

City of Norcross
Planning Retreat
January 15, 2007

Attending: Mayor Pro-tem Charlie Riehm, Council members, David McLeroy, Terry Bowie, Jeff Allen, and Keith Shewbert, City Manager Warren Hutmaker, City Clerk Susan Brooks, and Facilitator, Gordon Maner, Carl Vinson Institute of Government.

Agenda

The goal of this portion of the retreat is to better understand the roles and responsibilities of elected and manager positions in the Mayor and Council-Manager form of Government, establish what is needed from all players to be successful, establish a set of performance expectations for the manager over the coming year, and establish one year council goals and identify the city's 5-year challenges.

- | | |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9:00 – 9:45 | Welcome Overview and Introductions |
| 9:30 – 9:45 | Review Last Year's Goals and Agreements |
| 9:45 – 11:00
(Break 10:15) | The Mayor and Council – Manager Form of Government <ul style="list-style-type: none">• Roles and Responsibilities of the Mayor and Council• Roles and Responsibilities of the Manager• Manager Expectations• Mayor and Council Expectations |
| 11:00 – 12:00 | Challenges and priorities <ul style="list-style-type: none">• List and Prioritize 5 Year Challenges• List and Prioritize 1 Year Priorities• Begin discussing top 5 in each grouping |
| 12:00 – 12:45 | Working Lunch |
| 12:45 – 3:45
(Break 2:15) | Continue discussion and establish goals and priorities |
| 3:45 – 4:15 | Summarize agreements and goals |
| 4:15 – 4:30 | Next Steps and adjourn |

Facilitator Roles:

- Keep the conversation focused
- Make sure everyone is heard
- Keep a written record
- Help the group reach consensus
- Answer questions
- Referee if needed

Ground Rules:

- **Trust** each other enough to speak and **Respect** each other enough to listen
- Assault problems, not people

The Mayor and Council – Manager Form of Government

Roles, responsibilities and Performance Expectations:

For any relationship to be successful players have to clear roles and responsibilities and have clear expectations which have to be met. If I know what your expectations are, then I can focus my efforts towards meeting your expectations.

Roles of the Mayor and Council

- Set policy and ordinances and direction to manager
- Long rang planning
- Setting directions for the city of Norcross
- Mayor salesperson for the city – liaison to state and other entities
- Mayor presides of council meetings –Roberts rules
- Interfacing with community – focusing on constituent needs
- Cheerleaders for the city
- Mayor serves ceremonial, leadership and vision
- Council serves as leadership and vision merchants
- Board of Directors
- Respond to citizen political demands and concerns

Roles of the Manager

- Everything else
- COO/CEO
- Managing daily operation
- Synthesizer of ideas
- Maker of recommendations
- Responsible person with citizen operational requests
- Wrinkle remover
- Knowledge of management and professional of city management
- Hiring and personnel management
- Customer service
- Operational planning

Mayor and Council Members:

What do you expect of your manager? *(What do you need the manager to do for the city council and the city to be successful?)*

- Manage city resources
- Service level be improved
- Results in a timely way
- Spirit of cooperation with council
- Ideas respected and researched
- Clear performance goals and measures for all staff
- Increase staff productivity
- Efficiency in operations
- Accessibility
- Leadership despite adversity or popularity
- Recommendations for city initiatives and operations improvements
- Act as consultant to council – reasonable recommendations
- Quarterly update for ops and budget
- Patience
- Public relations – Media Relations – work out with mayor
- Create a window between council and department heads

Manager:

What do you expect of the Mayor and Council? *(What do you need from the Mayor and Council for you to be able to do your job effectively?)*

- Council stay out of day to day operations
- Set priorities and direction and keep the long term plan in mind
- Constructive and continuous consistent feedback
- Willingness to make changes in operations and willing to support calculated risk taking
- Allow city manager to frame compromises – facilitate / mediate collaboration and reaching consensus
- Not to intervene and requesting research or other requests requiring blocks of time of department heads
- Build community relations and keep the pulse of the community
- Publicly support manager and staff
- Take time to talk to employees – courteous and friendly
- Work the relationships with the county and state

Norcross Challenges and Priorities

Reorganization

- Presentation of one year and long term reorganization ideas
- Marshall's Dept needs to be re-organized under a dept
- Need a grant writer
- Public Works reorganization

Agreements:

- ✓ Presentation by manager & discussion
- ✓ Manager develop cost analysis / financial modeling and bring to council policy session 2nd week in February
- ✓ Consensus on code enforcement office to Community Development

Infrastructure

- Agree on plan for bringing our sewer/water/streets up to date for less on-going maintenance. Webb field area. T&E work on Cemetery. Others?
- Critical infrastructure improvement – Downtown and Sheffield Forest
- Improvement to transportation system
- Stormwater utility

Agreements:

- ✓ County has evaluated stormwater system – council will make decision on the option(s) – Manager will bring stormwater analysis results and options to council January for decision
- ✓ Major emphasis on public education as part of stormwater implementation strategy
- ✓ Utility director conducting analysis of water, streets, sewer, electric - Manager present to council in February 2007
- ✓ Consensus best interest of Webb Field is a passive park around baseball theme
- ✓ T&E on Cemetery on-going
- ✓ Manager researching communal grease traps with business charge-backs

Capital projects

- Discuss priorities and plans for major capital projects that have been proposed (or will be): (Fickling dam and creek restoration plus park creation. Moving the maintenance barn to Mitchell Street).
- Continue old school house project, Skin Alley, and Lillian Webb Field
- Move City Barn / move the impound lot ASAP.
- Over 50% completed construction Downtown urban collage
- Continue with Signage Downtown
- Stay on top of Cemetery Street improvement

- Need a grant writer
- Budget the recent 2001 SPLOST fund receipts and review budgets for all capital funds
- Infrastructure audit and comprehensive plan
- Old church renovation

Agreements:

- ✓ Fickling Dam – study conducted and options presented by CH2MHill – liability is an issue — present report to council for review, investigate marketability and either fix or sell April 1, 2007
- ✓ Maintenance Barn and offices – city will proceed with moving Public Works over to Mitchell St. and request DDA and city develop a plan for current site – May 1, 2007 plan submitted
- ✓ Old School House – Manager bring DDA plan to council with conceptual design - make decision on design – move forward
- ✓ Take sign down at Old School House - Immediately – January 2007
- ✓ Skin Alley / infrastructure - in process
- ✓ Manager look at 3-way stops
- ✓ Sign toppers for all signs – start in Sheffield Forest
- ✓ Identify projects then pursue grant funding with current staff – Manager
- ✓ 2001 SPLOST funds – Proposal by manager
- ✓ Old church renovation –program the building including repairs, modifications and use plan – manager

Service Delivery

- Improve customer service
- Implement service request tracking system
- Efficiency in operations
- Goals and measurables for department head evaluations for 2007
- Work on moving forward with technology and communications Active website – interactive e-government
- I think we should have a focused discussion on the Public Safety dept. to get a very clear understanding by ALL of us as to what we expect them to do, where the resources are allocated, what “perks” are needed to recruit and retrain officers, salaries, organization, the lot. It’s time to either stop the quibbling and cheap shots or generate some alternate proposals. Also, the budget increase of 24% over the last two years and the chief’s 5-year plan need to be specifically discussed.
- Litter control

Agreements:

- ✓ Manager implement service tracking with status tracking - operational April 1, 2007
- ✓ Conduct work session prior to Council meeting – try for 3 months and evaluate – February policy meeting
- ✓ Initiate quarterly town hall meetings – to promote and educate and listen
- ✓ Mayor present retreat results at next meeting
- ✓ Departments getting Customer Service training and follow-up Feb 1

- ✓ Manager develop performance evaluation mechanism and timeline
- ✓ New website up and running end of February 2007
- ✓ City updates / accomplishments in utility billing and website beginning February billing

Planning

- Long range planning - taking a longer (~3 year) more strategic view of priorities for Norcross. Start by identifying goals in major areas (development, revenue, services, utilities, annexation (!), etc.), then plans. I'd again advocate the council members be assigned to committees (with staff and citizens) that would be charged with doing research and preparing plans in the major areas. Good plan to address aging infrastructure – inventory and schedule
- Long term strategic vision
- Plan for addressing annexation, voluntary and legislative (or assign a committee to do it) Managing growth
- Departmental budgets reviewed
- Roll back millage rates - Develop a plan for a millage rate tax cut for 2008.
- Senior citizen benefits – tax relief

Agreements:

- ✓ Long range planning - policy meeting – agenda item to discuss identifying long range issues
- ✓ Manager submit Budget to Council October 1
- ✓ 2 council review meetings
- ✓ Senior benefits - >age 70 and <\$50K annual income – Manager finish research and bring impact report to Council members – April 2007
- ✓ Goal for 2008 and 2009 budgets to reflect a tax rate decrease (present .5 mill)

Intergovernmental relations

- Develop east of Buford hwy and redevelopment BHW
- Local Schools – advocacy
- City/DDA joint issues: Downtown parking, utilities (electric, cable, waste) to improve city vistas, Define roles for interacting with other governments and agencies, grease traps

Agreements:

- ✓ Set up meetings with the county to continue building relationships – establish protocol on who meets with whom – active involvement in the Gwinnett Municipal Association / Terry and David – manager deal with County and CID – manager will make council aware of meetings and needs. Charlie and David County BOC, Keith / Chamber and Board of Education, with State / David

Other

- Discuss election reform including sign restrictions, city-sponsored debate requirement, 4-year term, county-run elections, and declaring for council election vs. running for an individual's seat.
-

Agreements:

- ✓ 3 year terms – approach state to change law allowing 3 year terms
- ✓ Non-binding referendum on next ballot – education of public in advance
- ✓ Council election – keep as is
- ✓ Contract with county to handle municipal elections

Next Steps:

- Mid year goals status meeting / retreat
- Annual retreat (*Contact CVIOG to schedule*)

See next page

Vision for the Future of Norcross

We, the Mayor and City Council envision a city:



- I. That is a safe and secure community.
- II. That appreciates and understands the need for compatibility between business and residential growth while balancing the value of green space.
- III. That values the appearance and attractiveness of the city.
- IV. That values its traditions by maintaining its historic character, fostering traditional values, and supporting responsible revitalization.
- V. That has integrity in government and a decision-making process that encourages involvement of the citizens.
- VI. That respects the diversity of age, culture, faith, and nationality in our community.
- VII. That has responsible fiscal practices leading to reasonable tax rates and competitive utility costs.
- VIII. That provides a customer-oriented service delivery strategy that is competent, responsive, and efficient.
- IX. That values environmentally clean and highly technical commercial industries.
- X. That practices and encourages conservation of natural resources.

Code of Conduct For Council Consideration

Developed by full council on XXXXXXXX, 2006

As a mayor and council we all agree to strive towards maintaining the following code of conduct in our actions with each other and at council meetings:

- We will represent the city in a positive manner at all times.
- We will respect and support the action of the council above our own views and lay aside our differences and move forward.
- We will respect each other as public servants elected by the people and we will communicate honestly with each other in a professional and a respectful manner keeping the public interest in mind at all times.
- We will hold confidences with each other.
- We will investigate, listen, and debate prior to taking action or making decisions.
- We will trust each other to speak and respect each other to listen.
- We will be respectful of each other's time.
- We will be prepared to discuss issues in an open, honest, and professional manner focusing on issues not personalities
- We will stay focused on the long range direction of the city.