



CITY OF EAST POINT
Mayor and Council Retreat
February 5-6, 2010

Context Setting

The purpose of the retreat was to (1) prioritize the Council’s top ten financial concerns, (2) identify timelines for implementation, and (3) identify funding sources. This document summarizes the decisions made during the retreat.

Attendees:

Mayor and Council Members

- Earnestine D. Pittman, Mayor
- Steve Bennett
- Myron Cook
- Jackie Slaughter-Gibbons
- Sharonda Hubbard
- Pat Langford
- Clyde Mitchell
- Marcel Reed

Support Staff

- Crandall Jones, City Manager
- Nina Hickson, City Attorney

Retreat Agenda

Friday, February 5, 2010	
• Check-in	03:00 PM – 06:00 PM
• Dinner	07:00 PM – 08:00 PM
• Orientation Meeting	08:00 PM – 09:30 PM
○ Expectations	
○ Introductions	
○ Prioritization of discussion items	
○ Identification of decision criteria	
Saturday, February 6, 2010	
• Breakfast	08:00 AM – 09:00 AM
• Financial Priorities Discussions	09:00 AM – 12:00 PM
• Lunch	12:00 PM – 01:00 PM
• Financial Priorities Discussions (continued)	01:00 PM – 03:00 PM
• Next Steps	
• Retreat Adjournment	03:00 PM

Retreat Ground Rules

Retreat participants identified the following ground rules:

- One person speaks at a time
- Respect the point of view of others
- When brainstorming, make a list of all ideas before making decisions
- No personal comments
- Start with end point first (i.e., limit the length of the story)
- Stay focused

Suggested Financial Concerns/Priorities

The Mayor and Council Members identified the following financial concerns prior to the retreat:

Financial Concerns/Priorities	
<ul style="list-style-type: none"> • Budget Deficit • Reserve Funds • Utilities Reserve • Staff Reductions/Restructuring • Capital Plans <ul style="list-style-type: none"> ○ Infrastructure Repairs/Installations <ul style="list-style-type: none"> ▪ Pot holes ▪ Street resurfacing (LARP¹) ▪ Sidewalk installation (CDBG²) ▪ Water lines (Backflow preventers) ▪ Sewer lines ▪ Street light installation and upgrades ○ Building/Renovations/Purchases <ul style="list-style-type: none"> ▪ New recreation center ▪ Renovate/upgrade existing park facilities ▪ Government complex ▪ Civic center ▪ Real estate acquisition ○ Equipment/Purchases/Leases <ul style="list-style-type: none"> ▪ Vacuum leaf trucks ▪ Public safety ▪ Utilities 	<ul style="list-style-type: none"> • Storm Water Utility Implementation • Economic Development <ul style="list-style-type: none"> ○ Opportunity Zones ○ Recovery Zones ○ Hospitality Zones • Funding Sources <ul style="list-style-type: none"> ○ General Fund <ul style="list-style-type: none"> ▪ Property tax increase/decrease ▪ Review the tax code ▪ Proposed hotel-motel tax increase ▪ LARP (Georgia DOT) ▪ CDBG (Federal) ○ Enterprise Fund <ul style="list-style-type: none"> ▪ Electric: increase/decrease rates ▪ Water: increase/decrease rates ▪ Sewer: increase/decrease rates ▪ Sanitation: increase/decrease rates ▪ Storm water: increase/decrease rates ○ Bonds • Municipal Electric Authority of Georgia (MEAG) Trust Fund/Municipal Competitive Trust (MCT) • Suggested Cost Cutting Savings

¹ Local Assistance Road Program

² Community Development Block Grant

Decision Criteria

The following criteria were used as a guide for identifying the top financial priorities:

- Cost
- Magnitude of Impact/Benefit
- Urgency of Need (e.g., compliance requirements, health/safety implications, etc.)
- Level of public concern/complaint
- Opportunity to generate/increase city revenue
- Implementation timing:
 - Short-term < 1 year
 - Medium term < 3 years
 - Long term < 5 years

Prioritized Financial Concerns/Priorities

During the retreat, the Mayor and Council Members prioritized the list of financial concerns. Once the concerns were prioritized, the list provided the basis for subsequent discussions.

Financial Concerns/Priorities ³	
<ul style="list-style-type: none">• New Recreation Center (7)• Renovate existing parks and facilities (6)• Storm Water Utility Implementation (6)• Street Resurfacing (6)• Reserve Funds (6)• Backflow Preventers (6)• Water Line (6)• Sidewalks (5)• Government Complex/Auditorium (5)• Opportunity Zones (5)	<ul style="list-style-type: none">• Hospitality Zone (5)• Potholes (5)• Utilities Reserves (4)• Public Safety (3)• Sewer Lines (3)• Street Light Installation/Upgrade (3)• Vacuum Leaf Pickup (2)

³ Number in () indicates the number of retreat participants who included the concern in their top 10 list of financial concerns/priorities.

Assumptions

The following assumptions were identified for using during the discussions/decision-making process:

- The current budget deficit will be eliminated by the end of fiscal year (FY) 2010.
- The City of East Point will receive approximately \$2M in MCT funds by June 2010 and approximately \$4M in MCT funds by December 2010.
- For concerns/projects that have a budget impact, potential funding sources must be identified.
- The City of East Point adheres to the policy of a balanced budget.
- The tax base/tax revenues will continue to decrease during FY 2011.
- The purpose of this retreat was to develop a consensus about FY 2011 financial priorities. It was agreed that the Mayor and Council Members would conduct a review of the FY 2010 budget/financial priorities by the first week of March.
- All assignments identified during the session will be directed to staff via the proper protocol (e.g., through the City Manager).

Potential Funding Sources

The following funding sources were identified as potential opportunities to fund the city's priorities:

Potential Funding Sources	
<ul style="list-style-type: none">• Hotel/Motel Tax/Increase in Hotel/Motel Tax• CDBG• LARP• Storm Water Utility Fee• MCT• Bond Issue• Review of the Tax Code	<ul style="list-style-type: none">• LOST (Local Option Sales Tax)• Stimulus Funds• Sanitation Increase• Reallocation of General Fund• Grants• Fees, Fines, and Permits• Collection of Owed Revenue• Sponsorships

Financial Priorities:

Priorities	Benefit/Impact	Considerations	Potential Funding Sources	Timeframe/Next Steps		
New Recreation Center	<ul style="list-style-type: none"> • Significant public interest • Provides outlet for youth/helps to decrease crime • Increases the life experiences/activity of seniors • Need is there – one of the largest cities in the Metropolitan Atlanta area without a pool/multiple centers • Current center is old and needs to be demolished because of age • Provides an incentive for business recruitment • Council has already invested in a study/master plan 	<ul style="list-style-type: none"> • Center/site location • Funding • Contingent on master plan 	<ul style="list-style-type: none"> • Hotel/motel tax • Bonds • Sponsorships through public/private partnerships • Grants • Revolving loans • Proceeds from sale of city owned-land (Allied Waste, Newell Recycling) 	Desired implementation to be completed within three (3) years		
				<ul style="list-style-type: none"> • Authorize advertisement in the paper about the hotel/motel tax increase (between 5-8%) 	Council	February 15
				<ul style="list-style-type: none"> • Introduce in the legislative session 	Nina Hickson	Within first 20 days of legislative session
				<ul style="list-style-type: none"> • Continue discussions with Newell Recycling and Allied Waste about land sale 	Crandall Jones	Ongoing
				<ul style="list-style-type: none"> • Revisit conceptual plan for Charles A. Green Recreation Center 	Crandall Jones	

Financial Priorities (continued):

Priorities	Benefit/Impact	Considerations	Potential Funding Sources	Timeframe/Next Steps		
Renovate Existing Parks/Facilities	<ul style="list-style-type: none"> • Desire to create the concept that City of East Point parks are a “destination” • Current renovations and maintenance are in process (e.g., baseball fields, John Milner Park, restroom facilities at Sykes Park, etc.) • Increases green space • Potential opportunities for revenue generation (e.g., sponsored events, facilities rental, etc.) • Potential opportunity to increase tourism • Provides facilities for families and residents • Supports healthy lifestyle of city residents • Increases safety and security • Helps the city market economic development • Opportunities for volunteerism (e.g., cleaning up park, etc.) • Renovation and Maintenance Opportunities: <ul style="list-style-type: none"> ○ Build out Commerce Park ○ Sykes Park (e.g., lighting, cut down trees, enlarge ground space around pavilions, clear debris from around all pavilions, establish 	<ul style="list-style-type: none"> • Funding • Ongoing maintenance and upkeep requirements/ expenses • Staff for ongoing maintenance and upkeep • Security issues associated with unattended parks/facilities 	<ul style="list-style-type: none"> • Hotel/motel tax • Usage and rental fees • MCT 	Desired implementation to start in 2010 and be completed by 2013		
				<ul style="list-style-type: none"> • Develop recommendations 	Director of Parks and Recreation	In time for March 22 workshop
				<ul style="list-style-type: none"> • Workshop Meeting to continue discussion and identify specific renovation/ maintenance opportunities 	Crandall Jones/ Council	March 22

	walking and bike trails, camp sites, etc.)					
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Financial Priorities (continued):

Priorities	Benefit/Impact	Considerations	Potential Funding Sources	Timeframe/Next Steps		
Storm Water Utility Implementation	<ul style="list-style-type: none"> Addresses current, reoccurring problems from storm water runoff due to the number of tributaries, creeks, streams within the city limits Improves the perception of Council for addressing critical issues Addresses state compliance guidelines for city facilities Will pay for itself once improvements are made (eliminates costs associated with addressing problems after the fact) Potential to lower the general public works obligation and/or provide opportunities to make adjustments to mileage rate Increases eligibility for grant funding Decreases litigation expenses (litigation related to this issue is the city's most significant type of litigation) Addresses the negative impact of reoccurring issue and its effect on property values and residents' ability to sell homes in areas where this occurs Helps city address the debris and leaves that clog storm water drains 	<ul style="list-style-type: none"> Staff is currently developing recommendations/plan Cost of implementation Increase in utility fees to address issue Storm water utility guidelines will need to be developed and enforced Challenges with setting expectations related to level of service (level of service determines the tax revenue generated) Requires public awareness and education on issue 	<ul style="list-style-type: none"> Utilities fee 	Desired implementation to start in 2010 and be completed by 2011		
				<ul style="list-style-type: none"> Develop plan and recommendations for implementation/ fee structure 	Crandall Jones	In time for March 22 Workshop
				<ul style="list-style-type: none"> Workshop Meeting to discuss Storm Water Utility Implementation plan and recommendations 	Council	By March 22 Workshop
				<ul style="list-style-type: none"> Community Town Hall Forums/ Business and Church Forums 	Council	May/April

Financial Priorities (continued):

Priorities	Benefit/Impact	Considerations	Potential Funding Sources	Timeframe/Next Steps		
<p>Road Repair and Maintenance</p> <p>Includes:</p> <ul style="list-style-type: none"> Comprehensive Road Reconstruction Road Resurfacing Capital expenditures to procure the equipment necessary to better address pothole repairs⁴ Sidewalks 	<ul style="list-style-type: none"> Washington Road and Stone Road have already been identified as a high priority Improves homeowners' ability to buy and sell homes if street repairs are addressed and roads maintained Tangible, visible project that helps citizens see their tax dollars at work Decreases city's liability/damage claims Adds to the life of water lines if street infrastructure is addressed Prevents further erosion/decaying of infrastructure 	<ul style="list-style-type: none"> Project funding Additional priorities could include: <ul style="list-style-type: none"> Red Wine Road Welcome All Road Although staff is currently identifying a list of roads for repair, a process and criteria for identifying streets needs to be developed. Includes: <ul style="list-style-type: none"> Criteria for selecting roads Criteria for prioritizing roads repairs Process for citizens to report needed repairs There is a need to clarify and communicate current pothole repair process and schedule There is a need to clarify, communicate, and enforce policies related to the timely repair of potholes created by external entities 	<ul style="list-style-type: none"> LARP/City Funds match Federal funds MCT Designate mileage based on anticipated reduction in general funds expenditures due to Storm Water Utility Implementation 	Desired implementation to start within the next year and continue on an ongoing basis		
				<ul style="list-style-type: none"> Review Road Repair and Maintenance criteria and policies previously developed by the Council 	Nina Hickson	By February 26
				<ul style="list-style-type: none"> Review and discuss pothole repair process with Council 	Crandall Jones	By March 31
				<ul style="list-style-type: none"> Review policy for enforcing the timely repair of potholes created by external entities 	Crandall Jones	By March 1
				<ul style="list-style-type: none"> Conduct legal review of policy for enforcing the timely repair of potholes created by external entities 	Nina Hickson	By May 31
				<ul style="list-style-type: none"> Workshop to review and/or establish policies for Road Repair and Maintenance 	Council	Mid-April

⁴ Pothole repairs are addressed through regular operations and maintenance (e.g., general fund expenditures).

Financial Priorities (continued):

Priorities	Benefit/Impact	Considerations	Potential Funding Sources	Timeframe/Next Steps		
<p>Reserve Funds</p> <p>Designated Reserves:</p> <ul style="list-style-type: none"> • Capital maintenance • Fleet maintenance • Utilities • Credit reserve (for a rainy day/emergency) • Utility budget (for operation and maintenance of each utility, included in current budget process) • Public Safety Equipment (e.g., fire apparatus, public works vehicles, etc.) <p>Undesignated Reserves: Used for any purpose the Council identifies for either:</p> <ul style="list-style-type: none"> • Operating expenses • Catastrophic/emergency issues 	<ul style="list-style-type: none"> • Allows the city to have funds set aside to address unforeseen expenditures/issues • Improves bond and credit rating • Potentially eliminates the need for increasing taxes to address future needs/emergencies 	<ul style="list-style-type: none"> • Funding • Public perception 	<ul style="list-style-type: none"> • MCT • Property taxes • Utility rates • Saving from cost reduction strategies 	<p>Desired implementation to start within the next year and continue on an ongoing basis</p>		
				<ul style="list-style-type: none"> • Establish policy for funding reserve and set reserve targets 	<p>Council</p>	<p>By May 31</p>

Financial Priorities (continued):

Priorities	Benefit/Impact	Considerations	Potential Funding Sources	Timeframe/Next Steps											
<p>Water Line and Storage</p> <p>Includes:</p> <ul style="list-style-type: none"> • Sewer lines • Reservoir and retention 	<ul style="list-style-type: none"> • Addresses issues resulting from deteriorating infrastructure due to lack of maintenance (including issues related to street infrastructure deterioration and potholes) • Opportunity for revenue generation • Helps to address issues related to flooding • Establishes a long-term water strategy/plan for the city (e.g., regional solutions, reservoir/retention strategies, etc.) 	<ul style="list-style-type: none"> • Funding • Staff is currently working on Capital Improvement (CIP) funding for water and sewer repairs 	<ul style="list-style-type: none"> • Bond Issue • CIP funding 	<p>Planning to begin within the next year Desired implementation to start within the next three to five years</p> <table border="1" data-bbox="1857 500 2628 1029"> <tbody> <tr> <td data-bbox="1857 500 2193 727"> <ul style="list-style-type: none"> • Develop short-term recommendations to address current issues with Sweetwater Creek and Douglas County </td> <td data-bbox="2193 500 2405 727">Crandall Jones</td> <td data-bbox="2405 500 2628 727">In preparation for March 29 Workshop</td> </tr> <tr> <td data-bbox="1857 727 2193 841"> <ul style="list-style-type: none"> • Provide CIP update to Council </td> <td data-bbox="2193 727 2405 841">Crandall Jones</td> <td data-bbox="2405 727 2628 841">In preparation for March 29 Workshop</td> </tr> <tr> <td data-bbox="1857 841 2193 1029"> <ul style="list-style-type: none"> • Initiate study to develop recommendations to address long-term water issues </td> <td data-bbox="2193 841 2405 1029">Crandall Jones</td> <td data-bbox="2405 841 2628 1029">August 31</td> </tr> </tbody> </table>			<ul style="list-style-type: none"> • Develop short-term recommendations to address current issues with Sweetwater Creek and Douglas County 	Crandall Jones	In preparation for March 29 Workshop	<ul style="list-style-type: none"> • Provide CIP update to Council 	Crandall Jones	In preparation for March 29 Workshop	<ul style="list-style-type: none"> • Initiate study to develop recommendations to address long-term water issues 	Crandall Jones	August 31
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<ul style="list-style-type: none"> • Initiate study to develop recommendations to address long-term water issues 	Crandall Jones	August 31													

Financial Priorities (continued):

Priorities	Benefit/Impact	Considerations	Potential Funding Sources	Timeframe/Next Steps		
<p>Government Complex Development</p> <ul style="list-style-type: none"> • Options could include: <ul style="list-style-type: none"> ○ Renovation of buildings such as city hall, auditorium, library, fire station, etc.) ○ Demolition and rebuilding ○ Expansion of parking ○ Preserving historic sites/materials ○ Acquisition of additional properties (e.g., Wachovia Bank, etc.) 	<ul style="list-style-type: none"> • Comprehensive development plan will create road map for phased approach to revitalizing city hall and the surrounding area • Provides potential options for revenue generation • Creates tourism and economic development opportunities • Increases meeting space/facilities • Provides opportunity to create a downtown identity/ downtown destination • Provides opportunities for growth • Opportunities for cost saving/ efficiencies due to owning versus renting of space • Provides opportunity to expand parking • Addresses health and safety issues associated with old buildings/structures 	<ul style="list-style-type: none"> • Funding 	<ul style="list-style-type: none"> • Bond Issue • Hotel/Motel Tax • Sale of city-owned property 	<p>Planning to begin within the next year Desired implementation to start within the next three to five years</p>		
				<ul style="list-style-type: none"> • Presentation to Council related to funding alternatives and project phasing 	Crandall Jones	In preparation for July 26 Workshop
				<ul style="list-style-type: none"> • Workshop to review and discuss presentation of funding alternatives and project phasing 	Crandall Jones	July 26
				<ul style="list-style-type: none"> • Solicit RFPs for project alternatives (e.g., funding alternatives, site designs, etc.) 	Crandall Jones	July 30

Financial Priorities (continued):

Priorities	Benefit/Impact	Considerations	Potential Funding Sources	Timeframe/Next Steps		
<p>Hospitality Zone</p> <ul style="list-style-type: none"> • Options could include: <ul style="list-style-type: none"> ○ Theaters ○ Restaurants ○ Bowling alleys ○ Amenities ○ Other entertainment options 	<ul style="list-style-type: none"> • Supports and promotes economic development • Increases revenue generation opportunities • Provides amenities to residents • Provides opportunity to address blighted areas • Potential area for development include Central Avenue and Willingham Drive corridor and/or Central Avenue and Sylvan Road 	<ul style="list-style-type: none"> • Challenges associated with developing a comprehensive plan • Acquisition of property 	<ul style="list-style-type: none"> • Bond Issue • Hotel/Motel Tax • Sale of city-owned property 	<p>Planning to begin within the next year Desired implementation to start within the next three to five years</p>		
<p>Vacuum Leaf Pickup</p>	<ul style="list-style-type: none"> • Addresses eyesore issues related to leaves on the street • Addresses non-compliance issues related to debris washed into sewers • Addresses health hazard and safety issues of leaves on sidewalks, etc. • Addresses significant concern expressed by the public 	<ul style="list-style-type: none"> • Additional resources (e.g., dollars, human resources, equipment, etc.) • Setting expectations related to type and level of service (e.g., scope of service – street cleaning versus residential leaf removal, type of service, begin and end times/season, etc.) • EPD commitment and accountability once policies are established 		<ul style="list-style-type: none"> • Research options and provide recommendations 	Crandall Jones	By May 31

Financial Priorities: Council Discussion and Review Schedule

February	March	April	May	June	July	August	September
<ul style="list-style-type: none"> • Authorize ad in the paper about the hotel/motel tax increase of between 5 and 8% (by February 15) • Review and discuss the Sweetwater Creek strategy (February 22 meeting) • Review and discuss Storm Water Ordinance (February 22 meeting) • Review and discuss Street Light Installation and Maintenance process and policy (by February 26) • Review and discuss Road Repair and Maintenance criteria and policy (by February 26) 	<ul style="list-style-type: none"> • Review FY 2010 budget (by March 5) • Workshop Meeting to discuss Storm Water Utility Implementation plan and recommendations (March 22 Workshop) • Review and discuss Park and Facilities recommendation (March 22 Workshop) • Workshop to review recommendations to address current issues with Sweetwater Creek and Douglas County (March 29 Workshop) • Provide CIP update (March 29 Workshop) • Review and discuss enforcement policy and process related to outside entities repairing holes (by March 30) 	<ul style="list-style-type: none"> • Begin community meetings to build awareness/ understanding of Storm Water Ordinance (by April 30) • Workshop to review and/or establish policies for Road Repair and Maintenance (by April 30) 	<ul style="list-style-type: none"> • Continue community meetings to build awareness/ understanding of Storm Water Ordinance • Develop Reserve Fund policy and establish targets (by May 30) • Review and discuss Vacuum Leaf Pickup recommendations and costs (by May 31) • Develop recommendation for additional Public Safety personnel (includes identifying the national standards for number of policemen to citizen ratio) 	<ul style="list-style-type: none"> • Year-end discussions and budget approval 	<ul style="list-style-type: none"> • Workshop to review and discuss Government Complex Development presentation of funding alternatives and project phasing (July 26 Workshop) • Solicit RFPs for Government Complex Development project alternatives (e.g., funding alternatives, site designs, etc.) (July 30 Workshop) 	<ul style="list-style-type: none"> • Initiate study to develop recommendations to address long-term water issues (by August 31) 	<ul style="list-style-type: none"> • Discuss and review Hospitality Zone assessment and recommendation (by September 30) • Discuss and review Opportunity Zone application to Fulton County (by September 30)

Next Steps

Action items	Responsible Party(ies)	Date
Develop Retreat Summary and send to Nina Hickson, City Attorney	Michelle Matthews	February 12, 2010
Accept Retreat Summary Report and determine posting dissemination process	Mayor and Council	February 15, 2010