

# **City of Kennesaw**

## **2022 to 2024 Strategic Goals**

## MESSAGE FROM THE MAYOR AND CITY MANAGER

It is our honor and privilege to present the City of Kennesaw's 2022-2024 Strategic Goals document. These goals set the foundation for our community's future as we move toward Kennesaw's 135th anniversary and beyond.

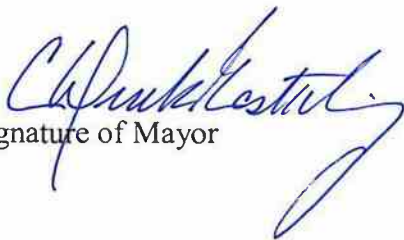
The City is a robust organization with a workforce of approximately 210 dedicated staff members who are proud to serve our community. The staff prides themselves on providing outstanding customer service, while also exploring ways to increase efficiencies and create a stronger, vibrant community. Our current Five Year Strategic Goals document had us focus on enhancing public safety services, improving mobility through SPLOST projects, fiscal responsibility, improving City operations through high quality customer service, supporting planned growth, and promoting economic development diversity and vitality in terms of the types of businesses and industries that locate in Kennesaw. Our 2022-2024 strategic goals continue these activities while encompassing the City's mission, vision, and organizational values across each of the updated strategic focus areas.

Feedback across the community spectrum generated our five strategic focus areas. We will concentrate our time, attention, and resources on these areas over the next three years.

- Fiscal responsibility through efficient governance
- Optimization of talent development
- Community engagement and commitment
- Advancement of quality of life indicators
- Responsible planned growth thru data driven planning & zoning and economic development

The City is committed to implementing plans and projects that will advance these strategic focus areas. The City's staff has outlined a number of projects and initiatives that directly link to the areas. We look forward to the results of this strategic plan as it unfolds over the next 3 years. In an effort to stay on task and on track we will provide regular updates to Council, residents, business owners and other stake holders as we work to position Kennesaw as the benchmark by which other local governments measure their success.

Signature of Mayor



Signature of City Manager



## **STRATEGIC APPROACH 2022-2024**

Strategic thinking is a necessary step in fostering organizational change and continuous process improvements. At the local government level, just like in the private sector, it also involves the notion that its leaders must be effective strategists if their organization is to prepare for the future, fulfill their mission, and meet the communities' needs. Effective goals cope with ever changing circumstances and give leaders context for making decisions.

Rather than being reactive to the future, strategic goal setting focuses on guiding our resources to bridge the gap between present conditions and future stability. The City of Kennesaw's 2022-2024 Strategic Goals document is a management tool that will help staff and elected officials alike assess the current operating environment, anticipate changes, and envision consistent actions to the future. Each department created objectives that will provide tactical direction to achieve their goals as they also incorporate their comprehensive and master plans. The City Manager's office worked to unite the departments' goals together for an overall strategic focus.

### **FOCUS AREAS:**

Allocation of the City budget is within the continuum of linking policies and initiatives within the Focus Areas. While each outcome area has unique defining characteristics, City investment in a single objective regularly affects more than one outcome. The City recognizes that outcome areas are interdependent and interconnected.

#### 1) Fiscal responsibility through efficient governance

*Defined: Kennesaw will responsibly manage taxpayer dollars and other allocated resources in a way that is transparent and practical for short and long-term gains. In addition, the City will uphold positive and sustainable procedures for an approachable and effective local government.*

#### 2) Optimization of talent development

*Defined: Kennesaw will invest in our workforce in order to recruit and retain talent that will deliver the most innovative and value added services to internal and external customers.*

#### 3) Community engagement and commitment

*Defined: With a teamwork approach, Kennesaw will work with citizens, businesses, and developers to revitalize its downtown, maintain high neighborhood standards, promote educational and entertainment events, and grow targeted commercial areas.*

#### 4) Advancement of quality of life indicators

*Defined: Kennesaw will develop a safe and connected transportation network that includes pathways and a multi-modal approach to solve congestion challenges and roadway deficiencies.*

*Additionally, the City will invest in crime prevention and code enforcement measures, devote efforts to create additional green space, continue to take a comprehensive approach to redevelopment, and cultivate art and cultural opportunities.*

5) Responsible planned growth thru data driven planning & zoning and economic development

*Defined: Kennesaw will responsibly promote growth that enhances its long-term comprehensive vision and prioritize developments across the community and business spectrum.*

## **DEPARTMENT GOALS**

Goal setting is an effective tool that provides clarity, focus, and motivation. Each department assessed their responsibilities, built their objectives, created realistic timelines, and defined their purpose as a part of this Strategic Goals document as they linked their goals to a Focus Area(s).

### **Mayor and Council:**

Goal #1 - To ensure the City focuses on existing and new residential, student housing, and business developments as a part of managed growth and improvements.

Focus Area - Community engagement and commitment / Responsible planned growth thru data driven planning & zoning and economic development

Goal #2 - To work more with the Atlanta Regional Commission, Cobb County, and developers to assess, improve, and expand intermodal transportation opportunities.

Focus Area - Advancement of quality of life indicators

Goal #3 - To support the progression of recreation, culture, and art programs

Focus Area - Community engagement and commitment / Advancement of quality of life indicators

Goal #4 - To maintain the City's high standards of fiscal transparency and improve operations to include providing staff with improved workspaces and technologies.

Focus Area - Fiscal responsibility through efficient governance / Optimization of talent development

### **911:**

Goal #1 - To ensure employees receive appropriate training to improve their skills and knowledge to best meet the needs of the community.

Focus Area - Optimization of talent development

Goal #2 - To expand and develop progressive programs to improve the 911 Center's quality of service.

Focus Area - Community engagement and commitment / Advancement of quality of life indicators

Goal #3 - To maintain current and apply new technologies. This is to ensure that the 911 Center's capabilities meet standards, and that may have an impact on the response to the community.

Focus Area - Fiscal responsibility through efficient governance / Advancement of quality of life indicators

Building Services:

Goal #1 - To develop staff in a manner that expands their job knowledge, maintain a high level of customer service and expand teamwork with staff and developers

Focus Area - Optimization of talent development

Goal #2 - To increase the use of technology that improves workload priorities, resource allocation, and meets state and local laws

Focus Areas - Fiscal responsibility through efficient governance / Community engagement and commitment / Responsible planned growth thru data driven planning & zoning and economic development

Goal # 3 - To improve public safety through meeting local design standards, code enforcement, and assess the integrity of the construction process

Focus Areas - Community engagement and commitment / Advancement of quality of life indicators / Responsible planned growth thru data driven planning & zoning and economic development

City Clerk:

Goal #1 - To cultivate a more professional staff through leadership training and meet industry standards

Focus Area - Optimization of talent development

Goal #2 - To organize and maintain vital city records per state law, and to transition hard copy records to electronic records that will allow for easier public access

Focus Areas - Fiscal responsibility through efficient governance / Community engagement and commitment

Goal #3 - To modernize office software that will enhance all boards and commissions in the performance of public support

Focus Areas - Fiscal responsibility through efficient governance / Community engagement and commitment

Communication & Engagement:

Goal #1 - To finalize the branding of the City through staff training and community understanding as well as use of the logo on City resources

Focus Areas - Fiscal responsibility through efficient governance / Optimization of talent development / Community engagement and commitment

Goal #2 - To increase the City's social media presence for the Smith Gilbert Gardens, Southern Museum, and Parks & Recreation

Focus Areas - Advancement of quality of life indicators / Community engagement and commitment

Goal #3 - To conduct analysis and audience outreach across the range of tourism and community events

Focus Areas - Advancement of quality of life indicators / Community engagement and commitment

Court Services:

Goal #1 - To improve the use of City resources through networking and staff training

Focus Area - Fiscal responsibility through efficient governance / Optimization of talent development

Goal #2 - To increase the use of technology that improves caseload management, coordinates efforts with appropriate jurisdictions, and meets state and local laws

Focus Area - Fiscal responsibility through efficient governance

Goal #3 - To improvement the management of case records, develop ways for citizens to have electronic access, and comply with state retention laws

Focus Areas - Fiscal responsibility through efficient governance / Community engagement and commitment

### Economic Development:

Goal #1 - To strengthen Downtown and its connection to other local economic activity centers

Focus Area - Advancement of quality of life indicators / Responsible planned growth thru data driven planning & zoning and economic development

Goal #2 - To improve Kennesaw as a place to live, work, shop, and play

Focus Areas - Community engagement and commitment / Advancement of quality of life indicators / Responsible planned growth thru data driven planning & zoning and economic development

Goal #3 - To increase public awareness and support for Kennesaw's economic development story through effective marketing and community involvement

Focus Area - Community engagement and commitment

Goal #4 - Focus on asset development to maximize efficiency and effectiveness of economic development activities

Focus Areas - Fiscal responsibility through efficient governance / Advancement of quality of life indicators

### Facilities:

Goal #1 - To assess each city facility, bring them up to industry standards, and improve energy efficiencies through multiple aspects of construction and renovation

Focus Areas - Fiscal responsibility through efficient governance / Advancement of quality of life indicators

Goal #2 - To improve project management skills through the expansion of staff training and defining workload priorities

Focus Area - Optimization of talent development

### Finance:

Goal #1 - To provide timely and accurate financial information for decision makers and auditors that meet state and industry standards

Focus Area - Fiscal responsibility through efficient governance

Goal #2 - To improve staff growth through cross-training job responsibilities and improve customer service

Focus Area - Optimization of talent development

Goal #3 - To reduce risk management claims by staff and citizens

Focus Area - Fiscal responsibility through efficient governance

Goal #4 - To increase the use of technology that improves workload priorities, taxpayer dollar apportionment for the various City funds, and citizen access

Focus Areas - Fiscal responsibility through efficient governance / Community engagement and commitment

#### Geographic Information System:

Goal #1 - To refine commonplace and addresses in support of emergency response procedures for Kennesaw and Acworth

Focus Areas - Fiscal responsibility through efficient governance / Advancement of quality of life indicators

Goal #2 - To evaluate software and databases to streamline records for report analysis to meet business and residential needs

Focus Area - Community engagement and commitment / Responsible planned growth thru data driven planning & zoning and economic development

#### Human Resources:

Goal #1 - To provide a comprehensive and cost effective employee benefits and wellness program

Focus Area - Optimization of talent development

Goal #2 - To establish and maintain a competitive and up-to-date compensation and classification system

Focus Area - Optimization of talent development

Goal #3 - To attract and retain quality staff representatives that displays the community's diversity

Focus Area - Optimization of talent development



Goal #4 - To promote productive and collaborative relationships between employees and management

Focus Area - Optimization of talent development

Goal #5 - To promote individual and organizational effectiveness through the establishment of a comprehensive training program

Focus Area - Optimization of talent development

Information Technology:

Goal #1 - To improve disaster response operations by protecting data at an alternate location, assess the priority of data recovery, and meet industry standards for data backup

Focus Area - Fiscal responsibility through efficient governance

Goal #2 - To enhance the security of all critical information and databases through threat assessments, cyber protection software, and workforce training

Focus Area - Fiscal responsibility through efficient governance / Optimization of talent development

Goal #3 - To upgrade storage space management and software management by complying with state retention law, employee training, and web applications

Focus Areas - Fiscal responsibility through efficient governance / Optimization of talent development / Responsible planned growth thru data driven planning & zoning and economic development

Parks & Recreation:

Goal #1 - To develop cost effective projections for current and future programming and events

Focus Areas - Fiscal responsibility through efficient governance / Community engagement and commitment / Advancement of quality of life indicators

Goal #2 - To implement the Parks Master Plan that includes facility enhancement and development, equipment maintenance, parkland management, and workforce training

Focus Areas - Fiscal responsibility through efficient governance / Optimization of talent development / Community engagement and commitment / Advancement of quality of life indicators

Goal #3 - To increase community engagement in the development of programs and events at the amphitheater and recreation center

Focus Area - Community engagement and commitment / Advancement of quality of life indicators

Planning & Zoning:

Goal #1 - To support planned growth while embracing new methods of providing services to citizens and the business community in conjunction with the comprehensive plan

Focus Areas - Advancement of quality of life indicators / Responsible planned growth thru data driven planning & zoning and economic development

Goal #2 - To work with stakeholders in the development of quality of life initiatives that include workforce housing, transportation connectivity, and walkability opportunities

Focus Areas - Advancement of quality of life indicators / Responsible planned growth thru data driven planning & zoning and economic development

Goal #3 - To expand the art and culture opportunities across the city and county along with public and private partnerships

Focus Area - Advancement of quality of life indicators

Goal #4 - To propose new methodologies and codify long-term planning and land use standards

Focus Areas - Fiscal responsibility through efficient governance / Advancement of quality of life indicators / Responsible planned growth thru data driven planning & zoning and economic development

Goal #5 - To strengthen regional planning strategies with multiple stakeholders in the greater Atlanta area along with the state government

Focus Area - Community engagement and commitment

Police Department:

Goal #1 - To enhance quality of life initiatives for citizens and staff with education, community engagement, and legal considerations

Focus Areas - Community engagement and commitment / Optimization of talent development / Advancement of quality of life indicators

Goal #2 - To augment employees with the use of technology in partnership with state and local agencies as well as to meet industry standards

Focus Area - Fiscal responsibility through efficient governance / Optimization of talent development

Goal #3 - To cultivate staff growth by creating more training opportunities, boost recruiting and retention tools, and offer resiliency counseling

Focus Area - Optimization of talent development

Public Works:

Goal #1 - To create a fully staffed and highly trained department that will best serve the community in the performance of its continuum of responsibilities

Focus Areas - Fiscal responsibility through efficient governance / Optimization of talent development / Community engagement and commitment

Goal #2 - To assess the best possible use of its facilities and land that will allow for a more efficient operation, storage, and replacement of City assets

Focus Area - Fiscal responsibility through efficient governance

Goal #3 - To evaluate and maintain streets, signage, and sidewalks based on multiple quality of life initiatives, studies, and standards across the City

Focus Areas - Fiscal responsibility through efficient governance / Community engagement and commitment / Advancement of quality of life indicators

Goal #4 - To comply with local, state and federal laws regarding the storm water program that involve system inspections, rehabilitation, mapping, and modeling

Focus Areas - Fiscal responsibility through efficient governance / Advancement of quality of life indicators/ Responsible planned growth thru data driven planning & zoning and economic development

Smith Gilbert Gardens:

Goal #1 - To develop a supplemental plan to the Master plan that incorporates a redesign of the butterfly house, bonsai garden and pollinator garden area that will lead to educational and conservation expansion opportunities

Focus Areas - Community engagement and commitment / Advancement of quality of life indicators

Goal #2 - To increase the partnership opportunities with Cobb Travel and Tourism, Kennesaw State University and artists in the Southeastern United States

Focus Area - Community engagement and commitment

Goal #3 - To assess aspects of the gardens to meet the American Disability Act standards

Focus Area - Community engagement and commitment / Advancement of quality of life indicators

Goal #4 - To identify key growth areas for programs and events that focus on education and conservation

Focus Areas - Community engagement and commitment / Advancement of quality of life indicators

Goal #5 - To work with the SGG Foundation in raising funds for the visitors' center and produce memberships

Focus Areas - Fiscal responsibility through efficient governance / Community engagement and commitment

Southern Museum:

Goal #1 - To deliver a meaningful and impactful experience for all visitors that includes rebranding, improved marketing plan, renovation, and infrastructure improvements

Focus Areas - Fiscal responsibility through efficient governance / Community engagement and commitment / Advancement of quality of life indicators

Goal #2 - To offer quality educational and learning events with an emphasis on excellence in family learning as well as childhood and adult education

Focus Areas - Community engagement and commitment / Advancement of quality of life indicators

Goal #3 - To expand visitor learning opportunities and greater exposure to museum collections through superior exhibits and expanded archival and curatorial objects

Focus Areas - Community engagement and commitment / Advancement of quality of life indicators