



Retreat Items Accomplished

On February 20, 2013 the Council gathered for a day long retreat to discuss the City's strategic direction and priorities for the coming year with the City Manager and City Clerk. At the Retreat the Council reached consensus for direction on 13 major issues and discussed 23 other items for department work and follow-up.

- 1. Media Policy** - Staff distributed the final version as agreed to by Council
- 2. Fire Services** - staff fine-tuned the analysis, shared with the three potential partner cities, and drafted elements for an RFP to hire a consultant to double-check the completed analysis
- 3. Future Development - Perimeter Area** - staff prepared a presentation looking parcel-by-parcel at existing entitlements and possible developments in the Perimeter Area.
- 4. Long Term Park Improvements Strategy** - staff grouped all future park improvements into three tiers and will share with the Council for further discussion at the 2014 Retreat.
- 5. Transportation/ Capital Project Management** - the Council transferred the Public Works Director to city employment and added a Capital Project Manager position.
- 6. Contract Services** - staff prepared information for full discussion at the 2014 Retreat.
- 7. Charter Commission** - staff worked with the Commission to organize their review, prepare a final report, and share the final report with our state legislative delegation.
- 8. Stormwater** - staff prepared information for a full discussion at the 2014 Retreat.
- 9. Long Term Financial Goals** - staff worked with the Mayor and Budget Committee to ensure a 4 month reserve was included in the adopted Fiscal Year 2014 Budget.
- 10. ChatComm** - staff continues to maintain our relationship with ChatComm and gathered information on options for a full discussion at the 2014 Retreat.
- 11. Code Compliance** - the City Manager worked with our vendor to have code personnel available, as needed, to address night and weekend code violations.
- 12. Financial Ratios** - staff researched and drafted a report on financial ratios used by surrounding and peer cities, and shared with Council in November.
- 13. Bike Facilities and Route Policies** - staff reviewed and shared clarifying information with Council regarding existing policies.

All major Retreat Action Items have been addressed or are in progress.
The following page details other issues mentioned and action taken.

In addition to those major themes (text in blue below), the Council discussed additional issues. Each issue ties back to a specific department who researched and prepared deliverables during the year or for the 2014 Retreat.

City Clerk

- Agenda Management - working with all departments to space out presentations (on-going)
- ✓ Agenda Backup – for single meeting items send documents out with agenda list (February)
- ✓ Open Records – report request volume to Council (included as KPI - reported quarterly)
- ✓ Found schedules for Council meetings in surrounding cities and shared with Council (March)
- ✓ Public Comment Guidelines – worked with the Mayor on variations and options (March)
- ✓ **Charter Commission** - staffed Charter Commission meetings; transmitted final report (October)

City Manager

- ✓ Team Member Expectations - finalized at Retreat and shared with Council (February)
- Key Performance Indicators - tracking and sending quarterly reports to Council (on-going)
- ✓ **Code Compliance** - ensured code personnel are available, as needed, on nights and weekends
- ✓ **Capital Projects Manager** - transitioned Public Works Director to City employment and added a Capital Projects Manager to improve management and flow of capital projects (April)
- **Fire Services** - sharpened analysis and discussed with potential partner cities (April), discussed with Council (May), at the request of partner cities have delayed releasing the RFP to hire a consultant until after the election. RFP elements to be discussed at 2014 Retreat
- ✓ **Contract Services** - reviewed contracts, prepared for discussion at 2014 Retreat (January)
- Discussed boundary areas and engaged new Doraville City Manager regarding the Doraville/Dunwoody crosswalk (at Tilly Mill and Stonington) - Doraville Council discussed at their first every Council Work Session (August) but showed little interest

Community Development

- ✓ Zoning Rewrite – kept the Council updated on progress, utilized special called meetings for focused discussion, and adopted new ordinances (October)
- ✓ Revisited No Net Loss of Trees Policy – discussed updates and appropriate modifications with Council about including “tree giveaway” (January)

Economic Development

- ✓ Leased the City buildings 12,000 sq ft (June) and 22,000 sq ft (September) - turning deteriorating assets into positive revenue
- ✓ Updated the Council regarding progress implementing the Economic Development Strategy (August)
 - ✓ Presented to the Council regarding **Future Development** in the Perimeter Center area and existing entitlements (August)

Finance

- ✓ **Financial Goals** - worked with the Mayor and the Budget Committee to include 4 month reserve (at the low point of the financial cycles) in the Fiscal Year 2014 Budget (September)
- ✓ **Financial Ratios** - shared information regarding surrounding cities average reserves with Council (April) and complied a report regarding GFOA ratios for financial health (November)
- Legislative Priorities for 2014 - discussed with Council in October; working with Rep. Taylor determine an effective method to meet with the delegation during Session (on-going)

Legal

- ✓ Brook Run Bond Money – researched potential repayment for expenditures (April)
- ✓ Fire Services – researched options for North DeKalb Fire Authority related to transference of existing fire stations and levy of millage (May)

Marketing and Public Relations

- ✓ **Media Guidelines** – distributed final guidelines based on Retreat discussion (March)
- ✓ Review website – add *Year in Review* to the website (February; with State of City links)
- Dunwoody anthem/melody – Ex: Standin’ on the corner in Winslow, Arizona; working to encourage artists to consider mentioning Dunwoody in their next hit song (on-going)
- ✓ Citizen Survey – prepared to sharing full report of survey results at 2014 Retreat (January)
- ✓ Share construction project status - sent out construction updates during 2013 (on-going)

Police Department

- ✓ Crime Statistics Reporting – (included in the KPI quarterly report)
- ✓ Implemented new options for improving security at Council Meetings (February)
- ✓ **ChatComm Contract** – with renewal up in August 2014, prepared with options for a full discussion at the 2014 Retreat (January)

Public Works

- ✓ Completed new pavement conditions analysis and finalizing report (January)
- ✓ Grouped the long term **Park Improvements into Tiers** for discussion of prioritization and funding at the 2014 Retreat
- ✓ Reviewed Comprehensive Transportation Plan and Complete Streets Policy on **bike lanes/bike facilities** discussed with Council (April)
- ✓ Prepared analysis for the next five years of anticipated **stormwater** projects/improvements for discussion at the Retreat
- Revisited conditions analysis on buildings at Brook Run Park; conducted an asbestos study, preparing for demo

Since the Retreat:

- ✓ **29 items accomplished**
- **7 items on-going**



2013 Keys to Success

At the 2013 Retreat we discussed expectations and factors that would contribute to our success.

Mayor and Council: For us to be successful, what do we need or expect of each other?

- Support one another – don't talk disparagingly about colleagues
- Be an active listener – allow full explanations and consideration
- Be all inclusive – every voice is important;
- Work together and be respectful of each other
- Support the direction of Council – after a vote is taken, the issue has been decided. Votes are not personal, respect the direction of Council and refrain from going public counter to the decision of Council.
- Learning how to count to 4; action comes only through consensus
- Maintain proper decorum amongst the Council at all times
- Treat all citizens in a dignified manner and avoid labeling groups.
- Socialize issues with one another in advance of discussions to avoid surprises
- Remember the commitments we have made to the citizens
- Respect each other's time by limiting repetitive comments
- Stay positive – frame comments in a positive manner
- Be respectful of staff in terms of scheduling – avoid last minute agenda additions
- Refrain from “lecturing” others and don't take views personally
- Work to connect concerned citizens with appropriate department for their concerns
- Be representative of the community as a whole
- Remember to remain focused on ethical behavior

City Manager and City Clerk: For us to be successful what do we need or expect of the Mayor and Council Members?

- Respect agenda deadlines and process – send agenda additions to the City Manager
- Focus your efforts and discussion on policy level, providing long-term direction so that the City Manager can focus on implementation
- Provide timely response to e-mail communications from City Clerk and City Manager – short acknowledgements such as “got it” or “ok” are appreciated
- Be proactive about communicating with our citizens – such as newsletter updates
- Provide feedback throughout the year, not just during annual evaluation
- Send suggestions or feedback regarding employees to the City Manager
- Work to avoid surprises – err on the side of providing too much information –cc the City Manager on any communication with employees

As we prepare for the 2014 Annual Strategic Planning Retreat, consider how these expectations and factors contributed to our successes and challenges in 2013.

What factors do you consider as your 2014 Keys to Success?