City of Norcross

65 Lawrenceville Street
Norcross, GA 30071

Meeting Minutes

Friday, May 21, 2021

8:30 AM

Infinite Energy Forum

Mayor and Council Retreat

Mayor Craig Newton
Mayor Pro Tem Josh Bare
Councilmember Andrew Hixson
Councilmember Matt Myers
Councilmember Bruce Gaynor
Councilmember Arlene Beckles

A. Roll Call (recorded)

Attendee Name	Title	Status	Arrived
Craig Newton	Mayor	Present	
Josh Bare	Mayor Pro Tem	Present	
Andrew Hixson	Councilmember	Present	
Matt Myers	Councilmember	Present	
Bruce Gaynor	Councilmember	Present	
Arlene Beckles	Councilmember	Present	

Special Meeting was called to order at 8:36 AM by Mayor Craig Newton

B. Welcome & Opening Remarks

Norcross 2021 Budget Retreat PDF

C. Expectations

City Manager, Eric Johnson, led a discussion relative to the following expectations.

- Recognize how restricted revenues and fund balance/net position may be used.
- Understand how the salary study may be implemented.
- Reach consensus on the pension plan and any change.
- Reach consensus on how to move forward with health benefits for employees and retirees.
- Begin the discussion of how to address infrastructure needs.
- Provide feedback to department directors on how their visions may be implemented through the upcoming budget.

D. Budget Process & Concepts

Budget process discussion led by Eric Johnson. changes include:

- Tracking additions to a continuation level budget, and requests that are not included - what is in and what is not. Focus more on what we will provide, rather than what we spend on line items.
- Form being developed for non-profits. Karen issue donation sponsorship/requests forms.
- Extended process with Adoption August 2nd so that we have the most up-to-date information on revenues, and more time to consider options and opportunities.

E. Salaries

A discussion relative to how setting aside funds for salary study implementation is critical in the FY 2021-2022 budget.

- The Salary Survey will develop new pay ranges and assign every position to an appropriate pay range.

F. Benefits

A discussion relative to considering new competitive benefits or modifying existing ones as part of our strategy to attract and retain employees.

- Councilmember Beckles requested that staff be polled on benefit preferences. (Refer to page 20 of budget retreat PowerPoint)
- A Pensions Benefits Plan presentation was led by Segal actuaries Rocky Joyner and Malachi Waterman, in conjunction with Michele Warner of GMA.
- A health Insurance Benefits presentation was led by Dan Nackers, Sr. Benefits Consultant, BKS-Partners.
- Update on Cigna Renewal will be known within the week.

G. Departmental Visions

Each Department Head presented a vision for their department sharing what they'd like to achieve and how they plan to get there.

Assistant City Manager, Mary Beth Bender
Public Works Vision:

- Provide and maintain a first-rate infrastructure
- Ensure a safe, attractive, and well-maintained community
- Recruit and retain skilled workforce
    - Councilmember Myers discussed the challenges of hiring
    - Councilmember Beckles will connect Mary Beth with a contact that works with veterans to assist them with finding jobs.

Storm Water Vision:

- Provide and maintain a first-rate infrastructure
- Ensure a safe, attractive, and well-maintained community
- Recruit and retain skilled workforce

Parks Vision:

- Ensure a safe, attractive, and well-maintained community
- Increase diversity in the community by
- Recruit and retain skilled workforce

Chief of Police, Bill Grogan
Vision:

- Retain employees for the long-term.
- Engage the community in meaningful ways.
- Fully refreshed fleet by 2023.
    - From chargers to Explorer. This time next year, all chargers will be spares.
    - Began using a new software that allows the department to be more proactive and less reactive. Chief Grogan invited Mayor and Council to PD to check out software.
    - Council inquired about electric cars

Community Development & Planning Director, Tracy Rye
Vision:

- To be a full-service Development Services Office (Consider Rebranding)
- Manage designations and turn them in to Educational Opportunities
- Invest in managing and supporting the designation; providing educational opportunities; make a difference; determine which is the highest priority
- Reduce monthly support to some non-public hearing boards
- Invest (in people and places)
    - Full Time Erosion and site development inspector/Arborist

Economic Development Director, William Corbin
Vision:

- Business Retention & Expansion (BRE)
- Real Estate Development
- Development Authorities Fund
- Proactive Land Acquisition
- Smart City Initiatives

Downtown Manager, Cate Kitchen
Vision:

- Establish a regular trolley route to transport potential customers
- Purchase an open-air Moto Electric Vehicle
- Establish new Taste of Norcross tour to include the restaurants in downtown and along Buford Highway

- Assist downtown merchants with new events (Small Business e-Expo)
- Maintain the recent level of excellence with the exhibits brought to the Rectory
  - Issue tax mileage to fund. Research routes from business to business
  - Needs someone to drive trolley during the day.
  - Cost to bring another party in for trolley---insurance, pre-established bus companies.

Administrative Services Director, Karen Slaton-Dixon
Vision:
- Create Paperless Environment
- Process all applications online
- Automate Disconnect Notice
- Enhance Property Tax System
- Streamline Budget Process
- Budget Award Submission

City Clerk, Monique Lang
Vision:
- Municipal Elections
- Open Records
- Standard Operating Procedures
- Becoming a Paperless City

Clerk of Court, Maurice Shepherd
Vision:
- Increasing court room size
- Add 3-tier bench in courtroom
- Add attorney consultation room
- Add a drive-through for ticket payments
- Hiring bilingual Court Clerk I
- Digital docket/mobile application
- Municipal court becoming paperless

IT Director, Dr. James Trent
Vision:
- Growth
- Cybersecurity
- KPIs
  - Councilmember Hixson would like to see the transparency relative to KPIs.

Interim Human Resources Manager, Camille Washington
Vision:
- Classification and Compensation Study
- Develop a Performance Evaluation Scoring Metric
- Establish a Workplace Safety Committee
- Address Mandatory Training Needs
- Complete Employee Self-Service System (ESS)
- Applicant Tracking System

Accent Creative Group President, Pam Ledbetter
2021-22 Wishlist:
- Document Remediation (website accessibility)
- Youth-targeted campaign budget, to include social ads and videography
- New 4-sided Kiosk for Library/LWP
- 2nd Gateway LED Display, & more from the Wayfinding Plan
- Department Landing Pages for each key public-facing office (PD, Public Works)

City Manager, Eric Johnson
Vision:

- Provide and maintain first-rate infrastructure and community facilities
- Recruit and retain a highly skilled and diverse workforce for the city
- Provide and maintain first-rate infrastructure and community facilities
- Recruit and retain a highly skilled and diverse workforce for the city
- Ensure the City’s long-term financial ability to deliver quality services
- Optimize staff effectiveness through training, technology, equipment, and facilities

H. Other Budget Issues

I. Review of Expectations Met

J. Next Steps

K. Adjournment

The meeting was closed at 4:52 PM

2021
MAYOR AND COUNCIL
BUDGET RETREAT

AGENDA

a. Roll Call
b. Welcome & Opening Remarks
c. Expectations
d. Budget Process & Concepts
e. Salaries
f. Benefits
g. Departmental Visions
h. Other Budget Issues
i. Review of Expectations Met
j. Next Steps
k. Adjournment

With 150 years of history behind us, how do we nourish what we have and plan for our future?

WELCOME & OPENING REMARKS

Mayor Craig Newton

EXPECTATIONS

City Manager Eric Johnson

- Recognize how restricted revenues and fund balance/net position may be used.
- Understand how the salary study may be implemented.
- Reach consensus on the pension plan and any change.
- Reach consensus on how to move forward with health benefits for employees and retirees.
- Begin the discussion of how to address infrastructure needs.
- Provide feedback to department directors on how their visions may be implemented through the upcoming budget.
- Other feedback

BUDGET PROCESS

Budget Process Discussion – changes include:

- Tracking additions to a continuation level budget, and requests that are not included – what is in and what is not. Focus more on what we will provide, rather than what we spend on line items.
- Form being developed for non-profits.
- Extended process with Adoption August 2nd so that we have the most up-to-date information on revenues, and more time to consider options and opportunities.

BUDGET CONCEPTS

Fund balance/Net Position – Funds carried forward from the prior year.

- ✓ Unspent funds and excess revenues increase the fund balance or net position.
- ✓ In operating funds, appropriations lapse at yearend and funding is freed up.
- ✓ In capital funds, commitments typically carry forward until a capital project is completed, so fund balance may be committed to projects.

A drawdown can be justified – particularly for a one-time need— as long as a reasonable balance is maintained.

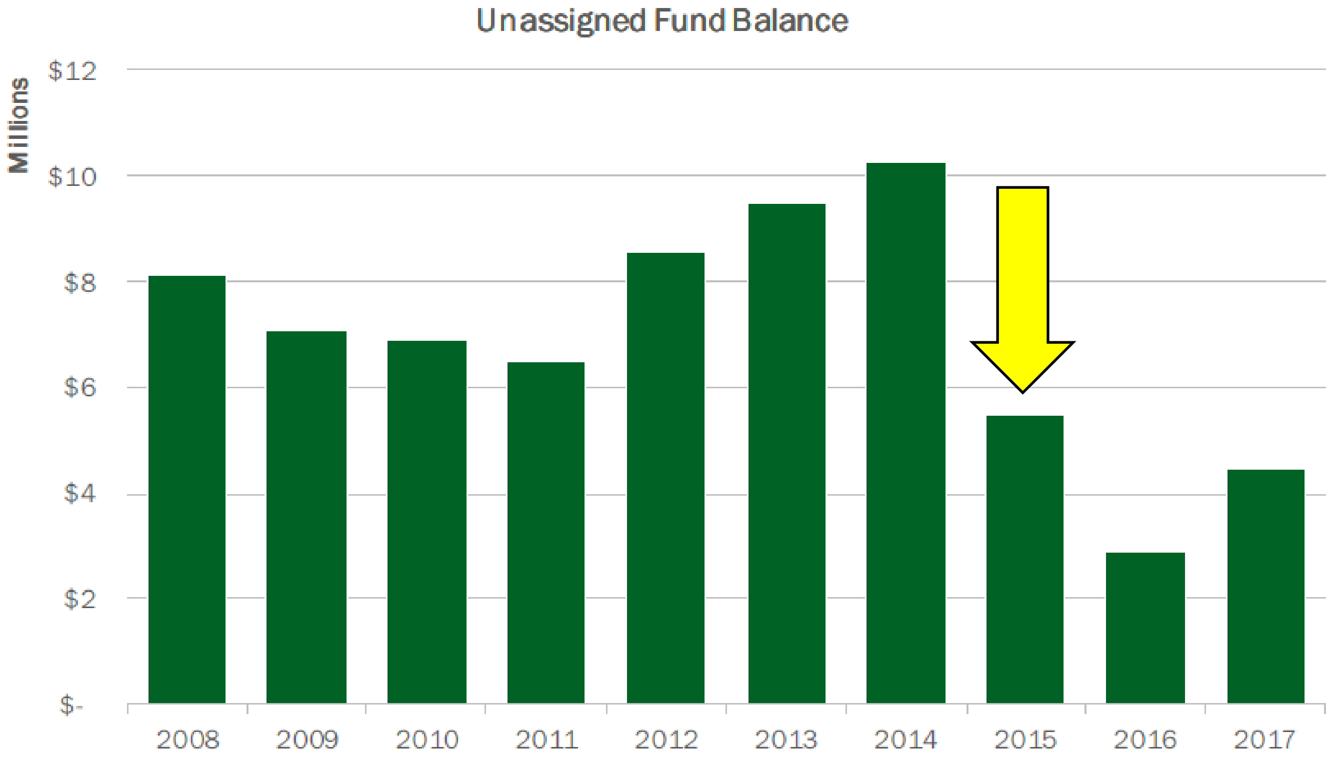
BUDGET CONCEPTS

Fund balance/Net Position – Why is it important?

- ✓ Provides adequate month-to-month cash flow
- ✓ Provides funds for emergency situations (e.g., disaster recovery)
- ✓ Provides funds for unexpected revenue shortfalls or other unexpected expenditures/expenses
- ✓ Can facilitate beginning bond funded capital projects prior to borrowed funds being available
- ✓ Can mitigate other financial weaknesses
- ✓ Considered as part of the City's financial strength in obtaining competitive financing
- ✓ Can smooth the transition to higher rates for an enterprise

BUDGET CONCEPTS

General Fund, fund balance Fund balance was drawn down $4.6 million when the City changed its fiscal year in 2015 because key revenues weren't collected during that transition year. By the end of 2020, fund balance was restored to nearly $8.3 million – or about twice the recommended minimum level of 30% of revenues.



Source: Davenport report dated August 2018.

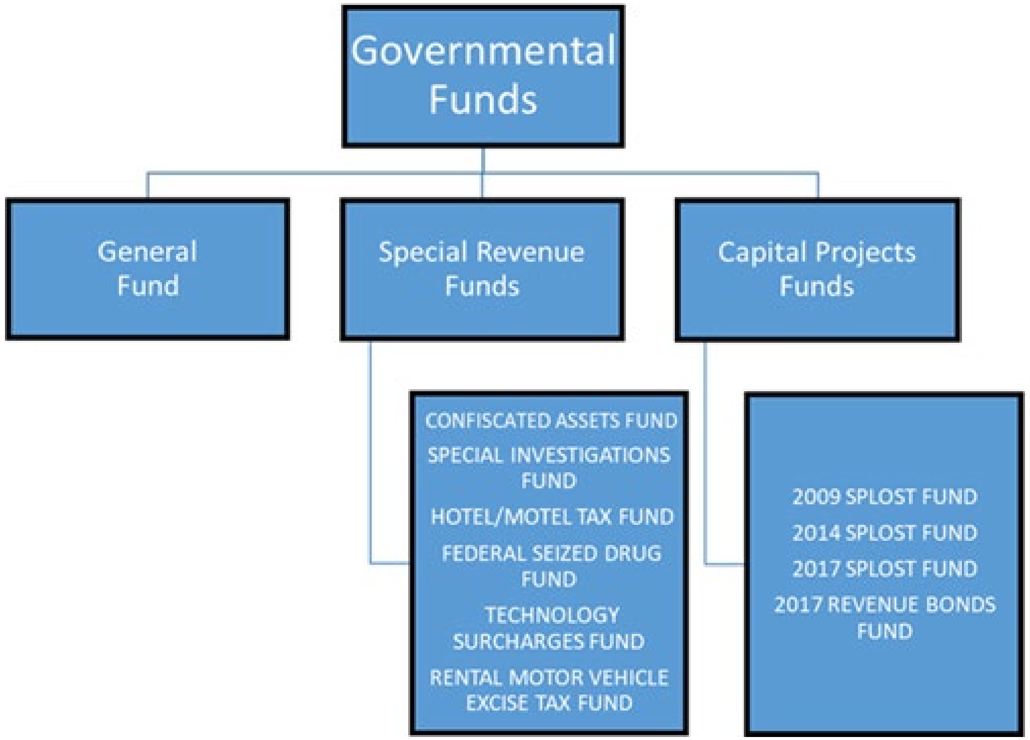
BUDGET CONCEPTS

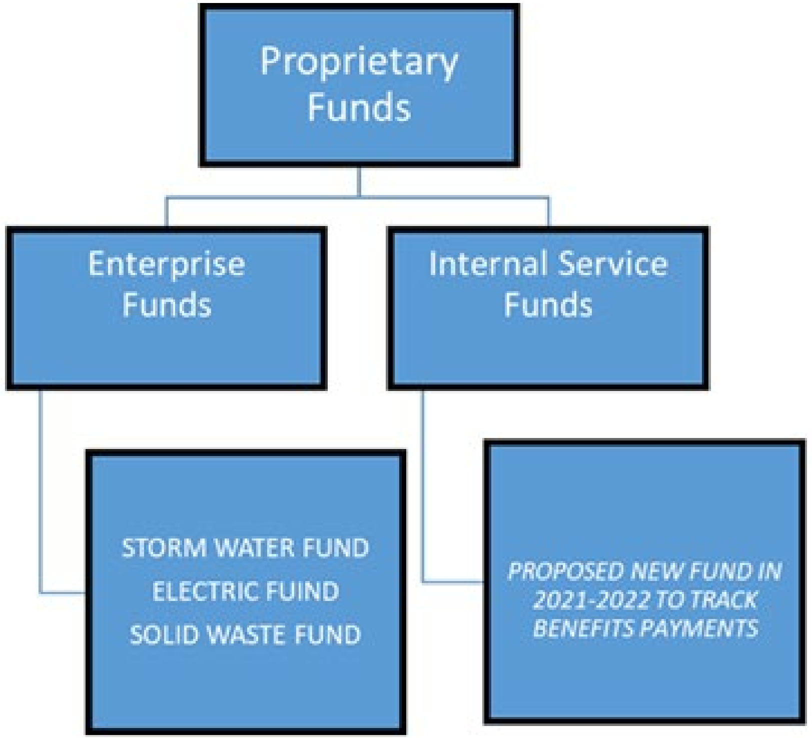
Recurring vs. Nonrecurring – Generally, we match recurring costs to recurring revenues.

- One-time (nonrecurring) revenues are best used for one-time (nonrecurring) costs such as for equipment or other capital expenditures, or for one-time operating costs (e.g., a study).
- For example, revenue from the sale of land, or from a legal settlement, is nonrecurring – and not the basis for funding a new recurring program.
- Looking closer, an event like a recession or a pandemic (or both) can be considered a temporary, nonrecurring factor and may justify filling in the gap between current revenues and current expenditures.

BUDGET CONCEPTS

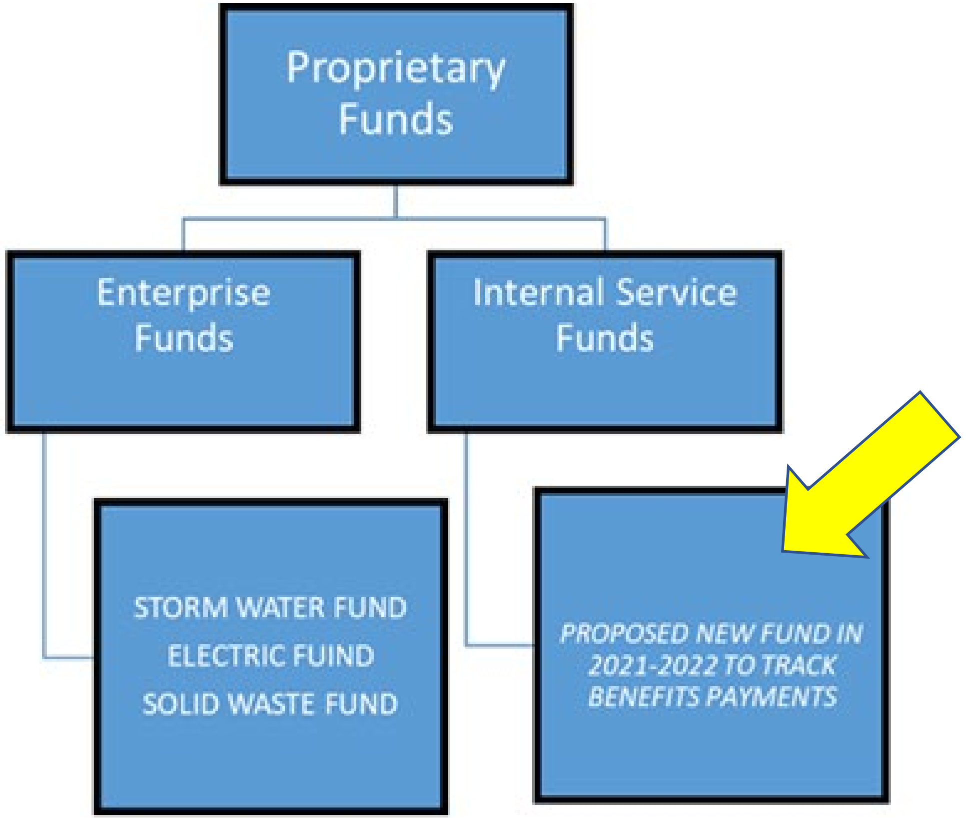
Restricted vs. Nonrestricted Funds: Only the General Fund is Nonrestricted but there is a higher level of independence within enterprise funds.





BUDGET CONCEPTS

- ✓ Allocations to grants – federal grants have a *de minimus* rule of 10% that the City hasn't chosen to use
- ✓ Allocations to enterprises (in addition to the transfer from the electric fund)
- ✓ Use of an internal service fund for internal chargebacks to funds and departments



BUDGET CONCEPTS

- Potential uses for American Rescue Plan funds.
- Capital Planning

BUDGET CONCEPTS – ARP options

- **Support public health expenditures,** by funding COVID-19 mitigation efforts, medical expenses, behavioral healthcare, and certain public health and safety staff;
- **Address negative economic impacts caused by the public health emergency,** including economic harms to workers, households, small businesses, impacted industries, and the public sector;
- **Replace lost public sector revenue**, using this funding to provide government services to the extent of the reduction in revenue experienced due to the pandemic;
- **Provide premium pay for essential workers**, offering additional support to those who have borne and will bear the greatest health risks because of their service in critical infrastructure sectors; and,
- **Invest in water, sewer, and broadband infrastructure**, making necessary investments to improve access to clean drinking water, support vital wastewater and stormwater infrastructure, and to expand access to broadband internet.

BUDGET CONCEPTS - Capital Planning

Needs:

- ✓ Facilities – new Public Safety Building to house Police Headquarters and the Municipal Court
- ✓ Infrastructure – Identified needs for road maintenance/resurfacing and sidewalks, for stormwater pipe relining/replacement, and for potential undergrounding of utilities
- ✓ Incentives or land assemblage for new development projects through NDA or DDA

Funding:

- ✓ Stormwater fees, LMIG funds, general revenue, grants (e.g., CDBG), SPLOST, Redspeed fines, utility fees, public/private partnerships
- ✓ Debt issue repaid by one or more of these revenues.

BUDGET CONCEPTS – Capital Planning

Elements of issuing debt:

✓ Consideration of debt capacity/debt limits (i.e., what should be our "credit limit") -- best practice is between 0.75% to 1.75% of Full Value, excluding any debt backed by SPLOST.

✓ Ability to repay (i.e., what we can afford) -- best practice is debt service that does not exceed 15% of expenditures. Those payments will compete against operating and capital needs unless paid with a supplemental debt millage. Payments are based on credit rating, current interest rates, and taxability of the debt to investors.

BUDGET CONCEPTS – Capital Planning

- Stormwater relining projects
- Road resurfacing projects
- Sidewalk safety
- Greenways, connectivity
- Public Safety Building
- Fleet replacement
- Electric infrastructure improvements
- Other SMART City investments (e.g., enhanced broadband, EV charging stations)
- Other...

Click to add text

BUDGET CONCEPTS

- Setting aside funds for salary study implementation is critical in the FY 2021-2022 budget.

SALARIES

The Salary Survey will develop new pay ranges and assign every position to an appropriate pay range:

$

Maximum pay for pay range (the most paid for experienced employee)

Market value of job (midpoint of pay range) based on survey data

Minimum pay for pay range (typical starting pay for inexperienced employee)

SALARIES

Preparing for the cost of implementing the salary survey:

- Increasing the pay of any **employee** whose current salary is below the new minimum for the pay grade assigned to their **position** (MANDATORY)
- Freezing the pay of any **employee** whose current salary is above the new maximum for the pay grade for their **position**. (OPTIONAL, BUT TYPICAL)
- At the normal 50th percentile, half of our competitors will pay less and the other half will pay more for a **position**. Dunwoody selected the 80th percentile, so they would outpay 80% of their competitors for a similar **position**. (OPTIONAL TO GO ABOVE THE 50% PERCENTILE)
- When minimum pay for a pay range increases, existing employees may largely fall within the first quartile of the new pay range. That means they don't earn much more than a new employee in that same range. Addressing that "pay compression" requires slotting **employees** further into the new pay range for their **position**. (OPTIONAL FACTOR)

BENEFITS

Consider new competitive benefits or modify existing ones as part of our strategy to attract and retain employees. These tend to benefit specific groups or employees with unique needs, and have limited cost:

- paid newborn or adoption leave
- student loan repayment vs. tuition reimbursement
- signing bonus
- retention bonus
- incentives for non-mandatory certifications that require continuing professional education (e.g., CPA, CGFO, PMP, PE, AICP) but provide City benefit
- other ...

BENEFITS

Cost of non-mandatory* benefits in 2019-2020

Group insurance	$1,477,225	=	23.1%	of salaries and overtime
Group ins. retirees	192,905 **	=	3.0%	"
Retirement	672,242	=	10.5%	"
	$2,342,372	=	36.7%	"

Salaries & overtime $6,389,604

**Excludes FICA, workers compensation, and unemployment insurance.* ***Corrected. Originally reported at $365,855.*

BENEFITS

Cost of non-mandatory* benefits in 2019-2020

Group insurance	$1,477,225	We will hear options for this later.
Group ins. retirees	192,905	We will cover this next.
Retirement	672,242	We will hear from actuaries on our pension, and an option.
	$2,342,372	
Salaries & overtime	$6,389,604	The salary study will focus on this.

**Excludes FICA, workers compensation, and unemployment insurance.* *

BENEFITS - RETIREE INSURANCE

General information about the OPEB plan

Plan Description

Plan administration. The City of Norcross Other Postemployment Benefits Plan (the "OPEB Plan") is a defined benefit postretirement health care plan. The OPEB Plan is administered through the Georgia Municipal Employee Benefit System (GMEBS), an agent multiple-employer OPEB Plan administered by the Georgia Municipal Association (GMA).

Plan membership. At July 1, 2019, City plan membership consisted of the following:

Retired members or beneficiaries currently receiving benefits	21
Vested terminated members entitled to but not yet receiving benefits	- -
Active members	130
Total	151

Benefits provided. The City has the authority to establish and amend the OPEB Plan. The City provides medical, prescription drug and dental benefits to retirees. Retirees' spouses are eligible for the same benefits as the retiree. Employees hired prior to 1999 become eligible for those benefits if they retire on or after the age 62 (55 for Public Safety employees) with 20 completed years of service or after the age of 65 with 5 completed years of service. Employees hired after 1998, but before 2018, become eligible for benefits if they retire on or after the age 62 with 10 years of service (55 and 20 years of service for Public Safety employees). Employees hired in or after 2018, who are permanent full-time career employees, and who have been employed a minimum of 20 full-time continuous years with the City and have attained their 62nd birthday (55th birthday for Public Safety) while employed full time by the City, become eligible to purchase single coverage medical insurance under the then current City medical insurance plan.

BENEFITS - RETIREE INSURANCE

Net OPEB Liability

Reporting Date for Employer under GASB 75	**August 31, 2020**	**August 31, 2019**
Measurement Date	**August 31, 2019**	**August 31, 2018**
Components of the Net OPEB Liability		
Total OPEB Liability	$14,787,366	$8,278,609
Plan Fiduciary Net Position	- -	- -
Net OPEB Liability	14,787,366	8,278,609
Plan Fiduciary Net Position as a percentage of the Total OPEB Liability	0.00%	0.00%

The Net OPEB Liability was measured as of August 31, 2019 and 2018. Total OPEB Liability was determined from actuarial valuations using data as of July 1, 2019 and 2017 respectively.

The total OPEB Liability of $14.8 million was equal to 252.6% of covered employee payroll.

BENEFITS - RETIREE INSURANCE

Net OPEB Liability

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The Net OPEB Liability was measured as of August 31, 2019 and 2018. Total OPEB Liability was determined from actuarial valuations using data as of July 1, 2019 and 2017 respectively.

The Acutarially Determined Contribution for the year ending Aug. 31, 2020 was $1,394,380.

BENEFITS

Cost of non-mandatory* benefits in 2019-2020

Group insurance	$1,477,225	=	23.1%	of salaries and overtime
Group ins. retirees	192,905 **	=	3.0%	"
Retirement	672,242	=	10.5%	"
	$2,342,372	=	36.7%	"

Salaries & overtime $6,389,604

What if we add the calculated Annual Required Contribution

**Excludes FICA, workers compensation, and unemployment insurance.* ** *Corrected. Originally reported at $365,855.*

BENEFITS

Cost of non-mandatory* benefits in 2019-2020

Group insurance	$1,477,225	=	23.1% of salaries and overtime	
Group ins. retirees	1,394,380	=	21.8%	"
Retirement	672,242	=	10.5%	"
	$3,543,847	=	55.5%	"

Salaries & overtime $6,389,604

As revised, this shows the impact if we consider the current Actuarially Determined Contribution.

**Excludes FICA, workers compensation, and unemployment insurance.*

BENEFITS - RETIREE INSURANCE

Eligibility:	Eligibility for medical, prescription drug and dental benefits is as follows:
Benefit Types:	Medical, Prescription Drug, and Dental
Duration of Coverage:	Lifetime
Dependent Benefits:	Medical, Prescription Drug, and Dental
Dependent Coverage:	Lifetime. Surviving spouses also covered for life for employees hired prior to 2018.
Retiree Contributions:	Retiree and spouse contribution rates are set by the City. The monthly contributions for medical and dental coverage are shown in the table below:

Hire Date	Public Safety	General Employees
Before 1999	Earliest of: Age 55 with 20 Years of Service and Age 65 with 5 Years of Service	Earlier of: Age 62 with 20 Years of Service and Age 65 with 5 Years of Service
1999 to 2017	Age 55 with 20 Years of Service	Age 62 with 10 Years of Service
After 2017	Age 55 with 20 Years of Service	Age 62 with 20 Years of Service

	Medical		
	Hired before 1999	Hired 1999 to 2017	Hired after 2017
Retiree only w/o Medicare	$150.00	$150.00	$200.00
Retiree + Spouse w/o Medicare	$200.00	$200.00	N/A
Retiree only with Medicare	$0.00	$0.00	$0.00
Retiree + Spouse with Medicare	$25.00	$25.00	N/A
		Dental	
Retiree	$0.00	$0.00	$ 0.00
Retiree + Spouse	$30.00	$30.00	N/A

It isn't that the City hasn't addressed this issue in the past – it just hasn't been sufficient.

BENEFITS -RETIREE INSURANCE

How might we move forward?

- ✓ Recognize that past efforts have been insufficient.
- ✓ Consider it will get worse -- lower interest rates mean that the "discount rate" used to convert future costs to today's dollars will result in a higher liability when the analysis is updated.
- ✓ The fund balance we have built, and the Cares Act funding we have received, position us to address it now.
- ✓ Take positive – and meaningful – steps to ensure we can afford what we offer our employees.
- ✓ We can take advantage of GMA's rate of return.

The Actuarially Determined Contribution for the year ending Aug. 31, 2020 was $1,394,380.

BENEFITS - RETIREE INSURANCE

Some actions to consider:

1. Change existing plan benefits to be less "rich"
2. Increase current retirees' contributions towards the cost of plans
3. Institute new benefit for future 65+ retirees based on their participation in Medicare, and a fixed payment by the City to the retiree they can use for the costs of Medicare supplements
4. Adopt an OPEB funding policy, and implement a GMA trust for OPEB funded with Actuarially Determined Contributions (or some portion) – which which will drop the City's liability significantly over time based on these changes.

The Actuarially Determined Contribution for the year ending Aug. 31, 2020 was $1,394,380.

PENSIONS BENEFITS PLAN

Presentation by Segal actuaries Rocky Joyner and Malachi Waterman, in conjunction with Michele Warner of GMA.

HEALTH INSURANCE BENEFITS
Employee and Retiree

Presentation by Dan Nackers, Sr. Benefits Consultant, BKS-Partners.

DEPARTMENT VISIONS

- Direct service delivery departments
- Support departments

Asst. City Manager Mary Beth Bender

Public Works

Goal: Provide and maintain a first-rate infrastructure:

- A proactive data-driven approach to street resurfacing
- Remove all sidewalk tripping hazards

Goal: Ensure a safe, attractive, and well-maintained community:

- Providing safe and connecting sidewalks, well-maintained streets, and a landscaped downtown area
- Build upon sustainability practices and maintain platinum status

Asst. City Manager Mary Beth Bender

Public Works

Goal: Recruit and retain skilled workforce:

- Increased training for PWUP (Public Works Management Certification, safety training, & CDL).
- Achieve APWA accreditation. Results – defined protocols with written policies & procedures for continued excellence in service.
- Competitive Salaries & Benefits
- Creative retention strategies

Asst. City Manager Mary Beth Bender

Storm Water

Goal: Provide and maintain a first-rate infrastructure:

- A proactive data-driven approach to storm water pipe relining

Goal: Ensure a safe, attractive, and well-maintained community:

- Build upon sustainability practices and maintain platinum status

Goal: Recruit and retain skilled workforce:

- Increased training for PWUP (Public Works Management Certification, safety training, & CDL).
- Competitive Salaries & Benefits
- Creative retention strategies

Asst. City Manager Mary Beth Bender

Parks

Goal: Ensure a safe, attractive, and well-maintained community:

- By providing attractive, clean, and safe parks with up-to-date equipment, including ADA
- Build upon sustainability practices and maintain platinum status

Goal: Increase diversity in the community by:

- Expanding and increasing City events and adding more family-oriented events
- By utilizing Pinnacle Park for City events
- Dog park
- Senior Center
- Implementation of the Cemetery Master Plan

Asst. City Manager Mary Beth Bender

Parks

Goal: Recruit and retain skilled workforce:

- Increased training for PWUP (Public Works Management Certification, safety training, & CDL).
- Competitive Salaries & Benefits
- Creative retention strategies

Asst. City Manager Mary Beth Bender

Norcross Power

Goal: Provide and maintain a first-rate infrastructure:

- By providing safe and reliable power in a cost-effective manner, utilizing proactive measures using new and renewable technologies
- Continue to transition to LED lighting
- Develop partnerships to advance a Smart City initiative

Goal: Ensure a safe, attractive, and well-maintained community:

- Build upon sustainability practices and maintain platinum status
- Serve the Norcross community through employee involvement and stewardship

Asst. City Manager Mary Beth Bender

Norcross Power

Goal: Ensure a safe, attractive, and well-maintained community:

- Build upon sustainability practices and maintain platinum status
- Serve the Norcross community through employee involvement and stewardship

PUBLIC WORKS, UTILITIES & PARKS DEPARTMENT

Continue to strive for excellence in service, growth & innovation.

Chief of Police Bill Grogan

Vision:

- ✓ **Retain employees for the long-term.**
- ✓ **Engage the community in meaningful ways.**
- ✓ **Fully refreshed fleet by 2023.**

Retention:

- Fully staffed Jan 1, 2019. 11 / 2 years.
- Change of profession & other agencies.
- $100k, 18-24 months….$700k
- Incentives to stay cost much less: Holiday OT, Detective on call, experience/milestones, languages, education, military

Chief of Police Bill Grogan

Community:

- Mirroring our community – recent studies
  - Spanish-speaking
  - 7% - 19% - 30%
  - Citizen Police Academy – staffing, Covid, instructors
  - Partnerships – civic organizations, churches, businesses

Police Department Headquarters Building:

- Inviting
- Safe
- Functional

Chief of Police Bill Grogan

Fleet Refresh:

- Chargers
- 2023

	A	B	C	D	E	F	H	I	J	K	L	M	N
1					Norcross PD Fleet				Projected Remaining Fleet Service Years				
2													
3		Unit	Year	Make	Model	Miles	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-2
5	1	941	2009	Chevy	Tahoe	136,590	1	New	6	5	4	3	2
6	2	949	2012	Dodge	Charger	105,092	3	2	1	New	6	5	4
7	3	932	2015	Dodge	Charger	135,269	New	6	5	4	3	2	1
8	4	930	2015	Dodge	Charger	101,967	1	New	6	5	4	3	2
9	5	950	2015	Dodge	Ram 1500	83,522	1	New	6	5	4	3	2
10	6	960	2015	Dodge	Ram 1500	129,061	1	New	6	5	4	3	2
11	7	968	2015	Dodge	Ram 1500	79,739	1	New	6	5	4	3	2
12	8	981	2015	Dodge	Charger	98,561	3	2	1	New	6	5	4
13	9	983	2015	Dodge	Charger	94,843	3	2	1	New	6	5	4
14	10	934	2016	Dodge	Ram 1500	78,294	4	3	2	1	New	6	5
15	11	936	2016	Dodge	Charger	97,016	2	1	New	1	2	3	4
16	12	937	2016	Dodge	Charger	78,750	3	2	1	New	6	5	4
17	13	963	2016	Dodge	Charger	90,170	4	3	2	1	New	6	5
18	14	946	2017	Ford	Explorer	72,654	4	3	2	1	New	6	5
19	15	969	2017	Ford	Interceptor	71,167	3	2	1	New	6	5	4
20	16	980	2017	Ford	Explorer	55,279	4	3	2	1	New	6	5
21	17	985	2017	Ford	Explorer	93,699	4	3	2	1	New	6	5
22	18	971	2018	Ford	Interceptor	34,461	5	4	3	2	1	New	6
23	19	972	2018	Ford	Interceptor	57,515	5	4	3	2	1	New	6

Community Development & Planning Director Tracy Rye

Goal: To be a full-service Development Services Office (Consider Rebranding)

We provide support and education along with professional development response. Places where we provide support cause us to also need to provide education.

Education initiatives will help us raise up the next generation of leaders in Norcross

Community Development & Planning Director Tracy Rye

Manage designations and turn them in to Educational Opportunities

- Historic Districts, Tree City, Platinum Green Community, Bee City

Invest in managing and supporting the designation; providing educational opportunities; make a difference; determine which is the highest priority

- Invest in historic preservation, sustainable initiatives, recycling, education, pollinator activities
- Continue to fund Arborist position and combine with erosion inspector, increase tree education
- If it is important, we have to make these things the culture rather than application exercises

Community Development & Planning Director Tracy Rye

Reduce monthly support to some non-public hearing boards

- Work with staff less as support and more as partners.

Invest (in people and places)

- Look for ways to fund HPC so they can buy endangered historic properties
- Full Time Erosion and site development inspector/Arborist
- Permitting Technician to process uploads for permits and plans as part of Building Inspections and Permitting Contract
- Raise fees to help mitigate expenses, hire erosion/arborist position, keep inspections and permitting on a contract for the near term

Economic Development Director William Corbin

Destination Defining philosophy

- Build a place people want to VISIT, and you'll build a place where people want to LIVE.
- Build a place where people want to LIVE, and you'll build a place where people want to WORK.
- Build a place where people want to WORK, and you'll build a place where BUSINESS has to be.
- Build a place where BUSINESS has to be, and you'll build a place where people have to VISIT.

Maura Gast, Executive Director –Irving, Texas CVB

Economic Development Director William Corbin

Destination Defining Philosophy:

Visit → Live → Work → Business → Visit

Business Retention & Expansion (BRE)

- Active and regular engagement of business establishments across the city.

Real Estate Development

- Meeting with various investors and developers to help direct investment activity across the city.

Economic Development Director William Corbin

Additional Thoughts (Funding, Tactics & Creative Ideas)

Development Authorities Fund

- Set percentage of budget/General Fund (3-4%)
- FY21 General Fund Budget = $13,333,873
- 3% of FY21 General Fund Budget = $400,000

Proactive Land Acquisition

- Under-The-Radar/Off Beaten Path Strategies
    - Industrial park instead of recreational park?

Smart City Initiatives

- Electric Vehicle fast-charging stations
- Electricity as a business incentive (Nor-X Power)

Downtown Manager Cate Kitchen

- Establish a regular trolley route to transport potential customers
- Purchase an open-air Moto Electric Vehicle
- Establish new Taste of Norcross tour to include the restaurants in downtown and along Buford Highway
- Assist downtown merchants with new events (Small Business e-Expo)
- Maintain the recent level of excellence with the exhibits brought to the Rectory

Downtown Manager Cate Kitchen

- Increase diversity with the concerts and City sponsored events in the Community Center.
- Strive to achieve and maintain profitability in the Cultural Arts Center
- Increase our reach with Explore Gwinnett -Georgia Tourism Awareness Program
- Continue educational involvement with the Georgia Tourism Conference

Administrative Services Director Karen Slaton-Dixon

Future Goals:

- Create Paperless Environment
- Process all applications online
- Automate Disconnect Notice
- Enhance Property Tax System
- Streamline Budget Process
- Budget Award Submission

City Clerk Monique Lang

Objectives:

- **Municipal Elections –** Continue utilizing paper ballots for the 2021 Election cycle with the use of optical scanning machines.
- **Open Records –** Launch records management software for the City of Norcross JUSTFOIA - Records Request Management Software
- **Standard Operating Procedures –** Create a detailed process to provide detailed instructions to ensure that operations are performed in a consistent manner to maintain quality control of processes.
- **Becoming a Paperless City –** Review and revise current policies in place to ensure that we can move forward in becoming a paperless city.

City Clerk Monique Lang

- **Municipal Elections –** Rent Optical Scan Voting System to ensure an expeditious, complete elections cycle.
- **Open Records –** Launch JUSTFOIA - Open records request management solution to provide a streamlined request process from intake to delivery. Maintain and preserve City Council proceedings and related documents.
- **Standard Operating Procedures –** Continue creating and SOP to maintain quality and consistency across the department and enhance productivity now in in the future. Realize efficiencies through standardized processes across the department.
- **Becoming a Paperless City –** DocuSign Solutions, MCCI Scanning Initiative, Laserfiche Repository, JUSTFOIA. Utilize and research existing technologies to effectively provide increases/improved access to materials on-line.

Clerk of Court Maurice Shepherd

<u>Municipal court objective</u>

To administer justice to the people of Norcross, GA in a fair, equitable, efficient, professional and consistent manner. This court seeks to serve as a model for the State of Georgia.

Clerk of Court Maurice Shepherd

Norcross municipal court future:

- Increasing court room size
- Add 3-tier bench in courtroom
- Add attorney consultation room
- Add a drive-through for ticket payments
- Hiring bilingual Court Clerk I
- Digital docket/mobile application
- Municipal court becoming paperless

IT Director Dr. James Trent

IT Department Vision

The Information Technology Department was established in 2008 to improve technology utilization throughout the City by using proven and evolving strategies to minimize cost and improve citizen services, as well as reduce system failures and eliminate security violations.

Mission/Goals

Our mission is to become an industry leader in the Information Technology arena by providing reliable, and seamless access to information resources in all forms through a secure and robust infrastructure.

IT Director Dr. James Trent

Growth	Cybersecurity	KPIs

• Technology
• Cloud/Hybrid
• Hardware/Software
  • Lease vs Buy
  • End of Life
  • Maintenance and SLAs
• Internal Controls
• 1 FTE
	• Top/Down Approach (Simple Framework)
	• Proactive vs Reactive
	• Breaking down Silos
	• NIST/CIS
		• Functional
		  • Increased Ticket Volume
		  • Internal Satisfaction
		• Transformational
		  • Data/Video Retention
		  • Data Classification

Interim Human Resources Manager
Camille Washington

Classification and Compensation Study

- Simplified Salary Structure
- Recruitment and Retention

Develop a Performance Evaluation Scoring Metric

- Determine a Maximum Percentage
- Fair and Consistent Metric

Establish a Workplace Safety Committee

- Lower Workers Compensation Liability

Interim Human Resources Manager Camille Washington

Address Mandatory Training Needs

Complete Employee Self-Service System (ESS)

Applicant Tracking System

- EEO-4 Reporting
- Recruitment to Onboarding

Accent Creative Group President Pam Ledbetter

Goals: Efficiency. Accessibility. Consistency. Energy. These words sum up where our focus has lain this past year and will continue to lie going into 2022. We are working to

1) improve staff/ communication efficiency,
2) improve ease of access to information for the community,
3) control consistency of brand usage by extended parties, and
4) shine a light on the city as a vibrant place full of energy to live, work and play.

Goals Progress:

- Website Redesign, including new Mass Notification System
- Board Training Portal
- Wayfinding
- Translations & Digital Access

New LED Display at City Gateway

Accent Creative Group President Pam Ledbetter

2021-22 Wishlist:

- Document Remediation (website accessibility)
- Youth-targeted campaign budget, to include social ads and videography
- New 4-sided Kiosk for Library/LWP
- 2nd Gateway LED Display, & more from the Wayfinding Plan
- Department Landing Pages for each key public-facing office (PD, Public Works)

City Manager Eric Johnson

Goal: Provide and maintain first-rate infrastructure and community facilities

- Establish maintenance standards/strategies for roads and for stormwater based on our data on asset condition.
- Identify alternatives for funding infrastructure and facilities.

Goal: Recruit and retain a highly-skilled and diverse workforce for the city

- Identify benefits targeted to specific needs and employee groups as part of restructuring benefits to attract and retain employees.
- Implement a new salary study during FY 2021-2022 to increase competitiveness within our market.
- Target opportunities to expand the diversity of job applicants.

City Manager Eric Johnson

Goal: Ensure the City’s long-term financial ability to deliver quality services

- Continue a "deep dive" into how we pay for services – both unrestricted and restricted revenues – in order to increase funding options and/or improve transparency.
- Implement financial policies consistent with best practices and focused on elevating the City's potential bond rating to reduce the cost of borrowing.

Goal: Optimize staff effectiveness through training, technology, equipment, and facilities

- Support new equipment and technology that is tied to: improving customer service, improving security or reducing risk, and/or efficiency of operations.

EXPECTATIONS: were they met?

- ❑Recognize how restricted revenues and fund balance/net position may be used.
- ❑Understand how the salary study may be implemented.
- ❑Reach consensus on the pension plan and any change.
- ❑Reach consensus on how to move forward with health benefits for employees and retirees.
- ❑Begin the discussion of how to address infrastructure needs.
- ❑Provide feedback to department directors on how their visions may be implemented through the upcoming budget.
- ❑Other feedback

Next steps …

Where do we go from here?

Adjournment

BUDGET CONCEPTS

City of Norcross, Georgia					
Moody's	S&P	Fitch			
Aaa	AAA	AAA	Top Tier "Highest Possible Rating"		Considered Investment Grade
Aa1	AA+	AA+	2nd Tier "Very Strong	(Highest)	
Aa2	AA	AA		(Middle)	
Aa3	AA-	AA-		(Lowest)	
A1	A+	A+	3rd Tier "Strong"	(Highest)	
A2	A	A		(Middle)	
A3	A-	A-		(Lowest)	
Baa1	BBB+	BBB+	4th Tier "Adequate Capacity to Repay"	(Highest)	
Baa2	BBB	BBB		(Middle)	
Baa3	BBB-	BBB-		(Lowest)	
BB, B, CCC, CC, C, D			5th - 10th Tiers "Below Investment Grade"		Below Investment Grade