

City of Roswell

Strategic Plan 2021 to 2025



Prepared for the City of Roswell by Management Partners



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Message from Mayor Wilson



Dear Roswell Community Members:

Outlined in this document are your Mayor and Council's vision, mission, core values and goals. This strategic plan was developed after extensive community input and public meetings of Mayor and Council. This input shaped a vision for the future and the development of eight goals, key objectives, and success measures.

Over the next five years, the Strategic Plan will help guide your elected officials, the City Administrator, and staff in decision-making, resource allocation, and work planning. We will communicate with you regularly about our progress and outcomes as we work to accomplish the goals included in the plan.

Rest assured your elected representatives and staff are working every day to achieve the goals outlined in this plan. We know Roswell's future is bright and we are excited to be working with you to make our city even better than it is today.

Respectfully,

Kurt Wilson
Mayor



City Council



Marcelo Zapata

Post 1 Councilmember



Mike Palermo

Post 2 Councilmember



Christine Hall

Post 3 Councilmember



Peter Vanstrom

Post 4 Councilmember



William Morthland

Post 5 Councilmember



Lee Hills

Post 6 Councilmember

Background



Introduction

The City's strategic planning efforts allow community members and City leaders to determine what is important for future success by identifying opportunities to implement new initiatives. The opportunities are supported by a vision, mission, organizational values, and goals that focus Council and staff's collective efforts thoughtfully and transparently. This document is the result of an extensive process that engaged the community, City leaders, and staff to develop this policy and decision-making framework for the future.

Methodology

The Roswell strategic planning effort began with community input sessions conducted by the planning NEXT consulting team. Extensive community engagement was carried out through multiple listening and visioning sessions with a broadly representative group of Roswell stakeholders through an initiative called *Together Roswell: Shaping Our Future*. During the summer of 2019, the planning NEXT team collected input and ideas from the public about the future through a series of Listening and Learning workshops and pop-up sessions with Roswell residents and community members. These sessions were held in-person and through a web-based online portal for submitting comments and ideas. At the conclusion of the Listening and Learning phase, a Community Summit was held with the public to share the information gathered. During the summit, the community's vision and value statements were created to inform the Mayor and Council during the strategic planning process. In total, there were 2,150 community participants.

Following the community engagement phase, Management Partners began the second phase by interviewing the Mayor, Council members, City Administrator, and executive team members. They also reviewed local and regional data and held a series of workshops with Council and the executive team to define a clear direction for the future.

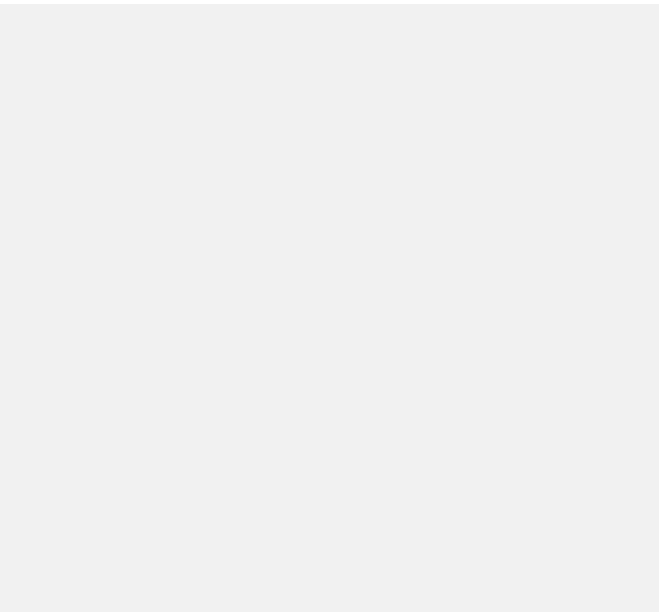
The Strategic Plan has seven goals that address transportation, economic development, city services, collaboration and community engagement, safety, governance and organizational excellence, community growth and quality of life. Accompanying the goals are key objectives and success measures. The city has prepared a separate Implementation Action Plan to guide progress in achieving each goal.

Vision



**To be the #1 family community
in America**

Mission



**To provide our citizens with an exceptional
quality of life**

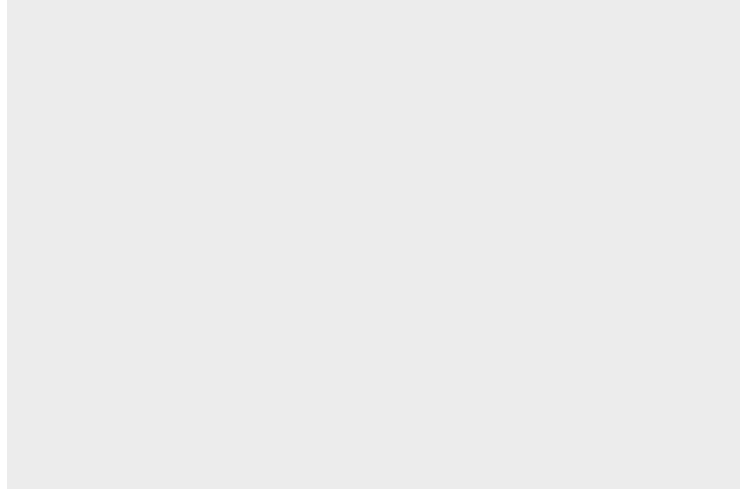


Core Values



- ❖ **Accountability**
- ❖ **Communication**
- ❖ **Inclusion**
- ❖ **Innovation**
- ❖ **Trust**
- ❖ **Excellence**
- ❖ **Respect**
- ❖ **Responsiveness**
- ❖ **Transparency**

Goal: Economic Vitality



Key Objectives

1. Use all tools available for economic development
2. Hire an economic development director
3. Economic modeling to understand tax and revenue strategies
4. Formalize and promote Roswell as a Film-Ready city
5. Determine appropriate governance models with public/private partnerships
6. Attract, retain and grow high paying jobs of defined targeted industries

Goal: Safest Community in America



Key Objectives

1. Implement a phased approach to transition the fire department to a full-time staffing model
2. Incorporate the principles of 21st century policing
3. Execute best in class police pay strategy
4. Determine site location strategy for public safety headquarters
5. Complete the design for a new 911 /emergency operations center and develop funding options
6. Establish a comprehensive video security plan to incorporate internal and external resources
7. Review all emergency management policies, procedures, and programs and remedy any findings
8. Implement citywide training and certifications in Public Safety operations

Goal: Exceptional Quality of Life



Key Objectives

1. Develop a program to annually assess resident and business partner satisfaction
2. Create and review formal special events program and staffing analysis to increase annual city events and sponsoring opportunities for community organizations
3. Pursue and leverage alternative energy initiatives
4. Develop and implement the 2022 Recreation, Parks, Historic and Cultural Affairs Master Plan
5. Implement the River Parks Master Plan
6. Relocate Doc's Café to final location and incorporate the use into the Historic Assets Division
7. Implement the American's with Disabilities Act transition plan
8. Analyze, develop and prioritize a long-term capital investment and maintenance program for public parks and community facilities
9. Create a park land acquisition program based on long-term (2050) resident population projections to meet the standard of 10 park acres per 1,000 residents
10. Maintain the Gold Medal for Excellence designation from the American Academy for Park and Recreation Administration and strive for platinum certification

Goal: Align Zoning and Development Decisions to Benefit Residents



Key Objectives

1. The Comprehensive Plan will be aligned with the vision of the residents
2. The Unified Development Code will align with the Comprehensive Plan
3. Target areas for master planning for redevelopment
4. Update codes of ordinances
5. Update the Design Guidelines

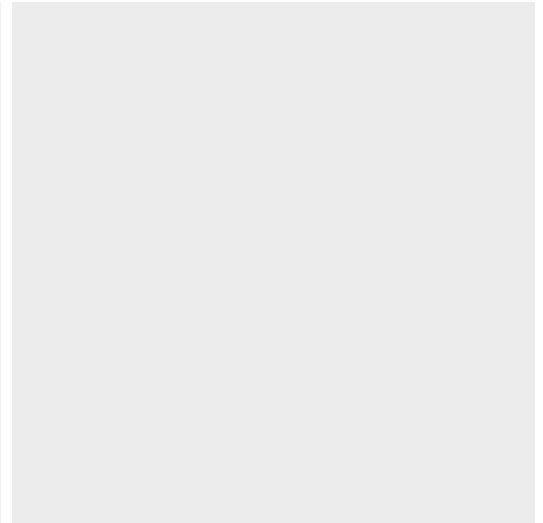
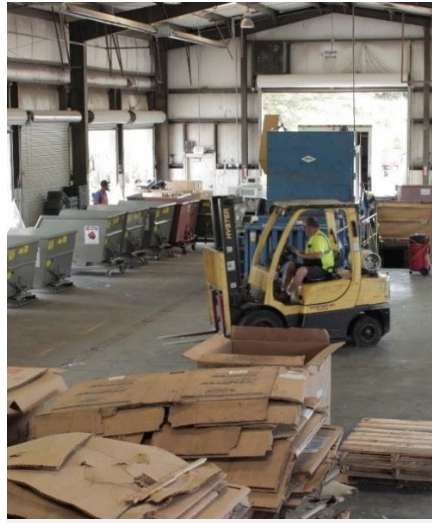
Goal: Improve Transportation to Benefit Residents



Key Objectives

1. Review and implement T-SPLOST projects
2. Build Multi-use trails
3. Create and execute intersection improvement plans
4. Actively work with Georgia Department of Transportation and other regional partners to improve mobility for residents
5. Fund road resurfacing and maintenance
6. Pursue "Smart Cities" initiatives
7. Begin and complete city projects on time and on budget while communicating progress to the community
8. Prioritize the needs of residents, neighborhoods and businesses in transportation projects
9. Incorporate traffic calming, landscaping and lighting into the design of transportation projects
10. Create Transportation Commission

Goal: Outstanding City Services



Key Objectives

1. Develop a succession plan for each department
2. Recruit and retain the best employees
3. Fantastic customer service
4. Build an Office of Innovation
5. Full financial review of the city to identify savings
6. Maintain and upgrade city facilities
7. Implement the Water Utility Master Plan
8. Implement the Stormwater Utility Master Plan
9. Implement the Solid Waste Business Plan

Goal: Great Governance



Key Objectives

1. Develop and execute a Communications Plan
2. Develop and execute a program to annually assess resident and business partner satisfaction
3. Conduct seminars with all elected officials and executive team members to determine, clarify, memorialize, and promulgate roles and responsibilities and communicate them to the public

Conclusion



Roswell's Strategic Plan provides a clear path forward for leaders and residents of this thriving city. The City Council and administrative leaders are committed to achieving the vision set forth through the planned allocation of resources over the next five years. An accompanying Implementation Action Plan will be used to help guide our actions and assess progress over time, as we work to accomplish the adopted priorities and goals.

Successful implementation of the goals will require a collective effort by City employees in all departments. We are committed to working collaboratively with members of our community, the region and state, and communicating with residents and businesses about how we are doing, how we are going about our work, and obtaining feedback about how well we are delivering services.

We look forward to working with you and encourage your input as we begin to implement the goals for keeping Roswell vibrant, progressive, connected to the past, and focused on the future.

Executive Leadership Team

Randy Knighton
City Administrator

Michael Fischer
Deputy City Administrator

David Davidson
City Attorney

Jason Gaines
Community Development
Director

Sharon Izzo
Environmental/PW Director

Ryan Lockett
Finance Director

Joe Pennino
Fire Chief

James W. Conroy
Chief of Police

Jeffrey R. Leatherman
Recreation and Parks Director

Dan Skalsky
Interim Transportation Director