

Mayor and Council

700 Doug Davis Drive  
Hapeville, GA 30354

January 26, 2016

6:00PM

1. Call To Order

2. Roll Call

Mayor Alan Hallman  
Alderman at Large Ruth Barr  
Councilman at Large Michael Randman  
Councilman Ward I Joshua Powell  
Councilman Ward II Diane Dimmick

3. Welcome

4. Public Hearing

4.I. Consideration To Approve Or Deny An On-Premise Beer, Wine And Liquor Alcohol Beverage License For JMP Properties LLC D/B/A The Castle Restaurant.

Summary and Background:

The applicant for an alcohol license was denied his request by the ARB on December 10, 2015.

Applicant: JMP Properties, LLC d/b/a The Castle Restaurant  
Address: 397 N. Central Avenue  
PIN: 14-0096-0006-0034

This applicant has appealed his denial by the ARB to the City Council. The attached information provides Council with the background information relevant to this appeal. The Order of the hearing will be as outlined:

Public Comment- For and Against  
Staff Comment  
Mayor and Council Comment

Documents: [JMP PROPERTIES LLC ALC APPLICATION 1-26-2016.PDF](#)

5. Public Comments On Agenda Items

The public is encouraged to communicate their questions, concerns, and suggestions during Public Comments, however, State Statute prohibits the City Council from discussing an item that is not on the agenda. The Council does listen to your concerns and will have Staff follow-up on any questions you raise. Any and all comments should be addressed to the Governing Body, not to the general public and delivered in a civil manner in keeping with common courtesy and decorum.

6. Old Business

6.I. Consideration And Action On Ordinance 2016-01 Budget Amendment - Additive FY 15-16

Summary and Background:

Attached is a proposed Budget amendment for the current fiscal year. Staff has also prepared additional information detailing what spending would be authorized. The amendment would add a total of \$340,000 in newly identified revenues to the current fiscal year budget. First reading was conducted on January 19, 2016. Several

activities and projects such as the Council Strategic Goals retreat, pay study, IT equipment upgrades, HR positions etc....are on hold until the amendment is approved.

Please contact the City Manager if you have any additional questions.

Documents: [ADDITIVE BUDGET AMENDMENT MEMO.PDF](#), [ORDINANCE 2016 - 01 TO AMEND BUDGET FY 15-16.PDF](#)

#### 6.II. Consideration And Action To Select A Facilitator For The Council Retreat.

Summary and Background:

On January 5, 2016 staff discussed the need to hold a strategic planning retreat. On January 19th specific proposals for facilitation of the retreat were presented to the City Council. The item was tabled until January 26th to allow Council additional time to consider the various options. If a retreat is to be scheduled, organized and implemented in the February time-frame, staff needs to know as soon as possible.

Documents: [GOALS PLANNING RETREST SERVICES MEMO.PDF](#)

#### 7. Public Comments

The public is encouraged to communicate their questions, concerns, and suggestions during Public Comments, however, State Statute prohibits the City Council from discussing an item that is not on the agenda. The Council does listen to your concerns and will have Staff follow-up on any questions you raise. Any and all comments should be addressed to the Governing Body, not to the general public and delivered in a civil manner in keeping with common courtesy and decorum.

#### 8. Executive Session

- Personnel Matters
- Pending or Potential Litigation

#### 9. Adjourn

Public involvement and citizen engagement is welcome as Hapeville operates a very open, accessible and transparent government. We do however remind our attendees/residents that there are times allocated for public comments on the agenda. In order for council to conduct their necessary business at each meeting, we respectfully ask that side-bar conversations and comments be reserved for the appropriate time during the meeting. This will allow the City Council to conduct the business at hand and afford our meeting attendees ample time for comments at the appropriate time during the meeting.



Administrative Services Department  
3468 North Fulton Avenue  
Hapeville, GA 30354  
Phone: (404) 766-3004  
Fax: (404) 669-3302

### ALCOHOLIC BEVERAGE LICENSE INFORMATION & CHECK LIST

- A state license must be obtained before any alcoholic beverages can be served or sold in the City of Hapeville. Contact the Georgia Department of Revenue at (404) 417-4902.
- Read and understand the City's Alcohol Beverage Ordinance, Chapter 5 of the Code of Ordinances.
- If applicant is a new establishment you must also obtain an Occupational Tax Permit, please contact Planning & Zoning at (404) 669-8662.
- The following information will be required at the time of submittal of the application:
  - Completed Application Form (signed and notarized);
  - Must obtain or have an Occupational Tax Certificate;
  - Personnel Statements from owner, partners, officers, directors, and major stockholders of private corporations, and general manager with two current passport photographs;
  - All individuals required to complete personnel statements must contact the Police Department at (404) 669-2111 for fingerprinting/background check.
  - Cash, check, or credit card for the license fee plus the administrative fee;
  - Applicant must pay for Public Hearing Notice to be advertised in the Neighbor Newspaper. The Alcohol Beverage Clerk will provide the Newspaper with a Notice of Hearing. Please contact the Newspaper to make payment arrangements at (404) 363-8494;
  - Evidence of Ownership of the building or copy of the lease, if applicant is leasing the building;
  - A survey showing the distance to the nearest school, church, alcohol treatment facility;
  - If applicant represents a franchise, copy of the franchise agreement;
  - If applicant represents an eating establishment, submit a copy of the menu;
  - If applicant represents a partnership, submit copy of the partnership agreement;
  - If applicant represents a corporation, submit articles of incorporation and certificate of incorporation;
  - Project purchases/projected gross sales (if applying for distilled spirits consumption);
  - NOTE: Applicant's if approved will be required to provide a \$5,000 bond to the City for the first 5 years.
- Establishments holding an Alcohol Beverage License from the City of Hapeville must submit the following reports:
  - On-Premise Consumption
    - Excise tax-reporting for Liquor Sales (to be submitted monthly). Due the 20<sup>th</sup> of each month;
    - Quarterly Reporting of food/alcohol sales; due the last day of the month after each calendar quarter.
  - Retail and Package Stores
    - Quarterly Reporting of food/alcohol sales; due the last day of the month after each calendar quarter.



Administrative Services Department  
 3468 North Fulton Avenue  
 Hapeville, GA 30354  
 Phone: (404) 766-3004  
 Fax: (404) 669-3302

# Alcohol Beverage License Application

**Instructions:** This application must be typed or printed legibly and executed under oath. Each question must be fully answered. If space provided is not sufficient to answer the question please use a separate sheet of paper.

Holding an alcohol beverage license with the City of Hapeville is a privilege.

New       Amendment

Date: 11-2-2015

Contact Name: Joshua Patton Phone: 770-200-2000

Business/Trade Name: JMP Properties LLC

D/B/A: The Castle Restaurant

Email: \_\_\_\_\_

Business Address: 397 N. Central Avenue

Emergency Contact Name: Josh Patton Phone: 770-200-2000

**TYPE OF BUSINESS**

- Convenience Store
- Grocery Store
- Hotel/Motel
- Package Store
- Manufacturer
- Specialty Beverage Store
- Restaurant
- Restaurant under 2,000 Sq. Ft.
- Wholesale
- Other: \_\_\_\_\_

**TYPE OF LICENSE AND FEES**

- Retail
- Beer/Wine \$3,150.00
  - Package \$5,000.00

- On-Premise Consumption
- Beer/Wine \$3,150.00
  - Beer/Wine/Liquor \$5,000.00

- Wholesale/Manufacturer
- Beer/Wine \$3,150.00
  - Beer/Wine/Liquor \$5,000.00

On-Premise Consumption below 2,000 Sq. Ft.

- Beer \$1,600.00
- Wine \$1,600.00
- Liquor \$3,000.00

Administrative Fee (applicable to all Licenses) \$200.00

FOR OFFICE USE ONLY

Department	Date	Approve	Deny	Comments
Code Enforcement	11/4/15	<input checked="" type="checkbox"/>	<input type="checkbox"/>	see attached reports
Fire Department	11/3/15	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Planning & Zoning	11/11/15	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Police Department	11/11/15	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Alcohol Review Board	10/10/15	<input type="checkbox"/>	<input type="checkbox"/>	Denied

**APPLICANT INFORMATION**

Please submit a passport photograph of owner(s) with completed application.

Full Name: Joshua Patton Date of Birth:      -52

Current Address: 489 King Arnold Hapeville, Ga. 30354

Name of Agent or Representative (if different from Applicant): Attorney David Kupsky

Phone:       
Address: 50 Polk Street, Marietta, Ga. 30064

Address of Applicant (if different for the past 5 years):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Have you ever been arrested?  Yes  No (If yes, explain) Please see attached background info

**BUSINESS INFORMATION**

Type of business entity:  Sole Proprietorship  Partnership  Corporation  Other

Has an Occupational Tax Certificate been obtained and paid for at said business?  Yes  No (If not issued by the City of Hapeville please include a copy with application.)

Federal Tax ID Number: 25-7864839 State Tax ID Number: \_\_\_\_\_

Do you own the property?  Yes  No (If no, please provide name, address, and contact number for the landlord. A copy of the Lease must be attached to this application.) \_\_\_\_\_

Name each person(s) having a financial interest in the Establishment.			
Full Name	Position	Social Security Number	Address
Josh Patton	Owner		489 King Arnold

% of Interest	
	100

Have you or anyone with interest in the establishment ever or do you currently hold an alcohol beverage license with any other municipality, county, or state?  Yes  No

If so, have you or anyone holding interest in the establishment ever been placed on probation or had your license revoked?  Yes  No (If yes, please explain on separate sheet of paper and attach hereto.)

Provide name, address, Social Security Number, and phone number for each Manager if different from owner. A passport photograph, Personnel Statement, and Background Check must be submitted for each manager.

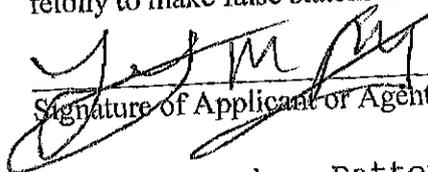
Full Name	Social Security Number	Address	Phone Number
N/A			

If new application for Retail Sale, attach a surveyor's plat and state the straight line distance from property line of school, church, library, or public recreation area to the wall of the building where alcohol beverages are sold.

Church: \_\_\_\_\_ School: \_\_\_\_\_  
 Library: \_\_\_\_\_ Public Recreation: \_\_\_\_\_

**VERIFICATION OF APPLICATION**

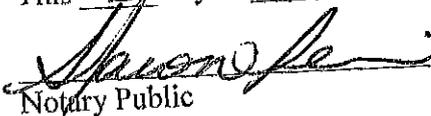
I hereby make application for an Alcohol Beverage License for the City of Hapeville. I understand that holding this license is a privilege. I do hereby affirm and swear that the information provided herein is true, complete and accurate, and I understand that any inaccuracies may be considered just cause for invalidation of this application and any action taken on this application. I understand the City of Hapeville reserves the right to enforce any and all ordinances regardless of payment of license fee and further that it is my/our responsibility to conform with said ordinances in full. I hereby acknowledge that all requirements shall be adhered to. I can read the English language and I freely and voluntarily have completed this application. I understand that it is a felony to make false statements or writings to the City of Hapeville pursuant to O.C.G.A. §16-10-20.

  
 Signature of Applicant or Agent

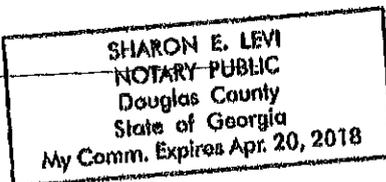
Joshua Patton  
 Print or Type Name

I certify that Joshua Patton (name of applicant) personally appeared before me, and that he signed his name to the foregoing statements and answers made therein, and under oath, has sworn that said statements and answers are true.

This 2 day of November, 2015

  
 Notary Public

My commission expires on: \_\_\_\_\_





ALAN HALLMAN  
MAYOR

RUTH BARR  
ALDERMAN AT LARGE

MICHAEL RANDMAN  
COUNCILMAN AT LARGE

JOSHUA POWELL  
COUNCILMAN WARD I

DIANE DIMMICK  
COUNCILMAN WARD II

## MEMORANDUM

From: William R. Whitson, City Manager

To: Mayor and Council

Subject: Additive Budget Amendment

Date: January 15, 2016

Attached you will find a proposed budget amendment that would add a total budget allocation to this fiscal year of \$340,000. This is due to our efforts to generate new sources of revenue for the City. The budget amendment allocates those resources into areas that will assist the City in achieving its operational and financial management goals. Our entire management team has been involved in this process and we collectively endorse and recommend this budget amendment for your consideration and approval.

As I shared with Council earlier, the amendment proposes spending in two (2) main portions. First, additional staff investments and resources and second targeted increases in various contract support functions that will help key projects continue to move ahead.

### Staff Investments

Over the years, the City (in response to the economic downturn) cut back the level of staffing. Research shows that staffing levels in 2004/05 before the great recession reached as high as 169 employees. Today our workforce stands at 139, a reduction of 30 positions or 20%. This has been achieved by changes in service, staff attrition and doubling the workload for many employees. In fact, it is not uncommon to look at our workforce staffing and see various positions wearing multiple hats and meeting several different City operations and tasks.

Although staff understands that we cannot return to previous staffing levels; we do believe there are critical needs that must be addressed now in order to meet the ever growing demands of customer service, State and Federal regulations, growth management and citizen service demands. As the business of local government grows ever so complex and challenging, meeting the needs and service expectations of a more modern urban community will take a more skilled and educated workforce. Market competition for bright and hard working employees with the

passion and skills to serve our citizens will increase. That means our wages, staff development, team building skills and overall management must be improved. The investments recommended here will be a step in the right direction.

A few highlights of the proposed staffing investments and changes will be:

- Improved efficiency in the development process (Creation of a more streamlined one stop shop for development)
- Improved communication, grant management and marketing efforts for the City
- More efficiency and detailed attention for our special events....this will streamline resource use across multiple Departments and better manage our risks
- Improved human resources management and administration to support the City workforce
- An additional 1% bonus for all City employees (Not including the City Manager)

### **Projects/Tools for Operations**

As you know, the City also cut way back in various areas to balance the budget this year and in previous years. Unless we were awarded grants, we did very few capital projects and reduced spending throughout the organization. This means that the City's operational levels are not very "flexible or proactive" and resources for planning ahead have been greatly reduced. With substantial new growth on the horizon, the time is now to be proactive.

The proposed budget amendment seeks to respond to the ever growing needs for additional planning and prepare for the changing market conditions and new growth that is coming. In addition, resources are needed for planning with regard to our future workforce needs and salary increases that are long overdue. Finally, our technology and legal needs are ever increasing and we must keep pace with such costs if we are to achieve the goals and direction Council is moving us towards as an organization.

A few highlights of the projects and tools investments to support City operations will be:

- Resources to initiate a full pay study for City Staff
- Resources to improve our Information Technology needs
- Increased Safety incentives for employees
- Improved training and travel resources
- Resources for additional Planning in the City including a City Council strategic goals Retreat
- Additional Code Enforcement and legal support

Page 3  
Budget Amendment Memo  
January 15, 2016

In closing, the proposed amendment also recognizes the need to continue efforts towards fiscal stability by making a contribution to our reserve funds. As I have stated, the City must continue to not only meet its obligations to operate effectively, but, we must plan for a save for a rainy day. That is why you will note a recommendation that Council reserve at least \$85,000 or 40% of these new revenues towards our fund balance. Having this type of fiscal discipline will pay off for the City and make us (in the long run) more financially attractive and place the City in a better overall financial posture to pursue future opportunities. Should you have any additional questions, please feel free to contact me or Jim Schuster.

Copy: City Attorney  
Dept. Heads

STATE OF GEORGIA  
CITY OF HAPEVILLE

ORDINANCE 2016-

AN ORDINANCE TO AMEND THE ANNUAL BUDGET FOR THE CITY OF HAPEVILLE, GEORGIA FOR THE FISCAL YEAR 2015-2016 TO ADJUST REVENUE AND EXPENDITURES:

WHEREAS, the Mayor and Council have adopted a budget for the year ending June 30, 2016; and

WHEREAS, the City Manager has proposed amendments to the Fiscal year 2106 budget as set forth below,

WHEREAS, the Mayor and Council must approve any such amendments to the budget

WHEREAS, section 17-2-3 of the City of Hapeville Code of Ordinances provides that all amendments to the budget shall be by ordinances;

NOW, THEREFORE IT IS HEREBY ORDAINED by the Mayor and Council of the City of Hapeville, Georgia:

**Section 1.**

That the Fiscal Year 2015-2016 Budget be amended to reflect the adjustment of revenue and expenditures as follows:

		<b>Fiscal 2015-16 Budget Impact</b>
<b>New Revenues</b>		
Already budgeted	Colonial Pipeline Property Tax Assessment	-
Personal Property Tax	Epsilon Trading Fuel Tank Assessment	19,932
Personal Property Tax	Epsilon Trading Fuel Stored	209,560
Franchise Fees	Franchise & Right of Way Use Fees	26,672
Cell Tower Lease	Cell Tower Permits & Inspection Fees	13,600
Personal Property Tax	Personal Property Tax (Staybridge)	38,070
Personal Property Tax	Delta Air Lines, Inc Equipment Tax	3
Occupation Taxes	Occupation Taxes Collected	4,305
	New General Fund Revenues	312,142
	Less: Accumulated Fee	(103,942)
	Net Amount Available (rounded)	208,200
<b>Water/Sewer and General Fund</b>		
Interfund Transfer	Additional Water/ Sewer revenues	131,800
Total: New General Fund Resources		<u>340,000</u>
<b>New Appropriations</b>		
Economic Development - Manager position	Salaries & Wages. Fringe benefits	6,000
Human Resources - Position (1/2 FTE)	Salaries & Wages. Fringe benefits	16,000
Administration-Project Manager	Salaries & Wages. Fringe benefits	38,000
Administration-Intern Position	Salaries & Wages. Fringe benefits	3,500
All Departments-1% 1 time employee payment	Salaries & Wages. Fringe benefits	62,200
	Sub -Total	125,700
HR- Employee Pay Study	Contract Services & Misc Items	20,000
IT - Budget Adjustment	Contract Services & Misc Items	40,000
HR- Safety Incentives	Contract Services & Misc Items	4,500
City Council-Travel	Travel and Training	7,200
City Council-Training-Development	125th Celebration and Goals Retreat	10,300
Planning- Additional activity Funds	Contract Services & Misc Items	20,000

Legal- Additional activity Funds	Contract Services & Misc Items	22,200
Code Enforcement	Contract Services & Misc Items	5,000
	Sub - Total	129,200
	Total	254,900
Net to Fund Balance	Excess of New Revenue over new expenses	85,100
	<b>Grand Total</b>	<b>340,000</b>

Jan. 06, 2016

**Section 2.**

- a. It is hereby declared to be the intention of the Mayor and Council that all sections, paragraphs, sentences, clauses and phrases of the Ordinance are or were, upon their enactment believed by the Mayor and Council to be fully valid, enforceable and constitutional.
- b. It is hereby declared to be the intention of the Mayor and Council that, to the greatest extent allowed by law, each and every section, paragraph, sentence, clause or phrase of the Ordinance is severable from every other section, paragraph, sentence, clause or phrase of this Ordinance. It is hereby further declared to be the intention of the Mayor and Council that, to the greatest extent allowed by law, no section, paragraph, sentence, clause or phrase of this Ordinance is mutually dependent upon any other section, paragraph sentence, clause or phrase of this Ordinance.
- c. In the event that any phrase, clause, sentence or section of this Ordinance shall, for any reason whatsoever, be declared invalid, unconstitutional or otherwise unenforceable by the valid judgment or decree of any court of competent jurisdiction, it is the express intent of the Mayor and Council that such invalidity, unconstitutionality, or unenforceability shall, to the greatest extent allowed by law, not render invalid, unconstitutional or otherwise unenforceable any of the remaining phrases, clauses, sentences, paragraphs or sections of the Ordinance and that, to the greatest extent allowed by law, all remaining phrases, clauses, sentences, paragraphs and sections of the Ordinance shall remain valid, constitutional, enforceable, and of full force and effect.

**Section 3.**

All Ordinances and parts of Ordinances in conflict herewith are hereby expressly repealed.

**Section 4.**

This Ordinance shall become effective upon its adoption by the Mayor and Council.

**Section 5.**

The Ordinance shall be codified in a manner consistent with the laws of the State of Georgia and the City of Hapeville.

**Section 6.**

It is the intention of the governing body, and it is hereby ordained that the provisions of this Ordinance shall become and be made part of the Code of Ordinances, City of Hapeville, Georgia and the sections of this Ordinance may be renumbered to accomplish such intention.

First Reading: January 19, 2016

Adoption: \_\_\_\_\_.

This Ordinance having been properly considered and adopted by the City Council of the City of Hapeville, Georgia the same is approved this \_\_\_\_ day of January 2016.

City of Hapeville, Georgia

\_\_\_\_\_  
Alan Hallman, Mayor

ATTEST:

\_\_\_\_\_  
Jennifer Elkins, City Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
Steven M. Fincher, City Attorney



ALAN HALLMAN  
MAYOR

RUTH BARR  
ALDERMAN AT LARGE

MICHAEL RANDMAN  
COUNCILMAN AT LARGE

JOSHUA POWELL  
COUNCILMAN WARD I

DIANE DIMMICK  
COUNCILMAN WARD II

From: William R. Whitson, City Manager

To: Mayor and Council

Subject: Goals Planning Retreat Services

Date: January 15, 2016

As you know, the City Council discussed the possibility of holding a goals planning retreat. We discussed looking for Saturday dates in February, 2016. We also discussed having a written report with a product staff could use in the budget building process if possible.

Staff followed up on various suggestions made by Council members and reached out to sources of known facilitation services readily available to the City. Attached you will find copies of the communication and responses we received as a result of requesting this type of retreat facilitation need. The basic guidance provided to all proposers was availability during various Saturday's in February, pre-planning availability/expense, facilitation services and a follow-up report as required by the City.

Thus far, we received the following responses and information for your review and consideration regarding facilitation support services:

One proposal response from Susan Peryam (Suggested by Josh Powell via LinkedIn)

A proposal from a vendor I met at ICMA- MR Inc.

A proposal from Gilda Waters (Suggested by Diane Dimmick)

A proposal from Carl Vincent Institute at UGA

A proposal from the Florida Institute for Local Government Excellence

Please review this information and be prepared to let staff know which proposals seems to be the best fit for Hapeville and the Council. Once we receive your feedback we will finalize all the logistical arrangements and any required contract agreements with the facilitator.

In closing, please let me know if you have any additional questions?

Copy: Steve Fincher, City Attorney

## Jennifer Elkins

---

**Subject:** FW: Proposal for Mayor and Council Retreat

---

**From:** Susan Peryam [<mailto:susan@peryamassociates.com>]  
**Sent:** Monday, January 11, 2016 10:04 AM  
**To:** Maria Rodriguez  
**Subject:** RE: Proposal for Mayor and Council Retreat

Maria

Thank you for contacting Peryam and Associates. I am interested in facilitating the sessions for the Mayor and Council Retreat. I will try to answer your questions below, but keep in mind before I give a formal proposal with firm cost, I like to know more about the sessions so I can estimate preparation, on-site facilitation, and documenting the outcomes.

Please see the answers to your questions below.

A next step is to schedule a brief phone call with the leader of the meeting in order for me to gain an understanding of expected outcomes and the participants.

Thank you,  
Susan

Susan Peryam, CPF  
*Certified Professional Facilitator*  
Peryam and Associates  
[www.peryamassociates.com](http://www.peryamassociates.com)  
[susan@peryamassociates.com](mailto:susan@peryamassociates.com)  
770-301-1811

---

**From:** Maria Rodriguez [<mailto:mrodriguez@hapeville.org>]  
**Sent:** Friday, January 08, 2016 11:27 AM  
**To:** [susan@peryamassociates.com](mailto:susan@peryamassociates.com)  
**Subject:** Proposal for Mayor and Council Retreat

Good Morning Ms. Peryam,  
The City of Hapeville will be hosting a retreat on the following dates: 13<sup>th</sup>, 20<sup>th</sup>, and 27<sup>th</sup> of February. We would like to know if your available to facilitate a one-day retreat on the mention dates.

If interested please answer the following questions:

- 1) What would be the cost for service? My costs are standard rates of \$2,500 per day plus preparation and documentation. I usually give a 10% discount for government and non-profit organizations.
- 2) How long would you need to prepare for the meeting? I need to know more about the meeting in order to estimate the preparation. At least two weeks in advance, I would like to talk to the leader to gain an understanding of expected outcomes, the participants, the information and materials

needed. Also, in most cases I like to talk with a select number of participants via phone to understand their expectations.

- 3) **What is your scope of work?** All sessions are customized to meet the leader's expectations. I work with the leader to create the agenda, customize the facilitation plan and decide how to document the outcomes. I arrive on-site approx.. one hour before the session to set up. I provide most facilitation supplies, the client provides the space, refreshments, and a/v if it is required.
- 4) **Do you provide services to public/private entities?** Yes, please see my website [www.peryamassociates.com](http://www.peryamassociates.com) to see a list of clients.
- 5) **Will you provide a written report?** yes

Thank you for your time in this matter. If you have any question please feel free to email me.

*Maria J. Rodriguez, Receptionist  
City of Hapeville  
3468 North Fulton Avenue  
Hapeville, GA 30354  
P: 404-669-2103  
F: 404-669-3302*

---

This communication, any embedded communications from others and any attachments hereto are intended for the exclusive use of the intended recipient(s) and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If you are not an intended recipient or the employee or agent responsible for delivering this communication to an intended recipient, you have received this communication in error and any disclosure, dissemination, distribution, duplication or use of this communication and its content is strictly prohibited. If you have received this communication in error, please notify the sender by reply e-mail, delete this communication from your system, and destroy all copies thereof. Thank you.

## Jennifer Elkins

---

**From:** William Whitson  
**Sent:** Wednesday, January 13, 2016 1:52 PM  
**To:** Jennifer Elkins  
**Cc:** Maria Rodriguez  
**Subject:** FW: Jeremy Following Up with Mr. Whitson  
**Attachments:** Arvada\_City\_Strategic\_Plan\_Adopted\_2013-06-17\_Public\_Version.pdf; Clackamas County, OR\_Strategic Plan.pdf

This would be part of the list of options for the Retreat

W W

---

**From:** Jeremy Stephens [mailto:jstephens@managing-results.com]  
**Sent:** Wednesday, October 21, 2015 11:26 AM  
**To:** William Whitson  
**Cc:** James Schuster; Jennifer Elkins; Maria Rodriguez  
**Subject:** RE: Jeremy Following Up with Mr. Whitson

Mr. Whitson-

Great to hear from you, and I hope all is well in Hapeville.

I will not be traveling until December so I can jump on a call anytime on the 5<sup>th</sup> or 6<sup>th</sup> or I am free that next week as well.

In terms of where you are positioned as a jurisdiction and how to prioritize what lies ahead, one thing we might talk about is taking a step back and thinking about a City Strategic Plan created by the Council that speaks to the priorities and customer focused measurable results that the elected body would like to achieve over the next 2-5 years. In almost 100% of our partnerships over the last 18 years, we have started with a Jurisdiction plan (I have attached a few for you). For smaller but growing jurisdictions, like Hapeville, that know they would like to move forward with a performance-driven approach but are also focused on the importance of timing and taking it one step at a time...this is a good place to start as it sets the foundation from which everything else aligns.

We can also talk about how smaller jurisdictions can create an implementation plan for the City Strategic Plan so that the goals of the Council are aligned with operations. This approach allows a jurisdiction to go ahead and begin aligning resources with results, while waiting on the right time to create Department Strategic Business Plans and true program-based performance budget.

At the end of the day, I think there are ways for the City to get started in a way that allows you to take it one step at a time...and I am happy and look forward to talking with you about how others in similar circumstances have proceeded.

As always, you and members of the team are welcome to give me a call at 865-567-5192 at any time. Having worked in the OMB in Nashville and gone through this process, I am always eager to talk with folks about my own experiences and also those of our customers.

Thank You Sir, and just let me know if those dates work for you all-

Jeremy

Jeremy Stephens

Managing Results, LLC  
<http://managing-results.com>  
865-567-5192



Managing Results

---

**From:** William Whitson [<mailto:wwhitson@hapeville.org>]  
**Sent:** Tuesday, October 20, 2015 4:19 PM  
**To:** Jeremy Stephens  
**Cc:** James Schuster; Jennifer Elkins; Maria Rodriguez  
**Subject:** RE: Jeremy Following Up with Mr. Whitson

Jeremy:

Thank you for your e-mail. Please excuse my delayed response.

Agreed. It was really great to see you and spend a brief moment catching up!

Yes, I anticipate some Growth coming our way. In fact we have some budget analysis and performance budget issues facing us. Our problem is how to pay for that increase in staff and analysis, before the growth comes? We know the data we need and we know the various questions that need answering.....however, we do not have adequate budget resources to pay for what is required and our current staff is currently overwhelmed.

I would be happy to visit with you about your budget tools. However, like anything else here we will have to go slow and work towards better budget times before we are ready to purchase anything. Hopefully, you understand and appreciate where we are.

Please feel free to suggest some times when we can schedule a call after say Nov 3<sup>rd</sup>- Election Day! I would Be delighted to talk with you.

Sincerely,

W W

---

**From:** Jeremy Stephens [<mailto:jstephens@managing-results.com>]  
**Sent:** Monday, October 19, 2015 2:44 PM  
**To:** William Whitson  
**Subject:** Jeremy Following Up with Mr. Whitson

Mr. Whitson-

I hope you had a great weekend sir, and I hope all is well down in GA! Things up here in Maryville, TN are going well.

It was great seeing you at ICMA, and congratulations on your position in Hapeville. From what you said in Seattle and from what I can gather from looking at the website, you guys are making it happen☺

As your schedule permits, I would love to reconnect to see what you all are up to and to what extent strategic planning, performance budgeting and performance measurement and management is something that is being discussed. For us as an organization, a common theme that runs through 99% of our customers over the last 18 years or so, is that they are experiencing are either anticipating or experiencing the beginning or real growth in their community. I suspect that is the case in Hapeville.

You just let me know sir what your schedule looks like, or feel free to call me at 865-567-5192 at anytime.

Again sir, it was great seeing you again, and I hope to be able to touch base soon.

Thank You Sir-

Jeremy

Jeremy Stephens  
Managing Results, LLC  
<http://managing-results.com>  
865-567-5192



Managing Results

---

This communication, any embedded communications from others and any attachments hereto are intended for the exclusive use of the intended recipient(s) and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If you are not an intended recipient or the employee or agent responsible for delivering this communication to an intended recipient, you have received this communication in error and any disclosure, dissemination, distribution, duplication or use of this communication and its content is strictly prohibited. If you have received this communication in error, please notify the sender by reply e-mail, delete this communication from your system, and destroy all copies thereof. Thank you.

---

No virus found in this message.

Checked by AVG - [www.avg.com](http://www.avg.com)

Version: 2015.0.6172 / Virus Database: 4447/10853 - Release Date: 10/19/15

---

This communication, any embedded communications from others and any attachments hereto are intended for the exclusive use of the intended recipient(s) and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If you are not an intended recipient or the employee or agent responsible for delivering this communication to an intended recipient, you have received this communication in error and any disclosure, dissemination, distribution, duplication or use of this communication and its content is strictly prohibited. If you have received this communication in error, please notify the sender by reply e-mail, delete this communication from your system, and destroy all copies thereof. Thank you.



CITY OF ARVADA

CITY COUNCIL

CITY STRATEGIC PLAN 2014 TO 2019

*Adopted by Resolution*

*R13-075 on June 17, 2013*



## TABLE OF CONTENTS

Priority: Growth and Economic Development . . . . .	3
Priority: Infrastructure . . . . .	4
Priority: Vibrant Community and Neighborhoods . . . . .	5
Priority: Organizational and Service Effectiveness . . . . .	6
Glossary of Terms . . . . .	7



## PRIORITY: GROWTH AND ECONOMIC DEVELOPMENT

**The future of Arvada's prosperity and quality of life will be influenced largely by the City's ability to manage growth through intelligent economic development and strong fiscal policies. Good paying jobs, thoughtful transit-oriented development and new housing, together with long-term investments in the Wadsworth Corridor, will define managed growth in Arvada.**

- Beginning in 2019, 25% of new housing is located in urban centers and corridors
- By 2019, 1,000 new jobs will be created and located in urban centers and corridors
- 800 new non-retail jobs created by 2019, within the following targeted industries: medical, manufacturing, research and development, bio-medical, energy, enabling technology, and professional services.
- By 2019, create \$350 million in private sector capital investments (buildings, furniture, fixtures and equipment)
- By December 31, 2015, Arvada Ridge Transit Oriented Development site vehicle and pedestrian access improvements will be evaluated and presented to Council and by January 1, 2019 selected improvement will be completed
- By 2015, the Wadsworth Corridor, including the Arvada Center, will be evaluated for the creation of a cultural and activity district, and by 2017 the district will be established



## PRIORITY: INFRASTRUCTURE

**Arvada's future will be built upon well-maintained streets, sidewalks, trails and recreation amenities. Steady future economic growth will follow transit lines and the Jefferson Parkway, accompanied by appropriately designed parking facilities and readily available water resources to support a planned and steady growth in our population.**

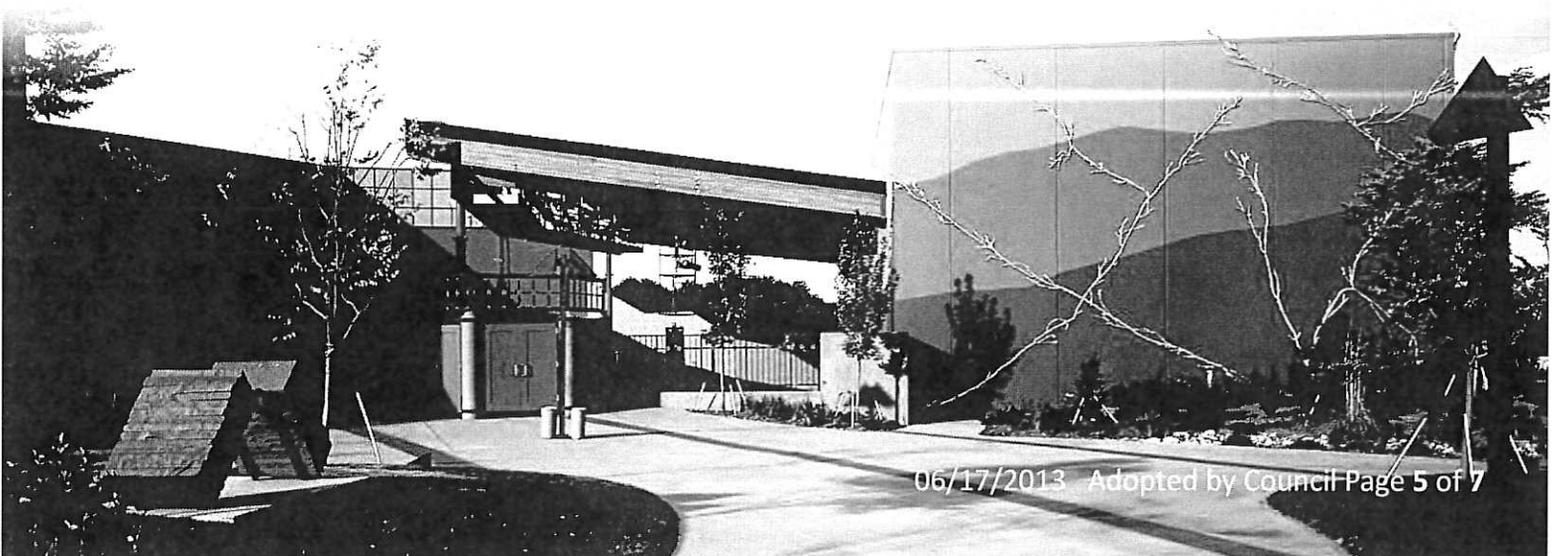
- By December 31, 2017, the Jefferson Parkway is completed
- By December 31, 2015, we will partner with RTD to provide 300 parking spaces at the Sheridan Transit Station, 400 parking spaces at the Olde Town Transit Station and 150 parking spaces at the Arvada Ridge Transit Station and by December 31, 2015, we will provide 300 additional parking spaces in Olde Town in an efficient and sustainable manner (such as including electric vehicle charging stations and consideration of the best use of the land)
- By December 31, 2019, 100% of all sidewalk gaps as identified by the Transportation Committee and as approved by City Council will be built according to the then current code requirements
- By 2019, 70% of Street Pavement Conditions are rated as "fair" or better
- By December 31, 2019, 3,000 additional acre-feet of water is acquired to support the anticipated population growth
- By 2015, 90% of street reconstruction and new street construction projects located on the City Conduit Map will include conduits for fiber optics and dry utilities
- By December 31, 2019, 100% of all identified trail gaps and connection points recognized in the City's Parks, Trails and Open Space Master Plan and Bicycle Master Plan as identified by the Arvada Park Advisory Committee and as approved by City Council are built/completed
- By December 31, 2014, a conceptual plan and location for a new Justice Center will be completed in order to accommodate emerging safety requirements for the public
- By December 31, 2019, West Woods club house and related facilities are replaced



## PRIORITY: VIBRANT COMMUNITY AND NEIGHBORHOODS

**Strong neighborhood associations, citizens engaged in civic life and the arts, and a long-term sustained focus on the safety and success of our children will bring out the best of our character and ensure Arvada is the place we want to raise our children for generations to come.**

- By 2017, 12.5% of Arvada households will be engaged with the Arvada Center as paying patrons on an annual basis
- By 2019, 50% of identified neighborhoods, who in 2013 did not have organized groups, will have organized neighborhood associations, HOA's, Councils or other leadership/engagement groups with whom the City can liaison
- By August 1, 2015, the City's 'Arterial Beautification Program' is approved by Council and by December 31, 2016 one key project is underway
- By July, 2014, a decision will be finalized as to the feasibility of an eastside recreation center being located on city owned property
- By 2017, 95% of middle and senior high school age children are neither truant nor engaged with the juvenile justice system over the period of a year
- By December 31, 2015, an assessment of impacts of an aging population is completed
- By 2015, measurable results will be developed and published relative to the 'Sustain Arvada' plan for water, energy and transportation and the following results will be achieved:
  - By 2019, water usage by the community is reduced from 18,450 ac-ft to 17,750 ac-ft
  - By 2019, 20% of the energy consumed at City facilities and by City vehicles will be supplied by renewable energy
  - By 2019, the use of alternate travel modes for commuting to work by Arvada residents will increase from 10% to 13%



## PRIORITY: ORGANIZATIONAL AND SERVICE EFFECTIVENESS

**Citizens depend on a well-managed, fiscally responsible City government to guide and support growth. Performance-based management practices, sustainable levels of resource use and Council-approved fiscal and operational policies will ensure the long-term credibility and accountability of City Government.**

- 10% of Arvada Center operating budget is derived from charitable donations by 2019.
- By 2014, a formalized system for Council enacted fiscal and operational policies for the City is adopted
- By 2015, all departments will have in place a department-specific Workforce Plan which is annually updated and utilized to make ongoing workforce decisions
- By October 31, 2014, City Council policy and budget decisions will be guided by information from performance reports from all departments
- By 2015, 90% of contracts for service will contain specific performance measurements and by 2017, 85% of contracts for service will be awarded or renewed based partially upon performance results





## GLOSSARY OF TERMS

**Alternate Travel Modes** – Any mode of travel that does not involve a single occupant vehicle, such as travel by transit, carpool, bicycle or walking. Information on the mode of travel for commuting to work is regularly collected as a part of the Arvada Citizen Survey.

**City Conduit Map** – A City plan maintained by the Public Works Department that identifies key street locations for the placement of conduit for future communications connectivity in the City

**Corridors** – Arterial streets commonly function as corridors that offer a mix of land uses, including housing, employment and retail and transportation connections within the community and connecting to the region. In Arvada Wadsworth Bypass, Ralston Road and Indiana Street are designated as corridors for this strategic plan.

**Dry Utilities** – Facilities for fiber optics, telephone, cable television, electrical, traffic signals and natural gas lines

**Non-Retail Jobs** - Includes both Primary Jobs and those jobs that are not a part of a retail business

**Paying Patron (Arvada Center)** – A person who makes a purchase from the Arvada Center for services or events or who makes a direct donation to the Arvada Center. Purchases may include tickets to performances, education classes and camps or other services. This does not include someone that participates in group sales or school field trips.

**Primary Jobs** – Jobs that create a good or service in which more than 50% is exported outside of the community, bringing new wealth to the community

**Street Pavement Condition** – A rating of the quality of a street surface that is determined by a defined and standardized survey method that considers pavement roughness, cracking and surface distress

**Street Reconstruction** – Any pavement management project that involves either 3 inches or more of asphalt milling or the complete removal and replacement of the pavement surface of a street

**Urban Centers** – DRCOG defines urban centers as places that will be active, pedestrian, bicycle, and transit friendly places that are more dense and mixed in use than surrounding areas; allow people of all ages, incomes and abilities to access a range of housing, employment, and service opportunities without sole reliance on having to drive; promote regional sustainability by reducing per capita vehicle miles traveled, air pollution, greenhouse gas emissions and water consumption; and respect and support existing neighborhoods. In Arvada the Candelas, Olde Town and Ralston Fields areas are designates as Urban Centers

**Workforce Plan** – an employee management plan that includes succession, training and employee development

# PERFORMANCE CLACKAMAS

# CLACKAMAS COUNTY STRATEGIC PLAN

ADOPTED SEPTEMBER 18, 2014



## BOARD OF COUNTY COMMISSIONERS

John Ludlow, Chair  
Jim Bernard  
Paul Savas  
Martha Schrader  
Tootie Smith

Facilitated by Managing Results, LLC

**P**erformance Clackamas is Clackamas County's new strategic plan and new way of ensuring that the county meets high performance standards for serving the public. The plan focuses on five overarching strategic priorities, selected by the Board of Commissioners after considering more than a year of public input from surveys, town hall meetings, business meetings and other forms of community comment. Each goal is supported by measurable and specific objectives along with a timeline. The progress made toward accomplishing the objectives will be available to the public.

The strategic priorities are:

- Build public trust through good government
- Grow a vibrant economy
- Build a strong infrastructure
- Ensure safe, healthy and secure communities
- Honor, utilize, promote and invest in our natural resources

Adoption of **Performance Clackamas** demonstrates the county's intent to focus on the customer in everything it does, and to be able and willing to keep taxpayers informed about what they and their community are getting for their money.

The format of **Performance Clackamas** is based on Managing for Results (MFR), a comprehensive and integrated management system focused on achieving results for the customer. By adopting a MFR-based system, the Clackamas County Board of Commissioners is committing the entire Clackamas County organization, including its elected officials, its administrative structure, its employees and its budget, to achieving positive results for our customers.

Five basic components capture the essence of MFR:

- Identify the priorities the county is trying to address on behalf of its residents;
- Develop an overall plan for addressing those priorities;
- Develop policies, programs, activities and services that align to those priority areas;
- Organize and implement budgeting, accounting and management systems to support the strategies, goals and objectives specified in the plan, and
- Develop and track costs and performance data to allow the county and its residents to gauge the county's progress toward reaching its goals and objectives.

All county employees play a role in ensuring that the county remains committed to achieving positive results for customers. Every county department will identify its customers, and apply MFR principles to improve performance and demonstrate how effectively and efficiently it is delivering programs and services to customers. In turn, customers will have the opportunity to know how the county is serving them and how the county is using its financial resources.

For more information and updates: [www.performanceclackamas.us](http://www.performanceclackamas.us)  
or email [performanceclackamas@clackamas.us](mailto:performanceclackamas@clackamas.us)

## GROW A VIBRANT ECONOMY

The future prosperity of Clackamas County's residents will be built on good paying jobs that support families, affordable housing, capital investments that grow current businesses, and on the availability of employment lands where new businesses can easily locate and expand within the county.

- By 2019, 10,000 family wage jobs will be created in Clackamas County.\*
- By 2019, wages earned in Clackamas County will be at or above the national average.\*\*
- By 2019, the home ownership rate in Clackamas County will be 72 percent or greater.
- By 2019, \$500 million in new capital asset investment will be realized within Clackamas County.
- By 2020, Clackamas County will have and maintain a 20-year supply of serviceable non-retail employment land in the urban growth boundary.
- By 2019, Clackamas County will have and maintain a supply of employment land, including large lot industrial, sufficient to provide 500 jobs within a nine-month window.

\*Compared to 2012.

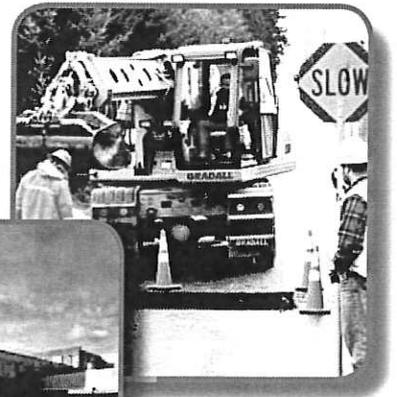
\*\*All industries, as measured by the Bureau of Labor and Statistics.



## BUILD A STRONG INFRASTRUCTURE

Long-term investments in roads and transportation infrastructure will generate commercial enterprise and jobs along key corridors, as well as ease commute times for many residents. Updating county facilities will ensure services are accessible to residents well into the future while containing construction costs and avoiding further delays.

- By 2019, 120 additional miles of county roads will be improved to 'good to excellent' status, a nine percent increase from 2014.
- By 2019, I-205 expansion and Phase II Sunrise will be scheduled for state and regional funding within the next five years.
- By 2019, I-5 access to Canby will be placed in the State Transportation Improvement Program (STIP).
- By June of 2016, Clackamas County will have a plan in place that will achieve sewer improvements and funding to support the expected 20-year growth horizon.
- By 2016, the Master Plan for county facilities will be updated, including an assessment of the condition of county buildings and a funding plan.



## ENSURE SAFE, HEALTHY AND SECURE COMMUNITIES

Focusing on the well-being of our families and communities reflects the best of our character. Investments in providing services to those needing medical care, addressing homelessness among veterans, reducing recidivism among offenders, lowering the crime rate and making our children safe - these efforts, combined with success in creating jobs, will give definition to the county's efforts to alleviate poverty and will help ensure the safety, health and security of our communities.

### PUBLIC HEALTH

- By 2018, 95 percent of county residents will have access to routine health care.
- By 2020, the number of children needing placement in foster care will be reduced by 50 percent.
- By 2020, there will be no domestic violence related homicides in Clackamas County.
- By 2018, County Health Rankings will show Clackamas County among the three top-ranking counties in the state in at least 90 percent of health measures.
- By 2019, the number of unsheltered veterans in Clackamas County will be reduced by 50 percent.

### PUBLIC SAFETY

The safety of children and families will be a county priority as evidenced by:

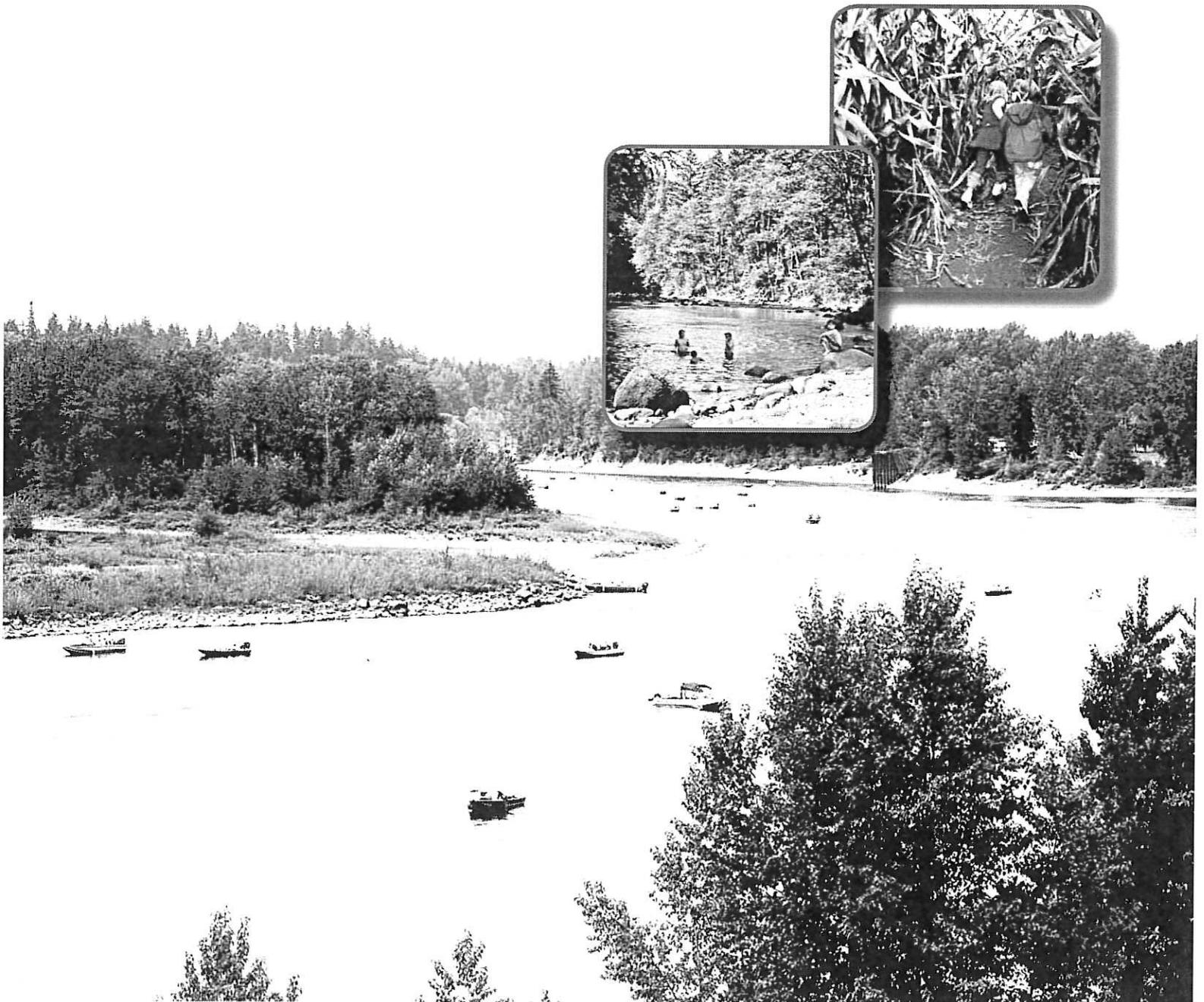
- By 2019, the violent crime rate in Clackamas County will be less than 95 per 100,000 persons per year.
- By 2018, the property crime rate in Clackamas County will be less than 2,400 per 100,000 persons.
- By 2020, juvenile recidivism will be below 17 percent.
- By 2020, adult recidivism (measured by felony convictions within three years) will be below 19 percent.
- By 2018, Clackamas County will achieve a Community Rating System score for flood safety (CRS) of 4, resulting in substantial savings in flood insurance premiums for county residents.



## HONOR, UTILIZE, PROMOTE AND INVEST IN OUR NATURAL RESOURCES

The abundant natural resources and rural areas of Clackamas County provide extraordinary economic and recreational opportunities. A balanced approach that honors, utilizes, promotes and invests in our natural resources will generate prosperity and help secure those resources for future generations.

- By 2019, federal lands in Clackamas County will produce \$6 million annually for the county.
- By 2020, there will be a five percent annual increase in Gross Domestic Product from agricultural lands in Clackamas County.
- By 2020, five new, natural resource-based processors will be located in Clackamas County.
- By 2020, there will be \$20 million in new capital investment in tourism-related facilities in Clackamas County.



## BUILD PUBLIC TRUST THROUGH GOOD GOVERNMENT

Public trust is the currency of good government. Clackamas County will design and deliver services that make a difference, and measure our effectiveness in terms of results for our customers. We will be accountable and deliver what we promise. When we allocate resources they will be tied to results that matter.

- By 2017, all Commission-managed departments will have completed customer focused, outcome-based Strategic Business Plans, to include customer service and satisfaction measures.
- By 2018, 100 percent of the County Budget will be attached to measurable customer results.
- By 2020, Clackamas County will achieve the Strategic Results in the Strategic Plan.

Original printing 8/14

Photos courtesy Oregon's Mt. Hood Territory and the following Clackamas County Departments:

Business and Community Services - Sheriff's Office

Transportation and Development - Water Environment Services

Health, Housing and Human Services



## Jennifer Elkins

---

**From:** Jennifer Elkins  
**Sent:** Friday, January 15, 2016 12:03 PM  
**To:** William Whitson  
**Subject:** Goals Retreat

William – I spoke with Gilda Waters, who was referred by Councilman Dimmick, regarding facilitation of the Council Retreat. Here are the questions and answer that were asked:

1. Are you available the 13<sup>th</sup>, 20<sup>th</sup>, and 27<sup>th</sup> of February? Yes
2. What would be the cost for facilitating the meeting? \$700 flat fee
3. How long would you need to prepare for the meeting? About a week would like to have a pre-meeting to discuss goals and achievements for the meeting, the venue, and participants, etc.
4. What is your scope of work? Pre-meeting, facilitation and post meeting wrap all focused on the goals the client has provided.
5. Do you provide services to public/private entities? Yes, most recently Georgia Agritourism.
6. Will you provide a written report? Yes

Jennifer

Jennifer Elkins, City Clerk  
City of Hapeville  
3468 North Fulton Avenue  
Hapeville, GA 30354  
P: (404) 766-3004  
F: (404) 669-3302

This communication, any embedded communications from others and any attachments hereto are intended for the exclusive use of the intended recipient(s) and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If you are not an intended recipient or the employee or agent responsible for delivering this communication to an intended recipient, you have received this communication in error and any disclosure, dissemination, distribution, duplication or use of this communication and its content is strictly prohibited. If you have received this communication in error, please notify the sender by reply e-mail, delete this communication from your system, and destroy all copies thereof. Thank you!

## Jennifer Elkins

---

**From:** William Whitson  
**Sent:** Friday, January 15, 2016 12:26 PM  
**To:** Jennifer Elkins  
**Subject:** FW: Proposals for Mayor and Council Retreat

**Importance:** High

FYI.....For the Council info package.

W W

---

**From:** Mara S Register [mailto:msregist@uga.edu]  
**Sent:** Thursday, January 07, 2016 5:56 PM  
**To:** William Whitson  
**Cc:** Christine E Jepsen  
**Subject:** Proposals for Mayor and Council Retreat  
**Importance:** High

Good evening William,

Per your request, I am providing two different proposals for your consideration for your proposed Mayor and Council retreat as follows:

I. **One Day Facilitated Retreat :**

**A. The only available date we have of those you provided is Saturday, February 20, 2016. Our pricing for a one-day retreat is \$2,300 plus travel and lodging expenses. The fee includes one-day of facilitation, one day of development and pre-planning, ½ day coordinator time, and a post-retreat summary report.**

**B. The faculty member will work directly with you to craft the agenda for the day.**

**C. Available faculty:**

**Walt McBride, Senior Public Service Associate  
Governmental Training, Education, and Development Division**

*Walt McBride manages the Institute's continuing education and certificate programs for the Georgia Chapter of the American Public Works Association, and he coordinates and teaches the Management Development Program. He also develops and delivers customized leadership and management programs for client groups. His previous experience includes positions as a county extension agent, a county manager, and a training coordinator for the risk management programs of the Georgia Municipal Association and ACCG, Georgia's county association.*

**Areas of Expertise:** leadership and management development, ethics, visioning, strategic planning, adult learning

**Education:** Ed.S., University of Georgia; M.P.A., West Georgia College

**Dan Roach, Public Service Assistant  
Governmental Training, Education, and Development Division**

*Dan Roach develops and delivers human resources and organizational development programs to Institute clients. He serves as faculty liaison to the Georgia Local Government Personnel Association (GLGPA) and*

*provides service to clients using GOV360®, the Institute's multirater feedback instrument. Roach also is the faculty liaison to the Georgia County Clerks Association and the Georgia Municipal Clerks/Finance Officers Association. Roach brings 25 years of professional human resources management experience to the Institute, all of which he gained in the public sector at the state, county, and municipal levels of government. Prior to joining the Institute in 2014, he served as the director of human resources for the city of Roswell and for the Georgia Department of Public Safety, and he was formerly the employee relations manager for Gwinnett County Government and the Indiana Department of Transportation. Roach is certified as a Senior Professional in Human Resources by the Human Resources Certification Institute, and as a Certified Professional by the International Public Management Association for Human Resources.*

**Areas of Expertise:** *human resources management and organizational development, leadership, management and supervisory skill development*

**Education:** *M.P.A., Indiana University; B.S., Indiana University*

**II. Presentation and Facilitation by Dr. Phil Boyle as follows:**

**A. The only date Dr. Boyle has available for this retreat is February 27, 2016**

Our pricing for a one-day session that includes a presentation as described herein and facilitation is \$3,000 plus travel and lodging expenses.

**B. Visions, Values, Conflicts, and Choices: Public Leadership for the Public Good**

Mayor and Council Development Objectives

1. Discussing and exploring what we mean by public and the public good.
2. Discovering how concepts such as the good life, the good society, the American Creed, and the American Dream shape our conception of the good.
3. Understanding the good that councils seek, value conflicts that arise in seeking this good, and choices councils face in deciding how to resolve these conflicts.
4. Exploring how the values of the public good frame public problems, choices, and solutions and apply to cities and towns.
5. Understanding public leadership as a normative enterprise and exploring the leadership implications for leaders who work on behalf of the public good.

**Phil Boyle, Public Service Associate**

**Governmental Training, Education, and Development Division**

*Phil Boyle is a public service faculty member in the Carl Vinson Institute of Government at the University of Georgia, where he teaches classes for elected and appointed public officials, consults with state and local government, and serves as lead faculty for the Georgia Legislative Leadership Institute.*

Let me know if you have any questions or need more information. I look forward to hearing from you regarding your preferred option as soon as possible as we continue to receive requests for retreats on a daily basis.

Kindest Regards,

Mara

Mara S. Register, CMSM, MPA  
Leadership Development Program Manager  
Governmental Training, Education, and Development Division  
Carl Vinson Institute of Government  
201 N. Milledge Avenue | Athens, GA 30602  
Phone: 706-542-9525 Cell: 229-251-6747  
[www.vinsoninstitute.org](http://www.vinsoninstitute.org)



---

This communication, any embedded communications from others and any attachments hereto are intended for the exclusive use of the intended recipient(s) and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If you are not an intended recipient or the employee or agent responsible for delivering this communication to an intended recipient, you have received this communication in error and any disclosure, dissemination, distribution, duplication or use of this communication and its content is strictly prohibited. If you have received this communication in error, please notify the sender by reply e-mail, delete this communication from your system, and destroy all copies thereof. Thank you.

## Jennifer Elkins

---

**From:** William Whitson  
**Sent:** Friday, January 15, 2016 12:23 PM  
**To:** Jennifer Elkins  
**Subject:** FW: Proposal Per Our Telephone Conversation  
**Attachments:** Hapeville proposal 1 12 16.doc; Bob Lee's brief bio 2016 .doc

FYI....for the City Council info package.

W W

-----Original Message-----

**From:** Bob Lee [<mailto:robertelee31@earthlink.net>]  
**Sent:** Tuesday, January 12, 2016 3:44 PM  
**To:** William Whitson  
**Subject:** Proposal Per Our Telephone Conversation

William:

It was nice speaking with you last week regarding a strategic planning process for the city of Hapeville. Per your request, I have attached a copy of a proposal for your review along with a current bio to submit with the proposal. Please review this draft and advise if you have any changes, concerns, suggestions, etc. I am happy to modify it to ensure it meets the needs of the city. I would like to assist you with this process so please don't hesitate to advise me of your thoughts. I look forward to hearing from you.

Best,  
Bob

This communication, any embedded communications from others and any attachments hereto are intended for the exclusive use of the intended recipient(s) and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If you are not an intended recipient or the employee or agent responsible for delivering this communication to an intended recipient, you have received this communication in error and any disclosure, dissemination, distribution, duplication or use of this communication and its content is strictly prohibited. If you have received this communication in error, please notify the sender by reply e-mail, delete this communication from your system, and destroy all copies thereof. Thank you.

***Local Government Advisors, Inc.***  
4868 West Blvd. Court  
Naples, FL 34103  
Email: [roborteleee31@earthlink.net](mailto:roborteleee31@earthlink.net)  
Telephone: 239-777-1013

**Proposal to Facilitate a "Strategic Planning  
Process"  
For the City of Hapeville, Georgia**

Local Government Advisors, Inc. (Dr. Robert E. Lee as the firm's representative, hereafter referred to as "Consultant") will provide facilitation services as part of the city's Strategic Planning Process.

The methodology used in strategic planning varies depending on the local government's interest, preference, political culture, and, of course, purpose or intended outcome/use of the information. The following scope of work is a cost effective method to reach a consensus on a vision, mission, and set of strategic initiatives (goals) for a city.

**Phase 1: Preparation**

The Consultant shall review city material (i.e. Charter, Budget, CAFR, and any other material deemed helpful and available to better acquaint the Consultant with the city's structure, operations, and priorities). The Consultant shall then discuss questions/issues with the City Manager or designee to ensure he is prepared for his role in the process.

**Phase 2: Interviews of City Council**

The Consultant shall conduct individual telephone interviews with each Councilmember prior to the Phase 3 Workshop to discuss the workshop process and answer questions regarding workshop expectations. The City Manager or designee shall schedule the time for each telephone appointment (approximately 30 minutes each).

**Phase 3: One-Day Strategic Planning Workshop**

The Consultant shall facilitate a one-day strategic planning workshop. Participants will include members of the City Council and any other

representatives determined by the City Council to actively participate (i.e. city staff, interested citizens, business leaders, etc.). Approximate number of participants will be communicated to the Consultant at least a week before the workshop.

The Consultant will facilitate a process that will enable participants to identify strengths, challenges, opportunities, and threats in Hapeville that will be utilized to develop a Vision Statement, a Mission Statement and five to eight (5-8) specific Goals that support the Mission Statement developed. The Consultant will work with the City Manager or Designee ahead of time to prepare the specific format and agenda for the meeting.

#### **Phase 4: Strategic Planning Report**

The Consultant shall prepare a concise, yet thorough, report on the decisions made during the Phase 3 workshop. The report shall briefly describe the city, explain the strategic planning process used, include the agreed upon vision and mission statements, and the list of city goals. The report will also include a section explaining city follow-up in terms of routine use of the report.

#### **Fee for Services - Alternative 1**

**Total Cost of Local Government Advisors, Inc. Services:**

**TWO THOUSAND FOUR HUNDRED AND FIFTY AND 00/100 DOLLARS (\$2,450.00).**

**(Note: Fee includes reading/preparation time, City Council interviews, facilitation services at the workshop, preparation of a report and all travel time). Airfare, meals, and up to two nights in a hotel will be an additional expense covered by the city.**

#### **Fee for Services - Alternative 2**

**Total Cost of Local Government Advisors, Inc. Services:**

**TWO THOUSAND NINE HUNDRED AND FIFTY AND 00/100 DOLLARS (\$2,950.00).**

**(Note: Fee includes all services and any and all travel expenses.)**

**Please note: These services may be amended to accommodate the city's preferences and the fees will be adjusted to accommodate those amendments.**

Respectfully Submitted,

Dr. Robert E. Lee, ICMA-CM  
President, Local Government Advisors, Inc.

## **Current Vitae**

### **Robert E. Lee. DPA, ICMA-CM**

Dr. Robert E. Lee (Bob) is an “Assistant Professor” in the Graduate School of Public Affairs at Florida Gulf Coast University (FGCU). Bob also serves as the Executive Director of the Center for Florida Local Government Excellence and previously served as a member of the graduate faculty at FSU. Bob recently developed a Graduate Certificate in Local Government Management as part of the Master of Public Administration program at FGCU.

Before joining academia, Bob had a rewarding 26 year career in city management serving as the chief appointed official in three different forms of government: City Manager in Naples and City Manager in Gulfport (both Council/Manager forms of government in Florida); Assistant to Mayor in Lauderhill (one of Florida’s former Strong Mayor/Council forms of government); and Director of Administrative Services in Bellevue (one of Pennsylvania’s Council/General Manager forms of government).

Bob currently serves on the American Society for Public Administration (ASPA) Executive Committee on Intergovernmental Management and Relations and is a Past President of the Suncoast Chapter of ASPA and is a past recipient of ASPA’s Picot B. Floyd Award for Public Leadership. Bob also serves on the International City and County Management Association (ICMA) Advisory Board on Graduate Education and is a Past President of the Florida City and County Management Association (FCCMA) and is a recipient of the Michael J. Roberto Award for Career Development and recipient of three President’s awards for contributions to FCCMA.

Bob currently serves as the Webinar facilitator for FCCMA and for the Florida Association of City Clerks (FACC) and serves as an Instructor for the Florida League of Cities (FLC) “Advanced Institute for Elected Officials”, the FLC “Ethics Training” program, the FACC “Professional Education Academy”, and the Florida Center for Public Management’s (CPM) “Certification Program for Special Districts Managers”. Bob’s Consulting firm, Local Government Advisors, Inc., (see [www.localgovadvisors.com](http://www.localgovadvisors.com)) consults with local governments on Charter Review, Strategic Planning, Ethics, Sunshine Laws, Finance, forms of government issues, and team building.

Bob recently authored and co-authored articles on Florida local government in the following academic journals: **State and Local Government Review**, **Journal of Compensation and Benefit Review**, and the **Journal of Public Affairs Education**, Bob has also published articles in **Public Management**, and authored four chapters on finance for a 2010 book (and 2012 2nd edition) entitled: **Florida County Government Guide**.

Bob has a B.A. and M.P.A. from the University of Pittsburgh and a D.P.A. from Nova Southeastern University in Ft. Lauderdale.