

# **City of South Fulton**

## **Strategic Plan**

Draft

**Disclaimer: This is a draft copy of the strategic plan. Upon final submission of edits and approval, all images, charts, graphs, and other visual elements of this document will be professionally designed by the City of South Fulton's graphic designer and/or copy editor of choice.**

# **City of South Fulton**

## **Strategic Plan Draft Version #9**

Draft

November 14, 2018

December 19, 2018

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## **Table of Contents**

1. Welcome Message from the Mayor
2. Message from the City Manager
3. Meet the Elected Officials
  - a. Citizens and Stakeholders (graph)
  - b. Council and Staff
  - c. Administrative Team & Organizational Chart
4. A Brief History of City of South Fulton
5. Where We Are Now
  - a. City Council Input
  - b. Public Input - Town Hall Meetings
  - c. Public Input - Citizen Survey
  - d. Analysis of Strengths, Weaknesses, Opportunities, Threats (SWOT)
6. Where we want to go as a City
  - a. Vision
  - b. Mission
  - c. Operating Values
7. How we will achieve our vision & mission
  - a. Strategic Focus Areas
  - b. City Council Strategic Initiatives
  - c. Departmental Strategic Initiatives
  - d. Key Performance Indicators (KPIs)
8. Financial Ramifications of the Strategic Plan
9. How the City will Implement the Strategic Plan
10. How Citizens can participate in the Plan
11. Closing Thoughts and Thank you

## **Welcome Message from the Mayor**

Draft

## Letter from the City Manager

For nearly six months from September 2018 through March 2019, the City gathered qualitative and quantitative information from citizens, staff and elected officials about both the needs in South Fulton and ideas for building a great City. We had over 10 Town Hall interactions related to the Strategic Planning and received over 680 survey responses about the City from stakeholders.

Overwhelmingly, Citizens expressed concerns about safety, a need for a higher quality of life (walking paths, trails, senior services), for better economic conditions and their desire for a government they can trust. Citizens spoke favorably about roadway infrastructure (travel-ability) although they did want better street lighting and intersection safety...and they spoke highly of fire services, housing options, and an openness to diversity. A full summary of these statistics can be found starting on page ##.

This citizen feedback aligns to the strategic focus areas as set forth by the elected officials and staff:

- More responsive and efficient government
- Healthy Council and Staff teams
- A growing economy
- Higher quality of life
- Improved infrastructure

The City is highly committed to implementing plans and projects that will advance these five strategic focus areas as they address nearly all of the citizens' concerns and aspirations. The City's staff has outlined a number of projects and initiatives in this plan that will directly impact the concerns that citizens have expressed. Now that we have clarity about the challenges and have set forth specific focus and initiatives, we will begin to execute these plans and communicating progress with you, our valued stakeholders.

South Fulton was created out of self-determination giving us a blank slate to create a City of opportunity where our residents feel safe, raise healthy families, and build thriving businesses. Building a City is hard work and there are numerous components to making the City of South Fulton "Where you want to be". I am excited to lead a team of brilliant professionals who are as dedicated to you as I am, and I am happy to move the City forward by continuing with such important work.

# Meet the Elected Officials

## Mayor and City Council



**District 1**  
Councilwoman  
Catherine Foster-Rowell  
[District 1 Map](#)  
[Email Councilwoman  
Rowell](#)



**District 2**  
Councilwoman  
Carmalitha Gumbs  
[District 2 Map](#)  
[Email Councilwoman  
Gumbs](#)



**District 3**  
Councilwoman Helen  
Willis  
[District 3 Map](#)  
[Email Councilwoman  
Willis](#)



**District 4**  
Councilwoman Naeema  
Gilyard  
[District 4 Map](#)  
[Email Naeema Gilyard](#)



**District 5**  
Councilwoman Rosie  
Jackson  
[District 5 Map](#)  
[Email Councilwoman  
Jackson](#)



**District 6**  
Councilman khalid  
kamau  
[District 6 Map](#)  
[Email Councilman khalid](#)



**District 7**  
Councilman Mark Baker  
[District 7 Map](#)  
[Email Mayor Pro Tem  
Baker](#)

City Councilmembers were asked to share their perspectives regarding what makes a community great including leadership, service and government effectiveness.

**Councilwoman Rosie Jackson**

As a community leader, public servant and passionate about what she believes, she is highly respected in her district for speaking truth and doing what is legally right.

She has worked tirelessly in her community breaking down barriers and overcoming obstacles.

**Efficiency in South Fulton Government**

“When you have a culture of openness to good ideas for **efficiency** regardless of the scale big or small, coupled with the right data, constant improvement will become the norm rather than the exception.” - Councilwoman Jackson

**Councilwoman Helen Zenobia Willis**

Councilwoman Helen Zenobia Willis was elected into office May 1, 2017, to represent District 3 in the City of South Fulton.

Her platform was to reduce the pipeline to prison by enhancing parks and recreation, financial transparency, and improving public safety.

**Service to Others**

“Service to others is the perfect example of role-modeling leadership. Residents should be empowered, engaged, and feel a sense of ownership in the city. To do so, they must see it from leadership first.” - Councilwoman Willis

**Councilman khalid kamau**

Councilman khalid is a champion for South Fulton’s core values of open and fair government, data driven decision-making, and innovative solutions.

khalid was educated in Fulton Public Schools and has is a passionate advocate for South Fulton’s core value of engaging youth and developing the next generation of civic leaders.

**Engaged Citizens**

“The only way to build a city that engages & develops South Fulton’s young people is to give them a seat at the table where decisions are made.” – Councilman khalid

**Councilwoman Dr. Catherine Foster Rowell**

Councilwoman Dr. Catherine Foster Rowell represents City of South Fulton District 1 and served as the city’s first Mayor Pro Tem.

**Honesty and Openness**

“As the city’s first elected leaders, we must set the tone by being open, honest and transparent with stewardship of our public resources.” – Councilwoman Rowell

She desires for the city to have quality growth that is sustainable and improves the quality of life for the city's residents.

**Councilwoman Carmalitha Gumbs**

Councilwoman Carmalitha Gumbs represents District 2. As a member of the City's inaugural administration, she has been an enthusiastic champion of her community and fierce advocate for seniors and youth.

Councilwoman Gumbs has sponsored legislation that aims to create a more ethical and transparent government, lay the foundation for South Fulton to evolve as a smart city, promote quality development and better regulate the local economy.

**Respect**

“Respect is one of the most important pillars of a successful government. A deep respect for people and sound processes is the compass that guides ethical, inclusive and results-driven policy.”

- Councilwoman Gumbs

**Councilwoman Naeema Gilyard, MHA**

Councilwoman Gilyard serves District 4

The last thirty years of Ms. Gilyard's career have focused on prevention programs, education, management and finance in a public health setting, environmental activism in communities.

She has a goal to make land use decisions that protect our quality of life, support environmentally friendly businesses and ensure that the community adheres to environmental compliance laws that protects our health while being fiscally frugal.

**Environmentalism**

“Citizens and Council working together can overcome the environmental challenges we face as a city.”

- Councilwoman Gilyard

**Mayor Pro-Tem Mark Baker**

Councilman Baker serves District 7

**BAKER – BIO & QUOTE PENDING**

**Passion and Positivity**

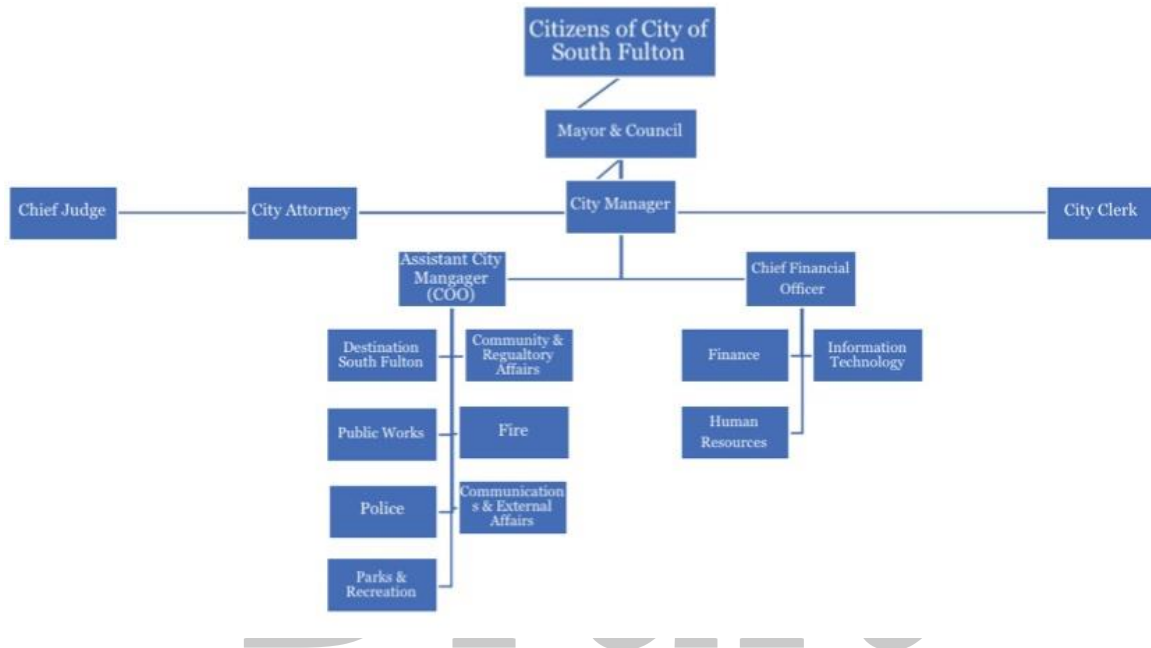
“ ... ”

- Councilman Baker



# Administrative Team Organizational Chart

The City of South Fulton is a Council / Manager form of government where the legislative and policy arena is lead by the Council and the day-to-day operations are led by the City Manager. The team made significant contributions to the development of this strategic plan to help shape the direction and near-term goals.



## **A Brief History of the City of South Fulton**

The city of South Fulton was incorporated in May 2017 as part of the Metropolitan Atlanta area. South Fulton is the third largest city in metro Atlanta and the 8<sup>th</sup> largest city in the state of Georgia, serving the population of 98,000 according to the US Census Bureau's report estimate for 2018 census projections.

The City's daytime population remain consistent at more than 110,000 due to the concentration of major industries in business districts located within the city including; wholesale trade, educational services, retail trade, waste management and remediation, food services and agriculture

The City is home to the South Fulton Parkway Corridor, which runs through one of the districts and is only minutes from Hartsfield-Jackson Atlanta international Airport. The Old National Highway Corridor is one of the region's most densely populated areas and serves as the largest commercial corridor within the City's limits.

The Fulton Industrial District is recognized as one of the largest industrial and business areas in the metropolitan Atlanta region, and is adjacent to the City. Portions of Camp Creek's industrial commercial businesses are also held within the City's borders. The City also houses the Wolf Creek Amphitheater, an outdoor recreation concert venue.

### **City Snapshot**

- Chartered May 1, 2017
- 85.64 Square Miles
- 1,700+ Businesses
- Home to Wolf Creek Amphitheater
- 17 parks totaling 692 acres
- Fire Service
  - 10 Fire Stations
  - ISO 3-9
  - 167 Fire Personnel
- Police Service
  - 3 Precincts
  - 117 Police Personnel
- Busiest Airport in the World
  - 15.5 miles from City Hall

### **City Demographics** (US Census Bureau, 2018)

- Median Age – 35
- Number of Households – 35,392
- Percent of Population (Homeownership) – 66.7%
- Median Household Value - \$187,477
- Median Household Income - \$59,395
- Average Household Income - \$78,244
- Per Capita Income - \$29,181
- Education Attainment – 91.6% (HS graduate+) / 36.9% (Bachelor's Degree +

# **Where We Are Now**

*What are our current strengths, weaknesses,  
opportunities and threats?*

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## The Current Situation of South Fulton

On November 18, 2018, the City of South Fulton successfully transitioned all city services from Fulton County. The pace and breadth of policy development and organizational establishment since early 2018 has been significant. Rightly so, this has been the focus of the City for last year and a half.

In addition, the City Council, many of which have little or no City government experience, have worked tirelessly to make decisions and advance the burgeoning City so that it is functional and operational. While the process has been fraught with disagreement at times, the intent and heart behind the City's development debates has been positive.

Now the City is turning its focus to more operational matters as there is a significant amount of organizational, process, technology, relational and policy matters yet to firmly establish. Being a new City brings with it the positive of a considerable amount of control and better services, but also brings a significant need for the development of new processes, systems, relationships and direction.

In a University of Georgia Carl Vinson School of Government facilitated retreat in September 2018, the Council and senior staff provided input as to areas of the City that are considered strengths, weaknesses, opportunities and threats (SWOT). Identifying these four areas through a process known as a SWOT analysis helped the City remain focused on the areas it can advance and leverage and overcome the areas that are considered weaknesses or threats.

It is healthy for the City to clearly define what is lacking and to agree on the current state of affairs so that any goals that are developed help address areas of agreed upon weaknesses or outside threats.

Below are the strengths, weaknesses, opportunities and threats for each of the five strategic focus areas outlined in this plan.

### City Council Input

In a subsequent interview process in November 2018, City Council members were asked about current and future desires for the City. Below are their consolidated responses.

**When asked about their core desire** for South Fulton, Councilmembers replied financial viability, economic development, quality service delivery and best practices, an efficient government and development of team talent and team excellence.

**When asked what the greatest hindrances** to success are, the Council answered generational divide, lack of leadership, relations with Council / Mayor, growing pains and crime.

**When asked how each Councilperson defines success** in South Fulton the Council's answers included economic development, working together as a

team, communicating well with citizens, quality service delivery, investing in staff and reducing crime.

**When asked how to create unity** on City and Council teams, Council responded with ideas including a desire to eliminate competing with each, a need for more education of Council, the need to form work groups, increase respect, grow team harmony / unity and build a comprehensive, strategic plan that will create a shared vision.

**When asked about how to create more economic opportunity** Council responded more focus on Old National, rethink our character / who we are, reduce crime, broaden revenue streams and promote our assets.

**When asked how to improve the quality of life in South Fulton,** Council responded to reduce income inequality, make good decisions, deal with neighboring cities and warehouse issues, create more outlets for young people (parks and recreation), live, work, play..., focus on efficient government and reduce crime.

*“Collaboration is a key part of the success of any organization, executed through a clearly defined vision and mission and based on transparency and constant communication.” - Dinesh Paliwal*

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## **Public Input – Town Hall Meetings**

**PICTURES OF TOWN HALL MEETINGS HERE – IMAGE HERE**

Citizens were invited to participate in public town hall style meetings during the development of this plan. The city sponsored ten public townhall meetings and the public responded and participated in a very active and positive way. Over all several hundred people participated in these public events and nearly all of their comments and concerns for the city are outlined in this document.

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## Public Input – Citizen Survey of South Fulton

Over 680 citizens participated in an online survey to share their thoughts on the city's current state and future direction. A full listing of the results sort-able by District can be found at: [www.cityofsouthfulton.com/surveyresults](http://www.cityofsouthfulton.com/surveyresults)

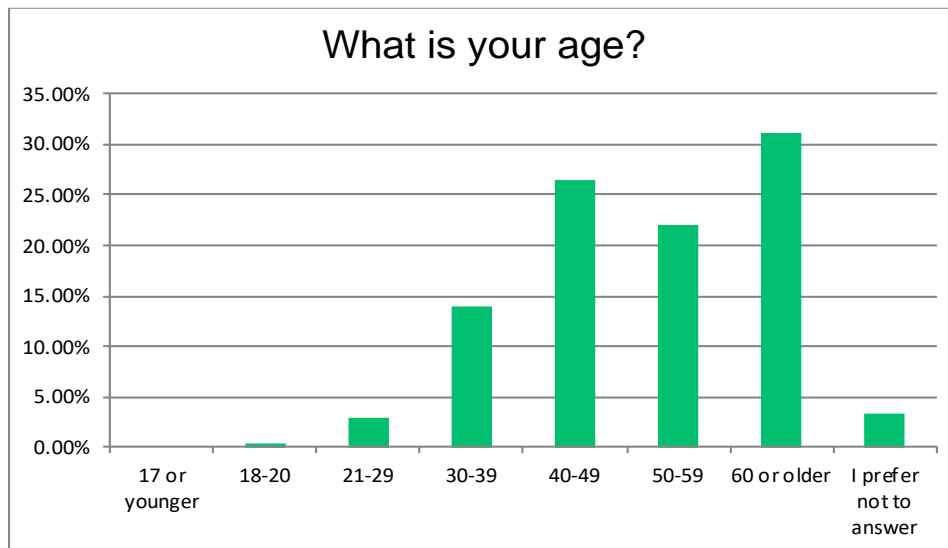
The responses of the citizens who participated in the survey reflect a well serious interest in advancing key areas of the city. Their overall message to the City is:

- We want a better sense of safety
- We want a higher quality of life with more walking trails and senior activities
- We want to make South Fulton a great place for others to visit
- We want to grow our trust in our local government
- We want to see more development of the local economy with more employment opportunities
- We want to make South Fulton an even better place to raise children
- We want to see a better direction for the City and grow confidence in our local government

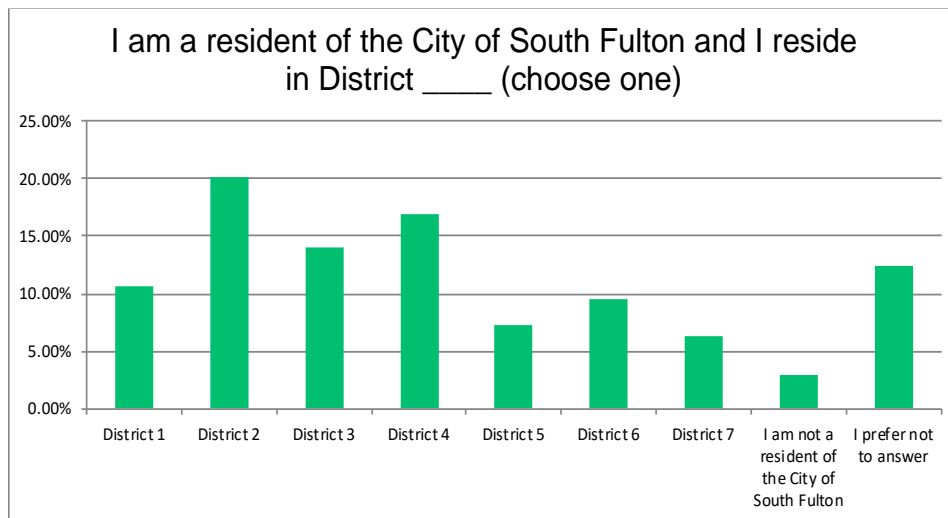
There are many reasons for these strong sentiments, one of which may be a pent-up frustration with not having an identity or not having representation for so such a long period of time. Citizens expect and demand a lot now that they have their own City and they want it now. Citizens often don't know or understand why large projects take a long time to complete, nor do they hear about the large progress made in many areas of the City. The City should continue to grow its sharing of successes with Citizens so that they better understand the progress that is being made....and there is plenty.

Below are selected results of the survey that directly relate to the areas of the plan we want to address:

- Confidence in South Fulton Government – IMAGE HERE
- Satisfied with quality of new developments – IMAGE HERE
- Satisfied with overall image and reputation – IMAGE HERE
- Satisfied with opportunities to participate in community matters – IMAGE HERE
- South Fulton is a great place to start a business – IMAGE HERE
- Quality of recreation programs – IMAGE HERE
- Enough walking trails – IMAGE HERE
- Quality of life overall – IMAGE HERE



*\*Median Age in the City of South Fulton is 35*



Of 40+ questions asked on the survey, the bottom 10 rated questions are outlined below as well as the Top 5 highest rated responses.

81% of respondents live in the City of South Fulton and 80% were 40 years old or over.

When asked residents to rate the City of South Fulton, the Top 10 responses that were rated best by citizens include:

1. The City of South Fulton accepts people of diverse backgrounds  
(62.46% Agree; 14.83% Disagree; 22.70% Neutral)
2. I will live in the City of South Fulton for the next 5 years  
(56.12% Agree; 18.85% Disagree; 25.04% Neutral)
3. It's easy to get around (travel) in the City of South Fulton



- (47.57% Agree; 31.08% Disagree; 21.35% Neutral)
4. The City of South Fulton has enough affordable quality housing  
(45.95% Agree; 24.30% Disagree; 29.75% Neutral)
  5. The City of South Fulton's fire services are adequate  
(42.24% Agree; 18.76% Disagree; 39.00% Neutral)
  6. The City of South Fulton is a great place to visit  
(34.81% Agree; 34.07% Disagree; 31.13% Neutral)
  7. The City of South Fulton's government is honest  
(33.33% Agree; 18.80% Disagree; 47.87% Neutral)
  8. I feel safe in the City of South Fulton  
(29.85% Agree; 46.48% Disagree; 23.68% Neutral)
  9. The City of South Fulton is developing from an economic perspective  
(29.44% Agree; 39.05% Disagree; 31.51% Neutral)
  10. The City of South Fulton's government acts in our best interest  
(29.31% Agree; 33.58% Disagree; 37.11% Neutral)

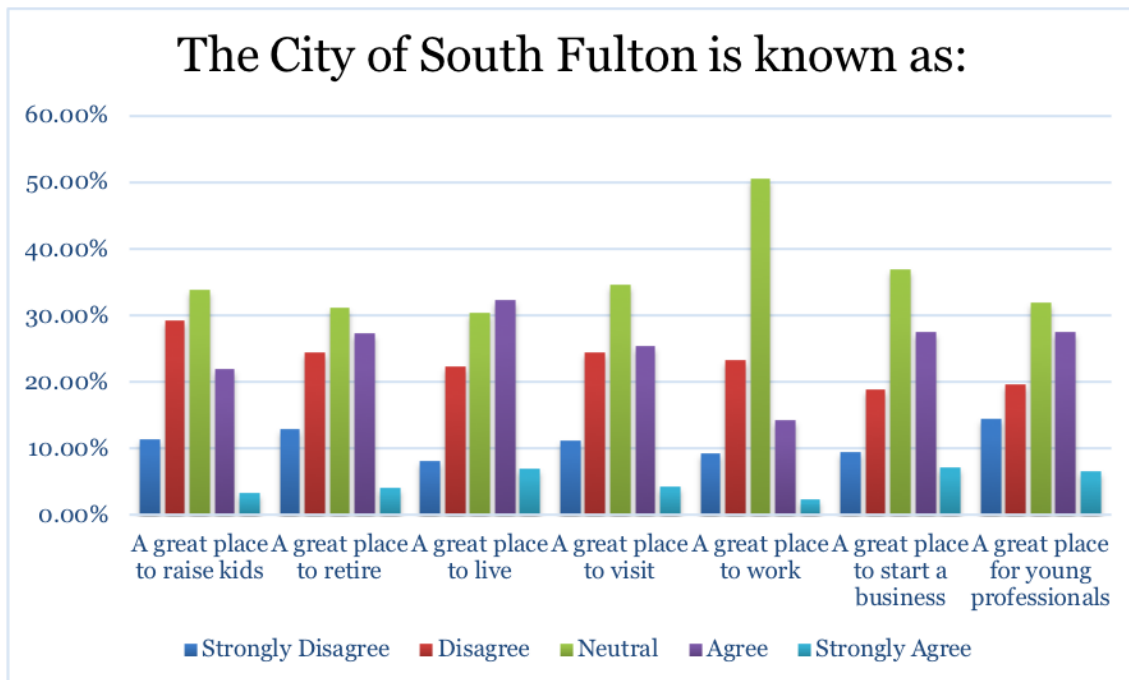
Bottom 10 Rated Responses by Citizens:

1. The City of South Fulton has ample paths and walking trails  
(6.90% Agree; 77.53% Disagree; 15.57% Neutral)
2. The City of South Fulton has great parks  
(24.01% Agree; 51.54% Disagree; 24.45% Neutral)
3. I feel safe in the City of South Fulton  
(29.85% Agree; 46.48% Disagree; 23.68% Neutral)
4. The City of South Fulton's police services are adequate  
(25.22% Agree; 45.73% Disagree; 29.06% Neutral)
5. The City of South Fulton makes good use of the city's land  
(10.69% Agree; 44.96% Disagree; 44.36% Neutral)
6. There are employment opportunities in the City of South Fulton  
(22.56% Agree; 39.38% Disagree; 38.05% Neutral)
7. The City of South Fulton is developing from an economic perspective  
(29.44% Agree; 39.05% Disagree; 31.51% Neutral)
8. The City of South Fulton has ample services and programs for senior citizens  
(14.39% Agree; 38.72% Disagree; 46.88% Neutral)
9. The City of South Fulton has ample services and programs for veterans

(3.71% Agree; 34.42% Disagree; 61.87% Neutral)

10. The City of South Fulton is a great place to visit  
(34.81% Agree; 34.07% Disagree; 31.13% Neutral)

When respondents were asked to select if they agreed or disagreed with statements regarding the perception of South Fulton we found that almost 40% of respondents do not agree that the City is known as a great place to raise kids, retire, or visit. While 39% of respondents believe the City of South Fulton is a known as a great place to live, almost 50% were undecided or neutral on whether the City is a great place to work and 36% undecided or neutral about how the City embraced young professionals.



Lastly, we asked respondents to rate how satisfied they were with particular attributes of and services provided by the City. Out of the Top 10 response only one options scored more than 50% agreement—*public engagement*. Fifty-three percent of respondents said they were satisfied with the “Opportunities to participate in community matters impacting the City of South Fulton”.

1. Opportunities to participate in community matters impacting the City of South Fulton  
(53.85% Agree; 19.38% Disagree; 26.78% Neutral)
2. The City's support for minority businesses  
(38.41% Agree; 18.84% Disagree; 42.75% Neutral)
3. Variety of housing options within the City of South Fulton

- (33.04% Agree; 31.41% Disagree; 35.56% Neutral)
4. Overall quality of life in the City of South Fulton  
(31.36% Agree; 36.83% Disagree; 31.80% Neutral)
  5. Overall customer service provided by the City of South Fulton employees  
(29.48% Agree; 27.26% Disagree; 43.26% Neutral)
  6. The City's support for non-minority businesses  
(29.20% Agree; 13.87% Disagree; 56.93% Neutral)
  7. The overall direction that the City of South Fulton is taking  
(28.34% Agree; 31.90% Disagree; 39.76% Neutral)
  8. Overall confidence in the City of South Fulton government  
(27.51% Agree; 39.50% Disagree; 32.99% Neutral)
  9. Opportunities to attend cultural activities within the City of South Fulton  
(26.22% Agree; 43.71% Disagree; 30.07% Neutral)
  10. My knowledge of South Fulton City government & how it works  
(23.91% Agree; 28.99% Disagree; 47.10% Neutral)

Bottom 10 Rated Responses by Citizens:

1. Shopping opportunities available in the City of South Fulton  
11.21% 75.81% 12.98%
2. Recreation & entertainment activities for children & families in the City of South Fulton  
(13.87% Agree; 60.59% Disagree; 25.55% Neutral)
3. The overall image or reputation of the City of South Fulton  
(16.71% Agree; 59.91% Disagree; 23.37% Neutral)
4. Cleanliness of the City of South Fulton  
(18.37% Agree; 59.86% Disagree; 21.78% Neutral)
5. Entertainment activities for young professionals in the City of South Fulton  
(7.30% Agree; 59.86% Disagree; 32.85% Neutral)
6. Overall appearance of the City of South Fulton  
(19.50% Agree; 58.79% Disagree; 21.71% Neutral)
7. Overall quality of business and service establishments in the City of South Fulton  
(17.07% Agree; 53.00% Disagree; 29.94% Neutral)
8. Quality of new development in the City of South Fulton  
(15.87% Agree; 52.67% Disagree; 31.45% Neutral)

9. Value of services for the taxes paid to the City of South Fulton  
(18.94% Agree; 51.93% Disagree; 29.14% Neutral)

10. Quality of K12 education in the City of South Fulton  
(14.22% Agree; 45.63% Disagree; 40.15% Neutral)

The feedback not only aligns with the strategic focus areas of Council and staff, but they justify them.

See this [LINK](#) to view all the survey results.

### **How These Survey Results will be Used**

Citizen input is vital to ensuring that the City is focused on the things that matter most to the City. The City will analyze the results of the survey and then use the results to guide incremental spending and focus for the areas of concern. Each of the five areas of strategic focus are important, the weight and input of the citizenry will and does impact the amount of focus and attention each of these five areas received from Council.

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**SWOT ANALYSIS**

## SWOT Analysis – Developing Strong Healthy Teams

Government, processes, services, public space, public safety and all the other areas of the City of South Fulton involve people. The development and cultivation of relational skills and professional work skills is paramount to advancing any initiatives in the Strategic Plan. It is first. Below is a SWOT analysis that addresses issues regarding teamwork.

<b>Goal 1 – Develop Strong Healthy Teams</b>			
<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Openness to the relational challenges	Council that argues in public	Develop service orientation for employees	Economic engines outside community do not invest due to relational tension
Staff has positive outlook in place to implement goals	Lack of team unity among Council	Increase professional skills and leadership skills of staff	Too many new, unplanned urgencies
Creating strong policies to strengthen processes	Have no common unity around direction	Develop relationships with surrounding communities	Short-term decision making
Ideologically diverse Council	Focus on who gets credit versus servant leadership	Develop relationship skills of Council	Citizens expectations not aligned to budget and resources

## SWOT Analysis – Grow Infrastructure and Solidify Finances

The main work of government is public safety and the provision of basic services such as water, roads and sanitation. Because South Fulton is a new City considerable time and effort needs to be put into growing its infrastructure and financial health so that it can best serve the basic needs of the community. Below is a SWOT analysis of the City’s infrastructure and financial situation.

<b>Goal 2 - Grow Infrastructure and Solidify Finances</b>			
<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Access to Local Option Sales Tax	Low cash reserves	Develop diversified revenues	Lack of public understanding of long-term financial needs
Large tax base	Financial obligations due to transition	Increase financial stability	Decrease in tax digest
Limited debt	Infrastructure needs are significant	Create Development Authority	Not managing to budget; unplanned expenses
		Eliminate some IGAs with other agencies	Dependent on a few sources of income

**SWOT Analysis: Increase Community Collaboration and Improve Quality of Life**

All new communities, especially a new city like South Fulton, should establish strong relationships with its neighbors and focus on quality of life issues. The SWOT analysis and issues for the City in developing community collaboration and quality of life is shown below.

<b>Goal 3 - Increase Community Collaboration and Improve Quality of Life</b>			
<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Large city with large influence	Vocal naysayers that need to be included and valued	Our size benefits our influence	Further annexation of parts of South Fulton
Facilities to support collaboration	Lack of diversity	Leverage resources from neighboring communities	Trucking demands and influence on quality of life
Engaged citizens	48% voted against City formation	Grow partnerships with school system	Neighbor cities not linked to our zoning
Council strong desire to build outside ties	Weak school system	Educate citizens on City processes	Legal challenges from zoning issues
Strong state legislators		Grow citizen confidence in City	Continued strain from a difficult transition from Fulton County
		Improved communications with neighboring communities	
		Develop new partnerships with neighboring Communities	



### **SWOT Analysis: Focus on Economic Development**

Growing the economy and generating sufficient tax revenues goes a long way to addressing and resolving City issues. Since South Fulton is a new City, more effort must be put in place to leverage strengths and minimize threats and weaknesses in this important area. Below is the SWOT analysis related to the topic of economic development.

<b>Goal 4 - Focus on Economic Development</b>			
<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Location: Close to Interstate 20, rail and airport	No past focus on Economic Development	Annexation of Fulton Industrial Blvd	Gentrification: Negative citizen impact from development
Existing developer interest	Funding to invest in resources for Economic Development	Develop City Center	Loss of industrial base
Significant land availability	Lack of retail, entertainment, transportation and healthcare options	Reclaim illegally annexed areas	Industrial expansion location not ideal
	Lack of investment in land by City	Large commercial and retail development opportunities	
	Limited housing stock	Significant land availability	
	Lack of Economic Development Plan	Develop tourism	
	Lack of “toolkit” for Economic Development	Develop new tools for Economic Development	
	Lack of policies and regulations around Economic Development	Obtain industrial base	
		Opportunity to develop public / private partnerships	

**SWOT Analysis: Create an Efficient Government & Service Delivery**

It is important that the City continue to work toward more and more efficiencies in how it operates. There is a need for systems, boundaries, clarity of roles and systems to allow Departments and others to function in an efficient manner. Below is the SWOT analysis for the City for the area of efficiency and service delivery.

<b>Goal 5 – Create an Efficient Government &amp; Service Delivery</b>			
<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Professional staff with strong desire to have cooperation	Lack interdepartmental systems and processes	Increase public safety headcount	Outdated facilities
	Lack of performance management systems	Improve healthcare access	Loss of focus on critical initiatives due to unplanned projects
	Lack transparent budgeting system	Leverage Great park programming	IT threats and outages
	New City with limited history in how to achieve goals	Increase park programming for youth	
		Implement Performance Management system	
		Create intra-departmental teams to focus on process	

# **Where We Want to go as a City**

*“If you want to go fast, go alone. If you want to go far, go together.”  
African Proverb*

## **South Fulton’s Vision, Mission and Values**

According to the New York Times selling author Patrick Lencioni, there are six crucial questions that each organization needs to be able to answer to be successful. They are:

1. Why do we exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important--right now?
6. Who must do what?

The City of South Fulton has established a vision for why it exists, how it will commit to behave and what the team will do each day. The City’s vision, values and mission answer the first three questions. The remainder of the Strategic Plan answers many of the other questions.

### **City of South Fulton Vision – *This is a future-looking aspirational statement of who we want to be.***

City of South Fulton will be an innovative, diverse community that is safe, environmentally conscious, healthy, transparent and financially sustainable for all its citizens and visitors.

### **City of South Fulton Mission – *This is the day-to-day focus of each employee.***

Each day we will exceed the expectations of our customers as we deliver municipal services with respect and professionalism.

### **City of South Fulton Values – *These values guide how we treat each other and how we serve the Citizens.***

1. **Honesty / Integrity:** We will agree to hold ourselves to a high ethical standard and hold each other accountable to that standard. This is the foundation of all our interaction and purpose.
2. **Respect:** We will respect others even when we disagree with their point of view or feel as though we are being misrepresented. We will learn to be open and encourage disagreement but not be disagreeable. We commit to holding each other to this standard of behavior.
3. **Service to Others:** We are here to serve others and we believe the public service is based in humility. We will submit our individual ideas and plans to the City’s larger plans and progress. This is a hallmark of a strong leader.
4. **Environmentalism:** We will act in a way that preserves and protects our environment and encourage environmentalism in our community.

5. **Efficiency:** We will be good stewards of our resources, be efficient in how we deliver services and provide prompt accurate service to our citizens and stakeholders.
6. **Open-Mindedness:** We promise to be open-minded and respectful to those with which we work. We will be willing to not only listen but to be open to change ourselves.
7. **Passion and Positivity:** Being positive and passionate about our City and our future is critical to inspiring others to do their best. We commit to finding ways to be positive and uplifting despite challenges that may come our way.

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# **How We Will Achieve Our Vision and Mission**

*Draft*

*Strategic Focus Areas*

"If members of a leadership team can rally around clear answers to the six fundamental questions--without using jargon--they will drastically increase the likelihood of creating a healthy organization," he says. "This may well be the most important step of all in achieving the advantage of organizational health." - Author Patrick Lencioni

## **South Fulton's Five Strategic Focus areas**

Following are the five areas of unique strategic focus that the City of South Fulton will act on with extra effort, resources and intentionality over the next 2-5 years.

### **Goal 1 – Invest in Developing Strong Teams**

Develop a cohesive, servant-leader environment of trust and cooperation; commit to a shared vision while maintaining the epitome of professionalism.

### **Goal 2 - Grow Infrastructure and Solidify Finances**

Build and diversify our revenue sources to ensure financial adequacy and stability to reduce dependence on any single source.

### **Goal 3 - Increase Community Collaboration and Quality of Life**

Strengthen relationships with our county and state legislators and surrounding municipalities that will aid the City of South Fulton to take a regional approach to services. Launch initiatives and create change that will improve our quality of life.

### **Goal 4 - Focus on Economic Development**

Promote a healthy and prosperous economy that supports small businesses, entrepreneurs, tourism, and public-private partnerships. Define and promote who the City is and market it to stakeholders.

### **Goal 5 – Create an Efficient Government**

Provide quality and efficient services to improve the quality of life for residents and businesses. Services include fire, police, parks and recreation, courts, economic development, zoning and land use, public works, and sanitation.

# **Council and Departmental Strategic Goals and Initiatives**

Draft



## **Goal 1 – Develop Strong Healthy Teams Council Goals**

Move forward with a cohesive, altruistic environment of trust and cooperation with a shared vision while maintaining the epitome of professionalism.

	<b>DEPT</b>	<b>Term</b>
Improve teamwork and communication among Staff and Council	Mayor / City Manager / Council	Annually
Council training regarding effective communication, confidentiality, staff relations, etc.	Council / City Manager	2020
Develop a professional and educated City Council team	Council / City Manager	2020-2021
Define process for appropriate interactions between council and staff	Council / City Manager	2020
Engage South Fulton Delegation to clarify aspects of City Charter & improve relationships	City Manager / Council	In Process
Audit processes, systems and overall performance issues for departments to build stronger teams	IT / Performance	2020-2021
Define and launch customer service initiatives to improve efficiency & better serve citizens	City Manager / Performance	2020-2022
Create and implement policies for clarity and organizational effectiveness	City Manager / HR	2020
Implement and communicate strategic plan for codified vision/purpose	In Process	2019

## Goal 1: Develop Strong Healthy Teams Departmental Strategic Goals

Item	Focus Area	Department	Timeframe
Implement an internal Newsletter for Team to help increase awareness of events and morale	Develop Strong Teams	Communications	2019+
Provide media training for Council	Develop Strong Teams	Communications	2019
Improve technology support model (people, processes and technology) including self-service	Develop Strong Teams	IT	Ongoing
Conduct internal training for staff on areas including topics such as making a good impression, etiquette, attire.	Develop Strong Teams	Communications, Council	2019
Formalize the City's salary administration by implementing a comprehensive classification and compensation study.	Develop Strong Teams	HR	2020
Implement activities to improve recruitment and retention of a talented workforce to meet the needs of the City (including leadership development and management skills development)	Develop Strong Teams	HR	2019+
Train City, Staff and Council on Economic Development Realities (Retail = Tax Revenue)	Develop Strong Teams	Economic Development / Council & Staff	2019
Certify all Sworn officers in Crisis Intervention	Develop Strong Teams	Police	2019

**Goal 2 - Improve Infrastructure and Solidify Finances  
Council Strategic Goals**

Build and diversify our revenue sources to ensure financial adequacy and stability to reduce dependence on any single source.

	<b>DEPT</b>	<b>Term</b>
Grow financial reserves to provide City with a “rainy day” fund	Finance	2020-2024
Develop and implement a plan to diversify revenue and, where applicable, increase financial stability through improved policies and new fees	Finance	2019-2020
Capture all LOST funds due to the City	Finance	2019-2020

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## Goal 2 - Improve Infrastructure and Solidify Finances Departmental Strategic Goals

Item	Focus Area	Department	Timeframe
Implement impact fees for commercial and residential development	Finance and Infrastructure	Community & Regulatory Affairs	2019
Reconsider and recommend fee schedule for department	Finance and Infrastructure	Community & Regulatory Affairs	2019
Secure Federal grant funding for training and other designations such as LCI & CDBG	Finance and Infrastructure	Community & Regulatory Affairs	2020
Research and establish (cash) bonding rules to improve long-term development viability	Finance and Infrastructure	Community & Regulatory Affairs and Finance	2019
Improve government transparency through implementation of OpenGov	Finance and Infrastructure	Finance	2019
Increase use of grants to reduce City operating funds (such as CDBG)	Finance and Infrastructure	Finance	2019-2022
Implement bond financing capabilities	Finance and Infrastructure	Finance	2019-2021
Develop Fire Station Facility upgrade plan	Finance and Infrastructure	Fire	2019
Consider County fire tax to help pay for capital needs of Fire Department	Finance and Infrastructure	Fire	2020-2021
Create a small cell and Smart City Plan	Finance and Infrastructure	IT	2019-2020
Research and develop a plan to generate additional revenue in Parks	Finance and Infrastructure	Parks	2019-2020
Research and document alternative ways to fund parks for the long-term	Finance and Infrastructure	Parks	2019-2024
Develop and implement a plan to improve park facilities	Finance and Infrastructure	Parks	2019-2020
Evaluate and document Police vehicle needs in Police annually	Finance and Infrastructure	Police	Annually
Implement Body-Worn Cameras for all Sworn Certified Officers	Finance and Infrastructure	Police	2019
Build Police / Fire Headquarters	Finance and Infrastructure	Police / Fire	2021-2022

## Goal 3 - Increase Community Collaboration and Quality of Life

### Council Goals

Strengthen relationships with our county and state legislators and surrounding municipalities that will aid the City of South Fulton to take a regional approach to services that will improve our quality of life.

	DEPT	Term
Create a communication plan to better inform citizenry and outside stakeholders	Communications & Other Departments	2019
Ensure City meets transition planning key dates for Charter	Completed on Target	2018
Set plans to build strong relationships at State Legislative level via lobbyist	City Manager / Council	2019-2020
Create and implement a plan to grow citizen and Elected Official relationships	Communications / City Manager / Council	2019-2020
Create partnerships to assist school initiatives and improve education	Parks & Rec	2019-2020
Interact with surrounding communities related to zoning and economic development coordination	Economic & Community Development	2019-2021
Implement the <b>Comprehensive Plan</b> through the use of a standard Short-Term Work Plan (STWP) to benefit various aspects of the community	Community & Regulatory Affairs	2019
Create <b>Master Zoning Ordinance</b> including land use, sign regulations, parking regulations, development, resident developments, industrial and office use, telecom ordinance, etc.	Community & Reg Affairs	2019
Implement walking trails, sidewalks and other quality of life goals (part of Comp Plan)	Pub Works / Parks	2020-2022
Improve Public Safety through 21st Century Policing (strong partnerships in Community)	Communication / Fire / Police	2019-2020

### **Goal 3: Increase Community Collaboration and Quality of Life Departmental Strategic Goals**

Provide Citizens with better ways to engage with City using technology	Community Collaboration and Quality of Life	IT	2019-2020
Develop and enhance municipality technical partnerships (experience, cut time to market)	Community Collaboration and Quality of Life	IT	2020
Continue Economic Development Stakeholder Sessions to engage regional interest in South Fulton	Community Collaboration and Quality of Life	Econ Development	Ongoing
Interact with surrounding communities related to zoning and economic development coordination	Community Collaboration and Quality of Life	Econ & Community Development	2019-2021
Develop Parks Master Plan 2019	Community Collaboration and Quality of Life	Parks	2019
Develop and implement diversity programming for youth core and aging population	Community Collaboration and Quality of Life	Parks	2019-2020
Develop and implement a plan to better support local schools and student education	Community Collaboration and Quality of Life	Parks	2019
Create and implement programs to support healthy living	Community Collaboration and Quality of Life	Parks	2019
Improve park safety by better interfacing with Police / Parks	Community Collaboration and Quality of Life	Parks/Police	2019-2021
Increase cooperation in partnership with the City of South Fulton Public Arts Council and local artists to increase art activities for citizens	Community Collaboration and Quality of Life	Parks	2019
Establish Cultural Affairs division to develop and implement cultural programs	Community Collaboration and Quality of Life	Parks	2020
Explore and expand public-private partnerships to provide additional large-scale capital projects and programming	Community Collaboration and Quality of Life	Parks	2020-2021
Continue inter-governmental events with surrounding Public Safety departments to improve medical training and follow best practices	Community Collaboration and Quality of Life	Fire	

Secure transport license for Fire Department to better service citizens and reduce time to care	Community Collaboration and Quality of Life	Fire	2019-2020
Complete Automatic Aid by finalizing Agreements with neighboring cities	Community Collaboration and Quality of Life	Fire	
Establish a City-Wide Emergency Procedure Plan	Community Collaboration and Quality of Life	Fire	2019
Implement 21st Century Policing to aid in crime prevention	Community Collaboration and Quality of Life	Police	2019
Improve public crime perception via community meetings, positive publicity & hotspot plans	Community Collaboration and Quality of Life	Police	2019
Document and implement Community Enhancing initiatives such as back to school events	Community Collaboration and Quality of Life	Police	
Complete Comprehensive Plan for City	Community Collaboration and Quality of Life	Community & Regulatory Affairs	2019
Improve file sharing processes with Fulton Co to improve citizen response (old permits/files)	Community Collaboration and Quality of Life	Community & Regulatory Affairs	2019
Create a "Blighted Housing" Program	Community Collaboration and Quality of Life	Community & Regulatory Affairs	2019-2020

## **Goal 4 – Focus on Economic Development Council Strategic Goals**

Promote a healthy and prosperous economy that supports small businesses, entrepreneurial opportunities, tourism, and public-private partnerships.

	<b>DEPT</b>	<b>Term</b>
Develop City Center Complex to act as a central facility as well as convening location and anchor for economic development	Council / Mayor / City Manager / Destination South Fulton	2020-2021
Improve branding to highlight rail, airport, interstates to create a positive image of South Fulton	Destination South Fulton / Communications	2020
Create Econ Development plan to grow interest from developers for commercial, residential and retail (groceries, tourism, medical, specialty healthcare, Senior Living, entertainment etc.)	Economic Development	2019-2020
Train City, Staff and Council on Economic Development	Economic Development / Council & Staff	2019
Transition and Update Fulton County's Zoning to City Zoning Ordinances	Community & Regulatory Affairs	2019
Pursue alternative transportation options (light rail, more Marta)	City Manager/ Council / Public Works	2020-2021
Work with surrounding communities to "fill holes" in South Fulton	Community & Reg Affairs	2019-2021
Create a Development Authority to attract high-quality employers and housing developers	Economic Development / City Manager	2020-2021
Invest in land purchases	Economic Development / City Manager / Council	2020-2022
Develop and launch new tools like TADs and public private partnerships	Economic Development / City Manager	2019-2020
Improve branding including history and telling the City's story	Communications & Economic Development	2019



## **Goal 4 – Focus on Economic Development Departmental Strategic Goals**

Increase communication between Elected Officials from COSF and other Cities	Economic Development	Communications	Ongoing
Develop a communication / marketing strategic plan for the City	Economic Development	Communications	2019
Implement citywide branding of all public facing materials for residents and others	Economic Development	Communications	2019-2020
Upgrade website to include podcast, user friendliness and connection to OpenGov	Economic Development	Communications	2019-2020
Pursue and document a Workforce Development Collaboration with Atlanta Technical College	Economic Development	Economic Development	2019-2020
Research and document a plan for a Small Business Incubator / Co-Working Space	Economic Development	Economic Development	2019-2022
Improve ISO rating from 3 to a 2 to reduce premiums for businesses and residents	Economic Development	Fire	2019-2020

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## **Goal 5 – Create an Efficient Government Council Strategic Goals**

To provide quality and efficient services to improve the quality of life for residents and businesses. Services include fire, police, parks and recreation, courts, economic development, zoning and land use, public works, and sanitation.

	<b>DEPT</b>	<b>Term</b>
Increase civic education (Public wants to be heard and represented and involved)	Communications, City Manager & Others	Annually
Implement and budget for improved parks programming for youth and underserved population (special needs, seniors, veterans, etc.)	Parks	In Progress
Insure programs exist for energy efficiency	City Manager	2020-2022
Streamline internal services among departments (Shared Services)	IT / Performance Dept	2019-2020
Develop and implement a work order system for Shared Services issues	City Manager	2019-2020
Implement a Performance Management system to measure and track progress toward Strategic Goals	City Manager	2019-2020

## Goal 5 – Create an Efficient Government Departmental Strategic Goals

Item	Focus Area	Department	Timeframe
Implement a system to better manage Communication flow of work	Efficient Government	Communications	2019-2020
Implement and train on department software programs	Efficient Government	Community & Regulatory Affairs	2019
Create Standard operating procedures	Efficient Government	Community & Regulatory Affairs	2019
Cross train all employees on all areas of department	Efficient Government	Community & Regulatory Affairs	2019-2020
Implement Risk Management Software to help insure employee's safety	Efficient Government	Finance	2019-2020
Present and gain approvals for moving to NFPA staffing levels	Efficient Government	Fire	2020-2021
Improve training of fire staff with additional staff to help improve skills of team	Efficient Government	Fire	2019-2021
Improve morale and employee engagement by implementing a rewards and recognition program	Efficient Government	HR	2019
Insure HR policies and procedures are understood and followed for team effectiveness	Efficient Government	HR	2019-2020
Align and maximize employee's performance with the goals of the City by ensuring that performance management processes are designed and executed properly	Efficient Government	HR	2019-2020
Streamline the benefits administration process to generate cost savings through a partnership of a benefit broker.	Efficient Government	HR	2019-2020
Create formalized communications platforms & processes	Efficient Government	IT	2019
Enhance and complete IT projects from transition	Efficient Government	IT	2019
Centralize and formalize Departmental processes related to technology	Efficient Government	IT	2019
Implement mobile technology in vehicles	Efficient Government	IT	2019
Audit IT, Processes, Systems and overall performance issues for departments	Efficient Government	IT / Performance Dept	2019-2020

Implement technology to streamline internal services among departments (Shared Services)	Efficient Government	IT / Performance Dept	2019-2020
Implement electronic process for collecting fees for inspections	Efficient Government	IT/Fire	2019
Maximize use of online Parks tools for faster registration and marketing	Efficient Government	Parks	2019
Establish Comm-Stat to encourage Hotspot Policing to reduce crime	Efficient Government	Police	2019
Reduce on-scene time to crimes	Efficient Government	Police	2019
Establish and publicize Part 1 Crime Goals for 2019 compared to 2017 and 2018 by District	Efficient Government	Police	2019

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# **Key Performance Indicators**

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*The City will focus on and measure specific activities on a regular basis to ensure that it is healthy and achieving desired outcomes*

## Key Performance Indicators (KPIs)

Each department will track key metrics throughout 2019 that are critical to their success in delivering services. These metrics will be measured on a monthly basis and reported to the City Manager’s office and to the Performance Management system the City is utilizing for tracking strategic success.

Below are the major KPIs that each department in the City are focused on tracking and improving in 2019.

<b>Destination South Fulton – Office of Economic Development Department KPIs</b>
New Business Licenses - 5% growth
Building Permit Revenue - 8% Growth
Non-residential Tax Revenue - 4% growth
Economic Development Site Tours - 4 Tours (1 per quarter)

<b>Parks &amp; Recreation KPIs</b>
Increase departmental program participation rates by 10% in all program areas (Summer Camp, After School, Athletics, Instructor Services)
Survey program participants in all departmental programs on quality of services with a goal of 75% good/very good
Respond to all citizen inquiries and program queries with in 48 hours.
Establish, track, and increase arts activities and events to at least 3 per quarter
Improve and survey Cust. Svc Levels at Parks for at least 75% good / very good rating level
Work with General Services Department to established benchmarked facility improvement plan by at least \$100,000 spend every six months.
Work with Police to measure public safety incidents in parks to maximum 6 per quarter
Track and increase departmental revenue generation by 10% annually

<b>Human Resources KPIs</b>
Track number of days from job requisition open to filled to a goal of no more than 45 days
Track turnover to a goal of no more than 15% annually or Track retention rate to a goal of 85%
60% participation rate of exit interviews
Track number of employee complaints (grievance process) to be no more than 15 per month
Track percent of employee complaints resolved prior to formal grievance process to be 85%
Track employee satisfaction levels annually (via survey) to at least a 65% good or very good rating

<b>Fire Department KPIs</b>
Measure and track "on-scene" time with goal of 90% under 8 minutes or less.
Measure number of smoke alarms installed with goal of increasing from 166 (2018) to 250 by 9/1/19
Measure number fire safety classes with goal of increasing from 536 (2018) to 625 (2020)

<b>Communications Department KPIs</b>
Issue minimum 27 Press releases per quarter
Grow Twitter followers by 54% from 584 to 900 by Q4 FY 2020
Grow InstaGram followers by 20% from 792 to 950 by Q4 FY 2020
Grow Facebook friends "likes" by 50% from 800 to 1,200 by Q4 FY 2020
Grow website unique page views by 52.5% from 97,056 to 148,000 by Q4 FY 2020
Grow newsletter subscriptions by 20% from 2,407 to 2,907 by Q4 FY 2020
<b>Finance Department</b>
Track cash reserves monthly for a goal of \$3,000,000 by EOY 2020
Track new revenue sources for City with a goal of at least \$700,000 annual run rate by EOY 2020
Track and secure LOST funds for City with a goal of at least \$3,500,000 annually

<b>Police Department KPIs</b>
Achieve an overall 1-minute reduction in priority 1 calls during the 2019 calendar year.
Achieve a 4% reduction in reported Part 1 crimes during the 2019 calendar year
Participate in no less than 4 Town Hall meetings for the calendar year
Achieve an overall 14% growth in the workforce during the 2019 calendar year

**Public Works Department**  
**Traffic Signals:** Provide 8-hour response to traffic signal failures

**Traffic Signs-** Provide 8-hour response to missing or damaged regulatory sign

**Pothole Repairs-** 100% of potholes patched within 1 business day (Priority 1)

**Right-of-way Mowing / Trash Pick Up:** Road Miles mowed (Winter 150 mi/Summer 210mi), and litter pick up within a 4-week cycle

**Decrease Response Time** to complete work orders by (30%) response time to routine work orders within 48 hours

**Reduce Energy Consumption** by 25% at all city facilities

<b>Information Technology Department KPIs</b>
99.8%+ uptime of key IT systems
Resolve 90% of helpdesk requests within 48 hours
<b>Community Development and Regulatory Affairs</b>
<b>Land Development Permits</b>
Issue 90% building permit review within 30 business days
Issue 80% Land Disturbance Permits review within 25 business days
Issue of 80% Plats review within 25 business days
<b>Planning and Zoning</b>
Issue 80% building permit review within 25 business days
Process 80% zoning certifications within 3 business days of receiving
<b>Code Enforcement</b>
Process code enforcement's first inspection within 3 business days
Close 75% of cases within 45 business days of receiving

Draft



**Financial  
Ramifications of this  
Plan  
Draft**

## **Financial Implications of this Plan**

It's no surprise that it takes time, effort and money to provide services to citizens, manage the day-to-day operations and make improvements to city infrastructure and programs.

Many of the projects and goals listed in this strategic plan cost more than just time and energy...many of them cost money. Due to the current lack of City cash reserves and limited financial resources some of the projects listed in this plan will be delayed or reduced.

The City is in the process of building up its fund balance now that the initial debt of the City has been paid off. This fund balance (known as a "rainy day" fund) will fund incremental projects and unexpected expenses as they come about.

The key word related to the City's finances and the strategic plan is:

### **Ownership**

The citizens of South Fulton own the City and as such are vital to the process of deciding what gets funded and what the priorities are of the City.

We want to get where other Cities have gone. We want to develop our land, build our economy, improve services and better serve our citizens, but it will be done at the pace of our ability to afford the improvements.

The Finance Department will continue to update citizens and Council as to the financial health of the City and when and how the City can enact some of the projects and goals in this plan.

# How the City Will Implement the Strategic Plan

Proper focus, execution and tracking of strategic plans helps ensure that change occurs.

Because so many strategic plans fail to be implemented, the City of South Fulton will utilize several initiatives to ensure that the Strategic Plan is visible in the community and that major goals are being achieved.

Some of the tools and systems that will be used are:

## **Implement Citywide Performance Management System**

The City of South Fulton has purchased and is implementing a performance management program called ClearPoint Strategies to help track and measure strategic performance within each department and the city overall.

67%  
Sixty-seven percent of strategic plan failures are attributed to a breakdown in execution.  
- C12 Group , Dallas, TX

City Department Directors and others will update the goals in the system periodically so that staff, Council and citizens are informed as to progress towards strategic goals.

### **Updating Major Goals**

The performance management process includes weekly meetings within each department and at the City level to review progress toward major initiatives. The process relies on staff and others to update the status of major initiatives so that all of the important strategic goals are updated and not hindered in any way.

### **Coaching for Performance**

The City will invest in resources to coach the Department heads to modify goals as needed, updates progress, create new goals quarterly and discuss hurdles to goal progress.

## **Transparent Goals and Financials**

The City is implementing a budget program and process that makes key budget items and strategic projects visible to the public via a system called OpenGov. The City's Performance Management Department will work with finance and other departments to ensure that these major strategic goals and financial goals and actuals are communicated clearly through the OpenGov system.

## **Develop Internal and External Teams**

Many of the initiatives outlined in this plan involve more than one department to implement. As such many of the goals require the cooperation and participation of people in multiple departments and even people outside of city staff. So, in order to achieve many of the goals in this plan, the City will create teams of individuals that will convene to set objectives and implement the milestones throughout the year.

### **Team Meetings**

Keeping the team informed with regular meetings about progress toward strategic goals is key to the success of actually achieving the goals. When a focus is put on goal progress accountability is heightened and action tends to grow. So, the City will encourage each department, Department heads and other internal teams to receive updates on strategic progress and remain open to questions and issues that may be impeding success.

### **Reporting to City Council and Citizens**

Part of implementing the plan includes reporting to City Council and Citizens regarding the success toward specific goals. As with internal team briefing meetings, these public facing meetings help sharpen the focus of the team onto the main goals and their delivery.

## **How Citizens Can Get Involved in the Plan**

### **Participate in Council Town Hall Meeting**

The City encourage citizens to continue to be a part of any and all Townhall events that occur throughout the year. We would like to continue to receive your input and your questions related to this strategic plan at those events.

### **Attend Council Meetings**

We continue to encourage you to participate and attend council meetings throughout the year. In doing this you will remain informed as to major initiatives and be able to ask questions about progress in this strategic plan.

### **Participate in City Teams**

As mentioned earlier there are likely to be several staff / citizen teams that are formed to help implement many of the citywide goals in this plan. Keep an eye out for requests for citizen participation in specific projects as they come available.

### **Join a Committee**

From time to time departmental and other major initiatives will include a citizen or stakeholder-led committee. We encourage you to be a part of these committees and provide your input, leadership and personal effort. Together we can all make the City of South Fulton a great place to live, work and play.

The City currently operates the following boards for Citizens to participate in:

- Parks and Rec Advisory Board
- Older Americans Board
- Census complete Count Committee
- Environmental Committee
- South Fulton Business and Community Council

“The time is always right to do what is right.”  
– **Dr. Martin Luther King, Jr.**

### **Closing Thoughts / Thank You**

I'd like to express my sincere appreciation for your continued support and input regarding the direction and state of our City. My team and I pledge to provide the highest quality of service possible to you--our valued citizens, visitors and stakeholders. We look forward to implementing this plan and making South Fulton a great place to live, work and play.

In service,

Odie Donald II, City Manager

and/or

William "Bill" Edwards , Mayor

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