

City of Norcross

*65 Lawrenceville Street
Norcross, GA 30071*



Meeting Agenda

Thursday, February 6, 2020

3:00 PM

2nd Floor Community Room

Mayor and Council Retreat

Mayor Craig Newton

Mayor Pro Tem Josh Bare

Councilmember Andrew Hixson

Councilmember Elaine Puckett

Councilmember Matt Myers

Councilmember Bruce Gaynor

- A. Roll Call (recorded)
- B. 3:00 p.m. Welcome & Opening Remarks Mayor Craig Newton
- C. 3:05 p.m. Retreat Overview Paige Havens
- D. 3:10 p.m. Community Improvement District Emory Morsberger
- E. 3:35 p.m. Gwinnett Housing Corporation Lejla Prljaca
- F. 4:00 pm 2020 Census Sonya Isaac
- G. 4:15 p.m. Roles & Responsibilities Rudolph Smith
- [Report](#)
- [Review](#)
- H. 4:40 pm City Clerk's Report Monique Lang
- [Report](#)
- I. 4:55 pm Community Development Report Tracy Rye
- [Report](#)
- J. **5:15 pm** **Working Dinner Served**
- K. 5:35 pm Court Services Report Joy Williams-Adams
1. [Report](#)
- L. 5:50 pm General Government Administration Karen Slaton-Dixon
- [Report](#)
- M. 6:05 pm Economic Development Report William Corbin
- [Report](#)
- N. 6:25 pm Human Resources Report Niki Graham
- [Report](#)
- O. 6:40 pm Welcome Center/Downtown Mgr. Cate Kitchen
- [Report](#)

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|----|----------------|---|-------------------|
| P. | 6:55 pm | Police Report
Report | Chief Bill Grogan |
| Q. | 7:15 pm | Break | |
| R. | 7:30 pm | Information Technology Report
Report | Steven Shepard |
| S. | 7:45 pm | Public Works/Utilities/Parks Report
Report | Mary Beth Bender |
| T. | 8:05 pm | Q & A/Final Thoughts/Wrap Up | Paige Havens |
| U. | 9:00 p.m. | Adjourn | |



2020 CITY OF NORCROSS RETREAT
FEBRUARY 6 & 7 2020

Agenda



About the Company

Our Story
Mission
Philosophy
Services
Key Achievements



Summary
Questions and Answers



2019 Results

Department Highlights/
/Lowlights
Key project updates



2020 Plans

Aspirations
New Initiatives

Closing

About Norcross



- Our Story
- Mission
- Philosophy
- Services
- Key Achievements

About Norcross



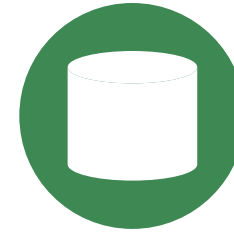
OUR STORY



MISSION



PHILOSOPHY



SERVICES



KEY
ACHIEVEMENTS

Our Story

- Incorporated in 1870
- Norcross was the first stop for the railroad line
- Norcross was known as a “Resort Town” for the rich and famous
- In 1907, Norcross Public Library was formed and was the first one in Gwinnett County

Mission

The mission of the City of Norcross is to provide quality public services in a timely manner, and to work with the community and other local government units to create a vibrant social and economic environment.





Philosophy

“Well done is better than well said.”

- Benjamin Franklin

Our Services



UTILITY

Electric, Stormwater



PUBLIC SAFETY

Police

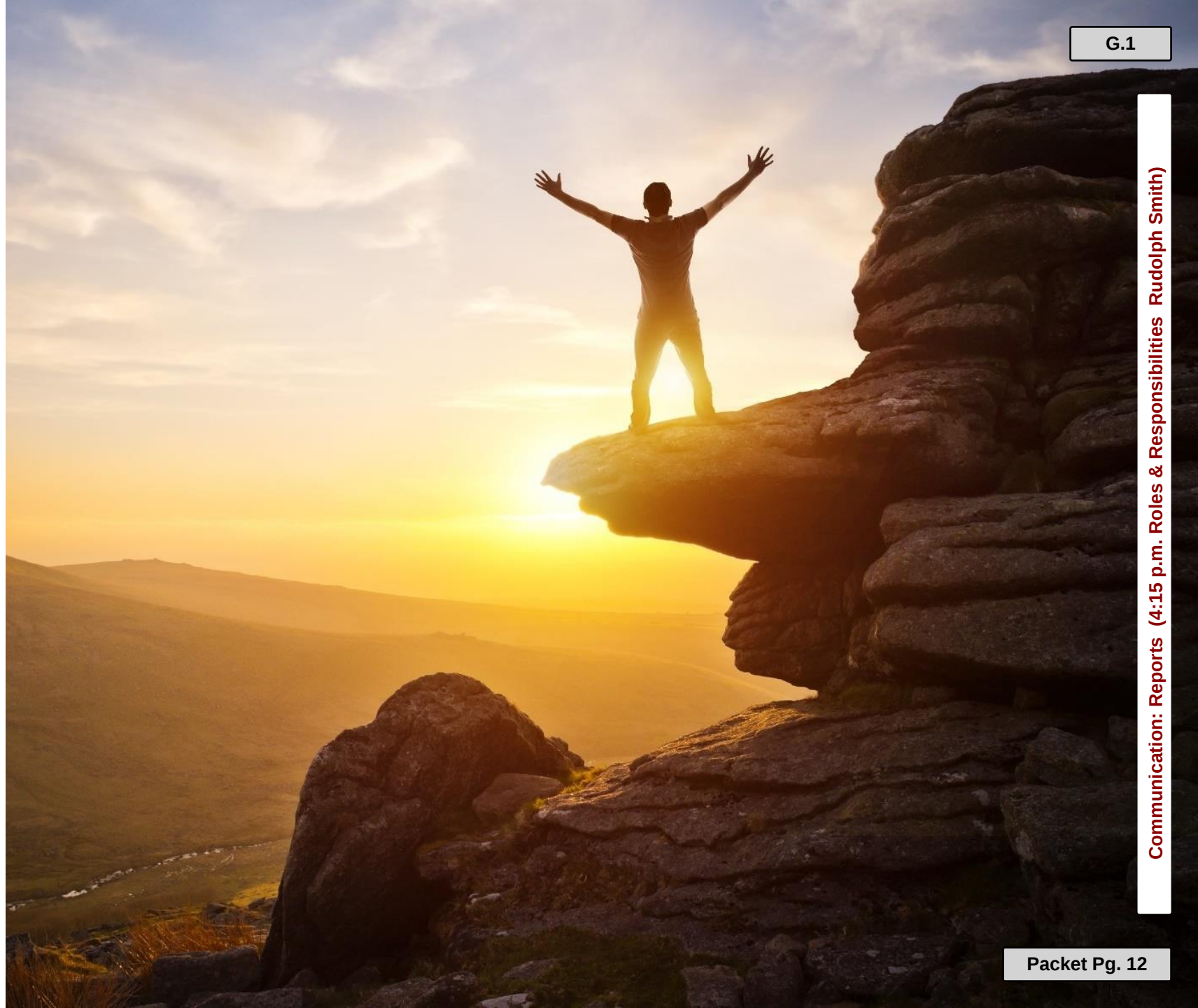


ENVIRONMENT & HOUSING

Solid waste, parks, buildings and code enforcement

Key Achievements

- Balanced Budget Adopted
- OPENGOV Financial Software
- Railroad Crossing Improvement



Our People



- Executive Team

Our People



EXECUTIVE TEAM

Executive Team



Rudolph Smith

City Manager



**Mary Beth
Bender**

Assistant City Manager,
Director of Public
Works, Utilities & Parks



Monique Lang

City Clerk

Executive Team



**Karen Slaton-
Dixon**

Finance Director



Cate Kitchen

Welcome
Center/Downtown
Manager



Tracy Rye

Community
Development Director

Executive Team



William Corbin

Economic/DDA Director



Niki Graham

Human Resources
Manager



**Steven
Shepard**

IT Manager

Executive Team



Bill Grogan
Chief of Police



Joy Williams-Adams
Clerk of Court

2019 Results



DEPARTMENT HIGHLIGHTS
/LOWLIGHTS



KEY PROJECT UPDATES

City Manager

- Directs the Administrative activities of the City
- Acts as focal point for strategic planning and budgeting; serving as liaison between city staff and Mayor and Council – all directives must follow the chain of command through the City Manager
- Reviews and approves major personnel decisions within assigned departments such as hiring, evaluating, disciplining, and terminating city employees
- Manages and coordinates the preparation of the annual operating budget with city departments; submits proposed budget to Mayor and Council for approval
- Implements policy set by Mayor and Council
- Attends council and executive sessions; provides assistance, guidance, and recommendations to elected officials

2020 Plans



- Aspirations
- New Initiatives
- Key Metrics

2020 Plans



ASPIRATIONS



NEW INITIATIVES

Aspirations

- BE A WELCOMING COMMUNITY IN WHICH GENERATIONS OF DIVERSE CITIZENS CAN ENGAGE, CREATE, CONTRIBUTE, AND FLOURISH.
- MAINTAIN A VIBRANT ECONOMY AND CONTINUE TO FACILITATE JOB GROWTH.
- FURTHER THE CITY'S TRADITION OF STRONG LEADERSHIP AND HIGH LEVEL OF QUALITY SERVICES



New 2020 Initiatives

- Five-Year Strategic Plan
- Strategically promote the City to diversify our tax base
- Means testing and abatements for taxes and utilities
- Update the Five-Year Financial forecasting plan



Wrap Up

Thank you

QUESTIONS?

City Clerk

Monique Lang heads up the office of City Clerk for the City of Norcross, along with Shayla Royal, Deputy City Clerk.

Listed below are a few of the essential functions assigned to the Clerk's office:

- Document and facilitate city council meetings
- Document and publish ordinances and resolutions
- Official record keeper for all city records
- Elections Superintendent and Qualifying Officer



City Clerk Reflecting back

HIGHLIGHTS

- Completion of the Newly elected Manual
- Installation of the new AV equipment in Council Chambers (TV screens & Projector)
- Hiring a new Deputy City Clerk

LOWLIGHTS

- Boards, Authorities, and Commissions workflow
- Meeting video/audio streaming

City Clerk Future Projects

Revise the city's election informational pages	Draft a standard operating procedures manual (SOP) for the Clerk's office
Install video streaming equipment in the community room located on the 2 nd floor of City Hall	
Reconstruct boards and authorities processes and procedures	

City Clerk: Share something about yourself



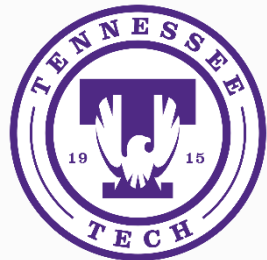
Community Development

The Community Development Department is responsible for working with : Boards and commissions, the citizens of Norcross, the development community and elected officials.

The department manages: Building construction, Comprehensive Plan Amendments, Current and long-range planning, Design and construction of grant funded projects, Land development, Permitting and Zoning.

Community Development office also acts as staff to the:

- Planning and Zoning Board
- Planning and Zoning Board of Appeals
- Tree Board
- Architectural Review Board
- Sustainable Norcross Commission
- Historic Preservation Commission



Community Development

Reflecting back

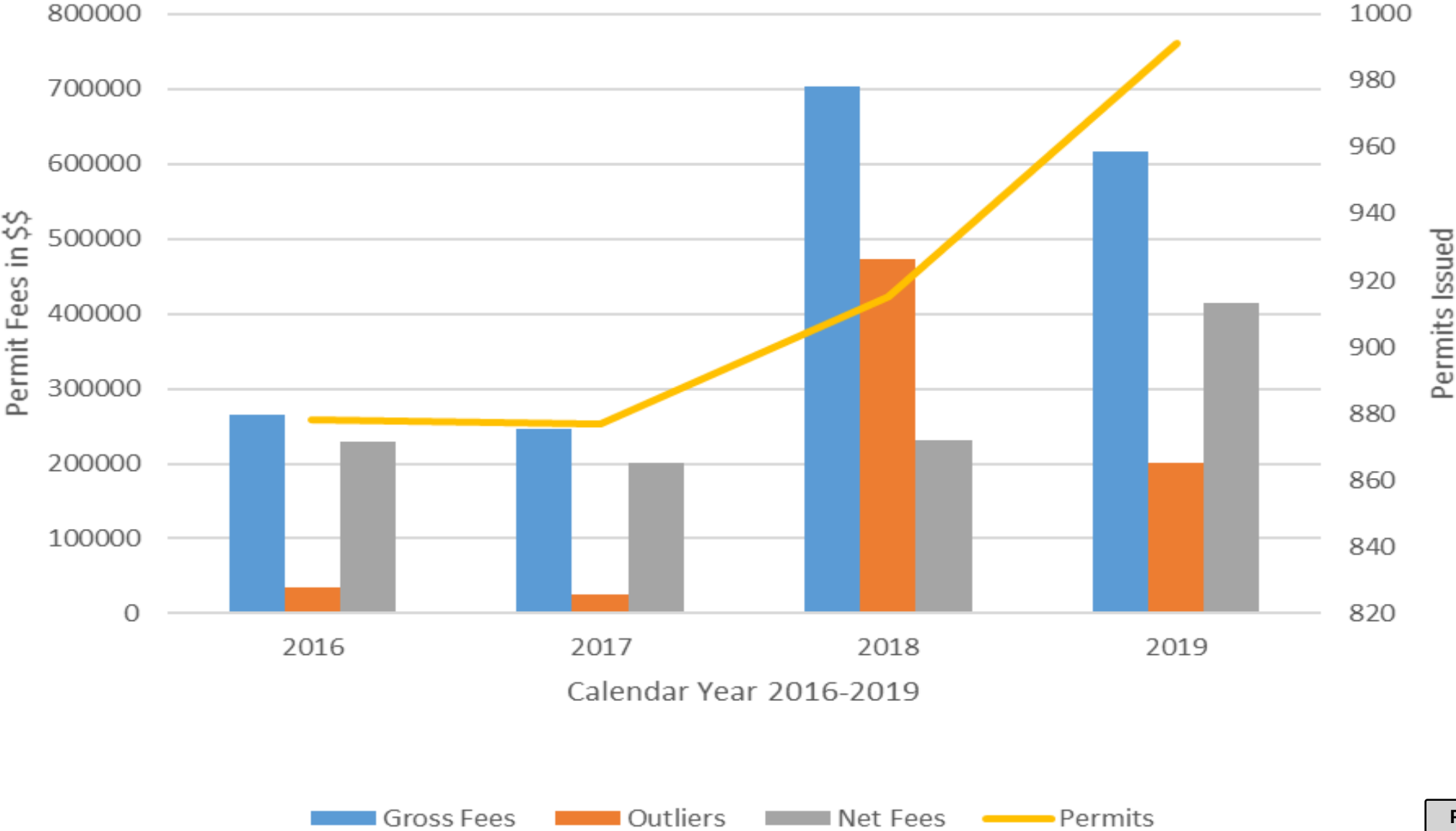
HIGHLIGHTS

- 2040 Imagine Our Future Comp Plan (COMP)
- Norcross Unified Development Plan (UDO)
- ePlan Solution Implementation
- Beaver Run Creek Greenway Trail Planning
- North and South Peachtree Sidewalk Projects
- Atlanta Regional Commission (ARC) Community Development Assistance Program (CDAP) Grant for Boards Training
- 991 permits issued, greater than \$600k in gross permit fees for 2019 (next page)

LOWLIGHTS

- Deeper affordable housing conversation
- Preservation of historic structures
- Deeper dive into the Buford Highway Corridor
- Sidewalk improvement/placement prioritization plan
- Lean Staff

CDP Fees and Permits Data



Community Development

Reflecting back

WHAT CAN WE DO TO IMPROVE?

- Funding needed for full-time receptionist/permit clerk
- Funding needed for Buford Highway planning project
- Funding needed for sidewalk improvement/placement prioritization master plan
- Revise Citizen Board Application/Interview/Appointment/Training Process (City Clerk/Comm . Dev.)

Community Development Future Projects



Green Communities Recertification	Buford Highway Corridor Master Plan
Update or replace Trakit Software	Sidewalk Plan
Revise Citizen Board Application	

Community Development: Share something about yourself



I can play the organ!

Courts

The purpose of this Municipal Court is to provide an unbiased, neutral, efficient court system. This Municipal Court oversees the following cases:

- **Traffic Violations and City Ordinances**
- **Necessary Civil matters within Norcross city limits (Abatement).** As recommended by City Attorney
- **Handle court adjudications.** To ensure all dispositions are entered in the Georgia Crime Information System (GCIC/GBI) in a timely manner.
- **Process customer payments.** We use Government Windows as our third party vendor when receiving phone and web payments.
- **Provide effective customer service.** All staff have been trained to deliver excellent customer service to the citizens.

Courts Reflecting back

HIGHLIGHTS

- Minimal customer complaints
- Successful GBI Audit
- Staff adjustments made in the courtroom
- Streamlined communications with Attorney via email

LOWLIGHTS

- Transition issues from ITI to Spillman

Courts Reflecting back

WHAT CAN WE DO TO IMPROVE?

- Replacing benches with chairs to accommodate more people
- Adding a 3-Tier Bench in courtroom
- Using the Pro Temp Judges
- Adding Digital Docket to the website or a Court Mobile App.
- Providing a room Attorneys to confer with clients
- Expansion of the courtroom and the courts department

Courts: Share something about yourself



"This is my FUTURE soon"

General Government Administration (GGA)

Administrative Services Director: responsible for overseeing all financial operations:

- Accounting and Budgeting
- Business Licenses
- Annual Audit
- Taxes
- Utilities
- Customer Service



We have an Accounting Manager, Accountant, Revenue & Tax Specialist, Billing Specialist, Customer Service I & II, and Receptionist/Administrative Coordinator

GGA Reflecting back

HIGHLIGHTS

- Implemented a new budget system (OpenGov)

LOWLIGHTS

- Budget presentation



GGA Reflecting back

WHAT CAN WE DO TO IMPROVE?

- Work on the way financial information is disseminated

GGA Future Projects

Streamline the Budget Process –
Paperless as possible

Process all applications online
(Utility, Business License)

Close the drive-thru window
(self-serve system)

GGA: Share something about yourself



"I love the Schoolie life and plan to buy a school bus and have it built out, so I can travel the country in it full-time"

Economic Development

William Corbin – Economic Development Director

Tara Smith – Economic Development Coordinator

The Norcross Economic Development team works closely with the Community Development Department as well as with local and regional leadership towards the goal of building and implementing economic development plans, programs and services that will benefit both residents and visitors of Norcross.

There are 3 main legs of Economic Development: Business Development, Workforce Development and Quality of Life.



Economic Development Reflecting back

HIGHLIGHTS

- Annexation
- GA Bio Trade Show
- Increase in development activity (Crowne Plaza Hotel, Social Fox Brewing)
- Positive Press

LOWLIGHTS

- Evaluating and Executing Target Industry Strategies
- Annexation Strategy and Execution (successful thus far, perhaps room for improvements)

Economic Development Reflecting back

WHAT CAN WE DO TO IMPROVE?

- Proactive communication with Norcross Businesses
- Financial Support and resources



Economic Development Future Projects

2020	2020
Property assemblages	Land Bank
State Opportunity Zone Redesignation	
Buford Highway Master Plan	

Economic Development: Share something about yourself



"I am a foodie, in every sense of the word"

Human Resources (HR)

Tanesha (Niki) Graham, Human Resources Manager: Human Resources Manager is responsible for providing support to the City Manager and Department Heads in the assessment, analysis, design, development, implementation, and evaluation of City human resources documents, policies, procedures, processes, functions, and training. Develops and administers the budget for the department and makes recommendations to the City Manager. HRM also presents the strategic plan for the department to City Manager, Mayor and Council.

Camille Washington, Payroll and Benefits Specialist: Responsible for preparation of payroll and all ancillary duties and responsibilities related thereto. Administers benefits programs and assists employees with related matters. Maintains time recording records and payroll information including leave records, payroll deductions, employee status changes, etc.

Human Resources Reflecting back

HIGHLIGHTS

- Drug-Free Workplace with the State of Georgia.
- July 3rd Celebration.
- Imagine Wellness Program.
- Employee Benefits and Workers Compensation.
- New time clock system

LOWLIGHTS

- Workplace Safety Community.
- Class and Comp Study.
- Performance Evaluation form.
- Applicant tracking system.

Human Resources Reflecting back

WHAT CAN WE DO TO IMPROVE?

- Start the Class and Comp Study
- Retention efforts: HR will do a 30, 90 days check-in with all new hires
- Develop a Performance Evaluation scoring metric form

Human Resources Future Projects

2020	2020
Class and Compensation Study	Revamp HR Intranet site
Establish a Workplace Safety Committee	Employee Engagement
Training Needs (Diversity, Harassment)	

Human Resources: Share something about yourself



I am currently in school for my Doctoral Degree

Downtown Manager, Tourism and Cultural Arts Director

This department manages the day-to-day operations of the Welcome Center and Culture Arts and Community Center.

Responsibilities include but not limited to are:

- Creation of the exhibits that promote the history of Norcross
- History tours
- Acts as a liaison between the City and the downtown merchants
- Promoting and booking reservations



Communication: Reports (6:40 pm Welcome Center/Downtown Mgr. Cate Kitchen)

Downtown Manager Reflecting back

HIGHLIGHTS

- Established a Business Association for the downtown merchants
- Created a designated “employee” parking area in downtown
- First Fridays and Movie Mondays are consistently well attended
- Trolley Tours are a hit and we are recipients of grant funding for our own trolley/tram by mid-April

LOWLIGHTS

- Merchant Summer Block Party
- Irish Fest
- Light of Norcross: Lantern Parade

Cultural Arts /Tourism Future Projects

2020

Larger Culture Arts Center

Open-Air trolley

Create new exciting exhibits

Welcome Center: Share something about yourself



I was a licensed polygraph examiner-trained by the polygrapher, Richard Rackleff - he was the man that polygraphed Wayne Williams.
It was an extension of my Master's Degree in Rehabilitation and Counseling.

Public Safety

Police Department Organizational Overview:

- Command & Support Staff
- Patrol Shifts
- Traffic, Court Security, DUI
- Investigations, Evidence/Crime Scene Tech, Crime Analysis
- Professional Standards, Community Outreach
- Code Enforcement
- Dispatchers and Records Clerks



Public Safety Reflecting back

HIGHLIGHTS

- Replaced Police CAD/RMS Software
- Code Enforcement Clean Up Projects: Bob Wood Realty, Hunter Street, Sharon Drive, 5394 Buford Highway
- Hotels

LOWLIGHTS

- HomeTowne Studios, Jimmy Carter Blvd.
- Traffic Enforcement
- Urban camping, homelessness, panhandling
- Patrol Vehicles



Public Safety Reflecting back

WHAT CAN WE DO TO IMPROVE?

- Police salaries
- Software upgrades (Incode & TRAKIT)

Public Safety Future Projects

School Zone Speed Detection

Renovation of Norcross
Library

Public Safety: Share something about yourself



Information Technology (IT)

- Administrates 38 servers
- These servers are our backbone for things like INCODE, TRAKiT, Spillman, and print jobs alike.
- Assist with over 10 pieces of software to make sure said software is running properly
- We have a various amount of software the City and PD are required to maintain. (INCODE, TRAKiT, Spillman, Cemetery Mapping, etc..)
- Helps resolve day to day issues
- From small to large issues the IT Department is there to resolve anything that comes our way.
- Manages the Backups of our servers
- Currently with assistance of RocketIT we manage backups in the case of emergency.
- Manages current network infrastructure
- IT Department is responsible for making sure switches and firewalls are properly configured.
- Manages our printer fleet
- To make sure we are able to efficiently print when needed we made sure to provide the city with a great fleet of printers

IT Reflecting back

HIGHLIGHTS

- Vmware conversion
- Wireless upgrade Cisco
- Cost saving by changing wireless carrier, AT&T FirstNET
- Improved the Police Department fleet's productivity (mobile hotspots, cradlepoint branded antenna)

LOWLIGHTS

- Major server outage

IT Reflecting back

WHAT CAN WE DO TO IMPROVE?

- Communication with staff
- Improve our encoder
- Install recording setup in the Community Room located at city hall

IT: Share something about yourself



I played baseball for several years

Public Works, Utilities, and Parks

Mary Beth Bender, Assistant City Manager, Director of Public Works, Utilities & Parks, Chairperson, Special Event Committee.

I lead a team of four divisions: Public Works, Storm Water, Norcross Power, and Parks.

I also provide backup to the City Manager, acting as a liaison between the community and Mayor/Council, representing the City at various functions and events.



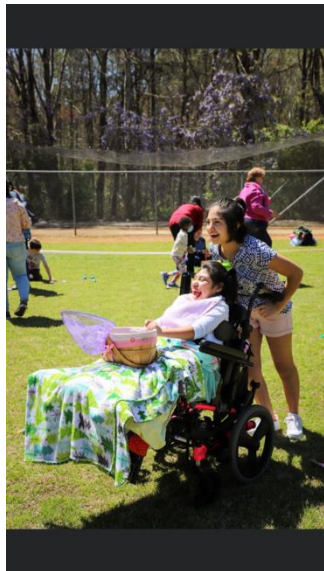
- **WHAT DOES YOUR DEPARTMENT DO:?**
- We have 32 employees, four divisions.
- Public Works is streets, right-of-way, sidewalks, street signs, curbs,
- City fleet and City-owned building maintenance. The City is six square miles with 81 linear miles.
- Norcross Power provides power to approximately 4400 customers.
- In addition, we provide power to four customer choice accounts (Home Depot, Target, Walmart) in Cumming, Tucker, and Johns Creek.
- The Storm water division provides maintenance and management of 2000 storm water structures, 21 miles of SW pipe, 20 headwalls, and 197 SW facilities.
- We have 14 parks including an interactive splash pad, baseball field, soccer field, and four playgrounds. The Parks Division is responsible for all private and City-sanctioned events. In 2019, we had 312 events.

Public Works, Utilities, and Parks

Reflecting back

HIGHLIGHTS

- 312 events in 2019, 100K visitors and community in attendance



LOWLIGHTS

- City Hall roof repair and maintenance

Public Works, Utilities, and Parks

Reflecting back

WHAT CAN WE DO TO IMPROVE?

- Complete APWA Accreditation
- Employee recruitment
- Sidewalk maintenance and repair (tripping hazards)
- Street Audit (resurfacing)



Public Works, Utilities, and Parks Works Future Projects

Cemetery Master Plan	Brunswick	Safe Route to Schools
Storm Water pipe relining/spin casting	Broadstone	APWA Accreditation
Pinnacle Way Full Depth Reclamation	Kelly	Johnson Dean

Public Works, Utilities, and Parks: Share something about yourself



I won a dance contest in Jamaica