
• Clayton County Collaborative authority
• Clayton State University
• DFCS
• Health Department
• Atlanta Beach
• Airport
• Big collaborative
• Forums like this and the Chambers’
• The collaborative spirit of education as provided by forums like these and the Chamber’s educational summits in ’06.
• Spivey Hall
• Airport
• Strong business leaders
- Economic development assets—airport, I-75, low taxes, cheap housing, Spivey Hall, Clayton State University
- Enthusiastic caring community wanting to be involved
- Clayton State University
- Proximity to the airport
- Educational programs offered by the school system
- Web sites of school district/city government
- Small enough of a community to make an impact
- E.W. Oliver Elementary School
- Southern Regional Medical Center
- Woman’s Center
- Clayton State
- Multiple interstates run through Clayton
- State Farmer’s Market
- Great Water Authority
- Plenty of re-development opportunities not limited to but including Ft. Gillem
- Strong labor force
- Diverse in ethnic make-up; 70 languages
- Dynamic Chamber of Commerce
- Airport
- Transportation corridors
- Labor market (regional workforce)
- Water Authority
- Redevelopment opportunities
- Hospital
- Dynamic Chamber of Commerce that runs a lot of programs (Leadership Clayton, Bashs, etc.)
- Clayton State
- Hartsfield Jackson International
- Best water system/utility
- Land ripe for redevelopment (Ft. Gillem)
- Transportation hub/infrastructure
- Plentiful non-profit
- Community service organizations and home owners’ associations
- Chamber of Commerce
- Collaboration with agency
- Affordable housing
- Clayton State
- Southern Regional
- The airport
- Good transportation system
- Redevelopment opportunities
- Ft. Gillem
- Transportation
- Location
- Airport
- Water Authority
- County employees
- Hospital
• City employees
• State employees
• Large companies—Fed Express, GA Power, Delta, trucking
• National/state archives
• Location
• Airport
• Transportation access
• Atlanta
• Water Authority
• Availability of redevelopment opportunities
• Infrastructure
• Transportation hub, Hartsfield-Jackson, interstate system, rail need a venue for major entertainment event; develop leadership
• Clayton State
• Water
• Beach
• Gone With the Wind
• Airport
• Aviation museum
• Riverdale Town Center
• Location
• Morrow town center
• Good water supply
• Clayton State
• Performing Arts Center
• Close proximity to airport
• Closeness to downtown Atlanta
• Good weather/climate
• Clayton State
• Performing Arts Center
• Water system
• I-75
• Airport
• Aviation Museum
• GICC
• Collaboration of agencies, truancy program, resource guides, community leadership, leadership opportunities for students
• Collaboration with police department and chamber of commerce by asking businesses not to serve students during the school day and providing a hotline that can be called to report truant students; developing a partnership with local colleges for continuing education of adults; collaboration with teachers, lawyers and students resulting in Jonesboro High School having the national Mock trial champions; schools push students beyond what is required, Oliver Elementary School won the state stock market championship winning over middle and high schools across the state.
• A great community hospital
• I-75
• Hartsfield-Jackson
• Ft. Gillem
• Ford Motor Company facility
• Great water system
• Clayton State
• Commuter rail system
• Spivey Station development
• National/state archives
• Spivey Hall
• Atlanta Farmer’s Market
• Clayton County Center for the Performing Arts
• SPLOST initiative
• Location to metro Atlanta
• New recreation centers and senior centers
• Clayton County Cooperative Extension Services,
• Juvenile court is one of the best in nation and “model court”
• Clayton State
• Clayton Collaborative Authority
• Recreation centers
• Senior centers
• National and state archives
• Spivey Hall
• National and State Archives
• Spivey Hall
• Reynolds National Preserve
• Soon to be Olde Morrow district
• CCWA,
• University
• Spivey Hall
• Reynolds National Preserve
• Unidos—1st bilingual public school in GA
• Southlake Mall
• Lake Spivey community
• Multiple LCI communities
• Likable center interactives
• World class water authority
• Clayton State
• A visionary county commission chairman
• Good city government leaders
• Lots of natural beauty—Reynolds Nature Preserve, Newman Wetland Center
• Clayton Youth Leadership and Leadership Clayton
• Water Authority
• Recreation Center
• Senior Centers
• Airport
• Extension
• 4-H program
• Extension parenting programs
• Volunteer service
• State Farmers
- State and National archives
- Clayton State
- Development Authority at Ft. Gillem
- Natural beauty—Reynolds, Wetlands, historical buildings. Need new logo—for county—should have all new image.
- Excellent water system
- Location – easily accessible
- Both airports – Atlanta Hartsfield-Jackson International Airport, Tara Field
- State and national archives
- Fort Gillem
- State Farmers Market
- Spivey Hall – one of the top ten venues in the world
- Clayton County Performing Arts Center
- Arts Clayton
- Home of “Gone with the Wind”
- Wetlands
- College (Clayton)
- I-75
- Airport
- Water System Authority
- International Park
- Performing Arts Center
- Spivey Hall
- Clayton State
- Hartsfield International Airport
- Southlake regional shopping area
- Spivey Hall
- Farmers Market
- Ft. Gillem redevelopment
- National and State Archives
- Clayton State
- Airport
- I-75
- Executive housing
- Traffic – availability to DT
- Location – Atlanta – Macon – Columbus – Oconee
- County infrastructure
- Facilities (Recreational/ Atlanta beach)
- National and State Archives
- Arts
- Water Authority
- Good transportation network in county
- More collaborative work with Clayton State University
- Hartsfield Airport
- Clayton State University
- Farmers Market
- School system – new programs
- Parks and recreation
• Airport
• Location
• Tax base
• Clayton State University
• Hospital
• School system
• State Farmers Market
• Southern Regional
• Close to airport
• 3 major highway systems
• Ft. Gillem
• Clayton State
• Archives building in Lake City
• Clayton State University
• Spivey Hall
• Hartsfield-Jackson Airport
• Our location (highway accessibility)
• First class water system – water authority
• National archives
• Farmer’s Market
• Clayton County International Park
• New community centers/ senior center
• Fort Gillen
• Chambers – Clayton summit – dialogue on economic development
• Leadership programs
Clayton Youth Leadership
Leadership Clayton
Grassroots Leadership
• Southlake Mall
• Wetlands