

City of Norcross

*65 Lawrenceville Street
Norcross, GA 30071*



Meeting Agenda

Monday, November 1, 2021

6:30 PM

Council Chambers

Mayor and Council

Mayor Craig Newton

Mayor Pro Tem Josh Bare

Councilmember Andrew Hixson

Councilmember Matt Myers

Councilmember Bruce Gaynor

Councilmember Arlene Beckles

- A. **Call to Order by Mayor Craig Newton**
PLEASE TURN OFF ALL CELL PHONES AND ELECTRONIC DEVICES
- B. **Invocation**
- C. **Pledge of Allegiance to the Flag of the United States of America**
- D. **Roll Call (recorded)**
- E. **Presentation of previous meetings minutes for acceptance**
 - [21-6319](#) **Approval of Previous Meeting Minutes**
 - [Mayor and Council - Regular Meeting - Oct 4, 2021 6:30 PM](#)
 - [Policy Work Session - Regular Meeting - Oct 18, 2021 6:30 PM](#)
 - [Special Called Meeting - Special Meeting - Oct 18, 2021 10:40 PM](#)
 - [Special Called Meeting - Executive Session - Oct 25, 2021 6:30 PM](#)
- F. **Set agenda as presented for scheduled meeting.**
 - [21-6320](#) **Acceptance of the Agenda**
- G. **Ceremonial Presentations, Recognitions, and Swearing in Ceremonies**
 - [21-6323](#) **Proclamation for National Adoption Month**

A proclamation recognizing November as National Adoption Awareness Month.

[National Adoption Awareness Month](#)
 - [21-6324](#) **Proclamation Honoring Hoyt Hutcheson**

A Proclamation presented to Mr. Hoyt Hutcheson in recognition of his service to the Planning and Zoning Board.

[Proclamation for Mr. Hoyt Hutcheson](#)
 - [21-6325](#) **Proclamation Honoring Edie Riehm**

A Proclamation presented to Mrs. Edith Riehm in honor of her being selected as the Summerour Middle School Teacher of the Year 2021-2022.

[Proclamation Teacher of the Year, Edie Riehm](#)
- H. **Floor Open to Citizens Desiring to Address the Governing Authority**
 - a. **Comments by Citizens**
 - b. **Comments by Council**
 - c. **Comments by City Manager**

PH. Public Hearings**J. Reports of the Mayor and Councilmembers****a. General Announcements****NOVEMBER CALENDAR OF EVENTS**

Please remember to wear a mask and social distance at all in-person events.

Election Day

Tuesday, November 2 | 7:00 a.m. - 7:00 p.m. City Hall

First Friday Concert: The Rainmen

Friday, November 5 | 7 - 9 p.m. | Thrasher Park

Dia de los Muertos Festival

Saturday, November 6 | 2 - 8 p.m. | Thrasher Park

Movie Monday: Downton Abbey

Monday, November 8 | 1:30 & 6:30 p.m. | Norcross Community Center

Veterans Day Celebration

Thursday, November 11th | 10 a.m. - 10:30 a.m. | Veterans Park

Neighborhood Recycling Day & Cleanup

Saturday, November 13 | Various Times | Various Locations

Merchants Holiday Open House

Saturday, November 13 | 11 a.m. - 6:00 p.m. | Downtown Norcross

Movie Monday: Star Wars Rise of Skywalker

Monday, November 22 | 1:30 & 6:30 p.m. | Norcross Community Center

City Holiday Closures:

Thursday, November 11 | Veterans Day Holiday

Thursday & Friday, November 25-26 | Thanksgiving Holiday

Coming Up in December:

Historic Norcross Holiday Gala - Dec 2 at The Rectory

Seasons of Style Exhibition - Dec 2 - 18 at The Rectory

Sparkle! Celebration: Christmas Tree Lighting - Dec 3 at Thrasher Park Historic

Norcross Holiday Village Market - Dec 3 - 5 in Downtown Norcross Carriage Rides - Dec

3 - 22 on South Peachtree St.

Photos with Santa - Dec 8 - 22 on South Peachtree St.

K. Board Appointments

[21-6321](#)

Board Appointment - Norcross Public Arts Commission**L. Approval of Consent Agenda**

1. [21-6322](#)

ARPA Advisory Commission Recommendations

A recommendation to accept the ARPA Advisory Commission recommendations for usage and expenditure of American Rescue Plan Act funds.

[MC Agenda Report - ARPA Advisory Commission 11.1.21](#)

[ARPA Advisory Committee Recommendations to Mayor & Council](#)

[ARPA Small Business Grant Application](#)

[ARPA Nonprofit Grant Application](#)

2. [21-6282](#) **Investment Policy**
Request to adopt a revised investment policy.

[Agenda Report - Investment Policy 09202021](#)

[Investment Policy](#)

3. [21-6299](#) **Acceptance of the Salary Study Conducted by Evergreen Solutions LLC.**
A presentation of the Salary Study report conducted by Evergreen Solutions, LLC. A recommendation to Accept the Evergreen report reflecting a salary study conducted for the City.

[Agenda cover - Evergreen report-](#)

[Comp Salary Study and Survey- Final Report](#)

4. [21-6309](#) **Adopt Recommended Pay Ranges from Salary Study**
Adopt recommended pay ranges for all city positions, as contained in the report provided by Evergreen Solutions LLC.
[Proposed Pay Ranges from Salary Study](#)

5. [21-6310](#) **Resolution to Update Salary Study**
A recommendation to authorize a resolution be drafted that requires a salary study be updated every 3 to 4 years to ensure competitiveness within the local employment market.
[Resolution - Salary Study](#)

6. [21-6304](#) **Behavioral Health Clinician Co-Responder**
A recommendation to approve funding for one (1) behavioral health clinician and approve contract with View Point Health to provide that person.

[Agenda Report- Mental Health Co-Responder](#)

[NPD.Presentation](#)

[VPH COI- City of Norcross](#)

[View Point Health - City of Norcross - Contract](#)

7. [21-6305](#) **LMIG Street Resurfacing 2020-2021 Contractor Agreement**
Public Works, Utilities & Parks is seeking approval to move forward with attached contractor agreement between the City of Norcross and Blount Construction Company Inc. for 2020-2021 LMIG Street Resurfacing Project.

[Memo - Street Resurfacing LMIG 2020-2021](#)

[Contractor Agreement LMIG PWUP 21-02](#)

8. [21-6301](#) **Electric Cities of Georgia (ECG) Inter-Participant Contract for Joint Purchasing Service Cost Allocation**

The ECG Board is requesting a decision by the City of Norcross to accept modifying the Inter-Participant Contract (IPC) - Joint Purchasing service cost allocation for our Fiscal Year 2023 (begins July 1, 2022) and beyond.

[Agenda cover - ECG Joint Purchasing](#)

[IPC-Amendment-3-Joint-Purchasing-Resolution](#)

[IPC-Amendment-3-signature-page](#)

M. **Items for Discussion**

N. **Adjourn in memory of**

O. **Adjourn to Executive Session for Personnel, Real Estate or Legal**

P. **Signed by_____ Mayor Craig Newton**

Q. **Attest:_____ Monique Lang, City Clerk**



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
COUNCILMEMBER **ARLENE BECKLES** • COUNCILMEMBER **BRUCE GAYNOR** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK • **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	21-6319	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	Approval of Previous Meeting Minutes		

Sponsors:

Code Sections:

Title
Approval of Previous Meeting Minutes

Motion
A motion to Approve the October 4th Regular Council Meeting Minutes, the October 18th Policy Work Session and Executive Session, the October 18th Special Called Meeting, and the October 25th Special Called Meeting and Executive Session.

City of Norcross

65 Lawrenceville Street
Norcross, GA 30071



Meeting Minutes

Monday, October 4, 2021

6:30 PM

Council Chambers

Mayor and Council

Mayor Craig Newton

Mayor Pro Tem Josh Bare

Councilmember Andrew Hixson

Councilmember Matt Myers

Councilmember Bruce Gaynor

Councilmember Arlene Beckles

Minutes Acceptance: Minutes of Oct 4, 2021 6:30 PM (Presentation of previous meetings minutes for acceptance)

- A. Call to Order by Mayor Craig Newton
- B. Invocation
- C. Pledge of Allegiance to the Flag of the United States of America
- D. 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	

Regular Meeting was called to order at 6:30 PM by Mayor Craig Newton

- E. Presentation of previous meetings minutes for acceptance
- 21-6292: Approval of Previous Meeting Minutes**

Motion

A motion to Approve the minutes of the July 23rd Visioning Session, the September 7th Regular Council Meeting and Executive Session, and the September 20th Policy Work Session and Executive Session.

Mayor and Council Visioning Session - Visioning Session - Jul 23, 2021 11:00 AM

RESULT: ACCEPTED [UNANIMOUS]
MOVER: Josh Bare, Mayor Pro Tem
SECONDER: Arlene Beckles, Councilmember
AYES: Bare, Hixson, Myers, Gaynor, Beckles

Mayor and Council - Regular Meeting - Sep 7, 2021 6:30 PM

RESULT: ACCEPTED [UNANIMOUS]
MOVER: Josh Bare, Mayor Pro Tem
SECONDER: Arlene Beckles, Councilmember
AYES: Bare, Hixson, Myers, Gaynor, Beckles

Policy Work Session - Regular Meeting - Sep 20, 2021 6:30 PM

RESULT: ACCEPTED [UNANIMOUS]
MOVER: Josh Bare, Mayor Pro Tem
SECONDER: Arlene Beckles, Councilmember
AYES: Bare, Hixson, Myers, Gaynor, Beckles

- F. Set agenda as presented for scheduled meeting.
- 1. **21-6293: Acceptance of the Agenda**

Motion

A motion to Accept the Agenda as Presented with the following items being moved to discussion:

21-6297 : Creation of Norcross American Rescue Plan Advisory Commission

21-6280 : German Car Show Alcohol Resolution

RESULT: ADOPTED [UNANIMOUS]
MOVER: Andrew Hixson, Councilmember
SECONDER: Josh Bare, Mayor Pro Tem
AYES: Bare, Hixson, Myers, Gaynor, Beckles

Minutes Acceptance: Minutes of Oct 4, 2021 6:30 PM (Presentation of previous meetings minutes for acceptance)

G. Ceremonial Presentations, Recognitions, and Swearing in Ceremonies**21-6296: Important Announcements and Updates Regarding COVID-19**

RESULT:	PRESENTED BY DR. ARONA
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H. Floor Open to Citizens Desiring to Address the Governing Authority

- a. Comments by Citizens
- b. Comments by Council
- c. Comments by City Manager

PH. Public Hearings**PH. 21-6205: RZ2021-003 - Request to Rezone the Properties Located at 772, 782, 802, 812 Holcomb Bridge Rd.**

Motion

A motion to approve the request to withdraw the referenced application without prejudice.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Matt Myers, Councilmember
SECONDER:	Arlene Beckles, Councilmember
AYES:	Bare, Hixson, Myers, Gaynor, Beckles

PH. 21-6269: Text2021-003 Revise UDO in Conformity with Mobile Food Vendor Ordinance

Motion

A motion to approve an amendment to Article II, Sec. 202-3(e) Food Trucks, to bring the Food truck ordinance section into conformity to the Norcross Code of Ordinance; with the enacting clause:

The Mayor and City Council of the City of Norcross, Georgia hereby ordains that the adopted Code of Ordinances is hereby amended as more particularly set forth below. It is the intention of the Mayor and City Council, and it is hereby ordained that all following provisions shall become and be made part of the Code of the City of Norcross.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Bruce Gaynor, Councilmember
SECONDER:	Arlene Beckles, Councilmember
AYES:	Bare, Hixson, Myers, Gaynor, Beckles

PH. 21-6267: RZ2021-005 - Request to Rezone 244 Kelly Street from M1 to R60

Motion

A motion to approve a request for a rezoning from M-1 to R-60 for a single family two lot split at 244 Kelly Street, with the following conditions:

1. Any proposed changes or improvements to the site would have to meet the design standards and requirements specified in the City's Unified Development Code by obtaining Architectural Review Board approval of any new house along with the necessary permits.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Josh Bare, Mayor Pro Tem
SECONDER:	Matt Myers, Councilmember
AYES:	Bare, Hixson, Myers, Gaynor, Beckles

Minutes Acceptance: Minutes of Oct 4, 2021 6:30 PM (Presentation of previous meetings minutes for acceptance)

PH. 21-6268: Buford Highway Master Plan

Amendment:

A motion to change number 6 on node 1 for the Downtown to Community Space

Add slash on number 5 and number 6 on Lilian Webb Park to say Performing Arts/Restaurants.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Josh Bare, Mayor Pro Tem
SECONDER:	Arlene Beckles, Councilmember
AYES:	Bare, Hixson, Myers, Gaynor, Beckles

Motion

A motion to approve adopting the completed Buford Highway Master Plan as an amendment to the Imagine Our Future 2040 Comprehensive Plan.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Josh Bare, Mayor Pro Tem
SECONDER:	Andrew Hixson, Councilmember
AYES:	Bare, Hixson, Myers, Gaynor, Beckles

J. Reports of the Mayor and Councilmembers**a. General Announcements****OCTOBER CALENDAR OF EVENTS**

Please remember to wear a mask and social distance at all in-person events.

Movie Monday: The Farewell

Monday, October 11 | 1:30 & 6:30 p.m. | Norcross Community Center

Advance Voting

Tuesday, October 12 - 29 | 9:00 - 5:00 p.m. City Hall

Saturday, October 16 & 23 | 9:00 - 5:00 p.m. City Hall

Coffee with Council

Saturday, October 16 | 8 a.m. | 45 South Cafe

Norcross 150th (+1) Birthday Celebration

Saturday, October 23 | 4 - 10 p.m. | Lillian Webb Park

Monday Movie: Yesterday

Monday, October 25 | 1:30 & 6:30 p.m. | Norcross Community Center

Deutsche Klassic Car Show

Saturday, October 30 | 10 a.m. - 3 p.m. | Downtown Norcross

Downtown Norcross Trick-or-Treating

Sunday, October 31 | 12 - 4 p.m. | Downtown Norcross Merchants

Coming Up in October:

First Friday Concert: The Rainmen - Nov 5 at Thrasher Park

Dia de los Muertos Festival - Nov 6 at Thrasher Park

Neighborhood Cleanup & Recycling Day - Nov 13 (multiple locations)

Holiday Merchants Open House - Nov 13 (downtown)

K. Board Appointments**A. 21-6294: Board Appointment - Discovery Garden Park Board**

Motion

A motion to Approve the appointment of the following board members and terms as presented:

Discovery Garden Park Board

Sharon Cauthen 6/1/2023

Tracy Claiborne 6/1/2023

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Andrew Hixson, Councilmember
SECONDER:	Josh Bare, Mayor Pro Tem
AYES:	Bare, Hixson, Myers, Gaynor, Beckles

B. 21-6295: Board Appointment - Norcross Public Arts Commission

Motion

A motion to Approve the appointment of the following board members and terms as presented:

Norcross Public Arts Commission

Yamily Mijes-O'Reilly 12/2024

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Arlene Beckles, Councilmember
SECONDER:	Andrew Hixson, Councilmember
AYES:	Bare, Hixson, Myers, Gaynor, Beckles

L. Approval of Consent Agenda

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Josh Bare, Mayor Pro Tem
SECONDER:	Matt Myers, Councilmember
AYES:	Bare, Hixson, Myers, Gaynor, Beckles

1. 21-6283: Text Amendment to Sec. 2-149 - Discover Garden Park Board

Motion

A motion to Approve an amendment to Chapter 2 - Administration, Article V. - Boards, Commissions, and Authorities, Sec. 2-149 - Discovery Garden Park Board, to increase the board's membership, with the following enacting clause:

The Mayor and City Council of the City of Norcross, Georgia, hereby ordains that the adopted Code of Ordinances, is hereby amended as more particularly set forth below. It is the intention of the Mayor and City Council, and it is hereby ordained that the following provisions shall become and be made a part of the Code of the City of Norcross, and the Sections in the Code in the Ordinance be renumbered to accomplish that intention.

2. 21-6252: Management Agreement Between the City of Norcross & United Futbol

Motion

A motion to Approve the attached management agreement between the City of Norcross & United Futbol Academy for Summerour Park, as presented.

Minutes Acceptance: Minutes of Oct 4, 2021 6:30 PM (Presentation of previous meetings minutes for acceptance)

3. **21-6284: Technical Correction Amendment to the 2017 and 2019 Defined Benefit Retirement Plan**

Motion

A motion to amend and restate the Retirement Plan for the Employees of the City of Norcross, Georgia in accordance with and subject to the terms and conditions set forth in the attached Adoption Agreements and Addendum as presented.

4. **21-6286: Norcross Power Rate Change - Delay**

Motion

A motion to Authorize a delay in the electricity rate increase previously scheduled for January 1, 2022 until April 1, 2022, to allow time for Electric Cities of Georgia (ECG) to complete a new rate study that will determine the necessity for electric rates changes based on updated assumptions.

M. Items for Discussion

1. **21-6280: German Car Show Alcohol Resolution**

Motion

A motion to approve the attached Resolution to permit the sale and consumption of alcohol in to-go cups, and to permit open containers during the German car show.

RESULT:	APPROVED [4 TO 2]
MOVER:	Andrew Hixson, Councilmember
SECONDER:	Matt Myers, Councilmember
AYES:	Andrew Hixson, Matt Myers, Bruce Gaynor
NAYS:	Josh Bare, Arlene Beckles

2. **21-6297: Creation Norcross American Rescue Plan Advisory Commission**

Motion

A motion to approve an Amendment to the City Code of Ordinances, Article V of Chapter 2, entitled "Boards, Commissions and Authorities by adding a new Sec. 2-155, to create the Norcross American Rescue Plan Advisory Commission with the following enacting clause:

The Mayor and City Council of the City of Norcross, Georgia, hereby ordains that the adopted Code of Ordinances, is hereby amended as more particularly set forth below. It is the intention of the Mayor and City Council, and it is hereby ordained that the following provisions shall become and be made a part of the Code of the City of Norcross, and the Sections in the Code in the Ordinance be renumbered to accomplish that intention.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Josh Bare, Mayor Pro Tem
SECONDER:	Matt Myers, Councilmember
AYES:	Bare, Hixson, Myers, Gaynor, Beckles

N. Adjourn in memory of

O. Adjourn to Executive Session for Personnel, Real Estate or Legal

The meeting adjourned at 7:52 PM with a motion by Mayor Pro Tem Josh Bare and seconded by Councilmember Bruce Gaynor.

P. Signed by _____ Mayor Craig Newton

Q. Attest: _____ Monique Lang, City Clerk

Minutes Acceptance: Minutes of Oct 4, 2021 6:30 PM (Presentation of previous meetings minutes for acceptance)

City of Norcross

65 Lawrenceville Street
Norcross, GA 30071



Meeting Minutes

Monday, October 18, 2021

6:30 PM

2nd Floor Conference Room

Policy Work Session

Mayor Craig Newton

Mayor Pro Tem Josh Bare

Councilmember Andrew Hixson

Councilmember Matt Myers

Councilmember Bruce Gaynor

Councilmember Arlene Beckles

Minutes Acceptance: Minutes of Oct 18, 2021 6:30 PM (Presentation of previous meetings minutes for acceptance)

A. Roll Call (recorded)

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

Regular Meeting was called to order at by Mayor Craig Newton

B. Citizen Input**C. Board Updates**

Norcross Housing Authority Update- Gail Newton and Beth Brown
 Norcross Development Authority Update - Kathleen Allen
 American Rescue Plan Advisory Commission Update- Elaine Puckett

D. General Updates

Norcross Trolley Update- Cate Kitchen
 WiFi in the Parks Update- Dr. James Trent
 City Hall Pollinator Garden- Lily Park

E. Council- General Discussion**F. Board Appointments**

Mayor and Council will consider appointments to the following board, authority or commission:

Norcross Public Arts Commission

G. City Manager's Report**H. Items for Discussion****1. 21-6282: Investment Policy**

RESULT: THIS MATTER WAS REFERRED TO

Next: 11/1/2021 6:30 PM

TO: Mayor and Council

2. 21-6299: Acceptance of the Salary Study Conducted by Evergreen Solutions LLC.

RESULT: THIS MATTER WAS REFERRED TO

Next: 11/1/2021 6:30 PM

TO: Mayor and Council

3. 21-6309: Adopt Recommended Pay Ranges from Salary Study Conducted by Evergreen Solutions LLC.

RESULT: THIS MATTER WAS REFERRED TO

Next: 11/1/2021 6:30 PM

TO: Mayor and Council

Minutes Acceptance: Minutes of Oct 18, 2021 6:30 PM (Presentation of previous meetings minutes for acceptance)

4. 21-6310: Resolution to Update Salary Study

RESULT: THIS MATTER WAS REFERRED TO

Next: 11/1/2021 6:30 PM

TO: Mayor and Council

5. 21-6311: Pay Ranges for Elected Officials

RESULT: DISCUSSED. ITEM WILL BE BROUGHT BACK AT A LATER DATE.

6. 21-6304: Behavioral Health Clinician Co-Responder

RESULT: THIS MATTER WAS REFERRED TO

Next: 11/1/2021 6:30 PM

TO: Mayor and Council

7. 21-6302: Deconstruction Ordinance Feedback Discussion

RESULT: DISCUSSED.

8. 21-6305: LMIG Street Resurfacing 2020-2021 Contractor Agreement

RESULT: THIS MATTER WAS REFERRED TO

Next: 11/1/2021 6:30 PM

TO: Mayor and Council

9. 21-6303: Anniversary Event Resolution

RESULT: THIS MATTER WAS REFERRED TO

Next: 10/18/2021 10:40 PM

TO: Special Called Meeting

10. 21-6301: Electric Cities of Georgia (ECG) Inter-Participant Contract for Joint Purchasing Service Cost Allocation

RESULT: THIS MATTER WAS REFERRED TO

Next: 11/1/2021 6:30 PM

TO: Mayor and Council

11. 21-6229: Disadvantaged Business Enterprises

RESULT: THIS MATTER WAS REFERRED TO STAFF

Minutes Acceptance: Minutes of Oct 18, 2021 6:30 PM (Presentation of previous meetings minutes for acceptance)

12. **21-6300: SPLOST Prioritization**

RESULT: DISCUSSED. ITEM WILL BE BROUGHT BACK AT A LATER DATE.
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13. **21-6306: City of Norcross Mascot**

RESULT: DISCUSSED. ITEM WILL BE BROUGHT BACK AT A LATER DATE.
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14. **21-6307: City Manager Review Process**

RESULT: DISCUSSED

I. Adjourn to Executive Session for Personnel, Real Estate or Legal

The meeting adjourned at 10:41PM with a motion by Councilmember Bruce Gaynor and seconded by Councilmember Matt Myers.

J. Signed by: _____ **Mayor Craig Newton**

K. Attest: _____ **Monique Lang, City Clerk**

Minutes Acceptance: Minutes of Oct 18, 2021 6:30 PM (Presentation of previous meetings minutes for acceptance)

City of Norcross

65 Lawrenceville Street
Norcross, GA 30071



Meeting Minutes

Monday, October 18, 2021

6:30 PM

2nd Floor Conference Room

Special Called Meeting

Mayor Craig Newton

Mayor Pro Tem Josh Bare

Councilmember Andrew Hixson

Councilmember Matt Myers

Councilmember Bruce Gaynor

Councilmember Arlene Beckles

Minutes Acceptance: Minutes of Oct 18, 2021 10:40 PM (Presentation of previous meetings minutes for acceptance)

A. Call to Order by Craig Newton

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

Special Meeting was called to order at 10:41 PM by Mayor Craig Newton

B. Roll Call (recorded)**C. Comments by Citizens****PH. Public Hearings****E. Items for Discussion****1. 21-6303: Anniversary Event Resolution**

Motion

A motion to approve the attached resolution to allow the presence and sale of alcoholic beverages at the 2021 Norcross 150th (Plus One) Birthday Celebration.

RESULT:	APPROVED [3 TO 1]
MOVER:	Andrew Hixson, Councilmember
SECONDER:	Matt Myers, Councilmember
AYES:	Andrew Hixson, Matt Myers, Bruce Gaynor
NAYS:	Arlene Beckles
ABSENT:	Josh Bare

F. Adjourn to Executive Session Legal Personnel, and Real Estate

The meeting adjourned at 10:47 PM with a motion by Councilmember Bruce Gaynor and seconded by Councilmember Matt Myers.

G. Signed by _____ Mayor Craig Newton

H. Attest _____ Monique Lang, City Clerk

Minutes Acceptance: Minutes of Oct 18, 2021 10:40 PM (Presentation of previous meetings minutes for acceptance)

City of Norcross

65 Lawrenceville Street
Norcross, GA 30071



Meeting Minutes

Monday, October 25, 2021

6:00 PM

2nd Floor Conference Room

Special Called Meeting

Mayor Craig Newton

Mayor Pro Tem Josh Bare

Councilmember Andrew Hixson

Councilmember Matt Myers

Councilmember Bruce Gaynor

Councilmember Arlene Beckles

Minutes Acceptance: Minutes of Oct 25, 2021 6:30 PM (Presentation of previous meetings minutes for acceptance)

A. Call to Order by Craig Newton

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 called meeting was called to order at 6:03 PM by Mayor Craig Newton.

B. Roll Call (recorded)**PH. Public Hearings****D. Items for Discussion****E. Adjourn to Executive Session Legal Personnel, and Real Estate**

The meeting adjourned at 6:04 PM.

F. Signed by _____ Mayor Craig Newton

G. Attest _____ Monique Lang, City Clerk

Minutes Acceptance: Minutes of Oct 25, 2021 6:30 PM (Presentation of previous meetings minutes for acceptance)



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
COUNCILMEMBER **ARLENE BECKLES** • COUNCILMEMBER **BRUCE GAYNOR** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK • **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	21-6320	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	Acceptance of the Agenda		

Sponsors:

Code Sections:

Title
Acceptance of the Agenda

Motion

A motion to Accept the Agenda as Presented with the following items being moved to discussion:



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
COUNCILMEMBER **ARLENE BECKLES** • COUNCILMEMBER **BRUCE GAYNOR** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK • **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	21-6323	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	Proclamation for National Adoption Month		
Sponsors:	Councilmember Andrew Hixson		

Code Sections:

Attachments:

1. [National Adoption Awareness Month](#)

Title
Proclamation for National Adoption Month

Drafter
Mayor Craig Newton

Proclamation

City of Norcross, Georgia

In Recognition of

NATIONAL ADOPTION AWARENESS MONTH

WHEREAS, National Adoption Awareness Month is recognized annually in November throughout the nation to raise awareness about the urgent need for adoptive families for children and youth in foster care; and

WHEREAS, there are over 122,000 children and youth waiting to be adopted who are at risk of aging out of foster care without permanent family connections; and

WHEREAS, during state fiscal year 2020 in Georgia, 22% of children exited foster care through adoption; and

WHEREAS, deciding to open their hearts and homes to a child, adoptive and foster care families demonstrate great compassion and provide hope and love to these children; and

WHEREAS, the valuable contributions of foster care and adoptive parents are recognized as they continually strive to improve the quality of life for the children brought into their lives; and

WHEREAS, this effort along with similar celebrations in all 50 states around the country will offer children the chance to live with stable and loving families and encourage other dedicated individuals to make a powerful difference in the lives of a child through adoption.

NOW, THEREFORE, I, Mayor Craig Newton, Mayor of the City of Norcross, encourage communities, businesses, schools, faith-based organizations and families to “answer the call” and honor the special needs of children across the world in hopes of securing a permanent, loving family for each and every child regardless of race, age, gender, health, emotional or behavioral condition or past distress.

Craig Newton, Mayor

Attest: Monique Lang, City Clerk



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
COUNCILMEMBER **ARLENE BECKLES** • COUNCILMEMBER **BRUCE GAYNOR** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK • **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	21-6324	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	Proclamation Honoring Hoyt Hutcheson		

Sponsors:

Code Sections:

Attachments:

1. [Proclamation for Mr. Hoyt Hutcheson](#)

Title
Proclamation Honoring Hoyt Hutcheson

Drafter
Mayor Craig Newton

Proclamation

The City of Norcross, Georgia Recognition and Celebration of Dedicated Service Hoyt Hutcheson

WHEREAS, change is constant and affects all cities. Community planning and plans can help manage this change in a way that provides better choices for how people work and live; and

WHEREAS, community planning provides an opportunity for all residents to be meaningfully involved in making choices that determine the future for their community and the full benefits of planning require public officials and citizens who understand, support, and demand excellence in planning and plan implementation; and

WHEREAS, Hoyt Hutcheson has been a faithful and dedicated member of the Norcross Planning & Zoning Board for eight years and served as Vice Chairman and Chairman for a total of three years; and

WHEREAS, Hoyt Hutcheson has faithfully and conscientiously served the city of Norcross and its citizens for these eight years during which period of time numerous projects were initiated through his leadership which will continue to have a revitalization and growing impact on the city of Norcross; and

WHEREAS, Hoyt Hutcheson has been a powerful influence for good in the growth and progress of our community; and

WHEREAS, his performance of the duties and responsibilities as a member of this board has been characterized by excellent and constructive contributions to our entire community; and

WHEREAS, as our community looks back over its many years of being, a few individuals stand out for their caring, their contribution, and their vision, which have made the City of Norcross such a fine place to live.

NOW, THEREFORE, I Craig Newton, commend Hoyt Hutcheson for his valuable service, his dedication, and many contributions to the progress of the community and to the citizens of the City of Norcross, and extend our personal thanks and those of the City Council and all our citizens for his dedicated and faithful service.

Craig Newton, Mayor

Attest: Monique Lang, City Clerk



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
COUNCILMEMBER **ARLENE BECKLES** • COUNCILMEMBER **BRUCE GAYNOR** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK • **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	21-6325	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	Proclamation Honoring Edie Riehm		

Sponsors:

Code Sections:

Attachments:

1. [Proclamation Teacher of the Year, Edie Riehm](#)

Title
Proclamation Honoring Edie Riehm

Drafter
Mayor Craig Newton

Proclamation

City of Norcross, Georgia
Recognition and Celebration

Edith “Edie” Holbrook Riehm
Summerour Middle School
Teacher of the Year 2021-2022

WHEREAS, the City of Norcross wishes to celebrate and recognize Edie Riehm on the occasion of her special recognition as Summerour Middle School Teacher of the Year 2021-2022; and

WHEREAS, born the sixth child and second daughter of Margaret and Martin Holbrook, Edie was raised alongside her five brothers and three sisters in a small town in southern New York State, called Congers, about 20 miles outside of New York City; and

WHEREAS, Edie’s parents always instilled in their children a love of community and a responsibility to give back to the community, and that has undoubtedly crossed over into the life she lives today as she is very involved in the Norcross Community – her husband, Emeritus Councilmember Charlie Riehm, served on the City Council and many boards, and she was a volunteer for ArtSplash and Tour of Homes, and also served as the Town Historian and editor of the Norcross News published by the late Bill Barks; and

WHEREAS, before retiring from ADP in 2015, Edie spent thirty successful years in corporate America, including working in human resources for a local modem company, Hayes Microcomputer, where she met her husband; and

WHEREAS, after receiving a calling to go back to school and earn her Ph.D. in history, Edie went on to get her Masters and later received her doctorate from Georgia State; and

WHEREAS, Edie is now a 7th Grade Social Studies teacher at Summerour Middle School and has recently received special recognition as Summerour Middle School Teacher of the Year 2021-2022; and

WHEREAS, the purpose of the "Teacher of the Year" award is to honor educators that inspire and have made an exceptional difference in the lives of their students and peers; and

WHEREAS, this award also recognizes and promotes excellence in education in the Broad Prize winning Gwinnett County Public Schools; and helps promote an educated and vibrant community; and

WHEREAS, despite the challenges of teaching during this pandemic, educators like Edie continue to display heroic efforts to ensure students are ready to make their mark on the world and encourage students never to stop believing in themselves and chasing their dreams.

NOW, THEREFORE, I, Craig Newton, Mayor of the City of Norcross, encourage all residents, businesses, schools, faith-based organizations, and families to join in a chorus of celebration for Edith Holbrook Riehm, the 2021-2022 Summerour Teacher of the Year.

Craig Newton, Mayor

Attest: Monique Lang, City Clerk



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
COUNCILMEMBER **ARLENE BECKLES** • COUNCILMEMBER **BRUCE GAYNOR** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK • **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	21-6321	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	Board Appointment - Norcross Public Arts Commission		

Sponsors:

Code Sections:

Title
Board Appointment - Norcross Public Arts Commission

Motion
A motion to Approve/Deny the appointment of the following board member and term as presented:

Norcross Public Arts Commission

Vincent Nicoletti **12/1/2024**



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
COUNCILMEMBER **ARLENE BECKLES** • COUNCILMEMBER **BRUCE GAYNOR** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK • **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	21-6322	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	ARPA Advisory Commission Recommendations		

Sponsors:

Code Sections:

Attachments:

1. [MC Agenda Report ARPA Advisory Commission 11.1.21](#)
2. [ARPA Advisory Committee Recommendations to Mayor & Council](#)
3. [ARPA Small Business Grant Application](#)
4. [ARPA Nonprofit Grant Application](#)

Title
ARPA Advisory Commission Recommendations

Drafter
William Corbin

A motion to Approve/Deny the ARPA Advisory Commission recommendations for usage and expenditure of American Rescue Plan Act funds.



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS** •
COUNCILMEMBER **BRUCE GAYNOR** • COUNCILMEMBER **ARLENE BECKLES** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK **MONIQUE LANG**

Agenda Report

To: Mayor and Council
From: William Corbin, Economic Development Director
Agenda: November 1, 2021 – Mayor & Council Meeting
Agenda #: 21-6322
Item: ARPA Advisory Commission Recommendations
CC: Eric Johnson, City Manager

Recommendation

Accept the ARPA Advisory Commission recommendations for usage and expenditure of American Rescue Plan Act funds.

Background

The City of Norcross is receiving American Rescue Plan Act funds within the next several weeks. There are a variety of approved uses for these funds. One of the stated uses includes assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality.

The Interim Rule states under its first eligible use category – responding to public health needs and negative economic impacts from the pandemic – that funds must respond to “the disease itself or the harmful consequences of the economic disruptions resulting from or exacerbated by the COVID-19 public health emergency.”

Norcross Mayor & Council appointed residents to the ARPA Advisory Commission. The Commission has come back with recommendations on how to spend Norcross ARPA funds.

Financial Impact

None – Funding comes from Federal Government

Consistent with Comprehensive Plan?

N/A

Next Steps

Decision by Mayor & Council on accepting the ARPA Advisory Commission recommendations.
Implementation led by city staff and ARPA Commission leadership.

Attachments

ARPA Advisory Committee Recommendations to Mayor & Council
ARPA Small Business Grant Application
ARPA Nonprofit Grant Application

Update

None

ARPA Advisory Committee Recommendations for Council

American Rescue Plan funds should be distributed 60% (\$720,000) to small businesses and 40% (\$480,000) to non-profits helping individual households. These numbers could be adjusted if all of the grant money in a particular category is not expended.

Aid to households should take the form of grants to non-profits serving the Norcross community. This will support individuals by providing feeding program resources, rent assistance, etc., while utilizing a partnership partnership with those who have expertise in this area and systems in place to maximize impact.

Aid to small business is to be distributed in partnership with ACE (Access to Capital for Entrepreneurs). Announcement and advertising for the program will be performed in collaboration with the City's Economic Development Department.

The program will take the form of grants up to \$10,000 and \$15,000, with strategic support provided by ACE, and will allow for maximized impact for small businesses meeting the following criteria:

- Has 1-10 full-time equivalent employees, from a commercial location within the city limits of Norcross, GA, on or before January 1, 2019, OR
- Has 2-10 full-time equivalent employees, from a home-based location within the city limits of Norcross, GA, on or before January 1, 2019,

This represents a significant majority of the businesses in Norcross. Administering the program through ACE will leverage a local non-profit's experience with similar grant programs while at the same time minimize impact on city staff.

Any grants will be subject to the criteria set by the federal government and by the city. Criteria are spelled out in the Grant Application Forms and in the Interim Final Report.

If the number of applicants exceeds the available dollars, recipients will be decided by lottery.

Reporting to the federal government will be a city responsibility. However, organizations receiving money must monitor grants awarded to ensure that federal and city guidelines are followed and that support data is forwarded to the city.

All dollars must be used before the deadline established in the Interim Final Report.

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ARPA Small Business Grant Program

To mitigate the impact of COVID-19 on Norcross' small businesses and employees, the City of Norcross is investing American Rescue Plan Act (ARPA) funding in an **ARPA Small Business Grant Program**, in partnership with Access to Capital for Entrepreneurs (ACE), to provide qualified small businesses with funding for operating expenses. -Funds originate from the American Rescue Plan Act, which regulates how funding may be used.- The program's purpose is to offer financial assistance to small businesses located within Norcross city limits who have been negatively impacted by COVID-19, stabilize and sustain Norcross businesses, and ensure they are able to retain employees. -Grants may be used to pay:

- Rent, lease or mortgage costs,
- ~~U~~ility bills,
- ~~P~~ayroll,
- ~~B~~usiness-related insurance,
- ~~I~~inventory expenses including covering any loss of inventory, ~~and~~
- ~~O~~ther operating expenses.

The **ARPA Small Business Grant Program** requires the small business grant applicant to demonstrate both need, and appropriate use of funds, by submitting appropriate financial documentation and receipts. Applicants must meet the following criteria:

1. ~~aA~~ ~~eO~~operate a small business, having **1-10 full-time equivalent employees**, from a **commercial location** within the city limits of Norcross, GA, on or before January 1, 2019, **OR**
~~1~~
 - b) ~~O~~operate a small business, having **2-10 full-time equivalent employees**, from a **home-based location** within the city limits of Norcross, GA, on or before January 1, 2019.
2. ~~pP~~ossess an active (not expired) City of Norcross Business License for years 2019 – 2021.
3. ~~D~~emonstrate an **annual revenue decline of 25% or more** for tax years 2019 and 2020, **as a result of COVID-19**, and supported by appropriate tax documentation.
4. ~~H~~ave filed or completed tax returns for 2019 and 2020 in the business name.
5. ~~H~~ave not received Paycheck Protection Program (PPP) loan which was forgiven, and
6. ~~bB~~e recognized as a domestic corporation in good standing in the State of Georgia.

All completed applications submitted within the initial 60 day application period will be awarded. -If more applications are submitted than funds available, a lottery will be held to determine grantees.

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Small Businesses who received a PPP loan **that was** repaid may be considered for second round grant awards, if funding remains, after complete distribution of first round grants. Priority in the first round shall be to small businesses who have not received PPP loans.

Grant awards are based on annual revenue in 2019:

- Annual Revenue of \$25,000-\$1,000,000 = Up to \$10,000 Grant
- Annual Revenue of \$1,000,001 + = Up to \$15,000 Grant

The grant application process launches **<<StartDate>>** and ends at 11:59 p.m. **<<End Date>>**.

Questions regarding the **ARPA Small Business Grant Program** may be submitted to: **<<ACE>>**.



ARPA Small Business Grant Application Checklist

Grant applications must be submitted via email in a ZIP file with PDFs of the information/ materials listed below to: <<ACE>>.

The grant application process launches <<StartDate>>

All required documents must be submitted via email by 11:59 p.m. on <<End Date>>.

- ☐ 1. Name of Business
- ☐ 2. City of Norcross Business License
- ☐ 3. State of Georgia Annual Registration
- ☐ 4. EIN Number
- ☐ 5. NAICS Code
- ☐ 6. Minority, Women, Veteran Owned Business Certification & Supporting Documentation
(as applicable for auditing purposes, not as criteria for eligibility or award of grant)
- ☐ 7. Beginning and End Dates of negative economic impact due to COVID-19
- ☐ 8. Description of how COVID-19 negatively impacted your business, in 500 words or less
- ☐ 9. Documentation of 2019 & 2020 gross receipts/revenues with each of the following, as applicable:
 - ☐ 9.1 IRS Form 1120
 - ☐ 9.2 IRS Form 112-5
 - ☐ 9.3 IRS Form 104 – Schedule C
 - ☐ 9.4 IRS Form 104 – Schedule F
 - ☐ 9.5 IRS Form 1065 (for partnerships)
 - ☐ 9.6 IRS Form 1099-K (also known as a point-of-sale report)
All pages of the form submitted must be included in one document.
 - ☐ 9.7 Bank Statements
 - ☐ 9.8 Income Statements
 - ☐ 9.9 Profit and Loss Statements
- ☐ 10. Current Year Profit and Loss Statement
- ☐ 11. Most Recent Rent, Lease or Mortgage Bill
- ☐ 12. Monthly Utility bills including water and sewer
- ☐ 13. Description of All Previous COVID-19 Assistance with Amounts Awarded/Loaned
- ☐ 14. Description of how your small business will use funds (which will become part of your acceptance agreement, if awarded funding), in 500 words or less

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Receipts and documentation for all expenditures incurred through December 31, 2022 must be submitted for audit purposes within 30 days of grant disbursement of funds.



ARPA Nonprofit Grant Program

To mitigate the impact of COVID-19 on the Norcross community, the City of Norcross is investing American Rescue Plan Act (ARPA) funding in an **ARPA Nonprofit Grant Program** to provide qualified nonprofits with funding for the benefit of Norcross residents impacted by COVID-19.

The purpose of the program is to address public health and economic challenges caused by the pandemic, including those that have contributed to the unequal impact of the pandemic in Norcross' Disproportionately Impacted Communities and Qualified Census Tracts. Funds originate from ARPA, which regulates how funding may be distributed and/or used.

Grants may be used to pay for:

- Household Assistance: Food Programs
- Household Assistance: Rent, Mortgage, and Utility Aid
- Household Assistance: Eviction Protection
- Housing Support: Support for Unhoused Persons
- Housing Support: Other Housing Assistance
- Job Training Assistance
- Healthy Childhood Environments: Childcare, *(in Qualified Census Tracts)*
- Healthy Childhood Environments: Other, *(in Qualified Census Tracts)*

ARPA Nonprofit Grant Applicants must meet the following criteria:

1. Serve residents of Norcross, GA;
2. Been in operation on or before January 1, 2020;
3. Possess a 501(c)3 designation from the Internal Revenue Service; and
4. Be in good standing as a nonprofit in the State of Georgia

No more than 10% of the grant may be used for nonprofit's payroll and/or administrative overhead.

The City of Norcross **ARPA Nonprofit Grant Program** may require the nonprofit grant awardees to demonstrate both need and appropriate use of funds by submitting financial documentation and receipts in periodic reports, including from the individuals/families provided funding and/or support from the grant, as applicable in compliance with ARPA regulations.

The grant application process launches <<**November 15, 2021**>> and ends at 11:59 p.m. <<**December 10, 2021**>>.

Questions about may be sent to: ARPANonProfitGrant@norcrossga.net.



ARPA Nonprofit Application Checklist

Grant applications must be submitted via email in a ZIP file with PDFs of the information/materials listed below to: ARPANonProfitGrant@norcrossga.net.

The grant application process launches << November 15, 2021.>>

All required materials must be submitted via email by 11:59 p.m. on << December 10, 2021>>.

- ☐ 1. Organization Name
- ☐ 2. Organizational Information – Mission, History, and Accomplishments
- ☐ 3. IRS Determination Letter of Nonprofit Status
- ☐ 4. State of Georgia Annual Registration
- ☐ 5. NTEE Code
- ☐ 6. IRS Form 990 for the Most Recent Completed Fiscal Year
- ☐ 7. Current Operating Budget with year-to-date Actuals
- ☐ 8. Listing of Leadership Staff with Name(s), Title(s), and Brief Job Description(s)
- ☐ 9. Designated City of Norcross ARPA Nonprofit Grant Program Project Manager
- ☐ 10. Board of Directors List, including: name, professional affiliation, email address, phone number, and board position
- ☐ 11. Board Giving, including: total annual gifts and percentage of board members giving
- ☐ 12. Number of Clients Served Annually (Typically) within City of Norcross
- ☐ 13. Number of Clients Served During COVID-19 (2020 and 2021 to date) within City of Norcross
- ☐ 14. Number of Clients Served Annually (Typically) beyond City of Norcross
- ☐ 15. Number of Clients Served During COVID-19 (2020 and 2021 to date) beyond City of Norcross
- ☐ 16. Client Information, including types of clients served, demographics, counts, etc.
- ☐ 17. Programs & Activities in the City of Norcross
 - ☐ 17.1 Outcomes/Results
- ☐ 18. Grant Amount Requested
- ☐ 19. Description of how nonprofit will use the grant, in 500 words or less (which will become part of your acceptance agreement, if awarded funding)

NOTE: No more than 10% of grant may be used for payroll and/or administrative overhead.
- ☐ 20. Plan for distributing/expending funds, including: goals & objectives; verification of Norcross City or Norcross Qualified Census Tracts Residency; limits per households; plans for obtaining recipient reporting information; and evaluation, in 500 words or less



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
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City of Norcross

Legislation Details (With Details)

File #:	21-6282	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	Investment Policy		

Sponsors:

Code Sections:

Attachments:

1. [Agenda Report - Investment Policy 09202021](#)
2. [Investment Policy](#)

Title
Investment Policy

Drafter
Karen Slaton-Dixon

Motion
A motion to adopt the attached revised Investment Policy as presented.



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
COUNCILMEMBER **BRUCE GAYNOR** • COUNCILMEMBER **ARLENE BECKLES** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK **MONIQUE LANG**

Agenda Report

To: Mayor and Council
From: Karen Slaton-Dixon, Administrative Services Director
Agenda: October 18, 2021 – Policy Work Session
Item #: 21-6282
Item: Investment Policy
CC: Eric Johnson

Recommendation

Approve the adoption of an updated Investment Policy to be included in the Financial Policy.

Background

It has been noted in the annual audit for several years that the City does not have an Investment Policy; therefore, we need such a policy to avoid this note in the future. Adopting this revised policy will also set the framework for current and future endeavors that the City may explore, including pursuing a bond rating.

Financial Impact

No financial impact noted at this time.

Next Steps

Not applicable

Attachments

Investment Policy

Consistent with Comprehensive Plan?

Not Applicable

Update

Not applicable



Investment Policy

Policy Statement

It is the policy of the City of Norcross to invest its funds in a manner which will provide for the safety of principal with a market rate investment return, while meeting daily cash flow requirements, and conforming to all state statutes governing the investment of funds under control of the City

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1.0 Introduction

This Investment Policy defines the parameters to which funds are to be invested by the City of Norcross (City). These guidelines are intended to be broad enough to allow designated investment staff to function properly within the parameters of responsibility and authority, yet specific enough to safeguard the investment assets adequately. This policy applies to all activities related to the prudent investing of its financial assets.

2.0 Governing Authority

The City of Norcross's investment program shall be operated in conformance with federal, state, and other legal requirements, including OCGA 36-83-4 and OCGA 36-82-7 which governs the investment of public funds by cities and towns.

3.0 Scope

This policy applies to the investment of all funds of the City of Norcross, excluding the retirement funds. Retirement funds as well as separate foundation or endowment assets, are covered by separate policies.

- **Pooling of funds:** Except for cash in certain restricted and special funds, the City will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.
- **Special Funds:** Those funds that are considered restricted and special funds are: City of Norcross Employee retirement Fund, Municipal Competitive Trusts held by MEAG.

4.0 Objectives

All the City's investment activity will be conducted in a manner that emphasizes attainment of the following four (4) controlling objectives:

- **Safety:** Safety of principal is the most foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

- *Credit Risk:* The City will minimize credit risk, which is the risk of loss due to the failure of the security issuer or backer, by:

Limiting investments to the types of securities listed in this Investment Policy;

Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the City will do business;

Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

- *Interest Rate Risk:* The City will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:

Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity;

Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy.

- **Liquidity:** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). Alternatively, a portion of the portfolio may be placed in money market mutual funds, bank repurchase agreements, or local government investment pools, which offer same-day liquidity for short-term funds.
- **Return:** The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:
 - A security with declining credit may be sold early to minimize loss of principal;
 - A security swap would improve the quality, yield, or target duration in the portfolio; Liquidity needs of the portfolio require that the security be sold.

5.0 Standards of Care

- **Delegation of Authority:**

Governing Body: The Mayor and Council will retain ultimate fiduciary responsibility for the portfolios and have the authority to direct the management of the investment program.

Director of Administrative Services: Authority to manage the investment program is granted to the Administrative Services Director, hereinafter referred to as Investment Officer. The investment officer shall establish written procedures for the operation of the investment program, consistent with this investment policy. The investment officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate all activities of the program.

Investment Adviser: The City may engage the services of an external non-discretionary investment adviser to assist with the management of the City's investment portfolio in a manner that is consistent with the City's objectives and this policy. Such advisers shall provide recommendation and advices regarding the City's investment program including but not limited to advice related to the purchase and sale of investments in accordance with this Investment Policy.

The investment adviser's responsibilities include the following:

- Determine the targeted risk profile and allocation among allowable investments
- Determine the number, type and structure of investments within the confines set forth by and reflected in this Investment Policy.

- **Prudence:**

The standard of prudence to be used in the context of managing the overall portfolio is the prudent person rule which states:

Investments will be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs not in regard to speculation but in regard to the permanent disposition of the funds considering the probable income as well as the probable safety of the capital.

- **Ethics and Conflict of Interest:**

City of Norcross employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution and management of the investment program or which could impair their ability to make impartial investment decisions. They shall disclose any material financial interests and any large personal financial / investment positions that could be related to the performance of the City's portfolio.

6.0 Authorized Counterparty Institutions

- **Broker/Dealers:** The Investment Officer shall maintain and review annually a list of all authorized broker/dealers that are approved to transact with the City for investment purposes.

The Investment Officer or designee may utilize the investment advisor's approved broker/dealer list in lieu of the City's own approved list. The advisor must submit the approved list to the City annually and provide updates throughout the year as they occur. The advisor must maintain documentation of appropriate license, professional credentials and financial statements of broker/dealers on the list.

Annual review must include the following documentation:

- Proof of FINRA Registration
 - Proof of State Registration
 - Financial Review
 - Broker Check for Violations
- **Financial Institution Depositories:** All financial institutions who desire to become depositories must meet the statute requirements to maintain deposits in the State of Georgia and must provide the following:
 - Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines
 - Proof of state registration
 - Evidence of adequate insurance coverage
 - Ability to post collateral in accordance with Georgia Laws.
 - **Investment Advisers:** The City may engage the services of an external investment adviser, with the approval of the Mayor & Council, to assist with the management of its investment portfolio in a manner that is consistent with the City's controlling objectives. Such advisers may be granted the authority to purchase and sell investments in accordance with this Investment Policy, and the adviser may only provide non-discretionary management services, which requires prior authorization from the City on all transactions.

Such Advisers must be registered under the Investment Advisers Act of 1940, with the Securities and Exchange Commission, and their performance will be periodically reviewed by City management. Investment advisory services will be acquired through a competitive bidding process.

- **Minority and Community Financial Institutions:** From time to time, the investment officer may choose to invest in instruments offered by minority and community financial institutions. All terms and relationships will be fully disclosed prior to purchase, will be reported to the Mayor and Council on a regular basis, and should be consistent with state or local law.

7.0 Safekeeping, Custody, and Controls

- **Delivery vs. Payment:**

All trades of marketable securities will be executed (cleared and settled) on a delivery vs. payment (DVP) basis to ensure that securities are deposited in the City's safekeeping institution prior to the release of funds.

- **Third Party Safekeeping:**

The investment officer shall designate all safekeeping arrangements and an agreement of the terms shall be executed in writing. The third-party custodian shall be required to provide a statement to the City listing, at a minimum, each specific security, book yield, description, maturity date, market value, par value, purchase date, and CUSIP number. All securities pledged to the City for certificates of deposit or demand deposits shall be held in a segregated account at the issuing financial institution.

- **Internal Controls:**

Management will establish and maintain internal controls designed to provide reasonable assurance that the assets of the City are protected from loss, theft or misuse. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived.

8.0 Suitable and Authorized Investments

All investments of the City are limited by the Georgia Code Annotated 36-83-4 and 36-82-7.

This policy recognizes S&P, Moody's and Fitch as the major Nationally Recognized Statistical Ratings Organizations (NRSRO).

In the case of split ratings, where the major NRSROs issue different ratings, at least two must have the AA- or its equivalent.

Minimum credit ratings and percentage limitations apply to the time of purchase.

Idle Funds of the City:

- 1) **U. S. Treasury Obligations:** Bonds, notes or treasury bills of the United States;
- 2) **GSE - Primary Agency Obligations:** Government Sponsored Enterprises (GSEs) - Non-convertible debt securities of the following federal government: Federal Home Loan Banks (FHLB); Federal National Mortgage Association (FNMA), the Federal Farm Credit Bureau (FFCB), and the Federal Home Loan Mortgage Corporation (FHLMC),

- 3) **GSE - Secondary Agency Obligations:** Any other obligations not listed as primary agency, that are guaranteed as to principal and interest by the United States or any of its agencies. They include but are not limited to: Private Export Funding Corporation (PEFCO), Georgia Valley Authority (TVA), Financing Corporation (FICO) and Federal Agricultural Mortgage Corporation, (Farmer Mac). Securities must be rated.
- 4) **Certificates of deposit and other evidences of deposit at state and federally chartered banks and savings and loan associations:** Certificates of deposit, including negotiable and non-negotiable at state and federally chartered banks and savings and loan associations. Notwithstanding any other public or private act to the contrary, all investments made shall be secured by collateral in the same manner under the same conditions as state deposits, or as provided in a collateral pool created.
- 5) **Bank Deposits** at state and federally chartered banks and savings and loan associations. Notwithstanding any other public or private act to the contrary, all investments made shall be secured by collateral in the same manner under the same conditions as state deposits, or as provided in a collateral pool created.
- 6) **Repurchase Agreements:** Obligations of the United States or its agencies under a repurchase agreement for a shorter time than the maturity date of the security itself if the market value of the security itself is more than the amount of funds invested; provided, that municipalities may invest in repurchase agreements only if the comptroller of the treasury or the comptroller's designee approves repurchase agreements as an authorized investment, and if such investments are made in accordance with procedures established by the state funding board;
- 7) **Local Government Investment Pool:** Part of the State Pooled Investment Fund administered by the Georgia office of the State Treasurer.
- 8) **Bankers' Acceptances:** prime bankers' acceptances that are eligible for purchase by the federal reserve. Required A1+
- 9) **Money Market Mutual Funds:** Institutional share class of money market mutual funds investing ONLY in government obligations and rated AAA or equivalent by at least one nationally recognized rating agency (NSRSO).
- 10) **Commercial Paper:** Prime commercial paper that is rated at least A1+ or equivalent by at least two (2) nationally recognized rating services;
- 11) **Municipal or Georgia State Debt Obligations:** Bonds or notes rated A or higher.

Bond Proceeds Only:

Proceeds of Bonds, Notes and other obligations issued by the City, reserves held in connection therewith and the investment income therefrom, may be invested in accordance with OCGA 36-82-7 as follows:

- 1) Bonds or obligations of such county, municipal corporation, school district, political subdivision, authority, or body or bonds or obligations of this state or other states or of other counties, municipal corporations, and political subdivisions of this state;
- (2) Bonds or other obligations of the United States or of subsidiary corporations of the United States government which are fully guaranteed by such government;

(3) Obligations of and obligations guaranteed by agencies or instrumentalities of the United States government, including those issued by the Federal Land Bank, Federal Home Loan Bank, Federal Intermediate Credit Bank, Bank for Cooperatives, and any other such agency or instrumentality now or hereafter in existence; provided, however, that all such obligations shall have a current credit rating from a nationally recognized rating service of at least one of the three highest rating categories available and have a nationally recognized market;

(4) Bonds or other obligations issued by any public housing agency or municipal corporation in the United States, which such bonds or obligations are fully secured as to the payment of both principal and interest by a pledge of annual contributions under an annual contributions contract or contracts with the United States government, or project notes issued by any public housing agency, urban renewal agency, or municipal corporation in the United States which are fully secured as to payment of both principal and interest by a requisition, loan, or payment agreement with the United States government;

(5) Certificates of deposit of national or state banks located within this state which have deposits insured by the Federal Deposit Insurance Corporation and certificates of deposit of federal savings and loan associations and state building and loan or savings and loan associations located within this state which have deposits insured by the Savings Association Insurance Fund of the Federal Deposit Insurance Corporation or the Georgia Credit Union Deposit Insurance Corporation, including the certificates of deposit of any bank, savings and loan association, or building and loan association acting as depository, custodian, or trustee for any such bond proceeds. The portion of such certificates of deposit in excess of the amount insured by the Federal Deposit Insurance Corporation, the Savings Association Insurance Fund of the Federal Deposit Insurance Corporation, or the Georgia Credit Union Deposit Insurance Corporation, if any, shall be secured by deposit, with the Federal Reserve Bank of Atlanta, Georgia, or with any national or state bank or federal savings and loan association or state building and loan or savings and loan association located within this state or with a trust office within this state, of one or more of the following securities in an aggregate principal amount equal at least to the amount of such excess: direct and general obligations of this state or other states or of any county or municipal corporation in this state, obligations of the United States or subsidiary corporations included in paragraph (2) of this Code section, obligations of the agencies and instrumentalities of the United States government included in paragraph (3) of this Code section, or bonds, obligations, or project notes of public housing agencies, urban renewal agencies, or municipalities included in paragraph (4) of this Code section;

(6) Securities of or other interests in any no-load, open-end management type investment company or investment trust registered under the Investment Company Act of 1940, as from time to time amended, or any common trust fund maintained by any bank or trust company which holds such proceeds as trustee or by an affiliate thereof so long as:

- (A) The portfolio of such investment company or investment trust or common trust fund is limited to the obligations referenced in paragraphs (2) and (3) of this Code section and repurchase agreements fully collateralized by any such obligations;
- (B) Such investment company or investment trust or common trust fund takes delivery of such collateral either directly or through an authorized custodian;
- (C) Such investment company or investment trust or common trust fund is managed so as to maintain its shares at a constant net asset value; and
- (D) Securities of or other interests in such investment company or investment trust or common trust fund are purchased and redeemed only through the use of national or state banks having corporate trust powers and located within this state; and

- (7) Interest-bearing time deposits, repurchase agreements, reverse repurchase agreements, rate guarantee agreements, or other similar banking arrangements with a bank or trust company having capital and surplus aggregating at least \$50 million or with any government bond dealer reporting to, trading with, and recognized as a primary dealer by the Federal Reserve Bank of New York having capital aggregating at least \$50 million or with any corporation which is subject to registration with the Board of Governors of the Federal Reserve System pursuant to the requirements of the Bank Holding Company Act of 1956, provided that each such interest-bearing time deposit, repurchase agreement, reverse repurchase agreement, rate guarantee agreement, or other similar banking arrangement shall permit the moneys so placed to be available for use at the time provided with respect to the investment or reinvestment of such moneys.

Collateralization:

Deposits in financial institutions in excess of FDIC insurance must be collateralized in accordance with Georgia law – OCGA.45-8-1245-8-13 and for bond or note proceeds, OCGA 36-82.7

Collateral shall be given as follows:

- (a) The collecting officer or officer holding public funds may not have on deposit at any one time in any depository for a time longer than ten days a sum of money belonging to the public body when such depository has not given a bond to the public body as set forth in this Code section. The bond to be given by depositories, where such bonds are required, shall be a surety bond signed by a surety company duly qualified and authorized to transact business within this state in a sum as so required. In lieu of such a surety bond, the depository may pledge to the public body as security any one or more of the obligations enumerated in Code Section 50-17-59, relating to the bond required to secure state deposits and securities in lieu of bond.
- (b) The collecting officer or officer holding public funds shall accept the guarantee or insurance of accounts by the Federal Deposit Insurance Corporation to secure public funds on deposit in depositories to the extent authorized by federal law governing the Federal Deposit Insurance Corporation.
- (c) A depository may secure deposits made with it partly by surety bond, partly by deposit of any one or more of the obligations referred to in subsection (a) of this Code section, partly by the guarantee or insurance of accounts by the Federal Deposit Insurance Corporation, or by any combination of these methods. Except for covered depositories, the aggregate of the face value of such surety bond and the market value of securities pledged shall be equal to not less than 110 percent of the public funds being secured after the deduction of the amount of deposit insurance.

In lieu of specific collateral, or collateral pool in accordance with OCGA 45-8-13 will be permitted.

9.0 Investing Parameters

Diversification:

The City will maintain diversity in the investment of all funds. The City will limit investment in any one security to no more than 5% of the total investment funds of the city.

10.0 Maturity Constraint

All investments the City's idle funds will seek to maintain liquidity and safety and match the maturity to the need for cash. In no event will an investment have a maturity greater than 5 years.

11.0 Reporting and Performance Measurement

- **Reporting:**

The Investment Officer shall prepare an investment report annually, including a management summary that provides an analysis of the status of the current investment portfolio. This management summary will be prepared in a manner which will allow the City to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report should be provided to the Mayor and Council. The report will conform to the standards applied by the City's Audit in the Notes to Financials.

- **Performance Reporting:**

The investment portfolio will be managed in accordance with the parameters specified within this policy. The City will measure interest rates obtained from banks against the Georgia Department of Treasury and the Georgia Fund 1, two standard benchmarks. The Georgia Fund 1 is a money market mutual fund that only invests in US Government agencies and US Treasuries with a maturity no longer than 90 days. Any investor in Georgia Fund 1 can get their money in one day with notice to the Department of Treasury by 2pm one business day prior to the payment date.

Should the City decide to purchase a CD or hire someone to manage our money, it is appropriate to measure them against an index that mimics what we give them as parameters. Currently Bloomberg is the standard source for this information.

<https://www.bloomberg.com/professional/product/indices/bloomberg-barclays-indices/>

12.0 Policy Adoption

This Investment Policy is formally approved and adopted by the Mayor & Council.

Mayor

Date

GLOSSARY OF TERMS

- **Agency Securities:** Government sponsored enterprises of the US Government.
- **Bond:** An interest-bearing security issued by a corporation, government, governmental agency, or other body. It is a form of debt with an interest rate, maturity, and face value, and specific assets sometimes secure it. Most bonds have a maturity of greater than one year and generally pay interest semiannually. *See Debenture.*
- **Broker:** An intermediary who brings buyers and sellers together and handles their orders, generally charging a commission for this service. In contrast to a principal or a dealer, the broker does not own or take a position in securities.
- **Collateral:** Securities or other property that a borrower pledges as security for the repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.
- **Commercial Paper:** Short-term, unsecured, negotiable promissory notes issued by corporations.
- **Current Maturity:** The amount of time left until an obligation matures. For example, a one- year bill issued nine months ago has a current maturity of three months.
- **CUSIP:** A CUSIP number identifies securities. CUSIP stands for Committee on Uniform Security Identification Procedures, which was established to develop a uniform method of identifying municipal, U.S. government, and corporate securities.
- **Dealer:** An individual or firm that ordinarily acts as a principal in security transactions. Typically, dealers buy for their own account and sell to a customer from their inventory.
- **Delivery:** Either of two methods of delivering securities: delivery vs. payment and delivery vs. receipt (also called "free"). Delivery vs. payment is delivery of securities with an exchange of money for the securities.
- **Duration:** A measure used to calculate the price sensitivity of a bond or portfolio of bonds to changes in interest rates. This equals the sum of the present value of future cash flows.
- **General Obligation Bonds (GOs):** Bonds secured by the pledge of the municipal issuer's full faith and credit, which usually includes unlimited taxing power.
- **Government Bonds:** Securities issued by the federal government; they are obligations of the U.S. Treasury; also known as "governments."
- **Investment Securities:** Securities purchased for an investment portfolio, as opposed to those purchased for resale to customers.
- **Liquidity:** The ease at which a security can be bought or sold (converted to cash) in the market. A large number of buyers and sellers and a high volume of trading activity are important components of liquidity.
- **Mark to Market:** Adjustment of an account or portfolio to reflect actual market price rather than book price, purchase price or some other valuation.
- **Prudent Person Rule:** A long-standing common-law rule that requires a trustee who is investing for another to behave in the same way as a prudent individual of reasonable discretion and intelligence who is seeking a reasonable income and preservation of capital.
- **Treasury Bill (T Bill):** An obligation of the U.S. government with a maturity of one year or less. T-bills bear no interest but are sold at a discount.
- **Treasury Bonds and Notes:** Obligations of the U.S. government that bear interest. Notes have maturities of one to ten years; bonds have longer maturities.
- **Yield:** The annual rate of return on an investment, expressed as a percentage of the investment.
- **Yield to Maturity:** The average annual yield on a security, assuming it is held to maturity; equals to the rate at which all principal and interest payments would be discounted to produce a present value equal to the purchase price of the bond.



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
COUNCILMEMBER **ARLENE BECKLES** • COUNCILMEMBER **BRUCE GAYNOR** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK • **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	21-6299	Version:	A
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	Acceptance of the Salary Study Conducted by Evergreen Solutions LLC.		

Sponsors:

Code Sections:

Attachments:

1. [Agenda cover - Evergreen report](#)
2. [Comp Salary Study and Survey- Final Report](#)

Title

Acceptance of the Salary Study Conducted by Evergreen Solutions LLC.

Drafter

Camille Washington

Motion

A motion to Accept/Reject the salary study conducted by Evergreen Solutions, LLC.



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
COUNCILMEMBER **BRUCE GAYNOR** • COUNCILMEMBER **ARLENE BECKLES** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK **MONIQUE LANG**

Agenda Report

To: Mayor and Council

From: Camille Washington, HR Manager

Meeting Date: October 18 – Policy Work Session

Item No.: 21-6299

Title: Salary Study Report and Implementation

CC: Eric Johnson

Recommendations:

- 1- Accept the Evergreen report reflecting a salary study conducted for the City.
- 2- Adopt recommended pay ranges for all city positions, as contained in the report.
- 3- Authorize a resolution be drafted that requires a salary study be updated every 3 to 4 years to ensure competitiveness within the local employment market.
- 4- Consider updating the pay for elected positions.

Background: Mayor and Council awarded a salary study to Evergreen. Based on a review of peer cities, Evergreen is recommending that a new set of pay ranges be established, based on the 50th percentile of data collected. All existing and new positions will fall into one of the ranges based on the requirements and complexity of each position. The midpoint of each new range reflects the “market value” of the position.

The salary study determined that the City’s existing pay ranges are significantly out of date and constructed in a manner incompatible with standard practices.

It is recommended that the new pay ranges be adopted, which should make the City more competitive in hiring. At the 50th percentile, the City would pay better than about one-half of the surveyed jurisdictions while the other one-half would pay better than the City.

As part of the study, Evergreen provided options for placing existing employees within their new range. For example, one option adjusts salaries only if an employee earns less than the new minimum for their pay range. That option is the least expensive but maximizes “pay compression” in that some employees with experience could earn the same as inexperienced new hires.

Another option would be to set the salary of each employee to the same point in their new range as their current penetration of their existing salary range. That option costs the most and results in employees who are currently “topped out” in their existing range to experience the same in their new range.

A third option is to move employees based on their current range penetration to no more than the midpoint of their new range, unless their existing salary is already over the midpoint of their new range. That option is less expensive than the second option, leaves some salary growth potential for highly experienced employees, but still results in increases for most employees because of how far existing ranges are below the market. It is this third option that is recommended.

Additionally, Evergreen collected information on salaries paid to elected officials in the same jurisdictions use for other City positions, which provides context for any discussion by Mayor and Council on updating salaries.

It is recommended that adjustments be made effective with the first pay period in December – about one quarter into the current fiscal year. Therefore, three-quarters of the cost would be incurred this year with the remaining annualized cost impacting FY 23.

Financial Impact: The recommended option for adjusting salaries would cost an estimated \$850,000 for salaries on an annualized basis. That cost is based on salaries prior to September 1 merit increases and includes some positions that have become vacant during the study period.

Merit increases amounted to \$144,000 – most to employees impacted by the recommended option. Those pay adjustments reduce the cost of implementing the recommendation. In addition, the recommended effective date further reduces the cost in this fiscal year. Finally, in addition to the \$400,000 budgeted in the General Fund to implement recommendations, funds can be made available in the Storm Water Fund and the Electric Fund for employee costs within those funds. In addition to the employees who work in those two programs, a portion of other administrative and senior management positions are partially charged to those funds each year (e.g., Administrative Services staff, Assistant City Manager, City Manager).

Any balance, including consideration of benefits costs that are tied to salaries, should be covered with vacancy savings (i.e., attrition).

Consistent with Comprehensive Plan? Yes. Goal 6 is to further the City’s Tradition of Strong Leadership and High Level of Quality Services.

Next Steps: Draft a resolution regarding future salary studies, publish the new pay ranges, notify employees of pay adjustments, and consider adjusting elected official salaries.

Attachments:
Evergreen report.

Compensation Salary Study and Survey for the City of Norcross, GA

FINAL REPORT



Evergreen Solutions, LLC

October 28, 2021

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Chapter 1 - Introduction

Evergreen Solutions, LLC (Evergreen) conducted Compensation Salary Study and Survey for the City of Norcross (the City) beginning in May 2021. The purpose of the study was to analyze its compensation (pay) system for its positions and make recommendations to improve the City's competitive position in the labor market. The study activities involved analyzing the external equity of the City's compensation system, and making recommendations in response to those findings.

Study tasks involved:

- holding a study kick-off meeting;
- analyzing the City's current salary structure to determine its strengths and weaknesses;
- facilitating discussions with the City's project team to develop an understanding of its compensation philosophy;
- conducting a market salary survey to assess the external equity (market competitiveness) of the City's current pay system;
- developing a competitive compensation structure and slotting classifications into that structure;
- developing optional methods for transitioning employees' salaries into the new structure and calculating cost estimates for implementation;
- providing the City with information and strategies regarding compensation administration; and
- preparing and submitting draft and final reports that summarize the study findings and recommendations.



1.1 STUDY METHODOLOGY

Evergreen used a combination of quantitative and qualitative methods to develop recommendations to improve the City's competitive position for its compensation system for positions. Study activities included:

Kick-off Meeting

The kick-off meeting allowed members of the study team from the City and Evergreen to discuss different aspects of the study. During the meeting, information about the City's compensation structure and pay philosophy was shared and the work plan for the study was finalized. The meeting also provided an opportunity for Evergreen to explain the types of data needed to begin the study.

Assessment of Current Conditions

This analysis provided an overall assessment of the City's current pay structure (plans) and related employee data at the time of the study. The current pay plan and the progression of employees' salaries through the pay ranges were examined during this process. The findings of this analysis are summarized in **Chapter 2** of this report.

Compensation Philosophy

Evergreen conducted meetings with the City's project team to develop an understanding of its position with regard to employee compensation. Several key factors were examined and provided the framework for the recommended compensation system and related pay practices.

Salary Survey

For the salary survey, peers were identified that compete with the City for quality applicants and provide similar services. All classifications were included in the survey. After the selection of peers and benchmarks, a survey tool was developed for the collection of salary range data for each benchmark. The salary data collected through the survey were analyzed, and a summary of the data can be found in **Chapter 3** of this report.

Recommendations

During the review of the compensation philosophy, the City identified its desire to be competitive with the market. Understanding this, and utilizing the findings of external equity analysis, revised pay plans were created. Next, implementation methods were developed to transition employees' salaries into the revised competitive pay plan, and the associated costs of adjusting employees' salaries were estimated. Information was also provided on how to maintain the pay plans going forward. A summary of all study findings and recommendations can be found in **Chapter 4** of this report.



1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 – Assessment of Current Conditions
- Chapter 3 – Market Summary
- Chapter 4 – Recommendations



Chapter 2 – Assessment of Current Conditions

The purpose of this evaluation was to provide an overall assessment of the City's compensation structure, employee salary progression, and employee counts in each department. Data included here reflect the conditions when the study began, and should be considered, as such, a snapshot in time. The insights gained from this evaluation provided the basis for further analysis through the course of this study and were not considered sufficient cause for recommendations independently. Instead, the results of this evaluation were considered during the analysis of internal equity and peer market data. Subsequently, appropriate compensation related recommendations were developed for the City and are described later in this report.

2.1 PAY PLAN ANALYSIS

The City administered one pay plan for its employees; however, there was no consistency in the assigned pay grades and pay ranges for numerous classifications. Furthermore, there were several classifications without a pay range. This assessment will review how salaries are progressing within each classification's associated pay range. Classifications without an established pay range will not be included in this assessment. The range widths (the difference between the minimum and maximum) varied greatly between 44 and 103 percent. **Exhibit 2A** displays the pay ranges for each classification with an associated pay range.



EXHIBIT 2A
PAY RANGES

Classification	Minimum	Midpoint	Maximum	Range Spread	Employees
ACCOUNTING MANAGER	\$ 58,026.00	\$ 74,470.00	\$ 92,861.00	60.0%	1
ADMINISTRATIVE COORDINATOR II	\$ 17,331.00	\$ 20,729.00	\$ 25,330.00	46.2%	1
ADMINISTRATIVE FISCAL COORDINATOR	\$ 38,899.00	\$ 54,144.00	\$ 70,342.00	80.8%	1
ASSISTANT CITY MANAGER PWPU & PARK DIRECTOR	\$ 60,839.00	\$ 92,059.00	\$123,531.00	103.0%	1
ASSISTANT COURT CLERK	\$ 30,843.00	\$ 39,636.00	\$ 49,491.00	60.5%	1
BILLING SPECIALIST	\$ 32,394.00	\$ 39,332.00	\$ 47,231.00	45.8%	1
CAPTAIN	\$ 62,323.00	\$ 79,123.00	\$ 96,530.00	54.9%	2
CHIEF OF POLICE	\$ 77,086.00	\$106,159.00	\$132,366.00	71.7%	1
CITY CLERK	\$ 62,969.00	\$ 80,173.00	\$ 98,009.00	55.6%	1
CITY ENGINEER	\$ 61,266.00	\$ 80,865.00	\$ 94,803.00	54.7%	1
CITY MANAGER	\$106,692.00	\$144,009.00	\$181,326.00	70.0%	1
CLERK OF COURT	\$ 60,404.00	\$ 76,001.00	\$ 92,011.00	52.3%	1
CODE ENFORCEMENT OFFICER	\$ 36,245.00	\$ 44,728.00	\$ 55,327.00	52.6%	3
COMMUNICATIONS OFFICER I	\$ 31,346.00	\$ 37,341.00	\$ 45,156.00	44.1%	5
COMMUNICATIONS OFFICER II	\$ 35,449.00	\$ 43,500.00	\$ 56,976.00	60.7%	3
COMMUNICATIONS/RECORDS SUPERVISOR/LEAD	\$ 38,609.00	\$ 47,400.00	\$ 62,056.00	60.7%	1
COMMUNITY DEVELOPMENT DIRECTOR/PLANNER	\$ 66,153.00	\$ 92,454.00	\$117,763.00	78.0%	1
COURT RECORDS CLERK I	\$ 28,024.00	\$ 34,260.00	\$ 41,845.00	49.3%	1
COURT RECORDS CLERK II	\$ 30,843.00	\$ 39,636.00	\$ 49,491.00	60.5%	1
CRIME ANALYST/ADMINISTRATIVE SUPPORT SPECIALIST	\$ 34,253.00	\$ 42,900.00	\$ 53,028.00	54.8%	1
CRIME SCENE INVESTIGATOR	\$ 35,541.00	\$ 48,823.00	\$ 58,805.00	65.5%	1
CUSTOMER SERVICE ASSOCIATE I	\$ 26,852.00	\$ 35,390.00	\$ 42,627.00	58.7%	1
CUSTOMER SERVICE ASSOCIATE II	\$ 29,433.00	\$ 37,776.00	\$ 45,047.00	53.0%	1
DETECTIVE	\$ 42,000.00	\$ 49,462.00	\$ 60,368.00	43.7%	2
ECONOMIC DEVELOPMENT DIRECTOR	\$ 61,007.00	\$ 78,174.00	\$ 96,545.00	58.3%	1
ELECTRIC APPRENTICE LINEMAN	\$ 40,911.00	\$ 50,606.00	\$ 59,749.00	46.0%	1
ELECTRIC SUPERINTENDENT	\$ 60,681.00	\$ 73,089.00	\$ 91,622.00	51.0%	1
ELECTRIC SUPERVISOR	\$ 55,404.00	\$ 67,999.00	\$ 84,870.00	53.2%	1
EQUIPMENT OPERATOR	\$ 28,679.00	\$ 36,762.00	\$ 46,352.00	61.6%	1
EXECUTIVE ASSISTANT	\$ 39,384.00	\$ 49,726.00	\$ 63,398.00	61.0%	1
EXECUTIVE COORDINATOR/CAPITAL PROJECTS	\$ 41,734.00	\$ 51,967.00	\$ 64,879.00	55.5%	1
GGA DIRECTOR	\$ 78,936.00	\$103,077.00	\$127,750.00	61.8%	1
GROUNDMAN	\$ 24,356.00	\$ 30,024.00	\$ 36,374.00	49.3%	1
INTERIM HUMAN RESOURCES MANAGER	\$ 49,336.00	\$ 61,451.00	\$ 76,221.00	54.5%	1
IT MANAGER	\$ 61,386.00	\$ 79,228.00	\$ 98,516.00	60.5%	1
JOURNEYMAN LINEMAN	\$ 53,591.00	\$ 63,700.00	\$ 77,178.00	44.0%	3
LIEUTENANT	\$ 53,878.00	\$ 68,651.00	\$ 83,973.00	55.9%	3
LIGHT EQUIPMENT OPERATOR	\$ 28,679.00	\$ 36,762.00	\$ 46,352.00	61.6%	1
MAINTENANCE & EQUIPMENT TECHNICIAN	\$ 25,060.00	\$ 31,513.00	\$ 38,972.00	55.5%	3
MAINTENANCE & EQUIPMENT TECHNICIAN/TEAM LEAD	\$ 25,060.00	\$ 31,513.00	\$ 38,972.00	55.5%	1
MASTER CRAFTSWORKER	\$ 28,419.00	\$ 40,818.00	\$ 56,377.00	98.4%	1
MASTER PATROL OFFICER	\$ 42,000.00	\$ 49,462.00	\$ 60,368.00	43.7%	3
METER TECH/LOCATOR	\$ 28,274.00	\$ 38,911.00	\$ 50,148.00	77.4%	1
P/T LIGHT EQUIPMENT OPERATOR	\$ 28,679.00	\$ 36,762.00	\$ 46,352.00	61.6%	1
PARK & REC FIELD TEAM LEADER	\$ 33,310.00	\$ 39,803.00	\$ 50,146.00	50.5%	1
PARK MAINTENANCE COORDINATOR	\$ 19,571.00	\$ 22,929.00	\$ 28,762.00	47.0%	1

Created by Evergreen Solutions from data provided by the City as of July 2021.



EXHIBIT 2A (CONTINUED)
PAY RANGES

Classification	Minimum	Midpoint	Maximum	Range Spread	Employees
PARKS & REC SUPERINTENDENT	\$ 46,868.00	\$ 60,867.00	\$ 76,129.00	62.4%	1
PAYROLL BENEFITS SPECIALIST	\$ 49,336.00	\$ 61,451.00	\$ 76,221.00	54.5%	1
PLANNER	\$ 33,203.00	\$ 42,972.00	\$ 52,742.00	58.8%	1
POLICE OFFICER	\$ 42,000.00	\$ 49,462.00	\$ 60,368.00	43.7%	23
PROGRAM COORDINATOR	\$ 31,134.00	\$ 38,222.00	\$ 46,953.00	50.8%	1
PUBLIC WORKS SUPERINTENDENT	\$ 66,841.00	\$ 90,229.00	\$ 119,929.00	79.4%	1
RECEPTIONIST& ADMIN ASSISTANT	\$ 27,384.00	\$ 35,087.00	\$ 44,667.00	63.1%	1
RECEPTIONIST-ADMINISTRATIVE COORDINATOR	\$ 22,098.00	\$ 30,083.00	\$ 36,130.00	63.5%	1
RECORDS CLERK	\$ 30,742.00	\$ 37,563.00	\$ 44,384.00	44.4%	2
REVENUE AND TAX SPECIALIST	\$ 39,218.00	\$ 51,189.00	\$ 67,282.00	71.6%	1
SENIOR PLANNER	\$ 43,955.00	\$ 55,831.00	\$ 67,669.00	54.0%	1
SERGEANT	\$ 48,068.00	\$ 61,237.00	\$ 74,902.00	55.8%	6
STORM WATER LIGHT EQUIPMENT OPERATOR	\$ 28,679.00	\$ 36,762.00	\$ 46,352.00	61.6%	1
STORM WATER SUPERINTENDENT	\$ 57,727.00	\$ 75,197.00	\$ 97,910.00	69.6%	1
WELCOME CENTER/DOWNTOWN MANAGER	\$ 55,090.00	\$ 69,037.00	\$ 82,983.00	50.6%	1

Created by Evergreen Solutions from data provided by the City as of July 2021.

*Not displayed is the Receptionist position, which was vacant at the time of this analysis.

Exhibit 2B shows all the classification titles in the City, at the time of the study, including those without an assigned pay range. The City utilized 72 classifications (titles), at the time of this analysis.

EXHIBIT 2B
CLASSIFICATION TITLES

Classification Title		
ACCOUNTING MANAGER	CRIME SCENE INVESTIGATOR	MAINTENANCE & EQUIPMENT TECHNICIAN/TEAM LEAD
ADMINISTRATIVE COORDINATOR II	CULTURAL ARTS/TOURISM ASSISTANT P/T	MASTER CRAFTSWORKER
ADMINISTRATIVE FISCAL COORDINATOR	CUSTOMER SERVICE ASSOCIATE I	MASTER PATROL OFFICER
ASSISTANT CITY MANAGER PWP/ & PARK DIRECTOR	CUSTOMER SERVICE ASSOCIATE II	METER TECH/LOCATOR
ASSISTANT COURT CLERK	DEPUTY CITY CLERK	P/T LIGHT EQUIPMENT OPERATOR
BILLING SPECIALIST	DETECTIVE	PARK & REC FIELD TEAM LEADER
BUSINESS DEVELOPMENT MANAGER	ECONOMIC DEVELOPMENT DIRECTOR	PARK MAINTENANCE COORDINATOR
C&E ASSISTANT	ELECTRIC APPRENTICE LINEMAN	PARKS & REC SUPERINTENDENT
CAPTAIN	ELECTRIC SUPERINTENDENT	PART-TIME POLICE OFFICER
CHIEF OF POLICE	ELECTRIC SUPERVISOR	PART-TIME POLICE OFFICER
CITY CLERK	EQUIPMENT OPERATOR	PAYROLL BENEFITS SPECIALIST
CITY ENGINEER	EVENTS MANAGER	PLANNER
CITY MANAGER	EXECUTIVE ASSISTANT	POLICE OFFICER
CLERK OF COURT	EXECUTIVE COORDINATOR/CAPITAL PROJECTS	PROGRAM COORDINATOR
CODE ENFORCEMENT OFFICER	GGA ACCOUNTANT	PUBLIC WORKS SUPERINTENDENT
CODE ENFORCEMENT OFFICER P/T	GGA DIRECTOR	RECEPTIONIST& ADMIN ASSISTANT
COMMUNICATIONS OFFICER I	GROUNDMAN	RECEPTIONIST-ADMINISTRATIVE COORDINATOR
COMMUNICATIONS OFFICER II	HUMAN RESOURCES MANAGER	RECORDS CLERK
COMMUNICATIONS/RECORDS SUPERVISOR/LEAD	IT DIRECTOR	REVENUE AND TAX SPECIALIST
COMMUNITY DEVELOPMENT DIRECTOR/PLANNER	IT MANAGER	SENIOR PLANNER
COMMUNITY DEVELOPMENT INTERN	JOURNEYMAN LINEMAN	SERGEANT
COURT RECORDS CLERK I	LIEUTENANT	STORM WATER LIGHT EQUIPMENT OPERATOR
COURT RECORDS CLERK II	LIGHT EQUIPMENT OPERATOR	STORM WATER SUPERINTENDENT
CRIME ANALYST/ADMINISTRATIVE SUPPORT SPECIALIST	MAINTENANCE & EQUIPMENT TECHNICIAN	WELCOME CENTER/DOWNTOWN MANAGER



2.2 RANGE PLACEMENT ANALYSIS

When assessing the effectiveness of a pay plan and associated policies, it is helpful to analyze where employee salaries stand in comparison to their classification's pay range. Identifying areas where there are clusters of employee salaries can illuminate potential pay progression concerns within a pay plan. It should be noted that employee salaries, and the progression of the same, is associated with an organization's compensation philosophy—specifically, the method of salary progression and the availability of resources. Therefore, the placement of employee salaries should be viewed with this context in mind.

Below and At Minimum and At or Above Maximum

In general, placement of an employee at a classification's range minimum would generally indicate a newer employee or an employee that was recently promoted into a classification who has not had the opportunity or experience needed to progress through the range. In contrast, an employee at or near the maximum of their range is generally an employee with longer tenure who has had the opportunity, experience, and/or performance to progress towards the top of the pay range.

Exhibit 2C displays the percentage of employees compensated at or below the pay range minimum and at or above the pay range maximum of their respective pay range. Employees not included in these charts are compensated somewhere between the upper and lower thresholds. The percentages presented are based on the total number of employees in that range. As can be seen, two (1.9 percent) were below their respective pay range minimum, two (1.9 percent) were at the minimum, five (4.7 percent) were at the maximum, and five (5.7 percent) were above the maximum. Four employees over the maximum have received lump sum amounts every year in lieu of an annualized salary increase. The other employee over the maximum was recently promoted and may have their salary range adjusted based on the recommendations presented in **Chapter 4**. The two employees under the minimum will, likewise, have adjusted salary ranges as part of the recommendations.



EXHIBIT 2C

BELOW AND AT MINIMUM AND AT OR ABOVE MAXIMUM BY PAY RANGE

Classification	Employees	# < Min	% < Min	# at Min	% at Min	# at Max	% at Max	# > Max	% > Max
ACCOUNTING MANAGER	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ADMINISTRATIVE COORDINATOR II	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ADMINISTRATIVE FISCAL COORDINATOR	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ASSISTANT CITY MANAGER PWPU & PARK DIRECTOR	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ASSISTANT COURT CLERK	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
BILLING SPECIALIST	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
CAPTAIN	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CHIEF OF POLICE	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CITY CLERK	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CITY ENGINEER	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CITY MANAGER	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CLERK OF COURT	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CODE ENFORCEMENT OFFICER	3	0	0.0%	1	33.3%	0	0.0%	0	0.0%
COMMUNICATIONS OFFICER I	5	0	0.0%	1	20.0%	0	0.0%	0	0.0%
COMMUNICATIONS OFFICER II	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
COMMUNICATIONS/RECORDS SUPERVISOR/LEAD	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
COMMUNITY DEVELOPMENT DIRECTOR/PLANNER	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
COURT RECORDS CLERK I	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
COURT RECORDS CLERK II	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CRIME ANALYST/ADMINISTRATIVE SUPPORT SPECIALIST	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
CRIME SCENE INVESTIGATOR	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CUSTOMER SERVICE ASSOCIATE I	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CUSTOMER SERVICE ASSOCIATE II	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
DETECTIVE	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ECONOMIC DEVELOPMENT DIRECTOR	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ELECTRIC APPRENTICE LINEMAN	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ELECTRIC SUPERINTENDENT	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ELECTRIC SUPERVISOR	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
EQUIPMENT OPERATOR	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
EXECUTIVE ASSISTANT	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
EXECUTIVE COORDINATOR/CAPITAL PROJECTS	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
GGA DIRECTOR	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
GROUNDMAN	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
INTERIM HUMAN RESOURCES MANAGER	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
IT MANAGER	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%
JOURNEYMAN LINEMAN	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
LIEUTENANT	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
LIGHT EQUIPMENT OPERATOR	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
MAINTENANCE & EQUIPMENT TECHNICIAN	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
MAINTENANCE & EQUIPMENT TECHNICIAN/TEAM LEAD	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
MASTER CRAFTSWORKER	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
MASTER PATROL OFFICER	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
METER TECH/LOCATOR	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
P/T LIGHT EQUIPMENT OPERATOR	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PARK & REC FIELD TEAM LEADER	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%
PARK MAINTENANCE COORDINATOR	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
PARKS & REC SUPERINTENDENT	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PAYROLL BENEFITS SPECIALIST	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%

Created by Evergreen Solutions from data provided by the City as of July 2021.



EXHIBIT 2C (CONTINUED)
BELOW AND AT MINIMUM AND AT OR ABOVE MAXIMUM BY PAY RANGE

Classification	Employees	# < Min	% < Min	# at Min	% at Min	# at Max	% at Max	# > Max	% > Max
PLANNER	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
POLICE OFFICER	23	0	0.0%	0	0.0%	0	0.0%	2	8.7%
PROGRAM COORDINATOR	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PUBLIC WORKS SUPERINTENDENT	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
RECEPTIONIST& ADMIN ASSISTANT	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
RECEPTIONIST-ADMINISTRATIVE COORDINATOR	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
RECORDS CLERK	2	0	0.0%	0	0.0%	2	100.0%	0	0.0%
REVENUE AND TAX SPECIALIST	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
SENIOR PLANNER	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
SERGEANT	6	0	0.0%	0	0.0%	1	16.7%	0	0.0%
STORM WATER LIGHT EQUIPMENT OPERATOR	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
STORM WATER SUPERINTENDENT	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
WELCOME CENTER/DOWNTOWN MANAGER	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	107	2	1.9%	2	1.9%	5	4.7%	5	4.7%

Created by Evergreen Solutions from data provided by the City as of July 2021.

Below and Above Midpoint

In addition to assessing the number of employees at minimum and maximum, an analysis was conducted to determine the number of employees below and above pay range midpoint. Employees with salaries close to the midpoint of a pay range typically would be fully proficient in their classification and require minimal supervision to complete their job duties while performing satisfactorily. Within this framework, range midpoint is commonly considered to be the salary an individual could reasonably expect for similar work in the market. Therefore, it is important to examine the percentage and number of employees with salaries above and below the calculated midpoint.

As can be seen in **Exhibit 2D**, 54 (50.5 percent) employees were compensated below their pay range midpoint and 53 (49.5 percent) were compensated above.

EXHIBIT 2D
BELOW AND ABOVE MIDPOINT BY PAY RANGE

Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
ACCOUNTING MANAGER	1	0	0.0%	1	100.0%
ADMINISTRATIVE COORDINATOR II	1	0	0.0%	1	100.0%
ADMINISTRATIVE FISCAL COORDINATOR	1	1	100.0%	0	0.0%
ASSISTANT CITY MANAGER PWPU & PARK DIRECTOR	1	0	0.0%	1	100.0%
ASSISTANT COURT CLERK	1	0	0.0%	1	100.0%
BILLING SPECIALIST	1	0	0.0%	1	100.0%
CAPTAIN	2	0	0.0%	2	100.0%
CHIEF OF POLICE	1	1	100.0%	0	0.0%
CITY CLERK	1	0	0.0%	1	100.0%
CITY ENGINEER	1	0	0.0%	1	100.0%
CITY MANAGER	1	1	100.0%	0	0.0%
CLERK OF COURT	1	1	100.0%	0	0.0%

Created by Evergreen Solutions from data provided by the City as of July 2021.



EXHIBIT 2D (CONTINUED)
BELOW AND ABOVE MIDPOINT BY PAY RANGE

Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
CODE ENFORCEMENT OFFICER	3	3	100.0%	0	0.0%
COMMUNICATIONS OFFICER I	5	3	60.0%	2	40.0%
COMMUNICATIONS OFFICER II	3	1	33.3%	2	66.7%
COMMUNICATIONS/RECORDS SUPERVISOR/LEAD	1	0	0.0%	1	100.0%
COMMUNITY DEVELOPMENT DIRECTOR/PLANNER	1	0	0.0%	1	100.0%
COURT RECORDS CLERK I	1	0	0.0%	1	100.0%
COURT RECORDS CLERK II	1	1	100.0%	0	0.0%
CRIME ANALYST/ADMINISTRATIVE SUPPORT SPECIALIST	1	0	0.0%	1	100.0%
CRIME SCENE INVESTIGATOR	1	1	100.0%	0	0.0%
CUSTOMER SERVICE ASSOCIATE I	1	1	100.0%	0	0.0%
CUSTOMER SERVICE ASSOCIATE II	1	0	0.0%	1	100.0%
DETECTIVE	2	0	0.0%	2	100.0%
ECONOMIC DEVELOPMENT DIRECTOR	1	0	0.0%	1	100.0%
ELECTRIC APPRENTICE LINEMAN	1	1	100.0%	0	0.0%
ELECTRIC SUPERINTENDENT	1	0	0.0%	1	100.0%
ELECTRIC SUPERVISOR	1	0	0.0%	1	100.0%
EQUIPMENT OPERATOR	1	1	100.0%	0	0.0%
EXECUTIVE ASSISTANT	1	0	0.0%	1	100.0%
EXECUTIVE COORDINATOR/CAPITAL PROJECTS	1	1	100.0%	0	0.0%
GGA DIRECTOR	1	0	0.0%	1	100.0%
GROUNDMAN	1	1	100.0%	0	0.0%
INTERIM HUMAN RESOURCES MANAGER	1	1	100.0%	0	0.0%
IT MANAGER	1	1	100.0%	0	0.0%
JOURNEYMAN LINEMAN	3	1	33.3%	2	66.7%
LIEUTENANT	3	2	66.7%	1	33.3%
LIGHT EQUIPMENT OPERATOR	1	1	100.0%	0	0.0%
MAINTENANCE & EQUIPMENT TECHNICIAN	3	3	100.0%	0	0.0%
MAINTENANCE & EQUIPMENT TECHNICIAN/TEAM LEAD	1	0	0.0%	1	100.0%
MASTER CRAFTSWORKER	1	1	100.0%	0	0.0%
MASTER PATROL OFFICER	3	0	0.0%	3	100.0%
METER TECH/LOCATOR	1	1	100.0%	0	0.0%
P/T LIGHT EQUIPMENT OPERATOR	1	0	0.0%	1	100.0%
PARK & REC FIELD TEAM LEADER	1	1	100.0%	0	0.0%
PARK MAINTENANCE COORDINATOR	1	0	0.0%	1	100.0%
PARKS & REC SUPERINTENDENT	1	1	100.0%	0	0.0%
PAYROLL BENEFITS SPECIALIST	1	1	100.0%	0	0.0%

Created by Evergreen Solutions from data provided by the City as of July 2021.



EXHIBIT 2D (CONTINUED)
BELOW AND ABOVE MIDPOINT BY PAY RANGE

Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
PLANNER	1	0	0.0%	1	100.0%
POLICE OFFICER	23	14	60.9%	9	39.1%
PROGRAM COORDINATOR	1	1	100.0%	0	0.0%
PUBLIC WORKS SUPERINTENDENT	1	1	100.0%	0	0.0%
RECEPTIONIST& ADMIN ASSISTANT	1	1	100.0%	0	0.0%
RECEPTIONIST-ADMINISTRATIVE COORDINATOR	1	0	0.0%	1	100.0%
RECORDS CLERK	2	0	0.0%	2	100.0%
REVENUE AND TAX SPECIALIST	1	1	100.0%	0	0.0%
SENIOR PLANNER	1	0	0.0%	1	100.0%
SERGEANT	6	3	50.0%	3	50.0%
STORM WATER LIGHT EQUIPMENT OPERATOR	1	0	0.0%	1	100.0%
STORM WATER SUPERINTENDENT	1	1	100.0%	0	0.0%
WELCOME CENTER/DOWNTOWN MANAGER	1	0	0.0%	1	100.0%
Total	107	54	50.5%	53	49.5%

Created by Evergreen Solutions from data provided by the City as of July 2021.

2.3 QUARTILE ANALYSIS

In a quartile analysis, each pay range is divided into four equal segments (quartiles) and employees are assigned a quartile based on where their current salary falls. While there is no best practice for where salaries should be within each quartile, this analysis can be useful in revealing clustering of employees' salaries or compression within a compensation system.

Exhibit 2E shows the number of employees that are in each quartile of each range. As shown, 22.6 percent of employees fell into Quartile 1 of their respective range, 27.4 percent fell into Quartile 2, 31.1 percent fell into Quartile 3, and 18.9 percent fell into Quartile 4.



EXHIBIT 2E
QUARTILE ANALYSIS

Classification	Total Employees	1st Quartile # Employees	2nd Quartile # Employees	3rd Quartile # Employees	4th Quartile # Employees
ACCOUNTING MANAGER	1	0	0	1	0
ADMINISTRATIVE COORDINATOR II	1	0	0	0	1
ADMINISTRATIVE FISCAL COORDINATOR	1	0	1	0	0
ASSISTANT CITY MANAGER PWP & PARK DIRECTOR	1	0	0	0	1
ASSISTANT COURT CLERK	1	0	0	1	0
BILLING SPECIALIST	1	0	0	0	1
CAPTAIN	2	0	0	1	1
CHIEF OF POLICE	1	0	1	0	0
CITY CLERK	1	0	0	1	0
CITY ENGINEER	1	0	0	1	0
CITY MANAGER	1	0	1	0	0
CLERK OF COURT	1	1	0	0	0
CODE ENFORCEMENT OFFICER	3	3	0	0	0
COMMUNICATIONS OFFICER I	5	3	0	2	0
COMMUNICATIONS OFFICER II	3	1	0	2	0
COMMUNICATIONS/RECORDS SUPERVISOR/LEAD	1	0	0	1	0
COMMUNITY DEVELOPMENT DIRECTOR/PLANNER	1	0	0	1	0
COURT RECORDS CLERK I	1	0	0	1	0
COURT RECORDS CLERK II	1	0	1	0	0
CRIME ANALYST/ADMINISTRATIVE SUPPORT SPECIALIST	1	0	0	0	1
CRIME SCENE INVESTIGATOR	1	1	0	0	0
CUSTOMER SERVICE ASSOCIATE I	1	0	1	0	0
CUSTOMER SERVICE ASSOCIATE II	1	0	0	0	1
DETECTIVE	2	0	0	1	1
ECONOMIC DEVELOPMENT DIRECTOR	1	0	0	1	0
ELECTRIC APPRENTICE LINEMAN	1	0	1	0	0
ELECTRIC SUPERINTENDENT	1	0	0	1	0
ELECTRIC SUPERVISOR	1	0	0	1	0
EQUIPMENT OPERATOR	1	1	0	0	0
EXECUTIVE ASSISTANT	1	0	0	0	1
EXECUTIVE COORDINATOR/CAPITAL PROJECTS	1	0	1	0	0
GGA DIRECTOR	1	0	0	1	0
GROUNDMAN	1	0	1	0	0
INTERIM HUMAN RESOURCES MANAGER	1	0	1	0	0
IT MANAGER	1	1	0	0	0
JOURNEYMAN LINEMAN	3	1	0	2	0
LIEUTENANT	3	0	2	0	1
LIGHT EQUIPMENT OPERATOR	1	0	1	0	0
MAINTENANCE & EQUIPMENT TECHNICIAN	3	2	1	0	0
MAINTENANCE & EQUIPMENT TECHNICIAN/TEAM LEAD	1	0	0	1	0
MASTER CRAFTSWORKER	1	1	0	0	0
MASTER PATROL OFFICER	3	0	0	3	0
METER TECH/LOCATOR	1	0	1	0	0
P/T LIGHT EQUIPMENT OPERATOR	1	0	0	1	0
PARK & REC FIELD TEAM LEADER	1	1	0	0	0
PARK MAINTENANCE COORDINATOR	1	0	0	0	1
PARKS & REC SUPERINTENDENT	1	0	1	0	0
PAYROLL BENEFITS SPECIALIST	1	0	1	0	0
PLANNER	1	0	0	1	0
POLICE OFFICER	23	6	8	5	4
PROGRAM COORDINATOR	1	1	0	0	0
PUBLIC WORKS SUPERINTENDENT	1	1	0	0	0



EXHIBIT 2E (CONTINUED)
QUARTILE ANALYSIS

Classification	Total Employees	1st Quartile # Employees	2nd Quartile # Employees	3rd Quartile # Employees	4th Quartile # Employees
RECEPTIONIST-ADMINISTRATIVE COORDINATOR	1	0	0	1	0
RECORDS CLERK	2	0	0	0	2
REVENUE AND TAX SPECIALIST	1	0	1	0	0
SENIOR PLANNER	1	0	0	0	1
SERGEANT	6	0	3	0	3
STORM WATER LIGHT EQUIPMENT OPERATOR	1	0	0	1	0
STORM WATER SUPERINTENDENT	1	0	1	0	0
WELCOME CENTER/DOWNTOWN MANAGER	1	0	0	1	0
Total	106	24	29	33	20
Percentage		22.6%	27.4%	31.1%	18.9%

2.4 SUMMARY

The information contained in this chapter identified a number of strengths and weaknesses related to the overall structure of the compensation system for all City employees, as well as the administration of it at the individual employee level. Notably, the following was found:

- **Pay Plan** – While the salary ranges for the City’s classifications were consistent, the City’s pay plan, as a whole, had many inconsistencies. Some classifications did not have a pay range associated with them; and there did not appear to be a clear, defined design to the pay and/or ranges.
- **Salary Distribution** – Employee salaries were fairly well distributed across their pay ranges; however, there were some employees in classifications without a pay range, so an analysis could not be performed on their salary progression. Furthermore, while salary progression may not necessarily be an issue at the City, the market competitiveness of the City’s salary ranges had to be assessed. The results of those analyses will be described in **Chapter 4**.

This analysis served as a starting point for the development of recommendations in this report. Paired with market data, Evergreen was able to make recommendations that will ensure that the compensation system at the City is clear, structurally sound, competitive with the market, and equitable.

The information gained from this review of current conditions was used in conjunction with the market analysis data to develop recommendations for a defined competitive pay plan that would align with the City’s compensation philosophy moving forward. These recommendations can be found in **Chapter 4** of this report.



Chapter 3 – Market Summary

This chapter provides a market analysis comparing the City's salary ranges to those at peer organizations. The data from targeted market peers were used to evaluate the City's pay plan at the time of this study. It is important to note that the market comparisons contained herein do not translate at the individual level and are instead used to provide an overall analysis. The utilized methodology is not intended to evaluate salaries paid to individuals. An employee's total compensation (salary and benefits) is determined through a combination of factors, which could include: the market conditions for a job, geographic location of the organization, the candidate's prior education and experience, and/or an individual's negotiation skills during the hiring process.

It should be noted that market comparisons are best thought of as a snapshot of current market conditions. In other words, market conditions can change; therefore, these market survey findings will be helpful for the City to remain current with its peers under the present market conditions.

3.1 SALARY SURVEY RESULTS

Evergreen collected pay range information from target organizations utilizing a salary survey tool. The development of this tool included all classifications in the City. The job title, a description of assigned duties, and the education and experience requirements for each classification were provided in the survey tool so that peers could determine if the position existed within their organization.

Evergreen received concurrence from the City's project team regarding the targets to which the survey was provided. Several factors were utilized when developing this peer list, including geographic proximity to the City, similar service offerings, organization size, and relative population being served by the organization. Due to the proximity of the peers in relation to the City, data were not adjusted for any cost of living differential. **Exhibit 3A** provides the list of 13 peer organizations from which salary range data were collected for 41 classifications.



EXHIBIT 3A
MARKET PEERS

Market Peers
City of Alpharetta, GA
City of Brookhaven, GA
City of Buford, GA
City of Chamblee, GA
City of Decatur, GA
City of Doraville, GA
City of Duluth, GA
City of Dunwoody, GA
City of Johns Creek, GA
City of Lawrenceville, GA
City of Lilburn, GA
City of Loganville, GA
City of Milton, GA
City of Peachtree Corners, GA
City of Roswell, GA
City of Snellville, GA
City of Sugar Hill, GA
City of Suwanee, GA
Gwinnett County, GA

*Bold indicates salary range data obtained for peer

The City expressed a desire to examine its pay plan overall as compared to a competitive market position (average of the peer data). To determine the position of the existing structure, Evergreen compared the City's 2021 salary ranges for the surveyed classifications to the average market position. It is important to note that data in the subsequent exhibits reflect an average of the salary ranges reported by each peer for a given surveyed classification. The market range data presented in this chapter were not the sole criteria for the proposed pay ranges in the next chapter. Some classifications' proposed grade assignments vary from their associated market range due to the other factors, such as the results of an internal hierarchy assessment. More detail on this analysis is provided in Chapter 4.



Exhibit 3B contains the following information:

- The market salary range information for each classification. This indicates the average of the minimum, midpoint, and maximum of the peer survey data for each benchmarked classification.
- The percent differentials (to the City's existing salary ranges). A positive differential indicates the City pay range for these positions was above the targets' average for that classification at the minimum, midpoint, or maximum. A negative differential indicates the City's pay range was below the average for that classification. The final row provides the average percent differentials for the ranges' minimum, midpoint, and maximum for all benchmarked classifications. This represents an average of all classifications' differentials.
- The survey average range width. This provides the average range width for each classification surveyed determined by the average minimum and average maximum salaries of the respondents, relative to the minimum. The average range width for all the classifications is provided in the final row.
- The number of survey responses for each classification is provided in the final column. The average number of responses for all the classifications is provided in the final row of the exhibit.



EXHIBIT 3B
SALARY SURVEY SUMMARY

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# of Data Points
	Average	% Diff	Average	% Diff	Average	% Diff		
ACCOUNTANT	\$46,159.90	-5.3%	\$60,239.29	-	\$74,318.67	-	61.0%	5
ACCOUNTING MANAGER	\$62,718.74	-7.8%	\$81,902.12	-9.5%	\$101,085.50	-8.5%	61.2%	5
ADMINISTRATIVE ASSISTANT	\$36,335.50	-	\$46,924.09	-	\$57,512.67	-	58.3%	9
ADMINISTRATIVE COORDINATOR II	\$41,974.16	-	\$54,515.30	-	\$67,056.43	-	59.8%	4
ASSISTANT CITY MANAGER PWPU & PARK DIRECTOR	\$104,381.97	-52.7%	\$134,344.70	-37.4%	\$164,307.44	-28.3%	57.4%	7
ASSISTANT COURT CLERK	\$39,203.57	-23.9%	\$50,240.56	-23.6%	\$61,277.54	-21.3%	56.3%	3
ASSISTANT TO THE CITY MANAGER	\$67,545.01	-	\$87,856.92	-	\$108,168.82	-	60.1%	3
BUSINESS DEVELOPMENT MANAGER	\$55,391.60	8.0%	\$71,224.94	-	\$87,058.29	-	57.2%	5
CAPTAIN	\$70,426.53	-12.2%	\$89,637.65	-12.5%	\$108,848.77	-12.0%	54.6%	8
CHIEF OF POLICE	\$97,489.68	-23.4%	\$125,653.38	-16.8%	\$153,817.07	-15.0%	57.8%	9
CITY CLERK	\$73,061.26	-14.8%	\$94,439.95	-16.3%	\$115,818.63	-16.7%	55.5%	11
CITY ENGINEER	\$71,808.64	-15.8%	\$92,588.97	-13.5%	\$113,369.31	-17.8%	57.9%	6
CLERK OF COURT	\$50,563.62	17.7%	\$65,421.72	15.0%	\$80,279.82	13.6%	58.8%	7
CODE ENFORCEMENT OFFICER	\$41,741.68	-14.1%	\$53,993.54	-18.8%	\$66,245.40	-18.0%	58.7%	7
COMMUNICATIONS OFFICER	\$37,134.87	-16.9%	\$48,380.66	-25.8%	\$59,626.46	-27.6%	60.6%	6
COMMUNICATIONS/RECORDS SUPERVISOR	\$45,031.26	-	\$58,433.25	-	\$71,835.25	-	59.5%	6
COMMUNITY DEVELOPMENT DIRECTOR/PLANNER	\$90,231.68	-30.8%	\$117,569.25	-23.9%	\$144,906.82	-20.7%	60.6%	7
CRIME ANALYST/ADMINISTRATIVE SUPPORT SPECIALIST	\$43,128.59	-22.9%	\$55,736.30	-26.0%	\$68,344.00	-25.2%	58.5%	8
CUSTOMER SERVICE ASSOCIATE I	\$36,342.32	-30.0%	\$47,117.07	-28.4%	\$57,891.82	-30.4%	59.3%	4
DEPUTY CITY CLERK	\$45,965.17	-2.1%	\$59,103.94	-	\$72,242.72	-	57.2%	4
DETECTIVE	\$45,030.69	-7.0%	\$57,857.31	-15.6%	\$70,683.92	-15.7%	57.0%	6
ECONOMIC DEVELOPMENT DIRECTOR	\$76,539.44	-22.6%	\$99,807.96	-24.3%	\$123,076.47	-24.2%	60.8%	7
EQUIPMENT OPERATOR	\$35,712.00	-21.8%	\$45,581.36	-21.4%	\$55,450.71	-17.9%	55.3%	5
EVENTS MANAGER	\$51,630.99	7.2%	\$66,024.62	-	\$80,418.24	-	55.8%	6
EXECUTIVE ASSISTANT	\$42,853.28	-8.4%	\$54,847.73	-9.8%	\$66,842.19	-5.3%	56.0%	6
FINANCE DIRECTOR	\$91,140.33	-14.4%	\$117,354.39	-13.0%	\$143,568.45	-11.7%	57.5%	11
GROUNDMAN	\$36,221.52	-39.2%	\$46,053.50	-42.1%	\$55,885.49	-42.3%	54.3%	3
HR MANAGER	\$68,074.94	-21.1%	\$89,127.66	-1.7%	\$110,180.38	18.3%	61.9%	4
IT DIRECTOR	\$97,866.71	-16.4%	\$126,201.56	-	\$154,536.41	-	57.9%	4
IT MANAGER	\$79,980.95	-26.3%	\$104,492.80	-27.5%	\$129,004.65	-26.8%	61.3%	4
LIEUTENANT	\$61,231.99	-12.8%	\$77,594.97	-12.2%	\$93,957.95	-11.2%	53.4%	10
LIGHT EQUIPMENT OPERATOR	\$31,479.59	-	\$40,657.37	-	\$49,835.16	-	58.3%	4
MAINTENANCE & EQUIPMENT TECHNICIAN	\$32,671.72	-26.4%	\$41,541.03	-27.5%	\$50,410.35	-25.6%	54.3%	5
MASTER PATROL OFFICER	\$49,156.24	-15.7%	\$63,379.22	-24.7%	\$77,602.20	-25.0%	57.9%	4
PARKS & REC PROGRAM COORDINATOR	\$45,684.49	-37.9%	\$59,384.53	-43.4%	\$73,084.56	-43.5%	60.0%	3
PAYROLL BENEFITS SPECIALIST	\$47,756.78	3.3%	\$63,226.65	-2.8%	\$78,696.52	-3.2%	64.8%	3
PLANNER	\$48,134.37	-36.7%	\$61,662.02	-35.7%	\$75,189.66	-35.1%	56.2%	7
POLICE OFFICER	\$44,228.60	-5.2%	\$56,809.17	-13.8%	\$69,389.75	-13.9%	56.9%	11
RECORDS CLERK	\$34,500.80	-11.5%	\$44,673.97	-17.3%	\$54,847.15	-21.1%	59.0%	8
SENIOR PLANNER	\$56,411.95	-24.8%	\$73,278.54	-27.0%	\$90,145.13	-28.5%	59.8%	7
SERGEANT	\$54,187.90	-12.0%	\$69,127.37	-12.1%	\$84,066.83	-11.5%	55.1%	11
Overall Average		-16.6%		-19.7%		-18.5%	58.2%	6.2

Market Minimums

A starting point of the analysis was to compare the peer's market minimum for each classification to City's range minimums. Market minimums are generally considered an entry level salary for employees who meet the minimum qualifications of a classification. Employees with salaries at or near the range minimums typically have not mastered the job and probably have not acquired the skills and experience necessary to be fully proficient in their classification.

As **Exhibit 3B** illustrates for surveyed classifications, City was, on average, approximately 16.6 percent below the average market position at the minimum of the respective salary ranges.



Market Midpoints

Market midpoints are important to consider because they are commonly recognized as the salary point at which employees are fully proficient in satisfactorily performing their work. As such, midpoint is often considered as the salary point at which a fully proficient employee could expect his or her salary to be placed.

As **Exhibit 3B** illustrates for the surveyed classifications, the City was, on average, approximately 19.7 percent below the average market position at the midpoint of the respective salary ranges.

Market Maximums

In this section, salary range maximums are compared to the peers' average of maximums for each benchmarked classification. The market maximum is significant as it represents the upper limit salary that an organization might provide to retain and/or reward experienced and high performing employees. Additionally, being competitive at the maximum allows organizations to attract highly qualified individuals for in-demand classifications.

As **Exhibit 3B** illustrates for the surveyed classifications, the City was, on average, approximately 18.5 percent below the average market position at the maximum of the respective salary ranges.

3.2 SALARY SURVEY SUMMARY

It should again be noted that the standing of a classification's pay range compared to the market is not a definitive assessment of an individual employee's salary being equally above or below market. A salary range does, however, speak to City's general ability to recruit and retain talent over time. If a range minimum is significantly lower than the market would offer, the City could find itself losing out to its market peers when it seeks to fill a position. It is equally true that range maximums lower than the market maximums may serve as a disincentive for experienced employees to remain at the City. From the analysis of the data gathered and discussed above, the surveyed classifications' ranges were generally found to be below the City's desired market position. All study findings and subsequent recommendations can be found in the next chapter of this report.



Chapter 4 – Recommendations

The analysis of the City's compensation system revealed that its pay ranges had some opportunities for improvement. Evergreen worked to build on the strength of the existing pay structure while placing focus on developing a more competitive pay plan that could be implemented as budget conditions permit. Study recommendations, as well as the findings that led to each, are discussed in this chapter.

4.1 COMPENSATION SYSTEM

The compensation system analysis consisted primarily of an external market assessment during which the City's pay ranges for the classifications were compared to the market average. Details regarding the external market assessment were provided in **Chapter 3** of this report. Additionally, internal equity (i.e., the hierarchy of classifications), was considered. Both factors were utilized when developing the recommendations below.

FINDING

The City's salary ranges were behind the average market position for many of the classifications at the minimum, midpoint, and maximums, thus indicating the current pay ranges needed revision to be more competitive. Additionally, all classifications needed to be slotted into a new, unified pay plan to achieve a competitive average market position.

RECOMMENDATION 1A: Implement the revised pay plans with recommended re-slotting of some classifications within the plan based on external analysis and internal hierarchy review; and transitioning employees' salaries into the plan.

Consistent with the City's compensation philosophy, open-range pay plans were maintained; with revisions. Based on the market data from **Chapter 3**, new salary ranges were developed for each of the City's current pay grades. **Exhibit 4A** shows the proposed full-time open-range pay plan, with 27 pay grades and constant range spreads of 60 percent. **Exhibit 4B** shows the proposed part-time pay plan, which are the hourly rates for the first five pay grades shown in the full-time pay plan.



**EXHIBIT 4A
PROPOSED FULL-TIME PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread
101	\$ 31,200.00	\$ 40,560.00	\$ 49,920.00	60.0%
102	\$ 33,384.00	\$ 43,399.20	\$ 53,414.40	60.0%
103	\$ 35,720.88	\$ 46,437.14	\$ 57,153.41	60.0%
104	\$ 38,221.34	\$ 49,687.74	\$ 61,154.15	60.0%
105	\$ 40,896.84	\$ 53,165.89	\$ 65,434.94	60.0%
106	\$ 43,759.61	\$ 56,887.50	\$ 70,015.38	60.0%
107	\$ 46,822.79	\$ 60,869.62	\$ 74,916.46	60.0%
108	\$ 50,100.38	\$ 65,130.50	\$ 80,160.61	60.0%
109	\$ 53,607.41	\$ 69,689.63	\$ 85,771.85	60.0%
110	\$ 57,359.93	\$ 74,567.91	\$ 91,775.88	60.0%
111	\$ 61,375.12	\$ 79,787.66	\$ 98,200.20	60.0%
112	\$ 65,671.38	\$ 85,372.80	\$ 105,074.21	60.0%
113	\$ 70,268.38	\$ 91,348.89	\$ 112,429.40	60.0%
114	\$ 75,187.16	\$ 97,743.31	\$ 120,299.46	60.0%
115	\$ 80,450.27	\$ 104,585.35	\$ 128,720.42	60.0%
116	\$ 86,081.78	\$ 111,906.32	\$ 137,730.85	60.0%
117	\$ 92,107.51	\$ 119,739.76	\$ 147,372.01	60.0%
118	\$ 98,555.03	\$ 128,121.54	\$ 157,688.06	60.0%
119	\$ 105,453.89	\$ 137,090.05	\$ 168,726.22	60.0%
120	\$ 112,835.66	\$ 146,686.36	\$ 180,537.05	60.0%
121	\$ 120,734.16	\$ 156,954.40	\$ 193,174.65	60.0%
122	\$ 129,185.55	\$ 167,941.21	\$ 206,696.87	60.0%
123	\$ 138,228.53	\$ 179,697.09	\$ 221,165.65	60.0%
124	\$ 147,904.53	\$ 192,275.89	\$ 236,647.25	60.0%
125	\$ 158,257.85	\$ 205,735.20	\$ 253,212.56	60.0%
126	\$ 169,335.90	\$ 220,136.67	\$ 270,937.44	60.0%
127	\$ 181,189.41	\$ 235,546.23	\$ 289,903.06	60.0%

**EXHIBIT 4B
PROPOSED PART-TIME PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread
101	\$ 15.00	\$ 19.50	\$ 24.00	60.0%
102	\$ 16.05	\$ 20.87	\$ 25.68	60.0%
103	\$ 17.17	\$ 22.33	\$ 27.48	60.0%
104	\$ 18.38	\$ 23.89	\$ 29.40	60.0%
105	\$ 19.66	\$ 25.56	\$ 31.46	60.0%



Next, both hierarchy of classifications and market data were analyzed when slotting the City's employee classifications. The resulting recommended pay grades for each are shown in **Exhibit 4C** (for full-time classifications) and **Exhibit 4D** (for part-time classifications).

EXHIBIT 4C
PROPOSED PAY GRADES—FULL-TIME PAY PLAN

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
MAINTENANCE & EQUIPMENT TECHNICIAN MAINTENANCE EQUIPMENT TECHNICIAN	101	\$ 31,200.00	\$ 40,560.00	\$ 49,920.00
COURT RECORDS CLERK I CUSTOMER SERVICE ASSOCIATE I PROGRAM COORDINATOR RECEPTIONIST & ADMINISTRATIVE ASSISTANT RECEPTIONIST-ADMINISTRATIVE COORDINATOR	102	\$ 33,384.00	\$ 43,399.20	\$ 53,414.40
ASSISTANT COURT CLERK COMMUNICATIONS OFFICER I COURT RECORDS CLERK II CUSTOMER SERVICE ASSOCIATE II EQUIPMENT OPERATOR GROUNDMAN LIGHT EQUIPMENT OPERATOR MASTER CRAFTSWORKER PARK & REC FIELD TEAM LEADER RECORDS CLERK STORM WATER LIGHT EQUIPMENT OPERATOR	103	\$ 35,720.88	\$ 46,437.14	\$ 57,153.41
BILLING SPECIALIST C&E ASSISTANT COMMUNICATIONS OFFICER II PARK MAINTENANCE COORDINATOR	104	\$ 38,221.34	\$ 49,687.74	\$ 61,154.15
ADMINISTRATIVE COORDINATOR II ADMINISTRATIVE FISCAL COORDINATOR CODE ENFORCEMENT OFFICER COMMUNICATIONS/RECORDS SUPERVISOR/LEAD CRIME SCENE INVESTIGATOR IT SPECIALIST MAINTENANCE & EQUIPMENT TECHNICIAN/TEAM LEAD METER TECH/LOCATOR PLANNER REVENUE AND TAX SPECIALIST STORM WATER EQUIPMENT OPERATOR	105	\$ 40,896.84	\$ 53,165.89	\$ 65,434.94
ASSISTANT TO THE CITY MANAGER EXECUTIVE ASSISTANT	106	\$ 43,759.61	\$ 56,887.50	\$ 70,015.38



EXHIBIT 4C (CONTINUED)
PROPOSED PAY GRADES—FULL-TIME PAY PLAN

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
ACCREDITATION MANAGER/CRIME ANALYST DEPUTY CITY CLERK ELECTRIC APPRENTICE LINEMAN GGA ACCOUNTANT MASTER PATROL OFFICER POLICE OFFICER	107	\$ 46,822.79	\$ 60,869.62	\$ 74,916.46
DETECTIVE EXECUTIVE COORDINATOR/CAPITAL PROJECTS ADMINISTRATOR HUMAN RESOURCES COORDINATOR LAND DEVELOPMENT INSPECTOR/ARBORIST SENIOR PLANNER	108	\$ 50,100.38	\$ 65,130.50	\$ 80,160.61
ACCOUNTING SUPERVISOR SERGEANT	109	\$ 53,607.41	\$ 69,689.63	\$ 85,771.85
EVENTS MANAGER JOURNEYMAN LINEMAN	110	\$ 57,359.93	\$ 74,567.91	\$ 91,775.88
ACCOUNTING MANAGER BUSINESS DEVELOPMENT MANAGER CLERK OF COURT LIEUTENANT	111	\$ 61,375.12	\$ 79,787.66	\$ 98,200.20
CITY ENGINEER ELECTRIC SUPERVISOR HUMAN RESOURCES MANAGER PARKS & REC SUPERINTENDENT WELCOME CENTER/DOWNTOWN MANAGER	112	\$ 65,671.38	\$ 85,372.80	\$ 105,074.21
CAPTAIN CITY CLERK IT MANAGER	113	\$ 70,268.38	\$ 91,348.89	\$ 112,429.40
ECONOMIC DEVELOPMENT DIRECTOR ELECTRIC SUPERINTENDENT STORM WATER SUPERINTENDENT PUBLIC WORKS SUPERINTENDENT	114	\$ 75,187.16	\$ 97,743.31	\$ 120,299.46
COMMUNITY DEVELOPMENT & PLANNING DIRECTOR ADMINISTRATIVE SERVICES DIRECTOR IT DIRECTOR	116	\$ 86,081.78	\$ 111,906.32	\$ 137,730.85
ASSISTANT CITY MANAGER CHIEF OF POLICE	117	\$ 92,107.51	\$ 119,739.76	\$ 147,372.01
CITY MANAGER	118	\$ 98,555.03	\$ 128,121.54	\$ 157,688.06
	121	\$ 120,734.16	\$ 156,954.40	\$ 193,174.65

EXHIBIT 4D
PROPOSED PAY GRADES—PART-TIME PAY PLAN

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
PARK ATTENDANT-SEASONAL PART-TIME PARK ATTENDENT	101	\$ 15.00	\$ 19.50	\$ 24.00
CULTURAL ARTS/TOURISM ASST P/T MAINTENANCE EQUIPMENT OPERATOR P/T P/T LIGHT EQUIPMENT OPERATOR	103	\$ 17.17	\$ 22.33	\$ 27.48
CODE ENFORCEMENT OFFICER P/T PART-TIME POLICE OFFICER	105	\$ 19.66	\$ 25.56	\$ 31.46

After assigning pay grades to classifications, the next step was to develop optional methods for transitioning employees' salaries into the new pay plans. This was done by establishing methods of calculating salaries in the proposed pay ranges and determining whether adjustments were necessary. Evergreen calculated and provided optional transition methods for implementing the new plans. The City was considering the following option at the time of this report.

Range Penetration – Capped at Midpoint

This option applies places an employee's salary in the new pay range based on relative position in the employee's current pay range; however, no salaries would be placed beyond the proposed midpoint, unless the employee's current salary is already past the proposed midpoint. For example, if an employee's salary is 60% into the current pay range, and their salary is not beyond the proposed midpoint, the proposed salary is placed at the midpoint of the recommended pay range.

Utilizing this approach for general classifications only, adjustments were then recommended for 104 employees (full-time and part-time) with a total approximate annualized (salary only) cost of **\$850,694**.

4.2 SYSTEM ADMINISTRATION

The City's compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan were developed based on conditions at the time the data were collected. While it is likely under current market conditions that there will be fewer changes in salary, it is important to monitor for any recruitment and retention issues that may arise among critical/highly skilled positions.

RECOMMENDATION 2: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make changes to pay grade assignments if necessary.



While it is unlikely that the pay plan in total will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, the City should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s). If increasing a classification's pay grade based on market data does not help with the recruitment and/or retention issues, it may be necessary for the City to offer incentives to attract employees to the position and/or to encourage employees to remain in the position.

RECOMMENDATION 3: Conduct a comprehensive classification and compensation study every three to five years.

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the City in less than desirable position for recruiting and retaining quality employees.

RECOMMENDATION 4: Review and revise, as appropriate, guidelines for progressing employee salaries through the pay plan, including those for determining salaries of newly hired employees and employees who have been promoted or transferred to a different classification or department.

The method of moving salaries through the pay plan and setting new salaries for new hires and promotions, depends largely on an organization's compensation philosophy. It is important for the City to maintain guidelines for each of these situations, and to ensure that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.

Salary Progression

Two common methods for progressing salaries include cost of living adjustments (COLA) across the board and performance-based increases to progress salaries. The City currently uses annual merit increases, with a maximum of a three percent increase. It is recommended that the City continuously evaluate, as it has with this study, its salary progression methods for employees' salaries and make changes to align with its compensation philosophy as appropriate.

New Hires

Typically, an employee holding the minimum education and experience requirements for a classification is hired at or near the classification's pay grade minimum. However, for recruiting purposes the City needs the ability to offer salaries to new employees that consider prior related experience. It is recommended that the City continue to allow flexibility when establishing new employee salaries. It is also important, however, when determining new hire salaries to, when possible, preserve the internal equity of employees' salaries within the classification.

Promotions

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for his or her new responsibilities, moving the salary into the new pay grade, and ensuring internal equity in the new classification. For example, a range of five to seven percent increase is common today, with consideration given to preserving the internal equity of employees' salaries within the classification. The City has established promotion guidelines which will continue to require review going forward to remain current with best practice.

4.3 SUMMARY

The recommendations in this chapter provide an update to the compensation system for the City's employees. If implemented, the recommendations will enhance the City's competitiveness in the labor market. By implementing the proposed pay plans, it will have a responsive compensation system for several years to come. While the upkeep of this will require work, the City will find that having a more competitive system that enhances strong recruitment and employee retention is well worth this commitment.





MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
 COUNCILMEMBER **ARLENE BECKLES** • COUNCILMEMBER **BRUCE GAYNOR** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK • **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	21-6309	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	Adopt Recommended Pay Ranges from Salary Study		

Sponsors:

Code Sections:

Title
 Adopt Recommended Pay Ranges from Salary Study

Drafter
 Camille Washington

Motion
 A motion to Approve/Deny the recommended pay ranges for all city positions, as contained in the report provided by Evergreen Solutions, LLC.

[Proposed Pay Ranges from Salary Study](#)

EXHIBIT 4A
PROPOSED FULL-TIME PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread
101	\$ 31,200.00	\$ 40,560.00	\$ 49,920.00	60.0%
102	\$ 33,384.00	\$ 43,399.20	\$ 53,414.40	60.0%
103	\$ 35,720.88	\$ 46,437.14	\$ 57,153.41	60.0%
104	\$ 38,221.34	\$ 49,687.74	\$ 61,154.15	60.0%
105	\$ 40,896.84	\$ 53,165.89	\$ 65,434.94	60.0%
106	\$ 43,759.61	\$ 56,887.50	\$ 70,015.38	60.0%
107	\$ 46,822.79	\$ 60,869.62	\$ 74,916.46	60.0%
108	\$ 50,100.38	\$ 65,130.50	\$ 80,160.61	60.0%
109	\$ 53,607.41	\$ 69,689.63	\$ 85,771.85	60.0%
110	\$ 57,359.93	\$ 74,567.91	\$ 91,775.88	60.0%
111	\$ 61,375.12	\$ 79,787.66	\$ 98,200.20	60.0%
112	\$ 65,671.38	\$ 85,372.80	\$ 105,074.21	60.0%
113	\$ 70,268.38	\$ 91,348.89	\$ 112,429.40	60.0%
114	\$ 75,187.16	\$ 97,743.31	\$ 120,299.46	60.0%
115	\$ 80,450.27	\$ 104,585.35	\$ 128,720.42	60.0%
116	\$ 86,081.78	\$ 111,906.32	\$ 137,730.85	60.0%
117	\$ 92,107.51	\$ 119,739.76	\$ 147,372.01	60.0%
118	\$ 98,555.03	\$ 128,121.54	\$ 157,688.06	60.0%
119	\$ 105,453.89	\$ 137,090.05	\$ 168,726.22	60.0%
120	\$ 112,835.66	\$ 146,686.36	\$ 180,537.05	60.0%
121	\$ 120,734.16	\$ 156,954.40	\$ 193,174.65	60.0%
122	\$ 129,185.55	\$ 167,941.21	\$ 206,696.87	60.0%
123	\$ 138,228.53	\$ 179,697.09	\$ 221,165.65	60.0%
124	\$ 147,904.53	\$ 192,275.89	\$ 236,647.25	60.0%
125	\$ 158,257.85	\$ 205,735.20	\$ 253,212.56	60.0%
126	\$ 169,335.90	\$ 220,136.67	\$ 270,937.44	60.0%
127	\$ 181,189.41	\$ 235,546.23	\$ 289,903.06	60.0%

EXHIBIT 4B
PROPOSED PART-TIME PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread
101	\$ 15.00	\$ 19.50	\$ 24.00	60.0%
102	\$ 16.05	\$ 20.87	\$ 25.68	60.0%
103	\$ 17.17	\$ 22.33	\$ 27.48	60.0%
104	\$ 18.38	\$ 23.89	\$ 29.40	60.0%
105	\$ 19.66	\$ 25.56	\$ 31.46	60.0%

EXHIBIT 4C
PROPOSED PAY GRADES—FULL-TIME PAY PLAN

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
MAINTENANCE & EQUIPMENT TECHNICIAN MAINTENANCE EQUIPMENT TECHNICIAN	101	\$ 31,200.00	\$ 40,560.00	\$ 49,920.00
COURT RECORDS CLERK I CUSTOMER SERVICE ASSOCIATE I PROGRAM COORDINATOR RECEPTIONIST & ADMINISTRATIVE ASSISTANT RECEPTIONIST-ADMINISTRATIVE COORDINATOR	102	\$ 33,384.00	\$ 43,399.20	\$ 53,414.40
ASSISTANT COURT CLERK COMMUNICATIONS OFFICER I COURT RECORDS CLERK II CUSTOMER SERVICE ASSOCIATE II EQUIPMENT OPERATOR GROUNDMAN LIGHT EQUIPMENT OPERATOR MASTER CRAFTSWORKER PARK & REC FIELD TEAM LEADER RECORDS CLERK STORM WATER LIGHT EQUIPMENT OPERATOR	103	\$ 35,720.88	\$ 46,437.14	\$ 57,153.41
BILLING SPECIALIST C&E ASSISTANT COMMUNICATIONS OFFICER II PARK MAINTENANCE COORDINATOR	104	\$ 38,221.34	\$ 49,687.74	\$ 61,154.15
ADMINISTRATIVE COORDINATOR II ADMINISTRATIVE FISCAL COORDINATOR CODE ENFORCEMENT OFFICER COMMUNICATIONS/RECORDS SUPERVISOR/LEAD CRIME SCENE INVESTIGATOR IT SPECIALIST MAINTENANCE & EQUIPMENT TECHNICIAN/TEAM LEAD METER TECH/LOCATOR PLANNER REVENUE AND TAX SPECIALIST STORM WATER EQUIPMENT OPERATOR	105	\$ 40,896.84	\$ 53,165.89	\$ 65,434.94
ASSISTANT TO THE CITY MANAGER EXECUTIVE ASSISTANT	106	\$ 43,759.61	\$ 56,887.50	\$ 70,015.38

EXHIBIT 4C (CONTINUED)
PROPOSED PAY GRADES—FULL-TIME PAY PLAN

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
ACCREDITATION MANAGER/CRIME ANALYST DEPUTY CITY CLERK ELECTRIC APPRENTICE LINEMAN GGA ACCOUNTANT MASTER PATROL OFFICER POLICE OFFICER	107	\$ 46,822.79	\$ 60,869.62	\$ 74,916.46
DETECTIVE EXECUTIVE COORDINATOR/CAPITAL PROJECTS ADMINISTRATOR HUMAN RESOURCES COORDINATOR LAND DEVELOPMENT INSPECTOR/ARBORIST SENIOR PLANNER	108	\$ 50,100.38	\$ 65,130.50	\$ 80,160.61
ACCOUNTING SUPERVISOR SERGEANT	109	\$ 53,607.41	\$ 69,689.63	\$ 85,771.85
EVENTS MANAGER JOURNEYMAN LINEMAN	110	\$ 57,359.93	\$ 74,567.91	\$ 91,775.88
ACCOUNTING MANAGER BUSINESS DEVELOPMENT MANAGER CLERK OF COURT LIEUTENANT	111	\$ 61,375.12	\$ 79,787.66	\$ 98,200.20
CITY ENGINEER ELECTRIC SUPERVISOR HUMAN RESOURCES MANAGER PARKS & REC SUPERINTENDENT WELCOME CENTER/DOWNTOWN MANAGER	112	\$ 65,671.38	\$ 85,372.80	\$ 105,074.21
CAPTAIN CITY CLERK IT MANAGER	113	\$ 70,268.38	\$ 91,348.89	\$ 112,429.40
ECONOMIC DEVELOPMENT DIRECTOR ELECTRIC SUPERINTENDENT STORM WATER SUPERINTENDENT	114	\$ 75,187.16	\$ 97,743.31	\$ 120,299.46
PUBLIC WORKS SUPERINTENDENT	116	\$ 86,081.78	\$ 111,906.32	\$ 137,730.85
COMMUNITY DEVELOPMENT & PLANNING DIRECTOR ADMINISTRATIVE SERVICES DIRECTOR IT DIRECTOR	117	\$ 92,107.51	\$ 119,739.76	\$ 147,372.01
ASSISTANT CITY MANAGER CHIEF OF POLICE	118	\$ 98,555.03	\$ 128,121.54	\$ 157,688.06
CITY MANAGER	121	\$ 120,734.16	\$ 156,954.40	\$ 193,174.65

EXHIBIT 4D
PROPOSED PAY GRADES—PART-TIME PAY PLAN

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
PARK ATTENDANT-SEASONAL PART-TIME PARK ATTENDENT	101	\$ 15.00	\$ 19.50	\$ 24.00
CULTURAL ARTS/TOURISM ASST P/T MAINTENANCE EQUIPMENT OPERATOR P/T P/T LIGHT EQUIPMENT OPERATOR	103	\$ 17.17	\$ 22.33	\$ 27.48
CODE ENFORCEMENT OFFICER P/T PART-TIME POLICE OFFICER	105	\$ 19.66	\$ 25.56	\$ 31.46



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
 COUNCILMEMBER **ARLENE BECKLES** • COUNCILMEMBER **BRUCE GAYNOR** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK • **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	21-6310	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	Resolution to Update Salary Study		

Sponsors:

Code Sections:

Title
Resolution to Update Salary Study

Drafter
Camille Washington

Motion
A motion to Approve/Deny a resolution to require an updated salary study be conducted every three to four years to ensure competitiveness within the local employment market.

[Resolution - Salary Study](#)

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF
NORCROSS GEORGIA TO AUTHORIZE SALARY STUDIES TO BE UPDATED
AFTER THREE YEARS BUT BEFORE FOUR YEARS FOR THE PURPOSE OF
ENSURING THAT PAY RANGES ARE STABILIZED**

The Mayor and City Council of the City of Norcross Georgia have considered and hereby adopt the following as a Resolution of said Council:

WHEREAS, the City of Norcross has authorized and received a salary study report (hereinafter "Report") from a select vendor to recommend pay ranges for all City positions, and

WHEREAS, the Report illustrated that the City's existing pay ranges are significantly out of date, and

WHEREAS, the Report authorized by the City will be very useful in reviewing, updating and setting new pay ranges for all existing and new positions, and

WHEREAS, it is the intent of the Council to propose that a salary study is conducted generally following the third year from the date of this current Report, but no later than before the fourth year, and

NOW, THEREFORE be it resolved by the Mayor and City Council that a salary study shall be initiated after three years from the date of the previous salary study, but no later than before the fourth year of said study for the purpose of stabilizing pay ranges for all existing and new positions.

APPROVED AND ADOPTED THE ____ day of _____, 2021.

Craig Newton, Mayor
City of Norcross, Georgia

Attest: Monique Lang, City Clerk



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
 COUNCILMEMBER **ARLENE BECKLES** • COUNCILMEMBER **BRUCE GAYNOR** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK • **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	21-6304	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	Behavioral Health Clinician Co-Responder		

Sponsors:

Code Sections:

Attachments:

1. [Agenda Report- Mental Health Co-Responder](#)
2. [NPD.Presentation](#)
3. [VPH COI- City of Norcross](#)
4. [View Point Health - City of Norcross - Contract](#)

Title
Behavioral Health Clinician Co-Responder

Drafter
Bill Grogan

Motion
 A motion to Approve/Deny funding for one (1) behavioral health clinician and Approve/Deny a contract with View Point Health to provide that person.



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS** •
COUNCILMEMBER **BRUCE GAYNOR** • COUNCILMEMBER **ARLENE BECKLES** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK **MONIQUE LANG**

Agenda Report

To: Mayor and Council
From: Bill Grogan, Chief of Police
Agenda: October 18, 2021 – Policy Work Session
Agenda #: 21-6304
Item: **Behavioral Health Clinician Co-Responder**
CC: Eric Johnson

Recommendation

Approve funding for one (1) behavioral health clinician and approve contract with View Point Health to provide that person.

Background

Norcross Police Department (NPD) desires to embed a behavioral health clinician into field operations to dispatch with officers on mental health crisis calls, and to assist individuals with obtaining the necessary services after crisis conclusion. Know that 'embed' means the clinician will be housed at NPD and day-to-day operations will be managed by NPD administration.

Research overwhelming suggests that when Departments effectively implement a Co-Responder model both incarcerations and recidivism are significantly reduced.

Further, rather than onboard, train and credential behavioral health clinicians, NPD is desiring to partner with View Point Health (VPH) to provide these team members. VPH has done this with great success in other areas of practice and with many different community partners.

View Point Health is the community service board created for Gwinnett County by the state of Georgia pursuant to OCGA Section 37-2-6. See <https://www.gacsb.org/our-membership>. It is a non-profit public corporation created for public purposes to exercise essential governmental

functions, including providing mental health services. It an instrumentality of the State of Georgia. The services provided by this vendor are not available from any other source as it is the only public non-profit corporation that provides the mental health services to implement a co-responder program with the Norcross Police Department.

Financial Impact

\$62,000 annually to be funded from School Zone Speed Program's Public Safety Initiative funds. We are also looking at potential grants that could fund this project, to include possible expansion, in the future.

Consistent with Comprehensive Plan?

Yes; Community Vision Goal 2: Continue to Strengthen Norcross as a Livable, Inclusive, and Safe Environment and Goal 6: ...High Level of Quality Services.

Next Steps

Council approval / vote.

Attachments

PowerPoint Presentation
Contract with View Point Health
VPH Certificate of Insurance

Norcross Police Department & View Point Health

Community
Partnership
Proposal

October 2021

So what are we doing?

Norcross Police Department (NPD) desires to embed a behavioral health clinician into field operations to dispatch with officers on mental health crisis calls, and to assist individuals obtain the necessary services after crisis conclusion. Know that 'embed' means the clinician will be housed at NPD and day-to-day operations will be managed by NPD administration.

Further, rather than onboard, train and credential behavioral health clinicians, NPD is desiring to partner with View Point Health (VPH) to provide these team members. VPH has done this with great success in other areas of practice and with many different community partners.

So what are we calling this?

The two main duties are around intensive response during a mental health crisis and helping individuals transition from a crisis into ongoing and needed services; therefore, this project is called...

Project F.I.R.S.T. (For Intensive Response & Supportive Transitions) and View Point Health staff will be referred to as FIRST Clinicians.

So why are we doing this?

Nationally this model is referred to as “Co-Responder.” Research overwhelming suggests that when Departments effectively implement a Co-Responder model both incarcerations and recidivism are significantly reduced.

The reduction of these two allows governments and principalities to redirect funding to other necessary items such as key personnel, infrastructure and the like.

Locally, View Point Health – in concert with local law enforcement agencies – have diverted 96% - 100% of mental health clinical response away from incarceration since the inception of Project FIRST.

So how much is this going to cost?

NPD gets all of this for the low annual price of \$62,000. The benefit far outweighs the cost by saving on incarcerations, emergency department visits, transportation to other agencies, officer involved time and other judicial related expenses.

STATE OF GEORGIA
DEPARTMENT OF ADMINISTRATIVE SERVICES
CERTIFICATE OF INSURANCE

Name and Address of Agency Department of Administrative Services Risk Management Services P.O. Box 38208, Capitol Hill Station Atlanta, Georgia 30334	Coverages Afforded By: Company Letter A State of Ga. Risk Management Services Company Letter B Great American Insurance Company Company Letter C Company Letter D Company Letter E
Name and Address of Insured VIEW POINT HEALTH GRN COMMUNITY SERVICES BOARD 175 GWINNETT DRIVE P.O. BOX 687 LAWRENCEVILLE, GA 30046	

This certificate is given as a matter of information only and confers no rights upon the certificate holder. Notwithstanding any requirement, term or condition of any contract or other document with respect to which this certificate may be issued or may pertain, the insurance afforded by the policy(ies) described herein is subject to all the terms, exclusions and conditions of such policy(ies). This certificate does not amend, extend or otherwise alter the coverages afforded by the policy(ies) described herein.

COMPANY LETTER	TYPES OF INSURANCE	POLICY NUMBER	POLICY EXPIRES	LIMITS APPLY SEPARATELY PER POLICY
A	COV. LIABILITY (GL, MEDICAL MALPRACTICE) A TORT CLAIMS LIABILITY POLICY. State agency or Authority is insured when sued in state courts.	TCP 401-14-22	06/30/2022	BODILY INJURY & PROPERTY DAMAGE & PERSONAL INJURY COMBINED
A	B EMPLOYEE LIABILITY POLICY. Employee is insured when sued individually.	CGL 401-14-22	06/30/2022	PER PERSON \$1,000,000 AGGREGATE \$3,000,000
	C STATE AUTHORITY POLICY. Coverage applies when Authority . is sued in federal court			OCCURRENCE POLICIES (X)
Contractual and/or Additional Insured Coverage applies to Certificate Holder if policy A ____ B ____ C ____ is checked.				
A	COV. AUTOMOBILE LIABILITY COVERAGE D Owned, rented, and non-owned automobiles when Agency or Authority is sued in state court or employee is sued in federal court	RENEWAL OF TCP 401-14-22	06/30/2022	C.S.L. PER PERSON \$1,000,000 AGGREGATE \$3,000,000
A	E Physical Damage Coverage	APD 401-14-22	06/30/2022	X Other than Coll. 500 Ded. X Coll. 500 Ded.
	F Excess Authority Coverage when Authority is sued in federal court G Excess Contractual and /or additional insured coverage when certificate holder is sued in federal or state court yes ____ no ____			LIMITS SHOWN INCLUDE THE LIMITS OF LIABILITY SHOWN UNDER COVERAGES C-D FOR AUTHORITIES ONLY SINGLE LIMIT LIABILITY:
A	H WORKER'S COMP. COVERAGE	SELF-INSURED	NONE	STATUTE
B	COV. MISC. COVERAGE I Property J Other (Fidelity Bond)	GVT 554-39-95-20	06/30/2022	\$50,000

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES

Contractual Liability is NOT provided and the Certificate Holder is NOT an additional insured. Coverage applies to state employees while performing state assigned duties.

CANCELLATION:

In the event of cancellation of the policy(ies) described herein, Risk Management Services will endeavor to provide _____ 30 _____ days written notice to the certificate holder, however Risk Management Services assumes no legal responsibility for failure to do so.

NAME AND ADDRESS OF CERTIFICATE HOLDER City of Norcross 65 Lawrenceville St. Norcross, GA 30071
--

DATE ISSUED: 10/05/2021

Wade E. D.

AUTHORIZED REPRESENTATIVE



Contract for Services



BETWEEN:

City of Norcross
65 Lawrenceville St
Norcross, GA 30071

View Point Health
175 Gwinnett Dr., Suite 365
Norcross, GA 30046

These parties enter into this Contract for Service ("Contract") regarding Behavioral Health services provided by View Point Health (VPH) effective _____ (date). This Contract shall remain in effect for one (1) year and renews annually unless either Party gives the other party 30-days written notice of its intent to cancel for any reason.

- A. Purpose. The City of Norcross and View Point Health (also called the "Parties") establish an understanding whereby a licensed behavioral health clinician will be assigned to the Norcross Police Department to provide mental health services through a Police-Mental Health Collaboration (PMHC) to implement a co-responder program. A PMHC is defined as a collaborative partnership with law enforcement agencies, mental health providers, and other community-based entities. PMHC programs are producing better outcomes for consumers, officers, and agencies.
- B. Duties, Term, and Compensation. View Point Health (VPH) shall provide the Norcross Police Department with fulltime licensed behavioral health clinician(s) to conduct behavioral health evaluations and crisis intervention services to individuals identified by the Norcross 911 Communications Center and/or officers of the Norcross Police Department. The City of Norcross will pay VPH the proposed annual rate of \$62,000.00 for one (1) fulltime, fully licensed clinicians, billable to the City of Norcross on a monthly basis. As the need arises and is mutually agreed upon, additional licensed clinicians maybe added at the same rate. If a clinician is not available during any given month on a full-time basis, the monthly charge shall be adjusted accordingly.
- C. Program Description. The City of Norcross Police Department desires to implement a Police-Mental Health Collaboration (PMHC) co-responder program to supplement and enhance its current Crisis Intervention Team (CIT) service delivery model for mental health crisis response. The PMHC would establish a full scope of behavioral health services to individuals considered to have behavioral and emotional challenges or drug dependency issues in order to eliminate or limit the need for police officers to respond to those in a mental health crisis and further to establish access to a Mobile Crisis Response Team and to provide a Case Management Team for identified individuals. As the public community behavioral health provider, VPH desires to provide these services to the City of Norcross Police Department through a recognized co-responder model. Behavioral Health Services are defined as comprehensive behavioral health assessments, individual and group counseling, linkage to community resources, and other "as needed" behavioral health services.

D. Responsibilities of View Point Health:

1. VPH will provide the Norcross Police Department with a fulltime behavioral health clinician. The City of Norcross may request a change in the clinician at any time and for any reason.
2. The behavioral health clinician will be available during work hours that were mutually agreed upon by VPH and the Norcross Police Department.
3. VPH will provide a behavioral health clinician that will be available for emergency call out after hours during the week and on weekends and holidays at no additional cost.
4. Within 90 days, VPH will perform an initial comprehensive assessment, develop a service/response plan, and present its findings and recommendations to the Norcross Police Department to further develop and enhance the PMHC co-responder program.
5. VPH assigned staff will serve as a liaison to and collaborate with external organizations and agencies to further the efforts of the Norcross Police Department PMHC.
6. VPH will provide individual and/or group therapy sessions at VPH facilities or in the individual's residence when appropriate.
7. VPH will maintain all counseling documentation in a HIPAA-compliant electronic health record management system.
8. VPH will use its own equipment (e.g., computer, internet access, vehicle, and cellular telephone) to provide all services.
9. VPH will obtain and maintain all Releases of Information before starting treatment and therapy sessions.
10. VPH, through its clinicians with authorized Releases of Information, will coordinate with designated Norcross Police personnel on a monthly basis regarding co-responder status, therapeutic progress and/or additional challenges.
11. VPH staff will work with Norcross Police Department personnel on a mental health alert process for data sharing of information for the protection and health of individuals in which police may respond or have contact. Such a process will be consistent and compliant with all federal and state laws relating to privacy.
12. VPH will provide and supervise all clinicians. All clinicians shall be employees or contractors on VPH and under no circumstances shall the clinicians be held out as or otherwise deemed to be employees of the City of Norcross.
13. VPH and assigned Norcross Police personnel will discuss to determine whether a higher level of service is indicated and necessary such as further assessment or review at the View Point temporary observation unit or admission to the Crisis Stabilization Unit.
14. VPH is responsible for all salaries and fringe benefits associated with its clinicians.
15. VPH clinicians will abide by all applicable City of Norcross policies and procedures, as well as those of the Norcross Police Department.
16. VPH clinicians shall be required to undergo a full background check, including submission to a criminal history background check.
17. VPH clinicians shall be required to undergo any designated training and certification to access restricted criminal history information, as applicable.
18. VPH shall be responsible for aftercare planning and services for as long as one year after the date of this Contract, including Relapse Prevention Planning, self-help, participation in peer-group therapy, and screening of participants in identified programs.

19. VPH will provide all necessary personal protective equipment (e.g.; masks, face shields, gloves, etc.) as needed by its clinicians to safely interact with in-crisis individuals or to conduct therapy sessions.
20. VPH agrees to protect, defend, hold harmless, and indemnify the City (its officers, agents, employees, elected officials, appointed officials, etc.) from and against any and all liability, damages, claims, suits, liens, expenses, and judgments, for whatever nature, including claims for contribution and/or indemnification, for injuries to or death of any person or persons, or damage to the property or other rights of any person or persons to the extent arising out of and attributed to the negligence, recklessness, intentionally wrongful conduct, or errors or omissions of VPH or persons employed or utilized by VPH in the performance of the Contract.

VPH further agrees to protect, defend, indemnify, and hold harmless the City (its officers, agents, employees, elected officials, appointed officials) from and against any and all claims or liability for compensation under the Worker's Compensation Act arising out of injuries sustained by any employee of VPH.

21. VPH will provide and maintain an active certificate of insurance listing the City of Norcross as an additional insured for general liability coverage and for automobile liability coverage. VPH will provide new certificates of insurance as soon as practicable upon renewal of either general liability or automobile liability coverage.

E. Responsibilities of the Norcross Police Department:

1. The Norcross Police Department liaison/representative will be the Uniform Patrol Division Commander or designee.
2. The Norcross Police Department will identify individuals who might benefit from behavioral health services and support.
3. The Norcross Police Department will identify “high utilizers” and/or “complex care clients” for the assignment for VPH services.
4. The Norcross Police Department will make referrals to VPH for it to provide clinical services.
5. The Norcross Police Department will provide private office space for individual counseling sessions or at the View Point assessment and evaluation room when clinicians are working with individuals who need housing or transportation.
6. The Norcross Police Department will maintain no therapeutic records of individuals enrolled in VPH services, nor will any member of the Norcross Police Department access medical records not consistent with public safety objectives pursuant to federal or state laws.

If the Norcross Police Department determines that a clinician is not following policies and procedures or is not fit to provide appropriate and adequate behavior health services as part of this contract, the Norcross Police representative will inform VPH immediately and the VPH clinician will no longer provide program services.

VPH and the Norcross Police Department agree that their designated representatives will meet monthly to evaluate the program’s progress. Issues that hinder progress will be addressed in a timely and collaborative manner. A monthly report will be provided by VPH on PMHC’s activity.

- F. **Terms of Contract.** The terms of this Contract are subject to change as additional terms may be added and existing terms may be altered or deleted, but any such changes shall be by written agreement and signed by both parties. The basic terms are:

1. Neither Party is prohibited from entering into negotiations with other third parties regarding the subject of this document.
2. Confidentiality. Both Parties acknowledge that during the period of collaboration each will have access to and become acquainted with various trade secrets, inventions, innovations, processes, information, records, and specifications owned or licensed by the other Party and/or used by the other Party in operating its business including, without limitation, the Party's business and product processes, methods, customer lists, accounts, and procedures. If the information is not subject to the Open Records Act of Georgia, both Parties agree not to disclose the foregoing, directly or indirectly, or use them either during the term of this Contract or thereafter, except as required during this collaboration.
3. Termination. Either Party to this Contract may terminate this Contract at any time by thirty (30) day's written notice to the Chief Executive Officer of VPH or the City Manager of the City of Norcross.
4. Choice of Law. The laws of the State of Georgia shall govern the validity of this Contract, constructing its terms and interpreting the rights and duties of the Parties.
5. Waiver. The waiver by one Party of breach of any provision of this Contract by the other shall not operate to be construed as a continuing waiver.
6. Assignment. The Parties to this Contract shall not assign their rights under this Contract, or delegate the performance of its duties without the prior written consent of the other Party to this Contract.
7. Notices. Any notices, demands, or other communications required or desired to be given by any party shall be in writing and shall be deemed received by the other Party if personally served on a member of its Administration, or if deposited in the United States mail, certified or registered, directed to the City Manager of the City of Norcross or VPH's CEO, postage prepaid, return receipt requested.
8. Modification or Amendment. No amendment, change or modification of this Contract shall be valid unless in writing and signed by the Parties.
9. Service Delivery Notice. Services are primarily funded by the City of Norcross co-responder program and will cease to be provided if funding is no longer available.

View Point Health
Jennifer S. Hibbard
Chief Executive Officer

Craig Newton
Mayor
City of Norcross



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
COUNCILMEMBER **ARLENE BECKLES** • COUNCILMEMBER **BRUCE GAYNOR** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK • **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	21-6305	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	LMIG Street Resurfacing 2020-2021 Contractor Agreement		

Sponsors:

Code Sections:

Attachments:

1. [Memo - Street Resurfacing LMIG 2020-2021](#)
2. [Contractor Agreement LMIG PWUP 21-02](#)

Title
LMIG Street Resurfacing 2020-2021 Contractor Agreement

Drafter
Mary Beth Bender

Motion
A motion to Approve/Deny a request to move forward with the attached contractor agreement between the City of Norcross and Blount Construction Company Inc. for 2020-2021 LMIG Street Resurfacing Project.



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS** •
COUNCILMEMBER **BRUCE GAYNOR** • COUNCILMEMBER **ARLENE BECKLES** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK **MONIQUE LANG**

Agenda Report

To: Mayor and Council
From: Mary Beth Bender
Agenda: October 18, 2021 – Policy Work Session
Agenda #: 21-6305
Item: Street Resurfacing, LMIG 2020-2021
CC: Eric Johnson

Recommendation

Public Works, Utilities & Parks is seeking approval to move forward with the LMIG Street Resurfacing Project.

Background

Prior Approval was given to issue an RFP for LMIG 2020-2021 Street Resurfacing Project

Financial Impact

Project will be funded by the 2020 and 2021 Local Maintenance Improvement Grant funds (\$290,730.97) that were put on hold due to COVID.

2020	\$158,927.28
2021	\$131,803.69

Total: \$290,730.97

Plus 30% matching

Consistent with Comprehensive Plan?

Yes. Goal 2 of our Community Vision is to strengthen Norcross as a Livable, Inclusive and Safe Environment.

Next Steps

We're asking approval to proceed with a contractor agreement between the City of Norcross and Blount Construction Company Inc. for the following streets:

1. Business Park Drive from North Peachtree Street to Peachtree Industrial Blvd (9,525 SY): Mill asphalt pavement 1.5", Overlay with 12.5 mm Superpave. Patching as needed, striping as directed.

This street has been identified in the recent Street Analysis to be first for resurfacing, based on scoring standards.

Attachments

Contractor Agreement between the City of Norcross and Blount Construction Company Inc.

Contractor Agreement

AGREEMENT BETWEEN BLOUNT CONSTRUCTION COMPANY INC. AND THE CITY OF NORCROSS

PROJECT: PWUP 21-02 – STREET RESURFACING

Project Description

2021 LMIG paving scope: *The contractor shall furnish all materials, equipment, and labor to complete the required construction as described in its entirety to the specifications as directed and the terms of this contract including all incidentals as directed by the City of Norcross Director of Public Works, Utilities & Parks, or her representative. Unless otherwise specified, all work shall be completed in accordance with Georgia Department of Transportation Standard Specifications (Current Edition). The work location and descriptions follow but are not limited to:*

Business Park Drive from North Peachtree Street to Peachtree Industrial Blvd (9,525 SY): Mill asphalt pavement 1.5", Overlay with 12.5 mm Superpave. Patching as needed, striping as directed.

Streets scheduled for milling and resurfacing will include repairing the existing pavement base, resurfacing of adjacent driveways to meet street pavement grades, adjustments of water valves & manholes, and the installation of pavement markings.

This AGREEMENT is made this _____ day of _____ in the year two thousand twenty-one (2021) between **The City of Norcross**, hereinafter the "owner", and Blount Construction Company Inc., (hereinafter the "Contractor") for the following Project.

The contractor and owner for the consideration named herein agree as follows:

A. SCOPE OF WORK:

Blount Construction Company Inc. shall be expected to meet with Public Works staff prior to the start of construction. This meeting shall serve as an opportunity for both parties to review the specifications and visit the project site.

Project to be completed in accordance with PWUP 21-02; the project should begin within ten (10) working days after notification of contract award.

Other Provisions

All work shall be completed in a workmanship like manner and in compliance with all building codes and other applicable laws.

To the extent required by law, all work shall be performed by individuals duly licensed and authorized by law to perform said work.

Contractor may at its discretion, engage subcontractors to perform work hereunder, provided contractor shall fully pay said subcontractor and in all instances remain responsible for the proper completion of this contract.

All change orders shall be in writing and must be signed by the owner and contractor.

Contractor warrants it is adequately insured for injury to its employees and other incurring loss or injury as a result of the acts of the contractor or its employees and subcontractors. Contractor shall supply current declaration pages for such insurances at the execution of this agreement.

Contractor shall at its own expense obtain all permits necessary for the work to be performed.

Contractor agrees to remove all debris and leave the premises in broom clean condition. The City is contracted with Waste Management; thus the contractor must use their services for waste removal.

In the event owner shall fail to pay any periodic or installment payment due hereunder, contractor may cease work without breach pending payment or resolution of any dispute.

Contractor shall not be liable for any delay due to circumstances beyond its control including strikes, casualty or general unavailability of materials. Notwithstanding anything set forth herein to the contrary, Contractor shall be liable to and pay to owner liquidated damages in the amount of \$500.00 per day for every day after the completion date the project is not completed. Owner shall have the non-exclusive option of deducting the liquidated damages from the contract price through reduction in the installments and or retainage.

The Contractor shall provide to melissa.zeigler@norcrossga.net a schedule of construction activities. The schedule must be presented at least seven (7) days prior to work commencing in order to notify residents and/or businesses.

Contractor warrants all work for a period of twelve (12) months following completion.

The contractor further represents and warrants as follows:

1. Contractor at all times shall inspect and keep the work place safe for contractor's agents, employees and subcontractors and any licensee or invitee and any other third party who might otherwise come onto the work place. The work place shall be defined as that portion of the project which is, from time to time, under the control of Contractor for the purpose of performance of Contractor's work according to the agreement.
2. Contractor agrees to indemnify and hold owners harmless from any and all claims, actions, damages or litigation arising out of contractor's failure to perform under the terms and conditions within the agreement, including the payment of owner's attorney's fees. This indemnification further provides that contractor will be responsible for any cost associated with the completion of the project should such costs of completions (which includes all labor and materials) exceed the initial fee proposal and contract price.

A. ATTACHMENTS:

1. Attachment "A" City of Norcross Request for Proposal and bid specifications – Project Description
2. Attachment "B" Contractors Information
3. Attachment "C" E-Verify Contractor Affidavit
4. Attachment "D" SAVE Affidavit
5. Attachment "E" Performance & Payment Bond

B. FEE PROPOSAL:

1. The owner shall pay the contractor for the material and labor to be performed under the contract, the sum of two hundred sixty-two thousand, two-hundred sixty-one dollars and forty one cents (\$262,261.41), subject to change-order additions and deductions.
2. Payment Applications will be submitted by the 10th of each month. Payment will be made by the tenth of the following month.

3. Retainage will be held by the owner equal to 10 percent of each pay application, up to 50% of the contract amount. Retainage shall be paid in full upon completion of the work.

C. SCHEDULE:

1. Blount Construction Company Inc. is prepared to begin work upon receipt of a signed contract.

D. PROJECT INSPECTIONS:

1. The renovation project shall be inspected by the Norcross Department of Public Works or its contract engineering staff. These inspections shall be in addition to required inspection by the Department of Community Development.

E. TERMS AND CONDITIONS:

1. This Agreement shall be administered in accordance with the Terms and Conditions listed in Attachments. This Contract together with the exhibit identified herein, shall constitute the entire agreement between the City of Norcross and Blount Construction Company Inc. in respect to the project and may only be modified in writing signed by both parties. Receipt of the signed agreement will serve as a notice to proceed.
2. This Agreement entered into as of the day and year first written above.

F. INSURANCE REQUIREMENTS

The contractor shall maintain the following insurance: (a) comprehensive general liability, including blanket contractual, covering bodily injuries with limits of no less than \$1,000,000.00 per occurrence, and property damage with limits of no less than \$500,000.00 per occurrence; (b) statutory worker's compensation insurance, including employer's liability insurance; and (c) employee dishonesty and/or crimes coverage with respect to personnel of the contractor having access to City buildings, with limits of no less than \$50,000.00 per occurrence. All insurance shall be provided by an insurer(s) acceptable to the City, and shall provide for thirty (30) days prior notice of cancellation to the City. Upon request, the contractor shall deliver to the city a certificate or policy of insurance evidencing the contractor's compliance with this policy. The contractor shall abide by all terms and conditions of the insurance and shall do nothing to impair or

invalidate the coverage; (c) employee dishonesty and/or crimes coverage with respect to personnel of the contractor having access to City buildings, with limits of no less than \$50,000.00 per occurrence.

Certificate Holder should read:

City of Norcross, its Elected Officials and
Employees, 65 Lawrenceville Street
Norcross, GA 30071

BLOUNT CONSTRUCTION COMPANY, INC. CITY OF NORCROSS

(Signature)

Craig Newton, Mayor
(Signature)

(Printed name and title)

Craig Newton, Mayor
(Printed name and title)

Attest:

Monique Lang, City Clerk

(DATE)

(DATE)

(SEAL)

(SEAL)



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
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City of Norcross

Legislation Details (With Details)

File #:	21-6301	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	11/1/2021 6:30 PM	In Control:	Mayor and Council
Title:	Electric Cities of Georgia (ECG) Inter-Participant Contract for Joint Purchasing Service Cost Allocation		

Sponsors:

Code Sections:

Attachments:

1. [Agenda cover - ECG Joint Purchasing](#)
2. [IPC-Amendment-3-Joint-Purchasing-Resolution](#)
3. [IPC-Amendment-3-signature-page](#)

Title

Electric Cities of Georgia (ECG) Inter-Participant Contract for Joint Purchasing Service Cost Allocation

Drafter

Eric Johnson

Motion

A motion to Approve/Deny the ECG Inter-Participant Contract (IPC) Amendment 3 Joint Purchasing Resolution and authorize the Mayor or City Manager, as Authorized Officials, to sign the resolution.



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **JOSH BARE** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **MATT MYERS**
COUNCILMEMBER **BRUCE GAYNOR** • COUNCILMEMBER **ARLENE BECKLES** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK **MONIQUE LANG**

Agenda Report

To: Mayor and Council

From: Mary Beth Bender, Assistant City Manager

Meeting Date: October 18 – Policy Work Session

Item No.: 21-6301

Title: Electric Cities of Georgia (ECG) Inter-Participant Contract for Joint Purchasing Service Cost Allocation

CC: Eric Johnson

Recommendation:

Approve the ECG Inter-Participant Contract (IPC) Amendment 3 Joint Purchasing Resolution and authorize the Mayor or City Manager, as Authorized Officials, to sign the resolution.

Background: The ECG Board is requesting the City of Norcross accept modifying the IPC Joint Purchasing service cost allocation for the ECG Fiscal Year 2023 (beginning July 1, 2022) and beyond.

The Joint Purchasing service includes, among other things:

- Aggregating annual purchase needs across members for common utility inventory items,
- Aggregating purchase needs across members for larger, product-specific buys on a quarterly or as-needed basis (such as 3-phase transformers, large switchgear, etc.),
- Developing common standards and specifications for utility inventory items, and
- Developing the mechanism to buy/sell excess inventory.

ECG adds inventory and products from time to time. Purchase contracts for inventory and products are between a Participant and a contractor. ECG's services include bidding and other procurement and sales assistance only.

The Annual Costs of the Joint Purchasing service are allocated to each Participant

The purpose of the Board request is to revise the Joint Purchasing service cost allocation and remove the existing lower (2%) & higher (7.5%) cost "caps" of any single member's fiscal year cost. ECG

believes the existing methodology has proven over time to be an obstacle in the appropriate cost allocation to Members. By removing the “caps”, the Board believes the appropriate allocation of Joint Purchasing fiscal year service costs will be divided *equally among all Members of Joint Purchasing*. The tangible delivery of services and bidding information involved in Joint Purchasing is identical to all Members of the service. Therefore, the equal distribution of costs seems appropriate.

Financial Impact: If the existing FY22 Budget had used this revised language, then the City of Norcross Joint Purchasing Costs would have increased from \$6,883 to \$7,648 -- \$765 increase.

Consistent with Comprehensive Plan? Yes. This is a minor change in how the City obtains assistance in meeting service demands of the community.

Next Steps: Draft.

Attachments:

IPC Amendment 3.
Signature Page.

A RESOLUTION OF City of

APPROVING AMENDMENT NO. 3 TO THE INTERGOVERNMENTAL PARTICIPANT CONTRACT AMONG ALL MEMBERS RESPECTING PARTICIPATION IN ELECTRIC CITIES OF GEORGIA, INC.; AND FOR OTHER PURPOSES

WHEREAS, all 52 political subdivisions or other governmental bodies owning or operating electric distribution systems in the State of Georgia (the “Participants”), including City of (the “Participant”), caused to be formed Electric Cities of Georgia, Inc. (“ECG”), as successor to GMA’s Electric Section, on September 2, 1992, in order to facilitate increased joint action among the Participants; and

WHEREAS, ECG is a Georgia nonprofit corporation under the Georgia Nonprofit Code, an instrumentality of the Participants under Section 115 of the Internal Revenue Code, and operates on a nonprofit basis on behalf of each of the Participants, having no purpose other than to benefit the Participants directly or through economies of scale, and all of its Annual Costs and benefits are shared and allocated among the Participants; and

WHEREAS, the 52 Participants have entered into an Intergovernmental Participant Contract, dated as of February 1, 2013 (the “Contract”), setting forth the terms of certain services to be provided by ECG on each of their behalf (the “Services”); and

WHEREAS, the Participants desire that certain amendments be made to the Contract respecting Exhibit A-7 – Joint Purchasing, and the Contract, pursuant to Section 403 thereof, may be amended with the written approval of 75% of the Participants that would be affected by such amendment (“Affected Participants”) using the weighted vote methodology set forth in such section;

NOW, THEREFORE, be it resolved by the governing body of the Participant in a meeting duly assembled, and it is hereby resolved by authority thereof, as follows:

Section 1. The Participant hereby (1) approves each of the amendments provided for by that certain draft Amendment No. 3 to the Contract among the Participants in substantially the form attached hereto as Exhibit A (the “Amendment”) and (2) approves and authorizes the execution and delivery of the Amendment. Such Amendment shall be executed by (the Participant “Authorized Official” for ECG activities), attested by the appropriate officer of the Participant, and shall have the Participant's seal affixed thereto, and shall be delivered to ECG on behalf of the other Participants. Execution of the Amendment as authorized herein shall be conclusive evidence of the Participant’s approval thereof.

Section 2. The Participant hereby authorizes the Authorized Official to take any further actions and execute and deliver any other documents necessary to carry out the purpose of this Resolution.

Section 3. All resolutions or parts of resolutions in conflict herewith are hereby repealed.

RESOLVED this ____ day of _____, 2021.

CITY OF

[SEAL]

Attest:

Its:

By: _____
Its: _____

CLERK/SECRETARY'S CERTIFICATE

I, the undersigned Clerk/Secretary of the **City of** (the "Participant"), DO HEREBY CERTIFY that the foregoing pages constitute a true and correct copy of a Resolution adopted by the Participant at an open public meeting duly and lawfully assembled in accordance with Official Code of Georgia Annotated Section 50-14-1, at which a quorum was present and acting throughout. The original of the Resolution has been duly recorded in the minute book of the Participant, which is in my custody and control.

WITNESS MY HAND this ____ day of _____, 2021.

(SEAL)

CITY OF

Its: Clerk/Secretary

PARTICIPANT: City of

Check the Blank Below to approve the attached hereto IPC Amendment #3 – Exhibit A-7

	IPC Amendment #3 – Exhibit A-7
---	--------------------------------

City of

By: _____

Print Name: _____

Print Title: _____

Attest: _____

Print Name: _____

Print Title: _____

(SEAL)

[SIGNATURE PAGE TO
AMENDMENT NO. 3 TO
INTERGOVERNMENTAL
PARTICIPANT CONTRACT]

IPC Amendment #3**Exhibit A-7****Joint Purchasing (JP)**

The Joint Purchasing (“JP”) Service includes, among other things:

- Aggregating annual purchase needs across members for common utility inventory items,
- Aggregating purchase needs across members for larger, product-specific buys on a quarterly or as-needed basis (such as 3-phase transformers, large switchgear, etc.),
- Developing common standards and specifications for utility inventory items, and
- Developing the mechanism to buy/sell excess inventory.

ECG may add additional inventory and products from time to time. Purchase contracts for inventory and products are between a Participant and a contractor. ECG’s JP Service includes bidding and other procurement and sales assistance only.

The Annual Costs of the JP Service shall be allocated to each Participant confirming its agreement to receive the JP Service for a Fiscal Year (together, the “JP Participants”) based upon allocating Fiscal Year Costs to all JP Participants equally. Over and under recoveries related to such Service shall be allocated on the same basis.