



EXECUTIVE LEADERSHIP RETREAT

Wednesday, July 31, 2024 at 8:30 AM

Website: www.forestparkga.gov

YouTube: <https://bit.ly/3c28p0A>

Phone Number: (404) 366.4720

Kimpton Overland Hotel

2 Porsche Dr.

Atlanta, GA 30354

The Honorable Mayor Angelyne Butler, MPA

The Honorable Kimberly James

The Honorable Hector Gutierrez

The Honorable Allan Mears

The Honorable Dabouze Antoine

The Honorable Latresa Akins-Wells

Ricky L. Clark Jr, City Manager

Randi Rainey, City Clerk

Danielle Matricardi, City Attorney

ACTION MINUTES

- 8:30 A.M.- ARRIVAL:** Breakfast Buffet
- 9:00 A.M.- CALL TO ORDER:** Mayor Angelyne Butler, MPA
Mayor Butler called the retreat to order at 9:05 a.m., and a quorum was established. Councilmembers Antoine and Gutierrez joined via Zoom.
- 9:02 A.M.- WELCOME, INTRODUCTIONS, ICEBREAKER:** Mr. Ricky L. Clark, Jr.-Mr. Clark welcomed everyone and allowed Mr. Shelby the pleasure of doing the icebreaker.
- 9:30 A.M.- WAGE AND COMPENSATION UPDATE:** Mr. Ricky L. Clark, Jr., Ms. Shalonda Brown, Ms. Beverly Moultrie, Gallagher USA
***Please Note, the recording of the meeting did not capture good sound. Some conversations were hard to hear and could not be captured.**

Ms. Brown- Introduced Beverly Moultrie of Gallagher, USA.

Ms. Moultrie presented the Classification and Compensation Study, noting the recommendations made by Gallagher. Ms. Moultrie also noted holding a meeting with key stakeholders in April 2024 to discuss the study process and initiate project activities. Ms. Moultrie noted all jobs were reviewed, and Gallagher provided guidance to the city on exempt and non-exempt classifications to ensure proper Fair Labor Standards Act (FLSA) status and ADA compliance. Ms. Moultrie also noted that five (5) jobs were identified for further review by the City.

Ms. Moultrie provided a breakdown of the Data Analysis and noted that Gallagher adhered to WorldatWork compensation guidelines for job matching (80% match required) and followed the Department of Justice and Federal Trade Commission guidelines (5 matches per job) for statistical analysis and conclusions. Ms. Moultrie mentioned the aging factor was applied, and the Survey data was aged to a common effective date of July 1, 2024, using the WorldatWork prevailing market trend of 5.1% per year for actual salaries and 2.0% for salary ranges.

Ms. Moultrie also included that the survey data was adjusted geographically to reflect the “cost of labor” for the area of the City of Forest Park, GA, as calculated by the Economic Research Institute (ERI).

Inaudible Conversations could not be heard on the recorder.

Mr. Clark inquired about the pay implementation recommendations

Ms. Moultrie noted the recommendations are: Implement the proposed salary structures; Select an implementation option for updating employee salaries; Establish time in position criteria to address compression and advance employee pay through the pay ranges; The salary structure should be adjusted by a structure movement trend factor every year to remain competitive with the market; In addition to adjusting the salary structure each year to keep pace with the market, the City should continue to conduct a comprehensive compensation study at least every three years; and, Revise and modernize Pay Policies and Practices to promote compensation best practices, support employee retention and recruitment objectives.

Inaudible Conversations could not be heard on the recorder.

Chief Criss—inquired as to the issue with on-call. Ms. Moultrie noted that employees are paid when they are called upon. The city will need to investigate further and review its policies.

Deputy Chief May inquired about the proposed \$20 and \$23 pay scales. Ms. Moultrie noted that they did not provide the other pay scales.

Mayor Butler inquired about time and position.

Councilmember James- recommended the \$23/hour rate if the city could afford it. Mr. Clark noted that he would get with finance to see what funding would be available.

5. 10:30 A.M.- BREAK

6. 11:00 A.M.-OPERATIONS AND PERFORMANCE ASSESSMENT UPDATE: Mr. Ricky L. Clark, Jr., Ms. Pauline Warrior, Mr. David Roberts, and Ms. Kate Russell, Mauldin & Jenkins CPAs & Advisors

Ms. Warrior introduced the city auditors Mr. Roberts and Ms. Russell of Mauldin & Jenkins.

Mr. Roberts noted in 2021, M&J completed an Operational and Performance Audit for the City of Forest Park. Across all City departments, 87 recommendations were made. Also, in 2024, M&J was engaged to perform a follow-up assessment to assess each City department on the progress made toward implementing those recommendations and to propose key performance indicators (“KPIs”) to strategic measure operational goals and performance into the future. Mr. Roberts also noted the City has made numerous significant positive strides since 2021 and is operationally well positioned for the future. He also noted that their assessment reflects prior recommendation progress made through the end of our fieldwork in March 2024 (May 2024 for the Finance Department).

Mr. Roberts reiterated there are 87 Prior Recommendations, and 31 prior recommendations were Met; 32 Prior Recommendations are in Progress; 21 Prior Recommendations have not Met; and 3 Prior Recommendation’s Non-Applicable (Finance).

Ms. Russell broke down the KPI's for each department. The executive office had 7 prior recommendations, 4 recommendations have been met, 2 are in progress and 1 has not been met. The next steps are to continue the City Manager's current efforts and capitalize on the current positive momentum.

Councilmember James noted wanting to see the KPI's that were not met. Mr. Clark provided the KPI recommendations for the Executive Office.

Ms. Russell noted the Public Information Office (PIO) was not established after the assessment and there are no prior recommendations. However, they have recommended prioritizing updating the City's website, creating an on-demand resource for translation services, and considering the implementation of leading practices such as service level agreements (SLAs). Ms. Russell noted that for the Clerk's office, there were 2 recommendations, 1 has been met and 1 is in progress. The recommendations for the Clerk's office are to Continue focusing on records maintenance and retention and continue to assist with records digitization efforts.

Councilmember James noted she would like to see audio added to the websites and possibly phone calls and text messages for those who are not digitally savvy. Mr. Llyod noted staff would investigate it. Mr. Clark added there are roughly 20,000 residents in the database but that does not mean that they all want to be contacted. Councilwoman Akins-Wells recommended conducting a survey to see what the citizens would like.

Mr. Roberts noted the Code Enforcement was part of the Planning, Building, and Zoning Department (now Planning & Community Development) during our 2021 assessment. Code Enforcement-related recommendations were assessed in the Planning & Community Development Department assessment. Mr. Roberts noted that the recommendation for the code enforcement department is to continue to enhance and maintain community relationships.

Ms. Russell noted the Economic Development department had 4 prior recommendations where 1 has been met, 1 is in progress and 2 have not been met. Ms. Russell noted that the recommendation for the economic development department is to continue to implement development strategies to enhance smart economic growth in the city.

Ms. Russell noted that the finance department's prior recommendations had 24 prior recommendations; 4 have been met; 8 are In Progress; 9 have not been Met; and 3 are non-applicable. Ms. Russell noted that M&J provided 13 additional recommendations after completing the optimization review of the Department's current state: Prioritize comprehensive policies, processes, and standard operating procedures; Consider creating AP Clerk and AR Clerk positions; Consider updating process for invoicing, and have vendors submit invoices directly to Finance; Consider implementing Positive Pay; Assess and consider reallocating some of the duties performed by the Staff Accountant and Senior Accountant; Update Incode user permissions for implementation at the user role level; Enhance opportunities for growth and promotion through additional titling; Consider implementing a consent agenda for expenditures previously approved through the budget process; Centralize vendor maintenance and management under Procurement; Conduct a post-implementation functional audit of Incode, and focus on optimization; Assess the viability of a service that provides on-demand translation services; Assess the potential to provide on-demand access to property tax information on the City's website; and, Establish a centralized grants management function.

Mayor Butler noted she would like to see a timeline to see the process.

Inaudible Conversations could not be heard on the recorder.

7. **12:30 P.M.- BREAK:** Lunch Buffet
8. **12:50 P.M.- OPERATIONS AND PERFORMANCE ASSESSMENT UPDATE RECONVENED (WORKING LUNCH):** Mr. Ricky L. Clark, Jr., Ms. Pauline Warrior, Mr. David Roberts and Ms. Kate Russell, Mauldin & Jenkins CPAs & Advisors

Mr. Roberts noted that the Fire and EMS Department had 8 Prior Recommendations, with 2 being met, 4 in Progress, and 2 that have not been met. Mr. Roberts noted the next step is to create a department strategic plan.

Mr. Roberts noted that the Human Resources Department had 7 prior recommendations, all of which are currently in progress. Mr. Roberts mentioned the next steps are to continue to leverage ADP for its full functionality, update policies and procedures that reflect ADP workflow, consider leveraging temporary staff to assist with the record digitization efforts, and consider developing a city-wide internship program.

Mr. Roberts noted that the Municipal Court was established after our 2021 assessment, and no prior recommendations exist. Mr. Roberts noted that the next steps are to continue its plan to relocate out of the Police Building, continue to utilize its electronic filing system, digitize remaining paper records, and implement plans to develop policies and procedures.

Ms. Russell noted that the Planning and Community Development Department had 5 prior recommendations, of which 3 have been met, 1 is in Progress, and 1 has not been met. Ms. Russell also noted that the next steps are to prioritize the "One Stop Shop" initiative, increase efforts to digitize paper records and consider using Tyler Cashiering for payment processing.

Mr. Shelby noted that the capital projects' forest parkway landscape GDOT is reviewing median plans, Rite-Aid is moving fast, and they are looking at cost reductions. The city center will start the RFP process soon.

Mr. Roberts noted that the Police Department had 7 Prior Recommendations, of which 6 have been met and 1 has not been met. Mr. Russell mentioned the next steps are to continue enhanced policing efforts and track the benefits associated with each enhanced effort.

Ms. Russell noted that the public works department had 10 Prior Recommendations, of which 4 have been met, 3 are in Progress, and 3 have not been met. The next steps are to continue to fill vacant positions.

Mr. Roberts noted that the Recreation and Leisure department had 7 Prior Recommendations, of which 3 have been met, 2 are in Progress, and 2 have not been met. The next steps are to Continue using new software, identify additional methods to automate manual tasks, and conduct monthly division meetings to help enhance insight and collaboration.

Ms. Russell noted that the Technology Services department had 6 Prior Recommendations, of which 3 have been met and 3 are in Progress. The next steps are to Assess the need for contract-based or time-limited staff to assist with transformation projects, consider creating an intern position in Technology Services, and consider collaborating with the Human Resources Department to develop trainings, handouts, and FAQ documents to assist City employee end-users as the City moves to more frequent and strategic use of technologies.

9. **2:40 P.M.- NEXT STEPS AND FINAL REFLECTIONS:** Mayor Angelyne Butler, MPA; Councilperson Kimberly James, Ward 1; Councilperson Dabouze Antoine, Ward 2; Councilperson Hector Gutierrez, Ward 3; Councilperson Latresa Akins-Wells, Ward 4; Councilperson Allan Mears, Ward 5; Mr. Ricky L. Clark, Jr.

10. **3:00 P.M.- ADJOURN**

Councilmember James adjourned the meeting at 3:14 pm. Seconded by Councilmember Mears.
The motion passed unanimously.

EXECUTIVE SESSION: (An Executive Session will be called when necessary for the following issues: Personnel, Litigation, or Real Estate.)