



SANDY SPRINGS

GEORGIA

CITY COUNCIL

Rusty Paul, Mayor

John Paulson – District 1

Melody Kelley – District 2

Melissa Mular – District 3

Jody Reichel – District 4

Tibby DeJulio – District 5

Andy Bauman – District 6

Tuesday, April 15, 2025

Work Session

6:00 PM

The City Council Work Session will be held in the Studio Theatre at Sandy Springs City Hall
(1 Galambos Way, Sandy Springs, GA 30328).

Live-stream: www.SandySpringsGA.gov/stream
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I. Staff Discussion Items

- A. **2025-077** Updates from Art Sandy Springs
(Presented by Cheri Morris, Art Sandy Springs)
- B. **2025-078** City Council Retreat SWOT Analysis
(Presented by Eden Freeman, City Manager)

II. City Council Discussion Items

Individuals with disabilities who require certain accommodations in order to allow them to observe and/or participate in a public meeting, or who have questions regarding the accessibility of the meeting or facilities should contact the City Clerk at 770-730-5600 promptly for assistance.
The City will make reasonable accommodations for those persons.
1 Galambos Way, Sandy Springs, Georgia 30328 • 770-730-5600 • SandySpringsGA.gov



SANDY SPRINGS

CITY CLERK'S OFFICE

TO: Eden Freeman, City Manager
FROM: Cheri Morris, Art Sandy Springs
DATE: March 25, 2025 Submission for the April 15, 2025 City Council Work Session
ITEM: Updates from Art Sandy Springs

Recommendation:

Receive an update from leadership at Art Sandy Springs for the 2025–2026 Public Art Program.

Discussion:

The City has partnered with Art Sandy Springs (ArtSS) for many years to provide indoor and outdoor public art programming. The 2025–2026 Public Art Program presentation includes a review of:

- ArtSS - City Initiatives
- Annual Capital Projects Discussion
- ArtSS Walk Transition to City Springs Collection
- 20th Anniversary Turtle Walk (in Partnership with The Sandy Springs Society)

Financial Impact:

n/a

Review:

Kristin Byars Smith, Assistant City Manager
Toni Carlisle, Chief Financial Officer
Dan Lee, City Attorney
Eden Freeman, City Manager

Created/Initiated - 4/7/2025
Approved - 4/8/2025
Approved - 4/10/2025
Final Approval - 4/11/2025

Attachments:

1. ArtSS 2025-2026 Plan

PUBLIC ART PROGRAM 2025 – 2026



ArtSS – City Initiatives

- **Abernathy Arts Center** - educational programming and management
- **City Gallery** - ongoing quarterly exhibits
- **ArtSS in the Open**
 - 18 sculptures given to the city
 - 20 sculptures purchased by the city
- **City Capital Projects**
 - Veterans Park Sculptures 2023 - 2024
 - Old Riverside Park Natural Playground 2024 - 2026
- **Annual ArtSS Walk / City Springs Collection**

Upcoming Capital Projects

- **Mt. Vernon Highway Improvements**
- **PATH400**
- **Hammond Drive Widening**

Per the Art in Public Places Plan, ArtSS is to meet with city leadership each January to discuss upcoming capital projects and how public art can be included in plans and budgets

Transition ArtSS Walk to City Springs Collection

Per Council's request to shift focus and funds from the annual '*ArtSS Walk*' sculpture competition to '*The City Springs Collection*' interiors program, Art Sandy Springs proposes the following Phase 1 implementation plan to begin fulfilling the *City Springs Master Art Plan*.

PURPOSE

To identify the portions of the City's March 2019 "City Springs Master Art Plan" to be implemented in Phase I and the methods and resources to be used.

IMPLEMENTATION PLAN

Procurement of Curated Fine Art Collection
for Lobbies & Public Spaces

Donation of Art from Citizens' Collections
and Working Artists

ART CONCEPT

Relate to and enhance the architects' concept for the building.

Reinforce the identity of the City Springs complex and its arts-involved citizens.

Engage the community in a visual arts dialog.

Celebrate the Chattahoochee River within the City with visual metaphors for water, nature, and natural materials.

Deploy colors that include blues, greens, and other natural tones to unify the interior visual experience with nature.

ART PROCUREMENT PROCESS FOR PUBLIC SPACES

The City has partnered with Art Sandy Springs to procure art to fulfill both *The City Springs Master Art Plan* for the interior of City Springs and *The Art in Public Places Plan* for the city's outdoor public realm.

Each year Art Sandy Springs will curate groupings for various areas of the City Springs building and recommend art to be procured for specific locations within the guidelines of the *City Springs Master Art Plan*.

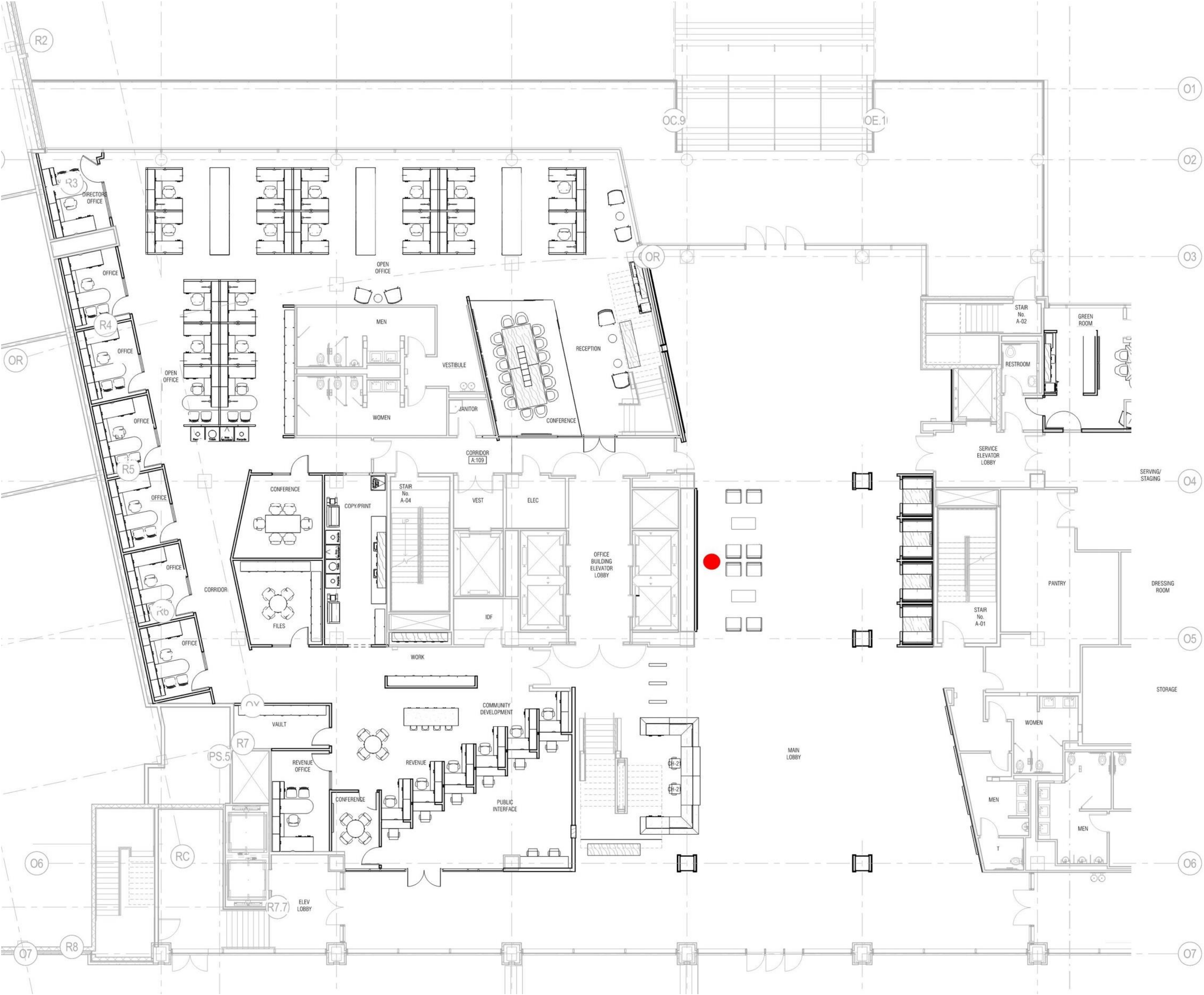
DONATED ART FOR STAFF OFFICES & CONFERENCE ROOMS

The City has partnered with Art Sandy Springs to assist potential donors in navigating the protocol for donating public art to the city.

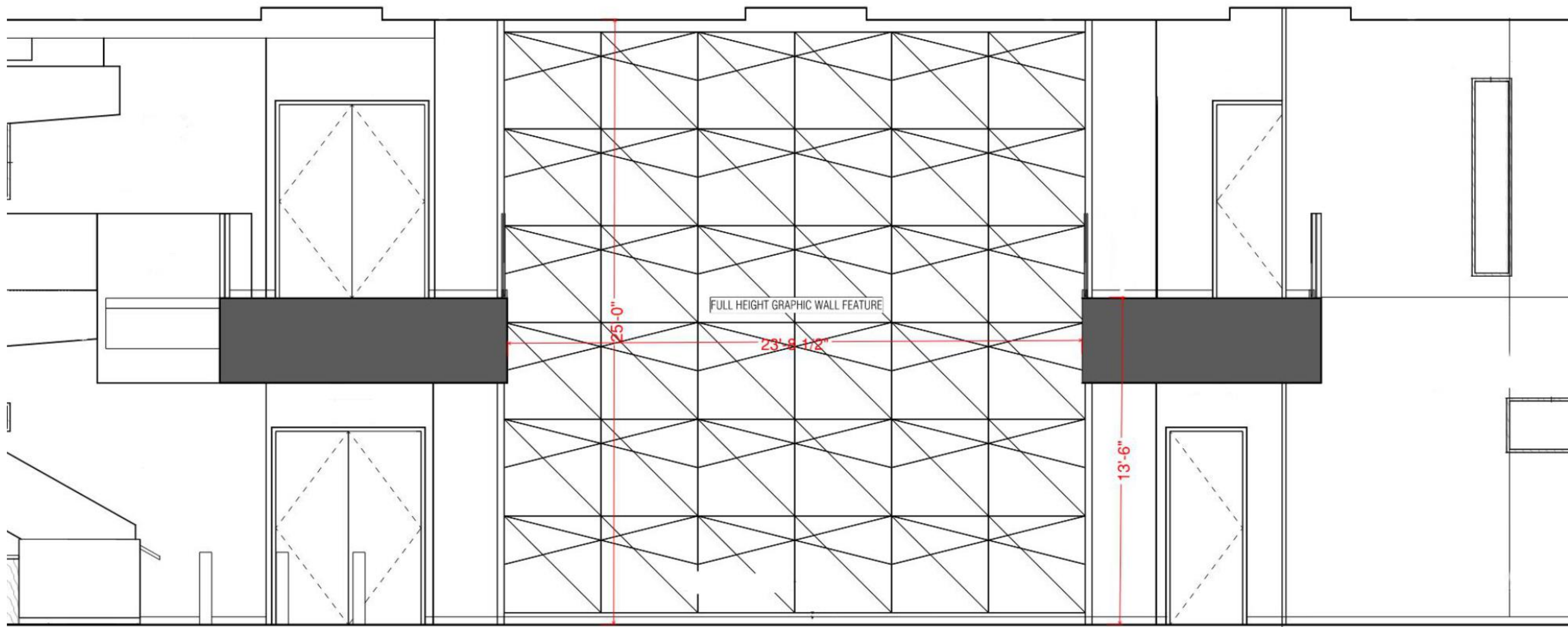
Art Sandy Springs will manage, in concert with city staff, an outreach program to solicit donations of art from personal collections that are being retired and from the working artist community in the city.

The City's policy establishes guidelines to ensure a consistent decision-making process related to the acceptance, placement, and long-term maintenance of donations.

Lobby Level



City Hall Feature Wall



ArtSS has procured Costing Guidance from well regarded artists in appropriate media for the Feature Wall

Sculpture

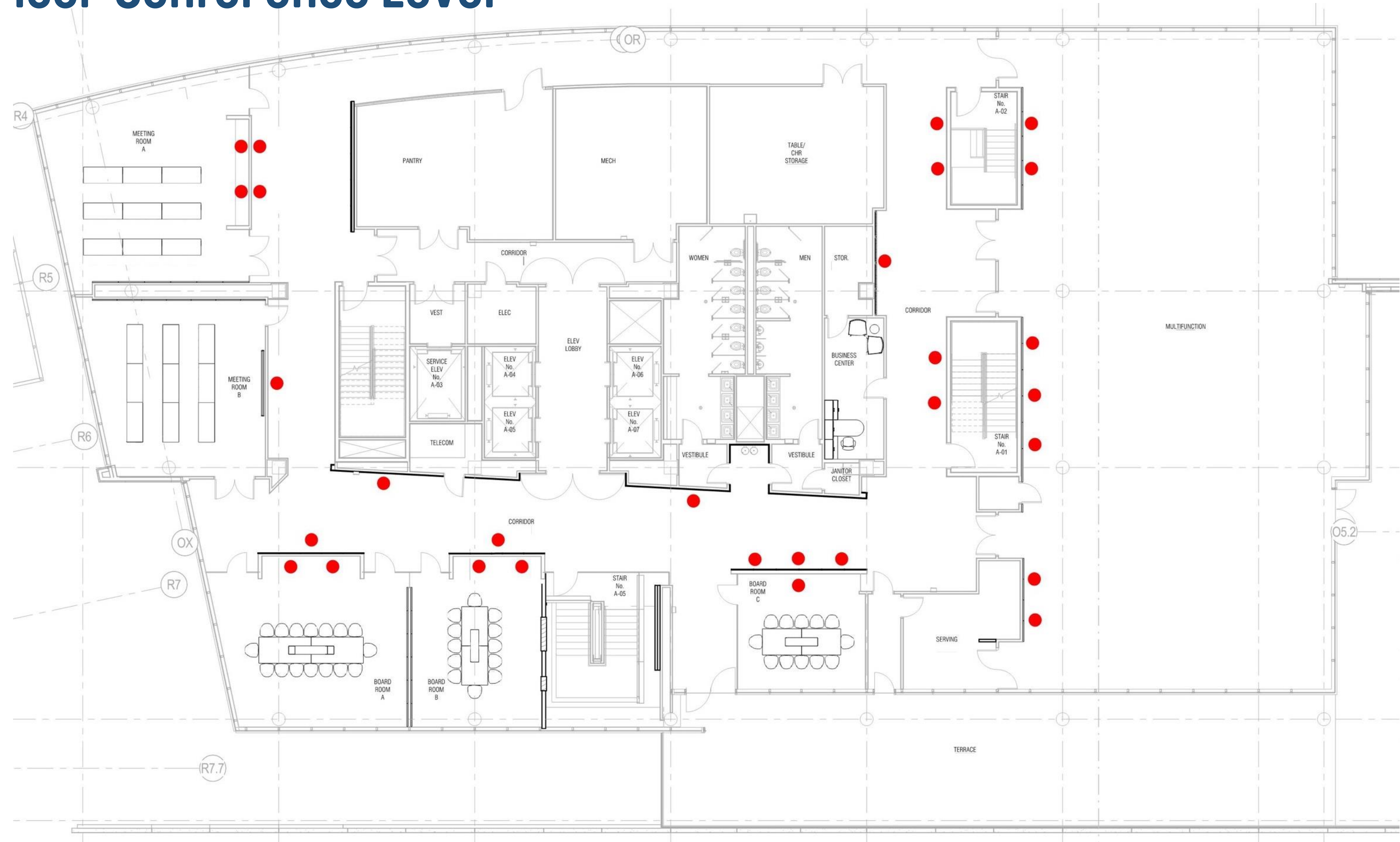
Collage

Fiber

Paintings

Murals

3rd Floor Conference Level



Phase 1 Locations

Lobby Level 1st FL

Commissioned art for key feature wall at main seating, minimum size 12'w x 16'h, maximum size 24'x25' LA1

Conference Level 3rd FL

Wall art for public areas and conference rooms, 44"w x 30"h: C5,6,9,10,28,29

Wall art for public areas and conference rooms, 48"w x 36"h:
C1,2,12,13,14,16,17,19,20

Wall art for public areas and conference rooms, 60"w x 40"h: C4,18

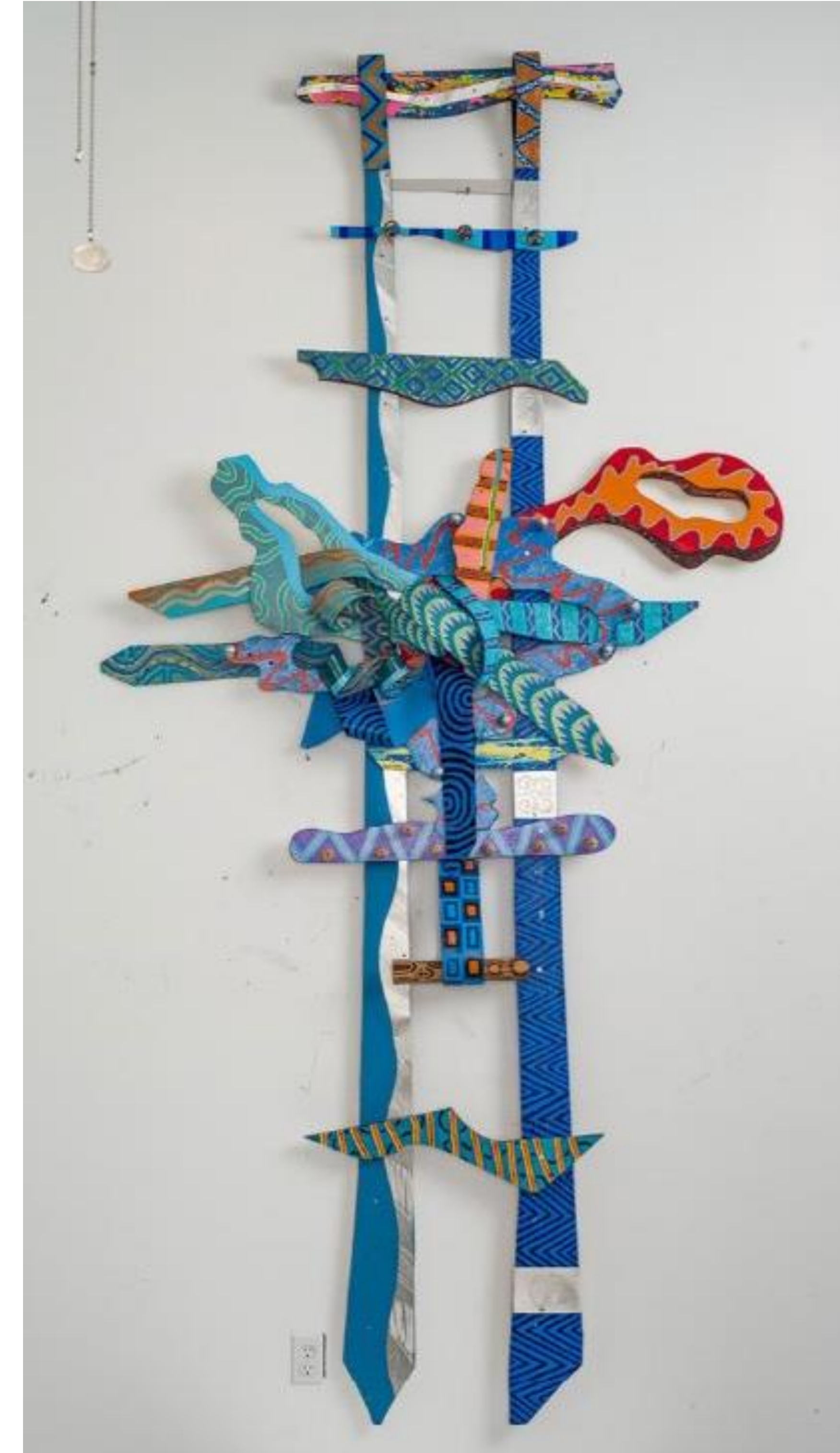
Wall art for public areas and conference rooms, 72"w x 40"h: C3,7,8,11,15

Wall art for meeting rooms, 48"w x 30"h: C21,22,23,24,25,26,27

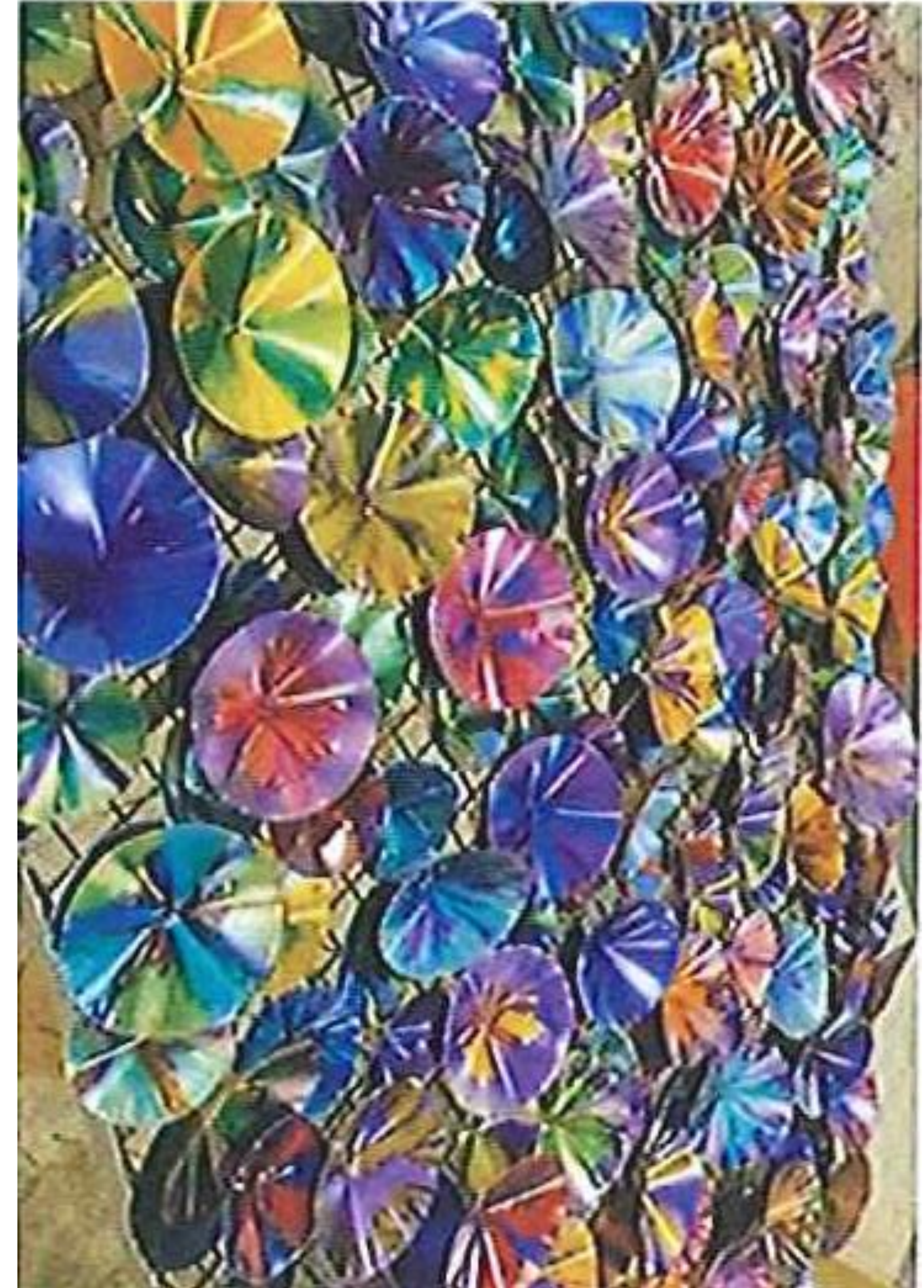
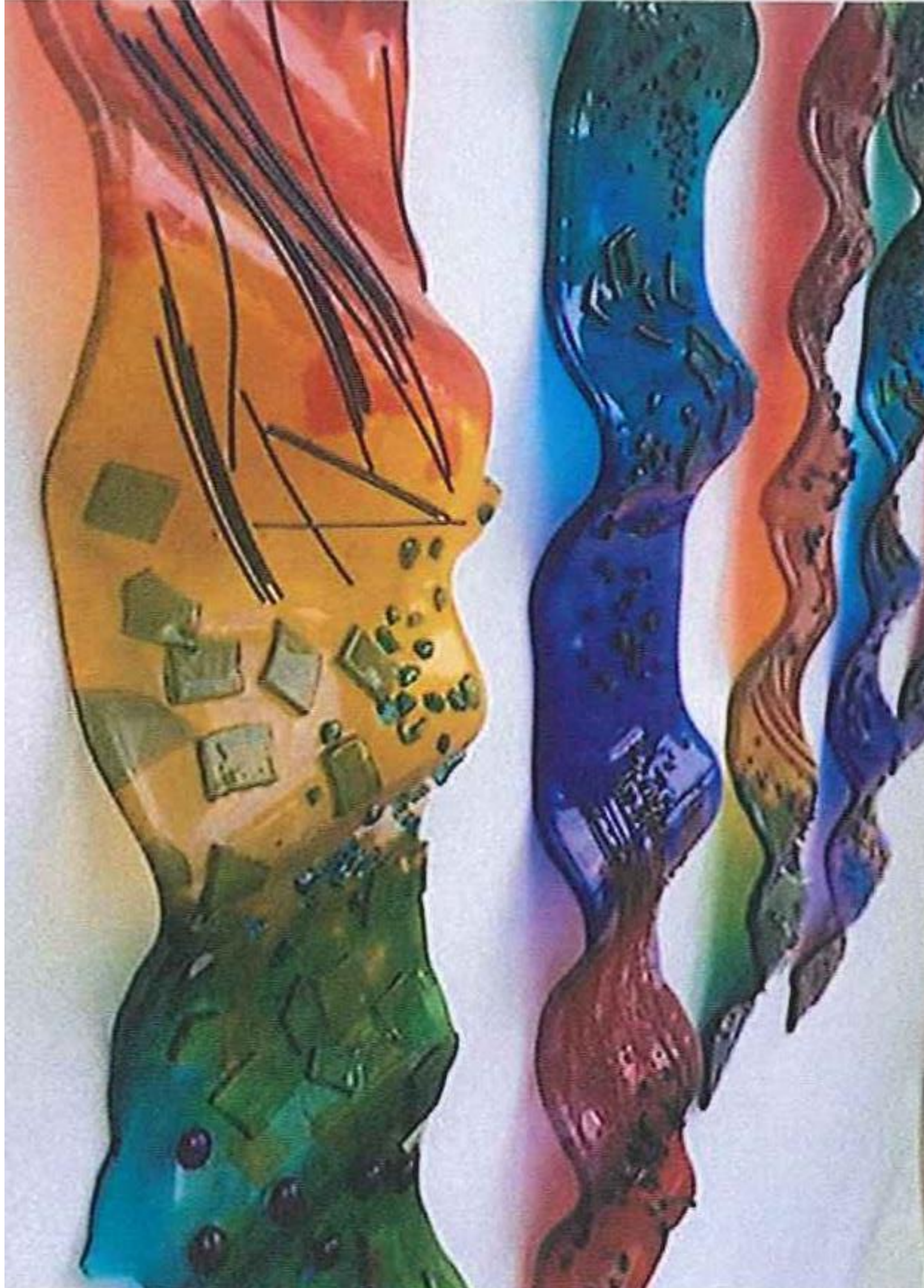
REPRESENTATIVE IMAGES – Wall Sculpture



REPRESENTATIVE IMAGES – Wall Sculpture



REPRESENTATIVE IMAGES – Wall Sculptures



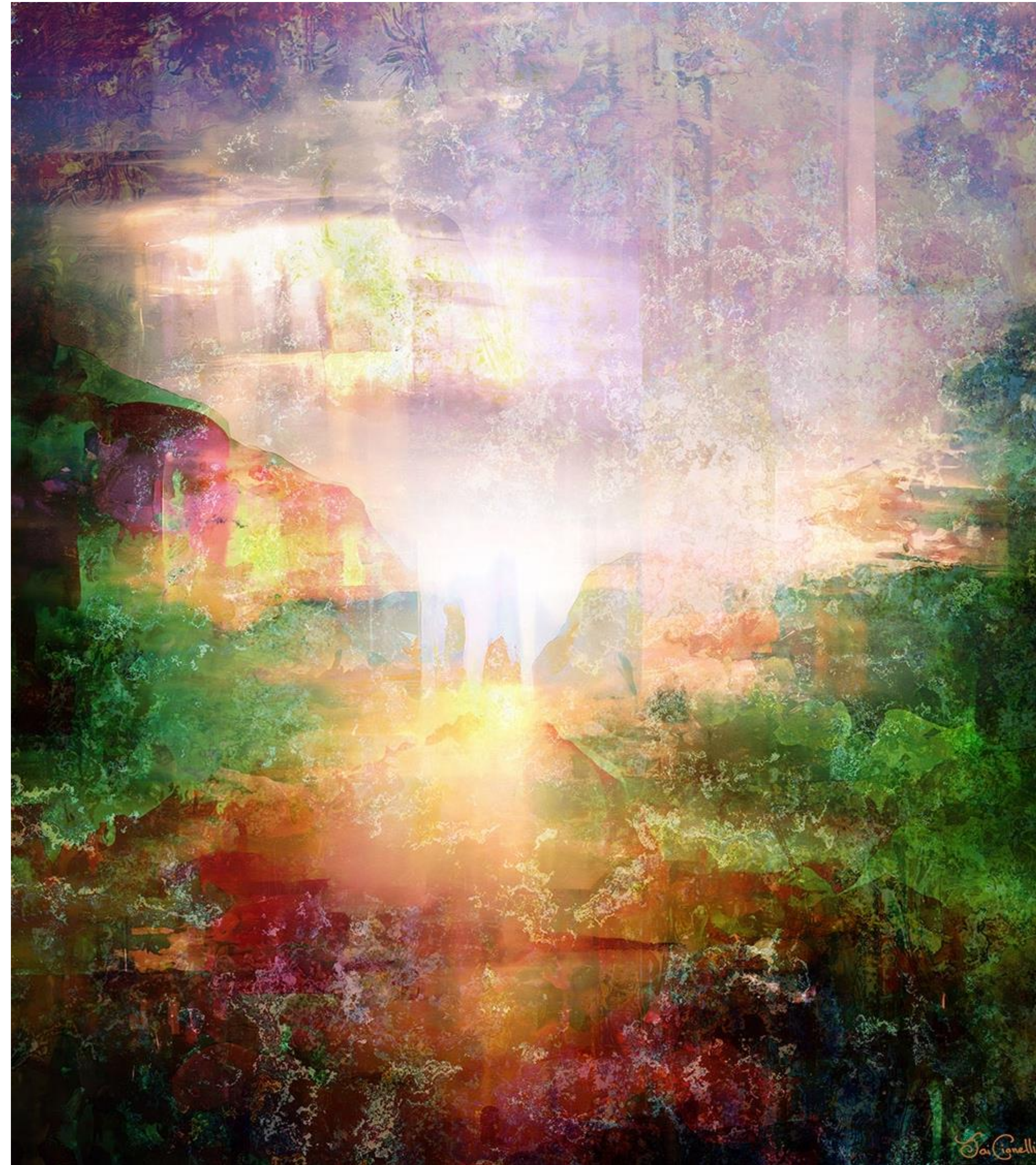
REPRESENTATIVE IMAGES – Paintings

(The City Springs Master Art Plan Calls for Very Abstract Style)

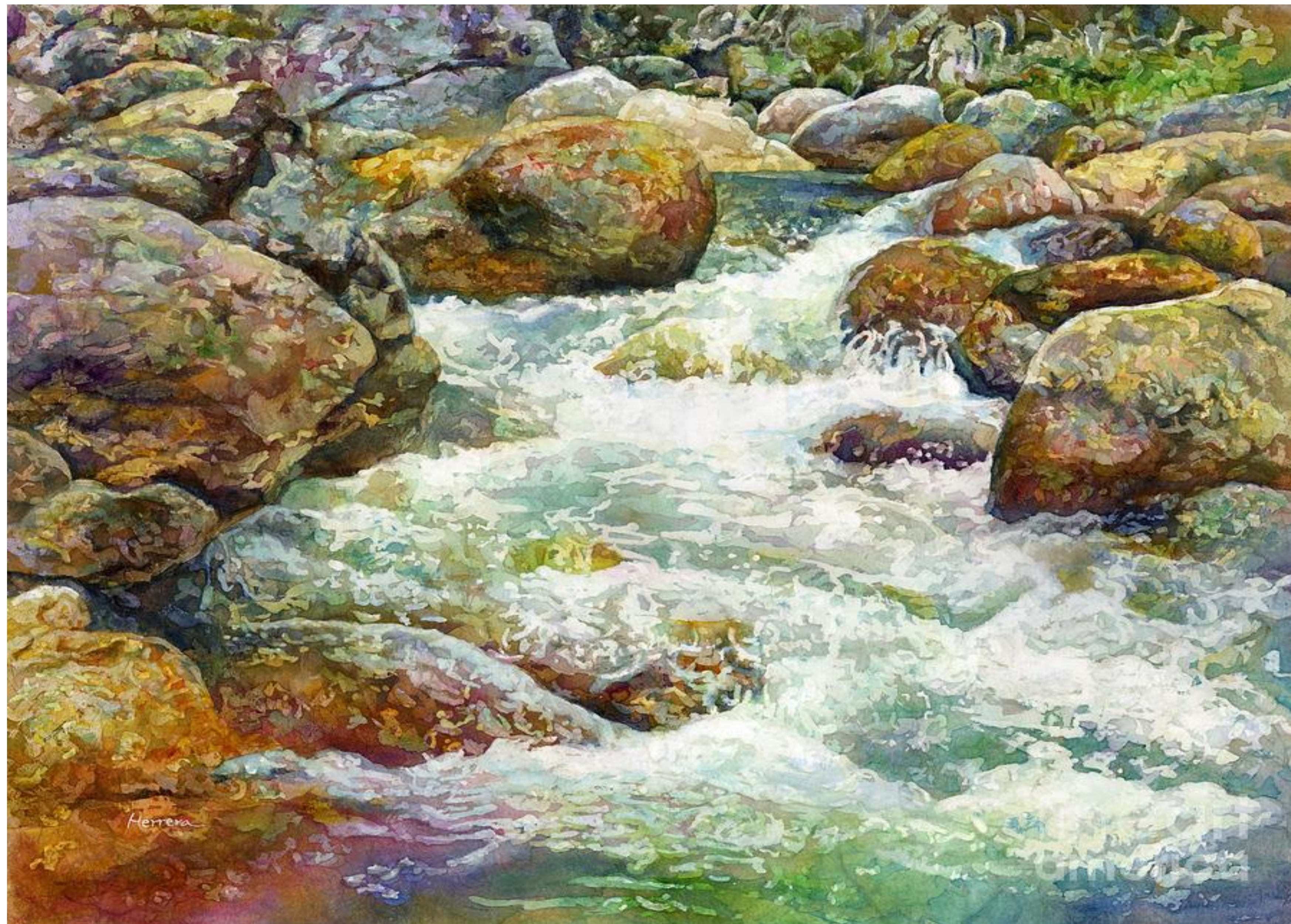


REPRESENTATIVE IMAGES – THE RIVER – Abstract

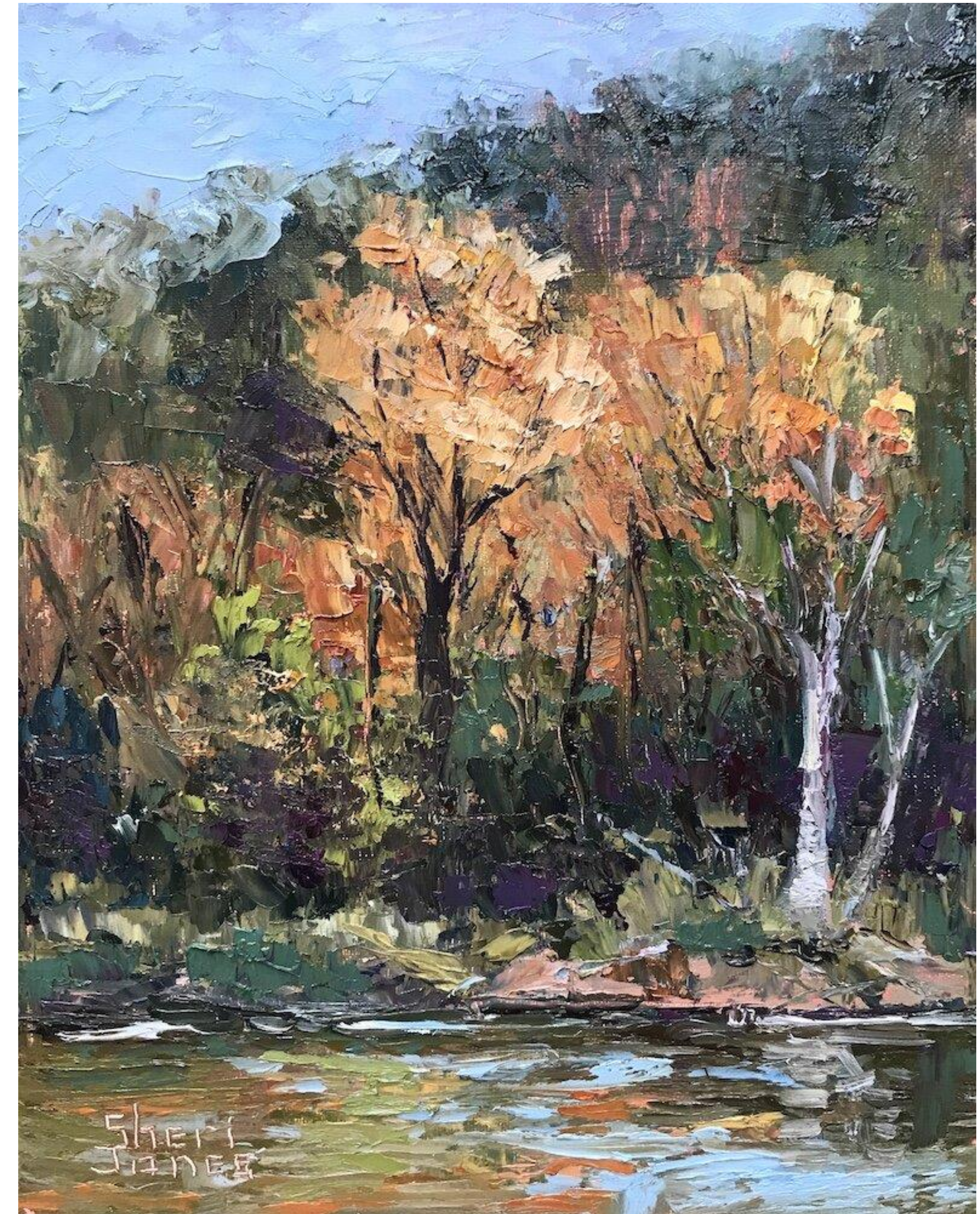
(ArtSS Recommends Celebrating Our City with More Relatable Style)



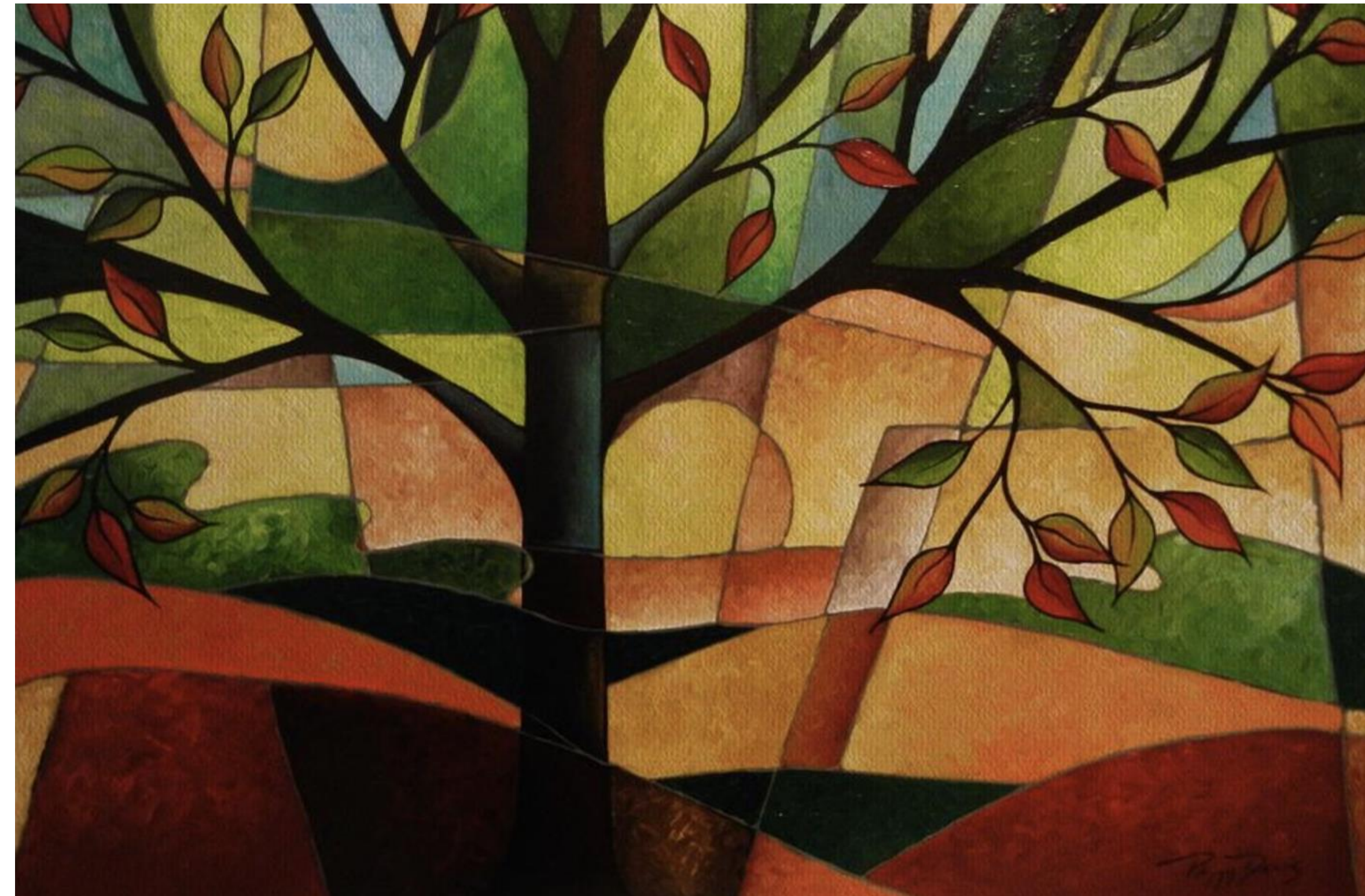
REPRESENTATIVE IMAGES –THE RIVER – Contemporary Realism



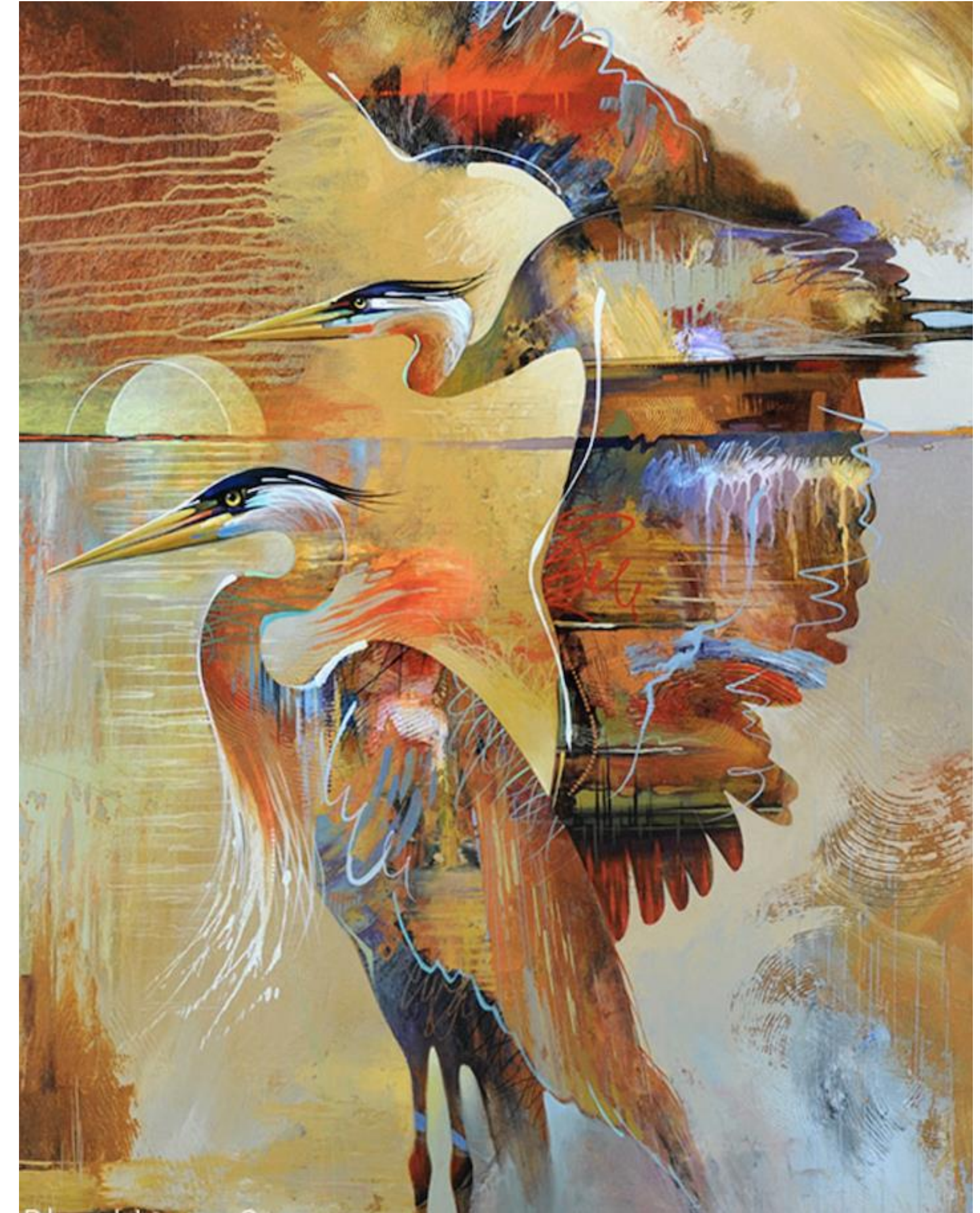
REPRESENTATIVE IMAGES – The Forests



REPRESENTATIVE IMAGES – The Trees



REPRESENTATIVE IMAGES – The Wildlife



REPRESENTATIVE IMAGES – The Lifestyle



REPRESENTATIVE IMAGES – The Lifestyle



REPRESENTATIVE IMAGES – The Gardens



Phase 1 – Budget

Lobby Feature wall

12' x 16' - \$60,000 - \$150,000

18' x 18' - 24' x 25' - \$75,000 - \$220,000

Interior art for 3rd floor public areas

Avg \$3000 per piece

Donations of art for private offices and city conference rooms

Free

\$25,000 remaining in budget from 2024-2025

\$60,000 requested annual allocation

\$85,000 for 2025-2026

20th Anniversary Turtle Walk

a joint project from

Art Sandy Springs &

The Sandy Springs Society

Art Sandy Springs and the Sandy Springs Society propose to create a “Turtle Walk” display of Sandy Springs Town Turtles on City Green commemorating both the 20th Anniversary of the City and the fundraising project.

This exhibit would be held from mid-June to early September 2025



The 20th Anniversary Turtle Walk details

- 10 Turtle sculptures to be installed on concrete bases previously used for the Arts Walk sculpture contest, some larger bases will hold 2 turtles.
- Mid-June through September, taking advantage of the crowds for summer concerts, festivals, special events, and farmers markets.
- Each sculpture's signage will feature the turtle's name, "from the collection of donor name," and a QR code linking to the city's 20th Anniversary webpage with a history of the SSS project and fundraising significance.

The 20th Anniversary Turtle Walk details (cont.)

- ArtSS and SSS donors will share the cost of the installation and de-installation.
- This exhibit would be held in conjunction with a City Gallery student artwork show *“What will Sandy Springs look like 20 years in the future?”* These pieces would be curated from kids' art activities at Farmers Markets in May and June and from Abernathy Arts Center Summer Camp artwork.
- An artist reception would highlight both exhibits.

Turtle Walk will feature sculptures in pristine condition

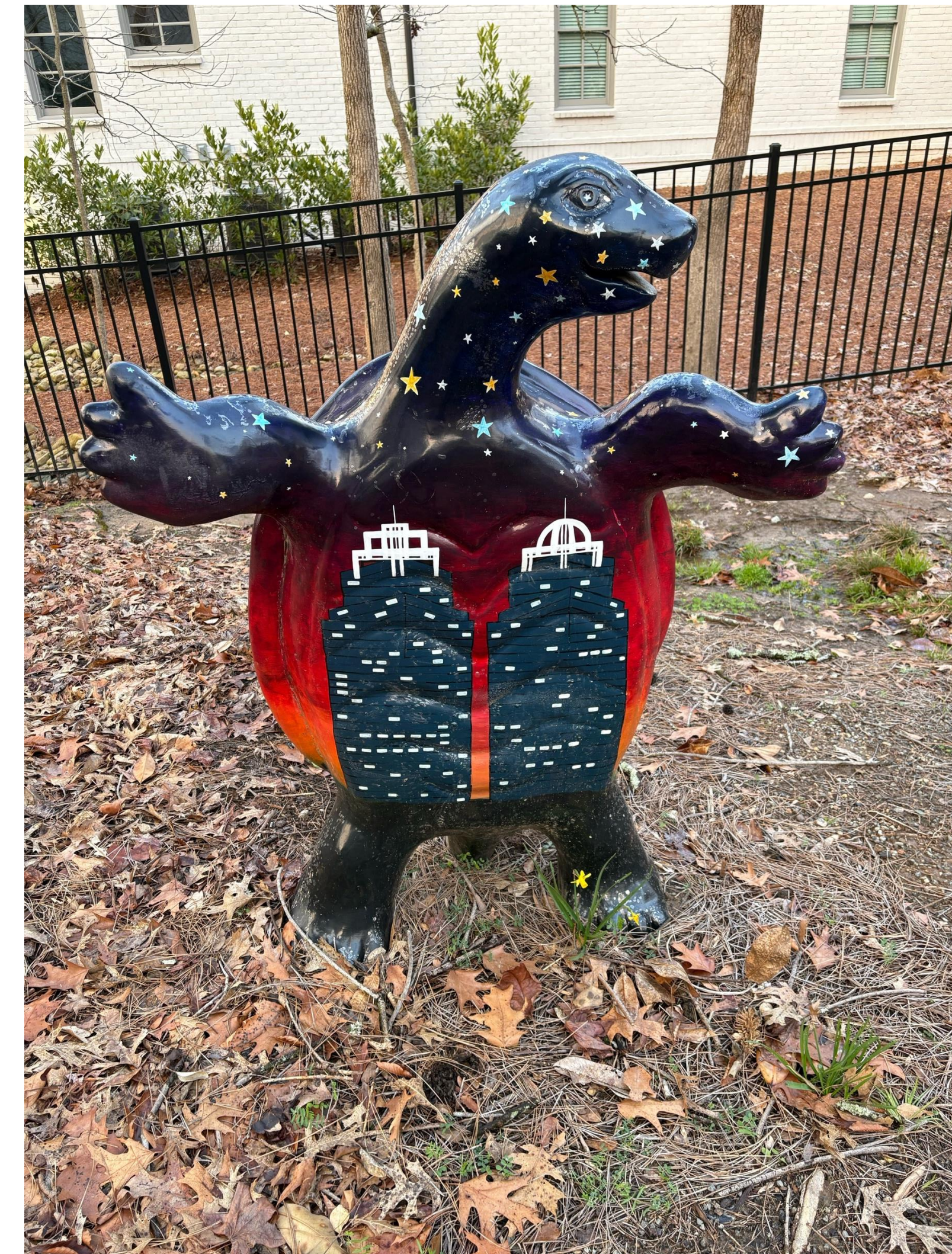
- Privately owned sculptures that have been restored
- Private and business-owned sculptures that have been displayed indoors
- Working with artists to “touch up” loaned turtles so they will look their best on display



Soapbox Turtle



Leonardo Terrapini



King & Queen Turtle



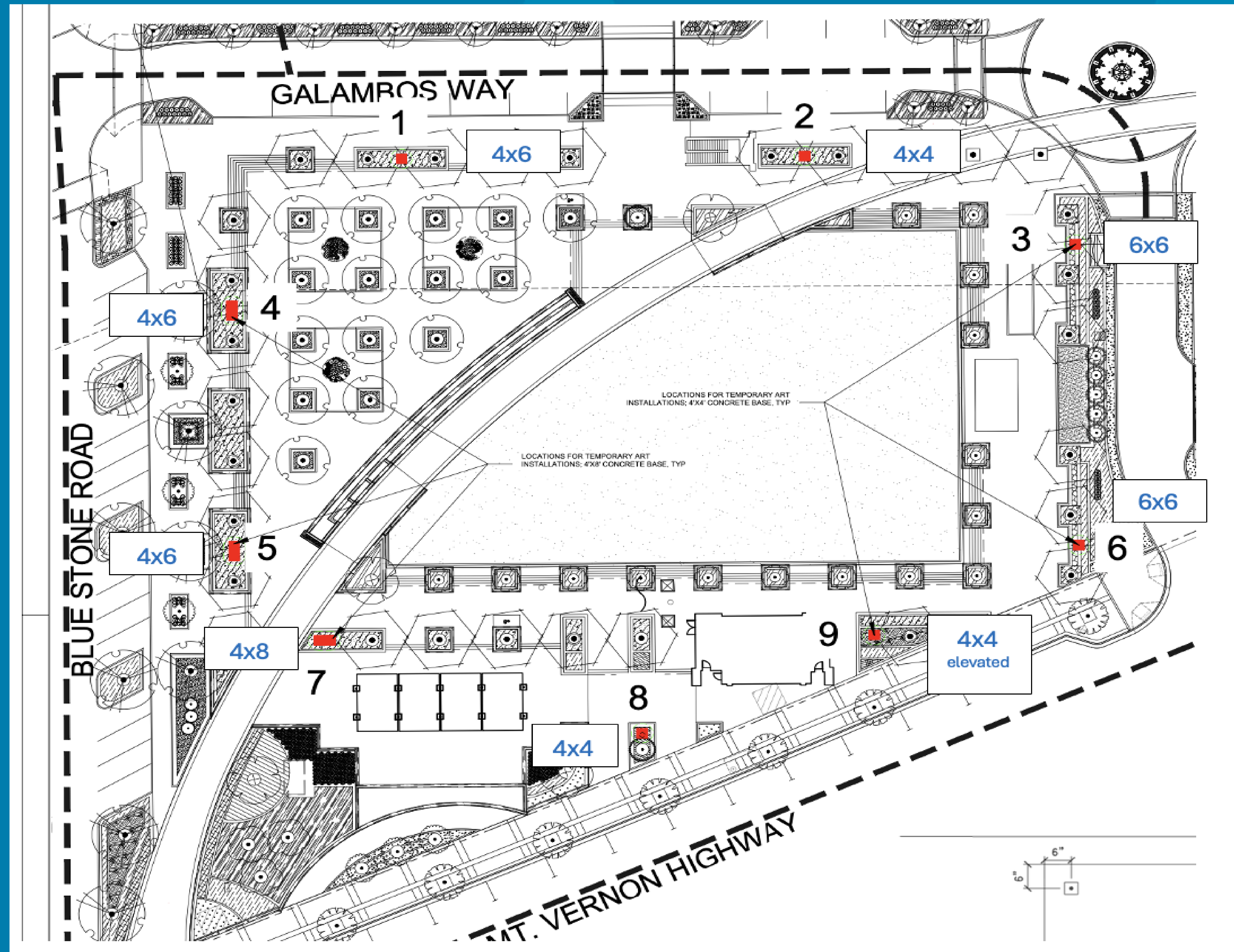
Monopoly Turtle



Memuti, The Chieftan



Spring is Busting Turtle



Q & A

Thank you for your consideration!



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ARTSANDY
SPRINGS



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CITY CLERK'S OFFICE

TO: Honorable Mayor and City Council Members

FROM: Eden Freeman, City Manager

DATE: March 24, 2025 Submission for the April 15, 2025 City Council Work Session

ITEM: City Council Retreat SWOT Analysis

Recommendation:

This memo serves to inform the Mayor and City Council of the results from the SWOT analysis conducted during the annual retreat held on February 6, 2025. The purpose of the analysis was to identify key Strengths, Weaknesses, Opportunities, and Threats facing the City, in order to guide future planning and decision-making.

Discussion:

During the retreat, Council members and key city staff participated in a facilitated session to evaluate the City's current standing and future prospects. The following key points summarize the results of the analysis:

- Strengths:
 - City Staff
 - Financial Management
 - Public Safety
 - Business Community and Local Economy
- Weaknesses:
 - Redevelopment
 - Project length
 - Traffic and Congestion
 - Lack of Flexibility/Not Using Talent Available
- Opportunities:
 - Redevelopment
 - Technology and Efficiency
 - Building the City Staff of Tomorrow
 - Economic Development
- Threats:
 - Housing and Neighborhoods
 - Financial
 - Water Reliability
 - Public Apathy

The results of this SWOT analysis will serve as the basis for additional workplan items that will be discussed during the FY26 Budget Process.

Financial Impact:

Review:

Kristin Byars Smith, Assistant City Manager
Toni Carlisle, Chief Financial Officer
Dan Lee, City Attorney
Eden Freeman, City Manager

Created/Initiated - 4/10/2025
Approved - 4/10/2025
Approved - 4/11/2025
Final Approval - 4/11/2025

Attachments:

1. SWOT 2 Updated 041525

SWOT Analysis

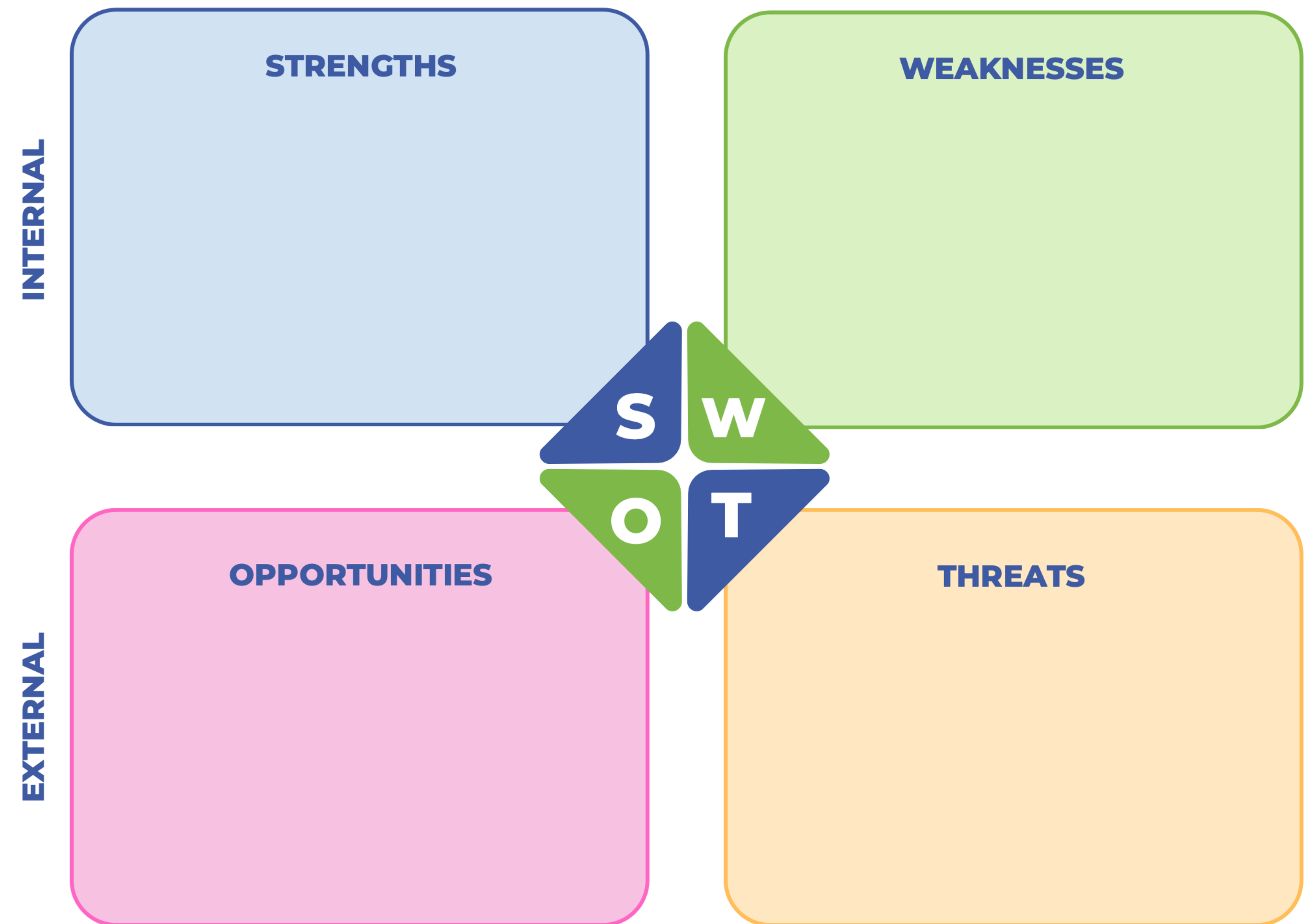
April 15, 2025

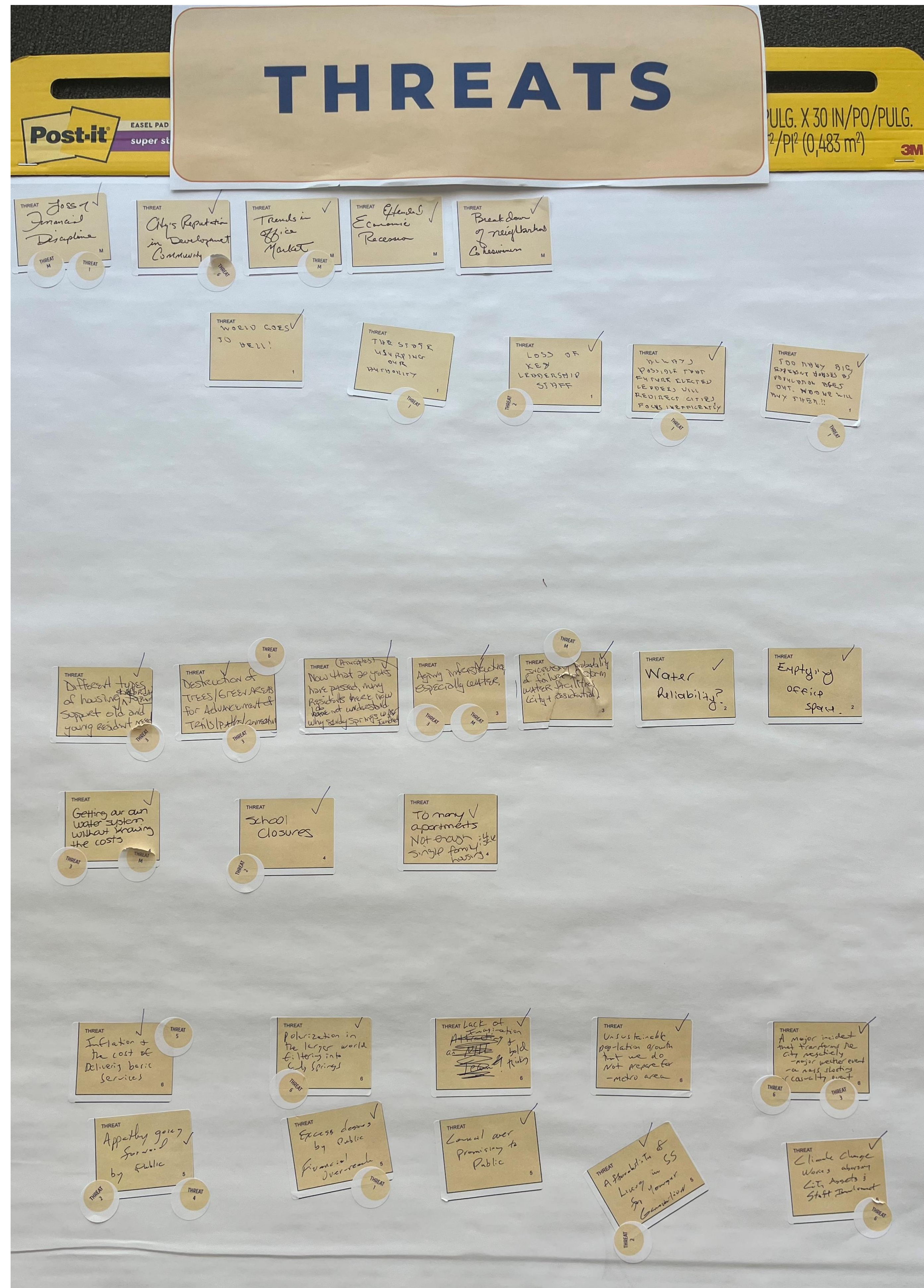
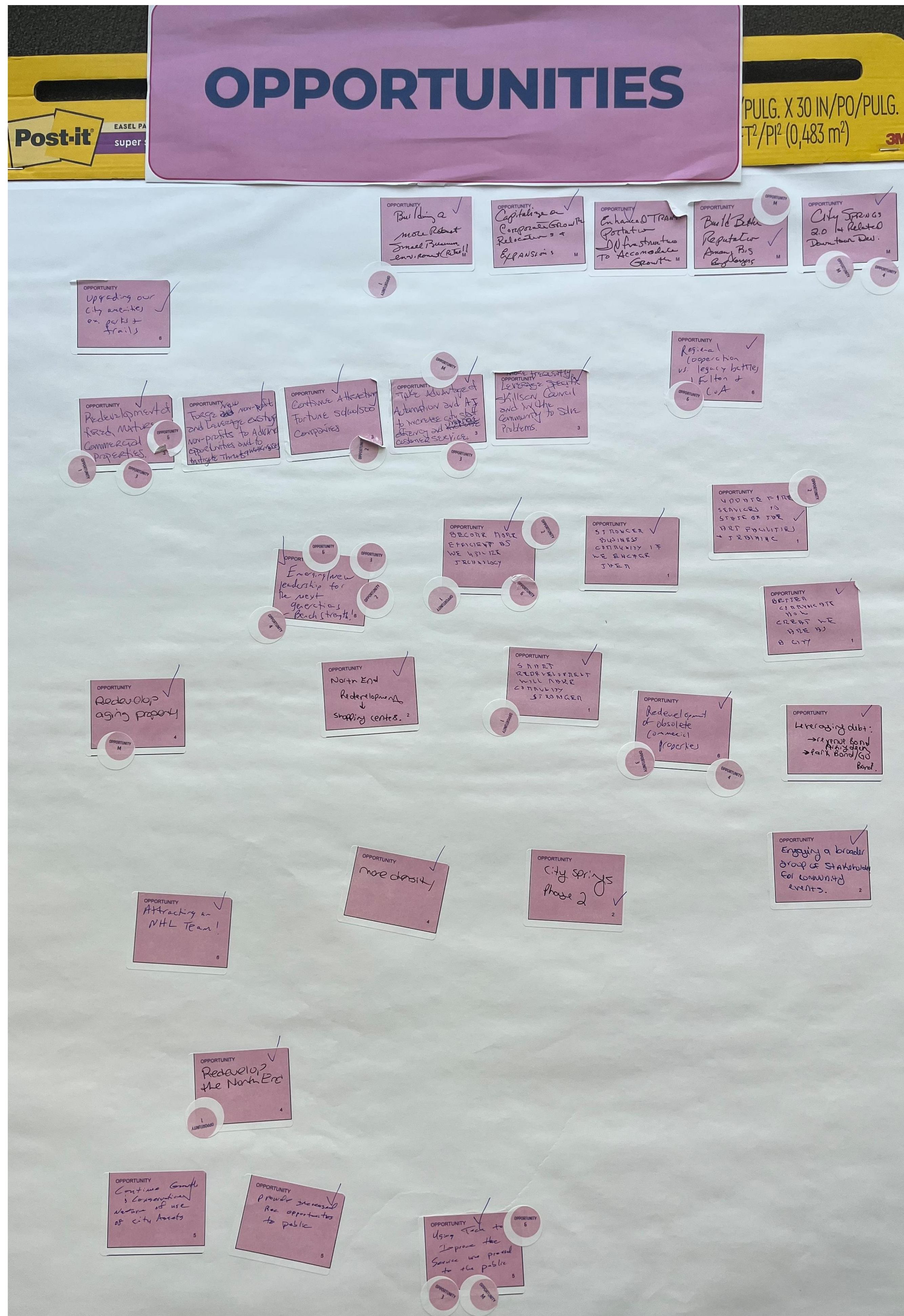


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Background

- February 6 – Mayor and Council participated in a SWOT analysis during the 2025 Retreat, assessing internal and external factors, as well as current and future potential
 - Strengths, weaknesses, opportunities, and threats
- City Staff analyzed the data, refining the results, and ranking it based on Mayor and Council's comments and support





Strengths

	1	2	3	4	5	6	M	Score
Staff Staff Stability, Best in Class First Responders, Employees and Police and Fire, Professional Staff and CM, Staff, Strong Management and Staff, City Management								1
Financial Management Conservative Financial Planning and Management, Fiscal Responsibility, Financial Resources to Support City Priorities, Financial Resources and Resource Management, Financially Health								.86
Public Safety Public Safety, Great Public Safety Staff								.57
Business Community and Local Economy Business Community and Nonprofit Organizations, Strength of Local Economy, Economic Environment								.57
Elected Officials Good Leadership and Vision, Rational Elected Leadership								.43
Location Chattahoochee River, Proximity to Atlanta, Geographic Location Within Metro Atlanta								.43
Neighborhoods								.43
Healthcare Hub								.29
Engaged Population Community Engagement and Participation								.29
Established Processes								.14
Our Two Major Facilities Being New and Transformative								.14
Performing Arts Center and City Green								.14
Plans for the Future and Focuses on Meeting Community Needs								.14
Varied Tax Base Offsets Downtown in Specific Areas/Markets								.14
Seen as Leading City in Region and State								.14
Culture								.14
Wonderfully Supportive Citizenry (So Far)								.14

STRENGTHS



City Staff



Financial Management



Public Safety

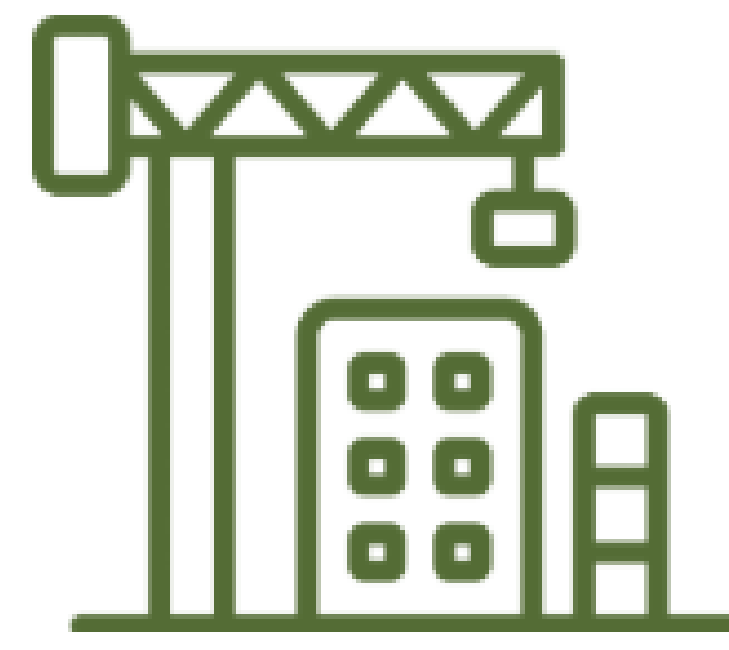


**Business Community and
Local Economy**

Weaknesses

	1	2	3	4	5	6	M	Score
Redevelopment Challenges Roswell Road Corridor Path Work of Businesses and Types of Buildings, Growth Limitations, Lack of Development Aging Structures, Lack of New Development Opportunities - Roswell Road								1
Project Length Challenges in Bringing Projects to Fruition in Timely Manner, Things Take Too Long (still)								.71
Traffic and Congestion								.57
Lack of Flexibility Bureaucratic Mindset in Some Departments, Flexibility, Risk Aversion – Lack of Willingness to Attempt Bold Ideas – Strict Adherence to Process Without Flexibility, Always the Potential to Become More Rigid and Less Flexible								.43
Not Tapping More of the Extraordinary Talent Available to Us in Sandy Springs								.43
Complexity of Rules and Procedures For Average Citizen								.29
Need a Better Concerts on the Green Lineup								.29
Limited Recreational Facilities								.29
Above Ground Power Transmission Towers on Roswell Road								.29
Community Connection and Lack of Sandy Springs Identity Among Major Companies								.14
Limited or Lack of Broadbased Tax Base								.14
285 and 400								.14
Overstaffing City Government								.14
Keeping the City in Check - Not All Things to Everyone								.14
Not Enough Parking at City Springs								.14
Lack of Interparcel Connecting in Commercial Corridors								.14
Lack of History (Center with Info)								.14
Not Using Our Revenue for More Resident Opportunities								.14
STP - Same Ten People - Finding a Way to Get More People Engaged in Major Decisions and Leadership								.14
Sustainability Does Not Focus as Much on Sustainability as We Should, Need a Better Recycling Facility								.14

Weaknesses



Redevelopment



Project Length



Traffic and Congestion

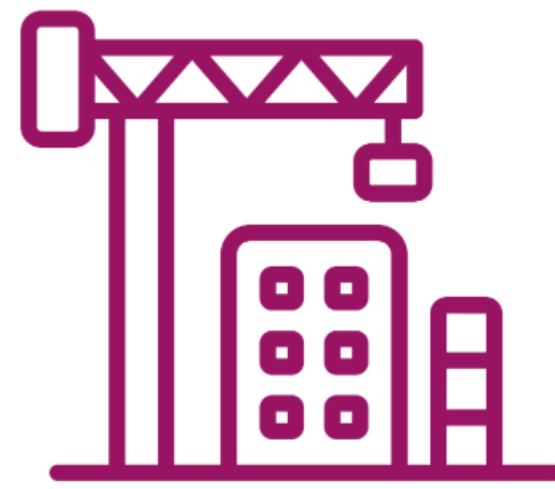


**Lack of Flexibility/
Not Using Talent Available**

Opportunities

	1	2	3	4	5	6	M	Score
Redevelopment Redevelop the North End, City Springs 2, North End Redevelopment and Shopping Centers, Redevelop Aging Property, Smart Redevelopment Will Make Community Stronger, City Springs Phase 2 and Related Downtown Development, Redevelopment of Tired, Mature Commercial Properties, Redevelopment of Obsolete Commercial Properties								.86
Technology and Efficiency Using Technology to Improve the Service We Provide to the Public, Become More Efficient as We Utilize Technology, Take Advantage of Automation and AI to Increase City Staff Efficiency and Customer Service								.86
Building the City Staff of Tomorrow Emerging/New Leadership for the Next Generations – Bench Strength!								.57
Economic Development Stronger Business Community If We Engage Them, Continue Attracting Fortune 50/100/500 Companies, Capitalize on Corporate Growth Relocation and Expansion, Build Better Reputation Among Big Employers, Building on a More Robust Small Business Environment								.57
Update Fire Services to State-of-the-Art Facilities – Training								.29
Provide Increased Recreational Opportunities to Public								.14
Continue Growth and Conservation Nature of Use of City Assets								.14
Attracting an NHL Team								.14
More Density								.14
Engaging a Broader Group of Stakeholder for Community Events								.14
Leveraging Debt: Revenue Bond Parking Deck, Park Bond								.14
Regional Cooperation vs Legacy Battles with Fulton and City of Atlanta								.14
More Frequently Leverage Specific Skills on Council and in the Community to Solve Problems								.14
Forge New Non-profit and Leverage Existing Non-profit to Advance Opportunities and to Mitigate Threats and Weaknesses								.14
Upgrading our City Amenities on Parks and Trails								.14
Enhanced Transportation Infrastructure to Accommodate Growth								.14
Better Communicate How Great We are as a City								.14

Opportunities



Redevelopment



Technology and Efficiency



Building the City Staff of Tomorrow



Economic Development

Threats

	1	2	3	4	5	6	M	Score
Housing and Neighborhoods Affordability of Living in Sandy Springs for Younger Generations, Too Many Apartments and Not Enough Single-Family Housing, Too Many Big Expensive Houses as Population Ages Out. No One Will Buy Them, Different Types of Housing and Affordability to Support Old and Young Residents Needs, Breakdown of Neighborhood Cohesion								.86
Financial Excess Desires by Public - Financial Overreach, Inflation and the Cost of Delivering Basic Services, Loss of Financial Discipline, Extended Economic Recession								.57
Water Reliability Getting Our Own Water System Without Knowing the Costs, Water Reliability?								.57
Public Apathy Apathy Going Forward by Public								.43
Office Space Trends in Office Market, Emptying Office Space								.29
A Major Incident that Transforms the City Negatively (Major Weather Event, Shooting, etc)								.29
Aging Infrastructure - Especially Center								.29
City's Reputation in Development Community								.29
Climate Change - City Assets and Staff Involvement								.29
Destruction of Trees for Advancement of Trails/Path/Conservation?								.29
Increasing probability of failure of Storm Water Facilities (City and Residential)								.29
Loss of Key Leadership Staff								.29
School Closures								.29
Always Possible that Future Elected Leaders will Redirect City's Focus Inefficiently								.14
Council Overpromising the Public								.14
Principles. Now That 20 Years Have Passed, Many Residents Here Now Do Not Understand Why Sandy Springs Was Founded								.14
Lack of Imagination and Bold Thinking								.14
Polarization in the Larger World Filtering into Sandy Springs								.14
Unsustainable Population Growth that we do Not prepare for - Metro Area								.14
World Goes to Hell								.14
The State Usurping our Authority								.14

Threats



**Housing and
Neighborhoods**



Financial



Water Reliability



Public Apathy

2025 Adopted Priorities



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2025 City Council Retreat

- February 5, 2025 – City staff proposed potential priorities for City Council to review and consider for the 2025 calendar year
- Presented priorities align with Council's defined strengths, weaknesses, opportunities, and threats
 - Leverages strengths and enhances performance
 - Addresses and minimizes weaknesses to reduce impact
 - Capitalizes on opportunities to drive growth and success
 - Mitigates and manages threats to minimize risk
- February 18, 2025 – City Council adopted the 2025 City Priorities
- March 2025 – workplan was created to fill gaps between the 2025 SWOT analysis and the 2025 Adopted Priorities

Proposed Additional Workplan Items

- Strengths
 - Staff – continue to provide best in region compensation and enhance employee engagement (communication)
 - Financial Management – continue conservative budgeting practices
 - Public Safety – invest in resources and facilities to enhance delivery of high-quality services
- Weaknesses
 - Redevelopment – develop and implement tools to encourage redevelopment of aging properties
 - Project Length - Implement streamlined processes where applicable and appropriate
- Opportunities
 - Technology and Efficiency - Centralized data platform to collect, analyze, and utilize data for decision making and resource management
 - Future Leadership - Internal mentorship program
 - Economic Development – Expand engagement with business community
- Threats
 - Apathy – Expand community engagement including strengthen or expand current SSCLA (youth programming); Recognize active community members
 - Housing – Begin work on 10-Year Update to Comprehensive Plan

