

THIS IS  
**SMYRNA**



**STRATEGIC PLAN 2021-2024**





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# MAYOR'S MESSAGE

*Focusing on Our Future*



MAYOR'S  
MESSAGE

## TO OUR SMYRNA COMMUNITY,

It is my pleasure to present the 2021-2024 City of Smyrna Strategic Plan. This effort represents an organization-wide and issues-driven plan to guide daily operations and prepare our city for the future.

Last year, your Smyrna City Council, City administration, and staff embarked on a robust strategic planning process to give clarity and help prioritize local government initiatives. The strategic plan aims to target resources in areas that need the most attention, such as economic and community development, communications and civic engagement, quality of life, and our employees.

MAYOR  
DEREK NORTON

With this plan, we seek to make investments to address and improve these areas over the next few years. We will prioritize these strategies during our annual budgeting process to turn goals into action items.

In the coming years, you'll see a renewed focus on:

- Economic Development - ensuring and enhancing economic prosperity and viability through business engagement, marketing, redevelopment and leveraging resources
- Community Development - promoting responsible growth and development by updating and streamlining processes and exploration of new development initiatives
- Civic Engagement - strengthening the connection between residents and the City through improved communication tools and promoting engagement programs
- Employee Excellence - committing to employee development and retention, including recruitment, onboarding, incentives, and training
- Quality of Life - ensuring a safe and clean Smyrna community and improving transportation and mobility in our city

Thank you to the City Council, City staff and the many others that thoughtfully contributed to the development of this strategic plan.

Derek Norton

Mayor of Smyrna

Phone:  
**678-632-5302**

Email:  
[dnorton@smyrnaga.gov](mailto:dnorton@smyrnaga.gov)



# CITY COUNCIL

## CITY COUNCIL

### Meet Our Elected Officials



**WARD 1**  
**GLENN PICKENS**  
678-631-5306  
gpickens@smyrnaga.gov

Elected in 2019

- Committee on Short-Term Rentals (Chair)
- Committee on Appeals/Public Safety Committee



**WARD 2**  
**VACANT**  
678-631-5307



**WARD 3**  
**TRAVIS LINDLEY**  
678-631-5308  
tlindley@smyrnaga.gov

Elected in 2019

- Budget Committee (Chair)
- Committee on Appeals/Public Safety Committee (Chair)
- Townhome Standards Committee (Chair)
- Traffic Calming Committee (Chair)
- Annexation Committee



**WARD 4**  
**CHARLES WELCH**  
678-631-5309  
cwelch@smyrnaga.gov

First elected in 2011

- Committee on Appeals/Public Safety Committee
- Townhome Standards Committee

# CITY COUNCIL

## Meet Our Elected Officials



# CITY COUNCIL



**WARD 5**  
**SUSAN WILKINSON**  
678-631-5310  
swilkinson@smyrnaga.gov

- First elected in 2011
- Education Committee
  - Traffic Calming Committee



**WARD 6 AND MAYOR PRO TEM**  
**TIM GOULD**  
678-631-5311  
tgould@smyrnaga.gov

- First elected in 2018
- Education Committee (Chair)
  - Annexation Committee
  - Budget Committee
  - Committee on Short-Term Rentals
  - Townhome Standards Committee
  - Traffic Calming Committee



**WARD 7**  
**LEWIS WHEATON**  
678-631-5312  
lwheaton@smyrnaga.gov

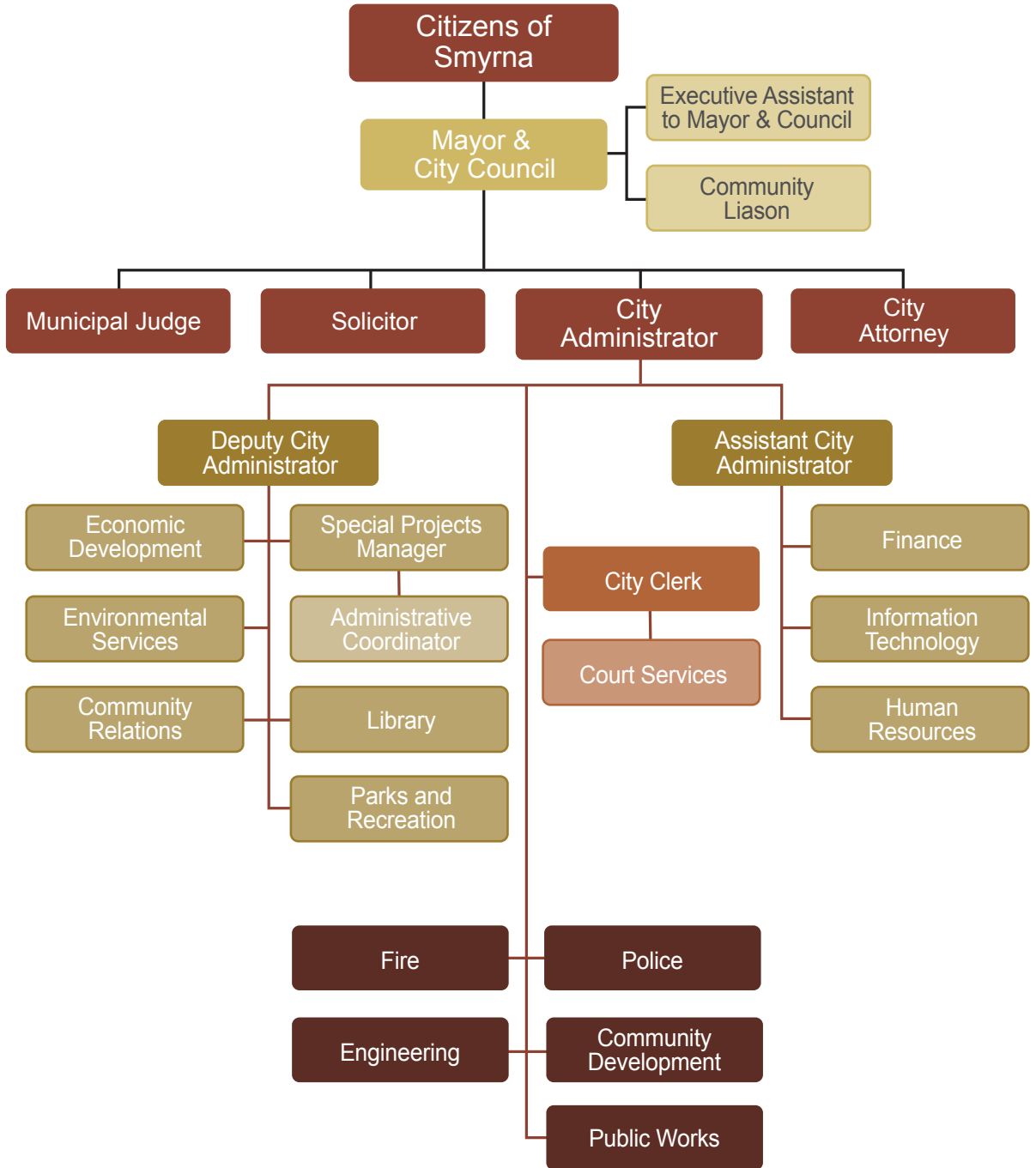
- Elected in 2019
- Annexation Committee
  - Budget Committee
  - Committee on Short-Term Rentals
  - Education Committee



# ORGANIZATIONAL CHART

City at a Glance

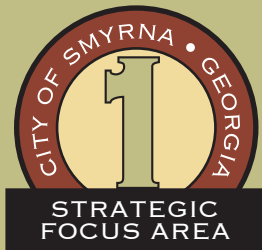
ORGANIZATIONAL CHART





# ECONOMIC DEVELOPMENT

*Ensure and Enhance Economic Prosperity and Viability*

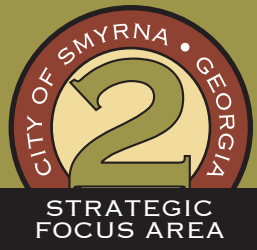


## **ENHANCING LIVABILITY AND ENSURING ECONOMIC SUSTAINABILITY**

- Engage with key businesses to understand and respond to their needs and connect businesses to resources to positively affect prosperity
- Ensure City resources are deployed effectively for maximum impact in promoting Smyrna's business and investment opportunities
- Encourage catalyst redevelopment by enacting economic development concepts for each of the City's targeted redevelopment areas (Spring Road, Four Corners, Downtown, Riverview Road)
- Strengthen the Economic Development Toolbox
- Increase outreach, communication and marketing

ECONOMIC  
DEVELOPMENT





# COMMUNITY DEVELOPMENT

*Promote Responsible Growth and Development*

## CREATING THE FRAMEWORK FOR FUTURE DEVELOPMENT

- Complete a review of the City of Smyrna Zoning Ordinance
- Implement an online permitting, plan review, and inspection system
- Consider specific architectural design requirements or separate zoning category for new townhome developments
- Discuss potential amendments to our ordinances to add greenspace and protect water quality
- Review future land use and zoning in Smyrna's downtown area and along South Cobb Drive between Windy Hill and Concord Road to ensure they support future redevelopment efforts
- Study prevalence of and concerns with Short-Term Rentals and adopt an ordinance if appropriate
- Explore incentives for green developments and infrastructure
- Increase adaptability of development regulations

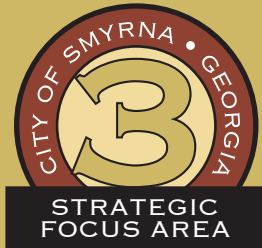
COMMUNITY DEVELOPMENT





# CIVIC ENGAGEMENT

*Strengthen the Connection Between Residents and the City*



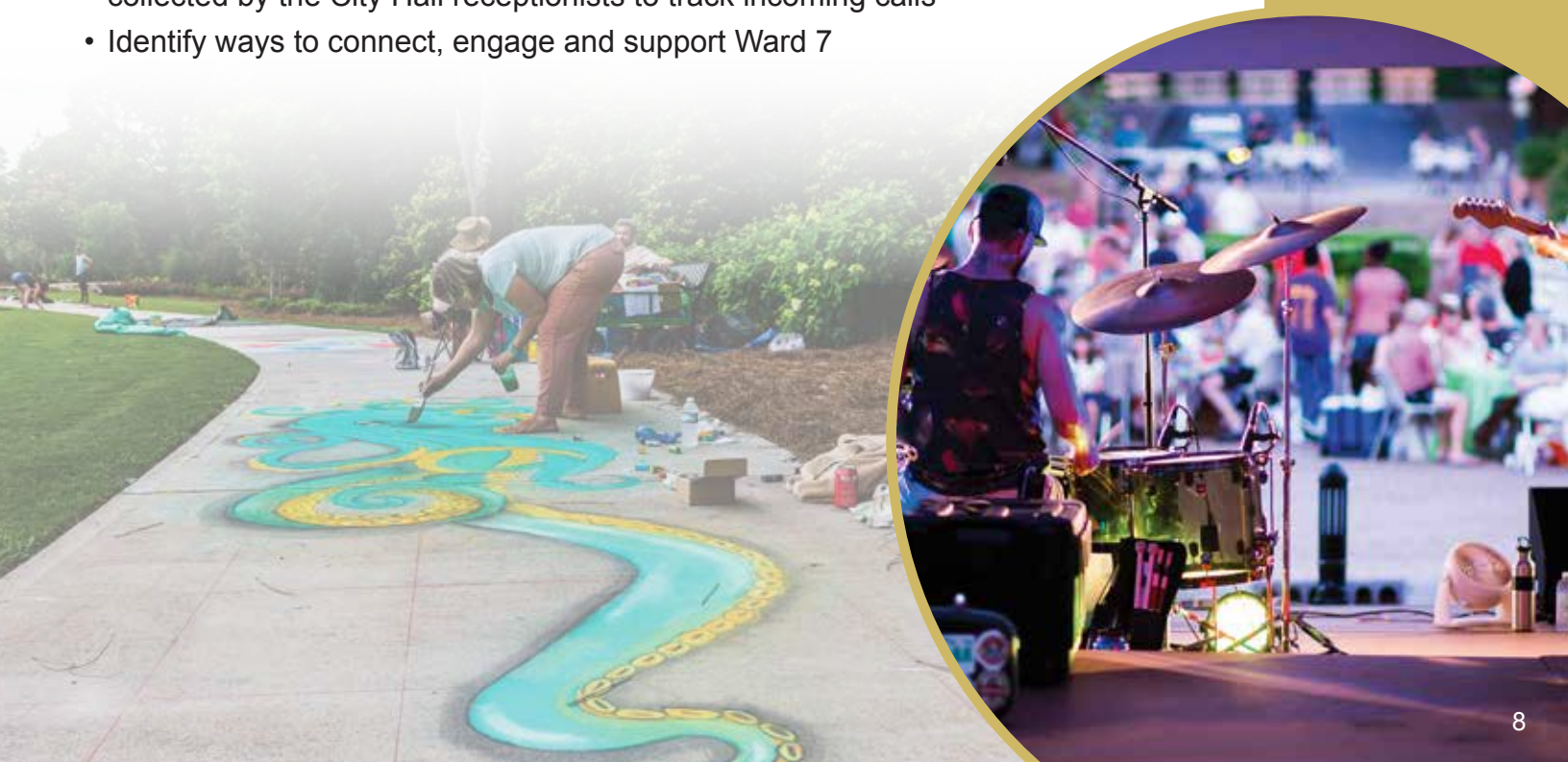
## **UNDERSTAND AND PROMOTE CONTINUED COMMUNITY ENGAGEMENT**

- Assess the need for a Community Liaison for Administration and Mayor's Office to address resident complaints, issues, and to promote community engagement
- Complete a SWOT analysis of citywide community programs
- Develop an interactive map for notifications of rezoning, zoning amendments, special land use permits, variances and privilege licenses to increase resident participation in the development processes
- Through an online system, create customer/citizen feedback surveys for Community Development
- Promote the Citizens Academy and Youth Council

## **EVALUATE AND IMPROVE COMMUNICATION BETWEEN THE CITY AND OUR RESIDENTS**

- Redesign the City of Smyrna website
- Evaluate the need for a citywide app with 311 capabilities
- Consider a citywide rebranding campaign
- Provide a straightforward process for citizens to contact City staff
- Review options for residents to make payments online in an efficient manner
- Produce a City of Smyrna podcast
- Develop an inclusive citywide Strategic Communication Plan to better communicate with all Smyrna citizens
- Identify the top reasons citizens contact the City by utilizing data collected by the City Hall receptionists to track incoming calls
- Identify ways to connect, engage and support Ward 7

CIVIC  
ENGAGEMENT





# EMPLOYEE EXCELLENCE

*Commitment to Employee Development, Support and Retention*

## **IMPROVE ONBOARDING AND ORIENTATION PROCESSES FOR NEW EMPLOYEES**

- Develop a comprehensive onboarding and orientation process within each department
- Create a new onboarding and orientation guide to ensure all employees have a complete understanding of their benefits

## **CONCENTRATE EFFORTS ON EMPLOYEE RECRUITMENT AND RETENTION**

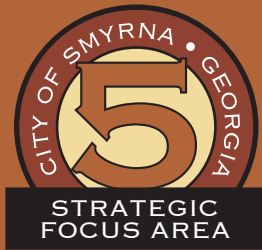
- Complete a salary and compensation study and propose recommendations
- Review incentive programs, supplemental pay, and proficiency bonuses (education and specialized certifications) and determine the estimated financial impact of all employee compensation programs
- Review existing employee policies
- Develop an online area for all policies, procedures, and FAQ's which is easily accessible from both desktop and mobile devices
- Assess the value of merit-based raises and their percentages
- Identify meaningful ways to recognize and reward high performing employees and employee milestones
- Evaluate impact and potential for reinstating the annual leave sellback program
- Review the exit interview process
- Develop a comprehensive training and leadership program for employees at all levels
- Create a program for recruiting department heads within the City
- Complete a review of our employee benefits packages





# QUALITY OF LIFE

*Take Pride in Calling Smyrna Home*



QUALITY OF LIFE

## **ENSURE SMYRNA IS A SAFE AND CLEAN COMMUNITY**

- Assess and streamline Code Enforcement processes including a review of property maintenance codes
- Focus code enforcement activity along commercial corridors and within Ward 5
- Plan coordinated code sweeps with Cobb County in areas that border the city limits
- Conduct occupational tax certificate checks on existing businesses
- Review and implement recommendations from the recent fire department and police department organizational studies
- Consider a comprehensive facility improvement plan for existing public safety facilities and complete a facility needs assessment
- Consider opportunities to connect the south end of the city to the north end by providing locations for human resources to be deployed where they patrol
- Update the City's emergency operations plan and revise EMA policies and procedures
- Evaluate the need for a stand-alone department/division/office for E911

## **IMPROVE TRANSPORTATION AND MOBILITY**

- Adopt the Smyrna Connects plan to ensure access to future funding opportunities for additional studies and improvements related to transit
- Consider implementation and funding plan for South Cobb Drive improvements per the South Cobb Drive Transportation Study
- Continue participation and leadership in regional transportation, transit, and pedestrian projects
- Maximize opportunities to partner with Cobb County on beautification, improvement, and transit projects
- Identify and install traffic calming strategies throughout the City
- Consider the development of a plan to expand the bike/pedestrian network and crossings
- Continue discussions for mobility and transit within the City of Smyrna
- Consider implementing smart technologies such as emergency response and bus signal preemption along appropriate corridors

## **ENHANCE AND EXPAND CULTURAL AND RECREATIONAL OPPORTUNITIES FOR CITIZENS**

- Consider opportunities to expand library services to Ward 7
- Continue implementation of the Recreate Smyrna Master Plan by Parks and Recreation Department





THE RESULTING  
STRATEGIC FOCUS  
AREAS ENCOMPASS  
BOTH MAYOR  
AND COUNCIL'S  
STATED PRIORITIES  
AND THE  
OPERATIONAL  
ENVIRONMENT.

