



Southern Cities Economic Initiative — City of Jonesboro, GA Business Plan

City of Jonesboro, GA
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Submission Date
October 31, 2025

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Supporting Businesses Through Inclusive Procurement
Policies

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Executive Summary

The City of Jonesboro, GA, is committed to fostering inclusive economic growth and creating equitable opportunities for diverse businesses through the Supporting Businesses Through Inclusive Procurement Policies initiative. This project seeks to modernize the City's procurement policies and processes to ensure accessibility, transparency, and equity in contracting while promoting community engagement and proactive outreach. The initiative is part of a broader City strategy to embed diversity, equity, and inclusion (DE&I) within municipal operations, reflecting Mayor Sartor's ongoing efforts to raise awareness through monthly DE&I presentations and Council-led initiatives that focus on racial equity, bias acknowledgment, and inclusive practices.

In 2025, the City further demonstrated its commitment to economic inclusion by establishing an Economic Development Manager position and fostering strategic partnerships with regional organizations such as the Atlanta Regional Commission and Aerotropolis Atlanta to enhance regional competitiveness and support local businesses. City leadership has identified procurement as a key area requiring reform to increase equitable access to opportunities and resources. A review of existing policies confirmed that updates are necessary to remove systemic barriers, encourage participation from small, women-, and minority-owned businesses, and promote a culture of inclusivity in municipal contracting.

The initiative follows a SMART goal framework with measurable and achievable objectives. The City aims to increase the percentage of contracts awarded to diverse vendors, expand participation in training and outreach activities, and evaluate results through pre- and post-implementation surveys. Implementation will proceed in phases: updating outdated policies and procedures, delivering targeted stakeholder training, and establishing sustainable engagement mechanisms. City staff, including the Mayor, City Manager, Finance Director, Economic Development Manager, and Downtown Development Manager, are actively involved in assessing procurement DE&I, leveraging best practices from other organizations, and sourcing diverse vendors through platforms like the Georgia Procurement Registry.

Key challenges include communicating the cultural shift toward inclusive procurement to internal and external stakeholders and identifying a robust, diverse supplier base. To address these, the City will engage regional and national partners, provide technical assistance, and explore communication strategies, such as reinstating the City newsletter and the Jonesboro Government 101 Academy, as well as leveraging social media, to ensure transparency and understanding of new policies.

Anticipated outcomes of the initiative include economic growth through increased engagement with small, women-, and minority-owned businesses, job creation, and measurable shifts toward inclusive and equitable practices within municipal procurement. By strategically leveraging local spending, fostering new partnerships, and providing clear, accessible pathways for historically underrepresented businesses, the City will create a sustainable impact on both economic opportunity and the local culture of inclusion.

This initiative positions the City of Jonesboro as a leader in equitable municipal procurement, delivering lasting benefits to the community while reinforcing its commitment to a fair, accessible, and thriving local economy.

Introduction

The purpose of this project is to improve the City of Jonesboro's procurement policy to ensure equitable opportunities for diverse businesses, foster economic growth, and promote community engagement through accessible procedures, transparent practices, and proactive outreach.

SMART Goal Statement

The City of Jonesboro, GA, is dedicated to promoting inclusive economic growth by expanding public contracting opportunities for small, women-, and minority-owned businesses. This initiative modernizes procurement systems, enhances outreach, and removes systemic barriers to participation. Progress will be measured by the percentage of contracts awarded to diverse vendors, participation in training and outreach, and pre- and post-implementation survey results.

The project follows a two-year phased implementation plan (2026–2027). During the first phase (months 1–3), draft procurement policy will be submitted to City Council for review and approval, project governance, data systems, and communication infrastructure will be established. In the second phase (months 4–12), the City will finalize and roll out a new, equity-centered procurement policy—developed with Phase I funding. This phase also includes staff training, vendor registration system development, and targeted outreach to small and underrepresented businesses.

The final phase (months 13–23) focuses on data collection, evaluation, policy refinement, and long-term integration. Sustainability will be achieved through institutionalized policy updates, regular staff training, leadership accountability, and ongoing vendor and community engagement. By embedding inclusive procurement practices into daily

operations, the City will drive cultural and structural change that ensures equitable participation and lasting economic opportunity for all.

SWOT Analysis

Strengths

We have taken a careful look at the Strengths, Weaknesses, Opportunities, and Threats (SWOT) to our strategic plan. The City of Jonesboro benefits from strong leadership committed to inclusive economic development and procurement reform. The Mayor has made inclusive procurement a priority and in Phase 1, has invested in engaging the necessary subject expertise to support the initiative and plans to leverage technology to ensure that the existing procurement systems provide the level of data collection and data management to support the goal. Existing staff will support the procurement improvement initiative. As a small city, staff are often cross-trained across departments, allowing for flexibility to support the project in addition to their daily tasks.

Weakness

Several internal challenges persist. The City's external communication platforms—such as the City's website, mobile app, and Facebook page—struggle with limited engagement. Outdated systems and practices lack support for real-time updates and collaboration, while rigid policies continue to hinder innovation. Furthermore, technology enhancements are necessary, as the absence of tools to track supplier demographics restricts data-driven decision-making.

Opportunities

There are existing opportunities to improve inclusive business participation. The City will increase the use of State and County business opportunity portals, such as the Georgia Procurement Registry, to ensure that small, women-, and minority businesses have access to set-aside contracts. The City will also leverage partnerships with local chambers of commerce, colleges, professional organizations, and nonprofits to reach diverse vendors and provide training. Proven inclusive procurement models from cities like Atlanta, Durham, and Charlotte offer adaptable best practices. There are also opportunities to pursue funding to support programming and training, through state and federal government grants focused on improving opportunities for the small business community.

Threats

Key threats that could impact project implementation include economic instability, such as inflation, supply chain disruptions, and potential budget limitations. Trade policy shifts may also affect material costs. Finally, some community norms and traditions may unintentionally contribute to non-inclusive outcomes, underscoring the importance of clear, culturally aware communication and training around the City's shift toward a more inclusive procurement environment.

Background

The City of Jonesboro's economic inclusion strategy addresses the lack of equitable access to public contracting for small, women- and minority-owned businesses. Historical procurement practices and limited outreach have unintentionally excluded underrepresented vendors, restricting their ability to compete for City contracts.

Demographic data underscore the urgency: Jonesboro is 62.7% African American, 4.7% Hispanic/Latino, 5.8% Asian, and 24.2% White, with 31.5% of residents living below the poverty line and a median household income of \$50,060. Labor force participation is 42.5%, unemployment is 6.7%, and only 6.7% hold a bachelor's degree or higher. These figures highlight the need for economic opportunities that support equitable growth.

A major barrier is the lack of clear communication regarding the City's shift toward inclusive procurement. Stakeholders—both internal (staff and elected officials) and external (vendors and the community)—are accustomed to historical processes. To address this, the City plans to hold in-person stakeholder engagement sessions, leverage social media, improve information on the City website, reinstate a newsletter, and establish a Jonesboro Government 101 Stakeholder Academy to educate the community.

Another challenge is the absence of centralized data identifying diverse suppliers. The City is upgrading procurement systems and technology, adding demographic fields to the vendor registration forms, and will survey businesses currently in the City's database to collect baseline ownership and diversity data. This information will guide policy, outreach, and program design, ensuring public dollars are equitably distributed, fostering local job creation and business growth.

Target Population

The City's business diversity initiative targets small businesses—particularly women- and minority-owned, within Jonesboro and the surrounding metropolitan Atlanta region. These groups are prioritized due to their strong local presence, low participation in City contracting, and unique barriers to economic inclusion.

Statewide, small businesses comprise 99.7% of all Georgia businesses, with 47.7% women-owned and 42.5% minority-owned. While metro Atlanta's minority business ownership rate is three times the national average, in Jonesboro only 30.7% of registered vendors are in-city, 24.4% are in-county, and just 12% of City contracts are currently awarded to diverse vendors.

Through this initiative, the City aims to increase awards to diverse vendors from 12% to at least 25% within two years, establishing an interim benchmark toward long-term parity with statewide and regional business diversity levels. This target reflects an ambitious yet achievable increase, given planned reforms such as inclusive procurement policies, improved outreach, and targeted technical assistance. By reducing disparities and enhancing capacity, the City will foster equitable economic opportunity and ensure the benefits of growth are shared across all segments of the community.

Economic Inclusion Approach

Solution

Economic inclusion in government contracting is a performance and resilience strategy that strengthens communities, increases supply chain, and fosters public trust. Our economic inclusion strategy will enhance the participation of underrepresented businesses in City procurement by modernizing systems to improve vendor registration and demographic data collection, updating policies to address inclusiveness, and providing training for staff and vendors. Key programs to improve supplier diversity include technology upgrades, training internal and external stakeholders, and partnerships with local organizations to build capacity among small, women- and minority-owned businesses. By addressing barriers in access and awareness, and streamlining both procurement and permitting, we will expand equitable opportunities. Peer-city models demonstrate that these strategies significantly boost diverse vendor participation, reinforcing a data-driven approach that delivers measurable, meaningful results for the target population.

Policy and Systems Change Plan

Our project will drive policy change by updating procurement policies and practices to improve guidance for internal procurement leaders, implement supplier demographic data capture and tracking, create equity-focused evaluation criteria, and create and execute an outreach plan. Procurement policies will be amended to institutionalize inclusive procurement and create internal accountability mechanisms. Systems change will be supported through staff training, interdepartmental collaboration, and the integration of inclusive practices into procurement workflows. These changes will be formalized through City Council action and embedded in future procurement planning. Sustainability will be ensured through continued data monitoring, regular training, leadership accountability and community engagement, allowing the City to adapt and respond to evolving needs while maintaining a long-term commitment to equity in economic opportunity.

Alignment with Your City’s Strategic Plan

The City of Jonesboro’s broader economic inclusion goals focus on economic development, community revitalization, and inclusive growth. Our strategic plan complements these goals with initiatives such as the Tara Boulevard Livable Centers Initiative and the City’s commitment to equitable development practices. By promoting vendor diversity and supporting local business growth, this strategy strengthens the local economy and helps meet the City’s vision of fostering opportunities for all residents. It reinforces the City’s strategic priorities by leveraging existing partnerships, building capacity, and addressing systemic gaps—ensuring that public investment leads to shared, measurable benefits across the business community and historically underrepresented populations, and the expansion of the economic base.

Annie E. Casey Foundation Assessment Tool

The use of the Casey Tool Assessment was helpful in providing a perspective of the current state of the City’s efforts in ensuring economic inclusion. Feedback from the tool indicates that while current efforts are effective, opportunities remain to expand initiatives—such as minority business incubators or accelerators—to further strengthen the supply of diverse vendors and enhance inclusive business development. Overall, the city has a solid foundation for equitable growth, with clear pathways to build on successes through targeted, feedback-informed strategies.

See Annie E. Casey Foundation Assessment Tool attached.

Stakeholders

Internal Team

Internal City Team			
Name	Title	Department	Role
Donya Sartor	Mayor	City Hall/Administration	Mayor will lead efforts to advance equitable procurement by championing policy reform, engaging stakeholders, and promoting access for diverse businesses.

Vacant	Downtown Development Authority Director	City Hall/Administration	The Downtown Development Manager will support the Mayor's vision by connecting diverse local businesses to procurement opportunities and leading targeted outreach. This role ensures inclusive engagement and helps align downtown growth with the City's equity goals.
Faith Akuta	Interim Community Development Director	City Hall/Administration	The Interim Community Development Director will lead equitable procurement implementation by coordinating departments and enhancing community engagement. This role ensures transparent, accessible practices that support diverse businesses and inclusive economic growth.

Lesa Adeboye	Procurement Consultant	Not applicable	The Procurement Consultant will guide improvements to Jonesboro's procurement policies to promote equity and transparency and support implementation. Their expertise will help remove barriers and support inclusive economic growth.
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External Partners

External Partner				
Name	Title	Organization	Role	How is/will this partner be engaged?
Vacant	Director	Downtown Development Authority (DDA) City of Jonesboro	Facilitates funding opportunities aimed at stimulating downtown development.	Partner in outreach to local businesses, co-host workshops, and provide funding or incentives for minority- and women-owned businesses participating in City procurement.
Valencia Williamson	President & CEO	Clayton	Collects and analyzes demographic data	Collaborates on identifying diverse vendors, sharing

		County Chamber of Commerce	to support the recruitment and retention of the local business base.	data, and connecting small businesses to training and networking opportunities.
Patrick Ejike	Director	Clayton County Community & Economic Development	Utilizes grants and development programs to support community revitalization efforts. Clayton County launched the Tara Boulevard Livable Centers Initiative to build community consensus and identify opportunities for housing, services, and mobility improvements in Jonesboro.	Supports grant applications, provides technical assistance to businesses, and helps align City procurement goals with county-level development initiatives. Provides insights on local community needs, engages businesses in planning, and integrates inclusive procurement considerations into broader development projects.
Keri Stevens	Program Manager	Atlanta Regional Commission	Provides demographic data to individuals, community organizations, and businesses to support workforce development, accessibility, and	Supplies demographic and economic data for program planning, supports evaluation of target population engagement, and

			transportation connectivity.	informs outreach strategies.
Shannon James	President & CEO	Aerotropolis Atlanta	They showcase properties in Jonesboro that are under development or available for investment, with core initiatives focused on economic, community, and workforce development.	Engages businesses for potential investment, provides opportunities for vendor networking, and supports recruitment of minority- and women-owned businesses to City contracting opportunities.

Organizational Structure

Our project will drive policy change by modernizing the City’s procurement framework to provide clearer guidance for internal leaders and advance inclusive contracting and equity. Coordination will occur through weekly Department Head meetings to review progress, track follow-ups, and address challenges, while quarterly meetings with external partners will ensure alignment on outreach, training, and vendor engagement. The Interim Community Development Director will lead this effort and serve as the primary point of contact, consolidating updates and ensuring accountability.

Systems change will be supported through staff training, interdepartmental collaboration, and integration of equity principles into procurement workflows. Updates will be formalized through City Council action and embedded in future procurement planning. Sustainability will be reinforced through ongoing data monitoring, regular training, leadership oversight, and community engagement, enabling the City to maintain long-term equitable economic opportunity.

Role of City Leadership

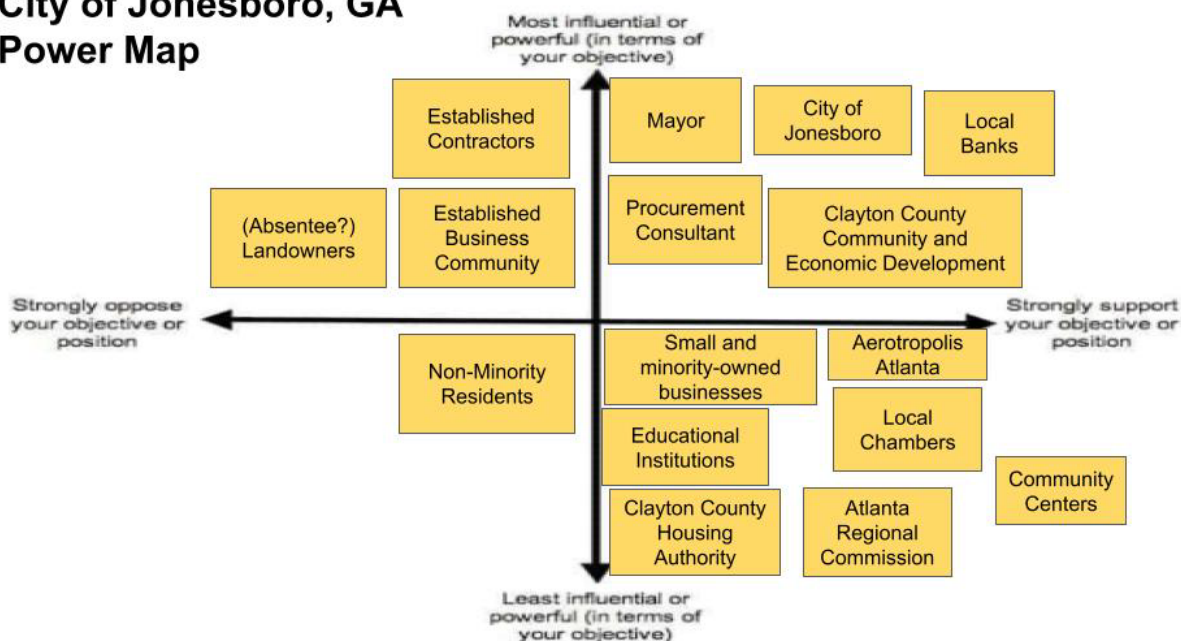
Local elected officials and senior city leadership will play a central role in championing and overseeing the City’s procurement equity strategy. The Mayor and City Council will provide policy direction, allocate resources, and ensure accountability for results. Formal actions

will include approving the updated procurement policy through City Council resolution and endorsing key program milestones.

The Mayor and City Council will also publicly champion the initiative to increase visibility and community engagement, participating in events such as business roundtables, vendor workshops, and an inclusive procurement showcase. They will engage with local media to highlight progress and promote equitable economic growth. Their leadership ensures that the initiative receives both political and civic support, reinforces institutional commitment, and elevates the importance of economic inclusion as a long-term city priority.

Power Map

City of Jonesboro, GA Power Map



Outreach, Engagement, and Promotion Plan

Outreach, Engagement and Promotion Goals

The City's outreach and engagement efforts aim to build trust, raise awareness, and secure support for the equitable procurement strategy, especially among diverse and underrepresented businesses. Key goals include increasing vendor participation, promoting transparency, and reflecting community needs through inclusive engagement. Tactics include public forums, partnerships with community organizations, and multilingual communication. Successes will be shared through earned and paid media, social platforms, and community events. Elected officials and senior leaders will publicly champion the

initiative, reinforcing the City’s commitment to economic inclusion and helping to maintain momentum and visibility throughout implementation.

Target Population Outreach

The City will engage target populations through ongoing, data-informed outreach focused on education, accessibility, and trust. Strategies include multilingual workshops, pop-up events, and virtual office hours, guided by data on vendor demographics and participation gaps. To reach harder-to-engage groups, the City will partner with trusted local organizations—such as chambers, educational institutions, faith-based organizations, cultural associations, and nonprofits—to deliver culturally relevant messaging. Unique tactics like small business ambassadors and simplified onboarding will lower barriers. Continuous feedback through surveys and listening sessions will help refine outreach efforts and ensure sustained, inclusive engagement that evolves with community needs.

Incentives

To encourage participation from diverse and underrepresented businesses, the City will offer incentives such as streamlined certification processes, access to capacity-building workshops, and priority consideration in pilot procurement opportunities. Additional incentives include technical assistance, mentorship programs, and access to networking events that connect businesses with prime contractors and city officials. These incentives are designed to reduce barriers, build vendor capacity, and motivate sustained engagement, helping ensure a more inclusive and competitive procurement environment.

From Vision to Results: Outcomes & Evaluation

Expected Outcomes/Impact

Within the next 6 to 12 months, the City aims to achieve several short-term outcomes both at the program and population levels. Programmatically, the focus will be on establishing an inclusive governance structure with clearly defined roles, launching targeted outreach campaigns, and rolling out streamlined certification and onboarding processes. Capacity-building workshops and training sessions will also be conducted to support diverse businesses. At the population level, the goals include increasing awareness of procurement opportunities among underrepresented businesses, growing the number of businesses completing certification, and encouraging early participation in pilot procurement projects. Early indicators to evaluate impact will include attendance and demographics at outreach events, certification application volumes and completions, vendor participation rates, participant feedback on process accessibility, and engagement metrics from communication platforms.

Over the next 2 to 5 years and beyond, the initiative is expected to create lasting impacts at both the program and population levels. Programmatically, the City will have a sustainable,

equitable procurement system that routinely integrates diverse businesses, supported by transparent policies and continuous community engagement. This will lead to improved contracting processes that are accessible and responsive to all vendors. At the population level, the initiative will significantly increase the number and success of diverse and underrepresented businesses participating in City contracts, fostering local economic growth and reducing disparities. Over time, this will contribute to stronger community wealth-building, enhanced trust in City government, and a more inclusive local economy.

Monitoring and Evaluation

Data Utilization

The City will use a data-informed approach, leveraging technology to collect vendor registrations, training participation, policy implementation, and communication metrics quarterly. Population-level outcomes, including vendor diversity, contract participation, and business growth, will be tracked and reviewed bi-annually. Data will guide continuous improvement, strategy refinement, and measurement of equitable participation in procurement programs.

Population-level outcomes will be measured using vendor diversity (% contracts to small, women- and minority-owned businesses), local versus regional participation, business growth indicators (new certifications, repeat participation, revenue trends), and feedback surveys on accessibility, satisfaction, and barriers. Data will be collected to assess equity and inform strategy adjustments.

The City's Procurement and Finance Departments will collect and report data using IT managing dashboards and system integration. The Economic Development Manager and a procurement consultant will validate and analyze trends. Methods include quantitative tracking through software and dashboards, and qualitative analysis via surveys, focus groups, and interviews. Collected data will be reviewed quarterly and annually to identify successes, gaps, and barriers. Insights will guide adjustments to outreach, training, procurement policies, and permitting processes, ensuring strategies remain effective, equitable, and responsive to the needs of small, women-, and minority-owned businesses. Long-term outcomes will be measured annually against baseline metrics, including increased participation of diverse vendors, equitable contract awards, and sustained vendor capacity. Trends over time will indicate systemic changes in economic inclusion and the overall growth, resilience, and equity of the local business community.

Accountability

To ensure the City stays on track and achieves its defined procurement inclusion goals, a structured framework of governance, accountability, and continuous improvement will be implemented. Leadership will continue to review and enhance procurement policies, performance metrics, and reporting mechanisms that integrate inclusion objectives into every stage of the procurement process. Progress will be tracked through measurable indicators—such as the percentage of contracts awarded to small, women-, and minority-owned businesses—and monitored. Regular performance reviews, stakeholder feedback, and data-driven analysis will inform policy adjustments and targeted outreach to strengthen participation. Through consistent communication, transparent reporting, and strategic alignment across departments, the organization will maintain focus, measure impact, and sustain long-term inclusive procurement outcomes.

Sustainability and Long-Term Impact

The City of Jonesboro's strategy for sustaining economic inclusion beyond the SCEI initiative focuses on embedding inclusive procurement practices into the City's institutional framework. Inclusive procurement goals will be integrated into departmental performance metrics, procurement policies, and vendor engagement protocols, ensuring these efforts become standard practice rather than temporary initiatives. Public education and awareness will be institutionalized through programs such as the Jonesboro Government 101 Stakeholder Academy, social media engagement, and the reinstatement of the City newsletter, fostering long-term cultural shifts among internal stakeholders and the broader community.

To maintain support, the City will pursue federal, state, and private funding opportunities, including grants from the U.S. Economic Development Administration (EDA), the Minority Business Development Agency (MBDA), and state-level economic inclusion programs. Partnerships with regional chambers of commerce, philanthropic foundations, and local universities will support ongoing training, outreach, and data collection. Private-sector sponsorships may fund programs like the 101 Stakeholder Academy or supplier diversity events.

Systemic and programmatic changes will further ensure sustainability, including a centralized vendor database, updated procurement policies, simplified bidding, set-asides, aspirational goals, and equity-centered training for staff and elected officials. Regional collaboration will expand opportunities for diverse suppliers.

The City will capture and share lessons learned through vendor surveys, public reports, webinars, and presentations at regional and national conferences. Participation in networks such as the National League of Cities (NLC), Government Alliance on Race and Equity (GARE), and the Procurement Excellence Network (run by Partners for Public Good) will also provide opportunities for Jonesboro to share best practices, support peer cities, and encourage broader adoption of inclusive procurement strategies. Through this multi-pronged approach—policy change, strategic funding, community engagement, and knowledge sharing—Jonesboro will ensure that its commitment to economic inclusion endures beyond the SCEI initiative.

Part 2: Attachments

Project Timeline

See attached.

Budget

See attached.

Letters of Support or Other Documents

Letter of Support: Aerotropolis Atlanta Alliance, Inc, see attached.

Letter of Support: Clayton County Chamber of Commerce, see attached.

Draft Procurement Policy, see attached.

Appendix

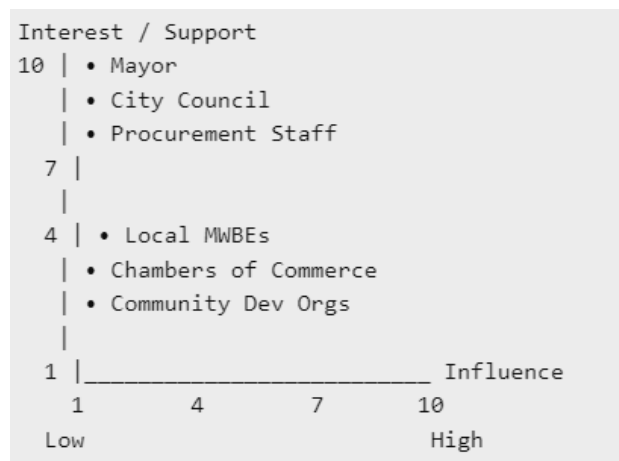
Appendix 1. SMARTIE Goals Worksheet

S – Specific	Promote economic growth, job creation, and a cultural shift toward inclusive procurement by increasing access for small, women-, and minority-owned businesses.
M – Measurable	Policy and Systems Change Plan Progress will be measured by the increase in registered diverse vendors, the number and percentage of contracts awarded to small, women-, and minority-owned businesses, as well as through pre- and post-implementation surveys and participation rates in engagement activities.
A – Achievable	This goal is achievable through improvements to the City’s procurement strategies, leadership buy-in, enhanced outreach, and strategic use of existing resources.
R – Relevant	The goal aligns with the City’s broader priorities of increasing community engagement and fostering inclusive environments that celebrate diversity and ensure equitable opportunities for all.
T – Time-bound	The project will follow a phased timeline beginning with policy enhancement to update outdated systems and remove barriers to innovation. This will be followed by targeted training for key internal and external stakeholders to ensure alignment and readiness. Once training is complete, the rollout and implementation phase will begin, introducing improved communication tools and practices across departments and to the public. Each phase is designed to build capacity and support sustainable, inclusive engagement.
I – Inclusive	This goal directly benefits small, women-, and minority-owned businesses, with outreach and engagement designed to include voices from historically underrepresented groups.

E – Equitable	The initiative intentionally addresses systemic disparities by expanding access to public contracting opportunities for underserved businesses.
Final SMARTIE Goal	Modernize procurement systems to expand contracting opportunities and foster inclusive, equitable participation by small, women-, and minority-owned businesses.

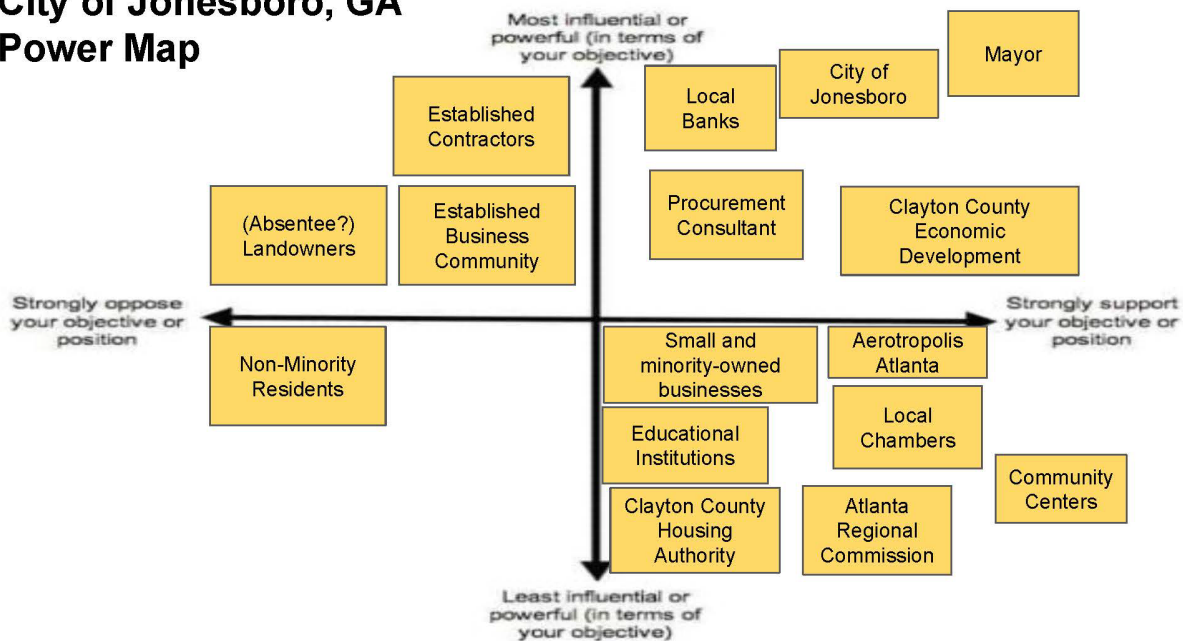
Appendix 2. Plot Your Power Map

Power Matrix Diagram



Legend: 1. High Influence / High Support – Key Allies 2. High Influence / Low Support – Monitor / Engage 3. Low Influence / High Support – Mobilize Advocates 4. Low Influence / Low Support – Minimal Engagement

City of Jonesboro, GA Power Map



Appendix 3. City SWOT Analysis

City Name: City of Jonesboro, GA

Date Completed: October 8, 2025

Completed By (Name + Role): Faith Akuta, Interim Community Development Director

The following is the City's SWOT Analysis which identifies the internal and external factors that may impact our economic opportunity and empowerment efforts.

SWOT Matrix

Strengths (Internal, Positive)	Weaknesses (Internal, Negative)
✓ City leadership committed to inclusive economic development and procurement reform ✓ Existing procurement systems are functional and can be enhanced rather than built from scratch ✓ Staff cross-trained across multiple departments, ensuring continuity and operational resilience	⚠ Maximizing technology use needed to improve data tracking and collaboration ⚠ Legacy systems and rigid policies hinder flexibility and innovation ⚠ Current systems cannot reliably track supplier demographics, limiting data-driven decision-making

Opportunities (External, Positive)	Threats (External, Negative)
✿ Collaboration with neighboring governments, chambers of commerce, colleges, and nonprofits to engage diverse vendors and provide training - Grant opportunities from federal, state, and private programs focused on economic equity. ✿ Adapt proven inclusive procurement models from Atlanta, Durham, and Charlotte - Best practices: inclusive procurement frameworks, vendor tracking, and outreach strategies from peer cities. ✿ Partnerships with regional institutions and civic organizations ✿ Grant opportunities from federal, state, and private programs focused on economic equity ✿ Best practices: inclusive procurement frameworks, vendor tracking, and outreach strategies from peer cities	⚡ Effectively communicating culture shift to the local, county, and regional community ⚡ Potential funding cutbacks limiting program execution or outreach ⚡ Economic instability (inflation, supply chain disruptions, budget constraints) impacting participation ⚡ Trade-related policy changes (e.g., tariffs) affecting costs and availability ⚡ Social and cultural norms in some communities may influence financial behaviors, resulting in non-inclusive