

After Agenda

**Board of Commissioners of Spalding County
Commissioners Planning Retreat
Special Called Meeting
January 20, 2017
9:00 AM
Spalding County Senior Center
885 Memorial Drive, Griffin, GA**

The Spalding County Board of Commissioners held their Annual Planning Retreat on Friday, January 20, 2017 at the Spalding County Senior Center Conference Room, beginning at 9:00 a.m. with Chairman Bart Miller presiding. Commissioners Raymond Ray, Gwen Flowers-Taylor, Donald F. Hawbaker and Rita Johnson were present. Also present were County Manager William P. Wilson, Jr., Assistant County Manager, Eric Mosley, Stephanie Windham (for County Attorney Jim Fortune), Administrative Services Director Jinna Garrison and Executive Secretary, Kathy Gibson to record minutes/actions.

The following Department Heads and employees were also present: Chad Jacobs (Community Development), Wanda Smallwood (Board of Elections), Kelly Leger (Leisure Services) & Greg Stansell (Parks & Public Grounds), Syble Jones (Juvenile Probation), Jamie Clark (Fire Department), Tim Crane (Public Works), Joe Maddox (Tax Assessors), Sheriff Darrell Dix, Lauren Brown (Senior Center) and Anthony Washington (CI).

A. Call to Order by Chairman Bart Miller.

Invocation led by Commissioner Rita Johnson.

Pledge to the Flag led by Commissioner Gwen Flowers-Taylor.

B. Agenda Items:

Welcome, Introductions and Overview - Gordon Maner, Senior Public Service Associate, Governmental Training, Education and Development at the Carl Vinson Institute of Government, University of Georgia.

William Wilson, County Manager, introduced Gordon Maner, of the Carl Vinson Institute as the facilitator for the meeting.

Mr. Maner then introduced himself and outlined his role as the facilitator for the meeting and then reviewed the Agenda and ground rules for the meeting.

1. Review of 2016 Retreat Goals and Objectives and Accomplishments.

Mr. Maner then turned the meeting over to William Wilson, County Manager to review the Goals for 2016 that were set at the retreat in 2015.

Commissioner Hawbaker:

- Code Enforcement – more active code enforcement. Mr. Wilson stated that one of the items for review today is a Proactive Code Enforcement Policy for the consideration by the Board. We have made a lot of progress over the last year and we are moving toward proactive code enforcement and before we completely implement this we wanted to have a policy in place so that everyone will be on the same page.
- Spalding County Performance review of the Board of Assessors and Chief Appraiser. He requested an update from the Tax Assessors Office and it was received and forwarded to the Board. Commissioner Hawbaker had additional questions regarding appeals and Don Long responded to those questions.

Better communication has been implemented within the Tax Assessors Office and a line of communication has been opened between that office and the Clerk of Court's Office who is responsible for the Board of Equalization and prioritizing those hearings.

- Bonded projects for SPLOST. We did issue the bonds last year and many of the bonded projects are completed or underway.

Commissioner Miller:

- Department heads work to reduce costs – Mr. Wilson advised that Miller Edwards would be presenting the Audit to the Board in February and once again our total revenues exceeded our total expenditures. This means that for three years in a row our revenues have exceeded our expenditures and this can be directly attributed to our Department Heads and their hard work along with Jinna Garrison and her staff.
- Work to help callers with who they need to talk to – don't make the customer try to find the right number. A directory was drafted and sent out to all of the departments with the most frequently asked for numbers and all employees were encouraged to assist callers in obtaining the number for the party, department or agency they are trying to contact. There has also been a short list of numbers added to the Home Page of the website that can be utilized as a quick reference with the most frequently called departments within the County.
- Improve the phone routing protocol. This was a direct response to the voicemail that was implemented at Animal Control as it was a very lengthy message. We have had the message shortened for Animal Control and they now have a second number to accommodate the traffic.

Commissioner Ray:

- Stay on track with pay compression. We are in the middle of FY17 and are currently in Phase II of a four phase pay compression where everyone gets up to two steps, which is the equivalent of 5% toward their target step and their target step is based on years of service.

Our pay plan administrator, Chip King, will be here this morning and he will be talking about pay compression, starting salaries, pay competitiveness and other topics relating to this area. We are having problems hiring and retaining employees in every department countywide.

- Revenues vs expenditures wisely. We have already talked about the revenues exceeding expenditures for the third consecutive year.

Commissioner Flowers-Taylor:

- Substandard housing goal set at \$100K. We did not put \$100K in the budget, but we did put \$25K in the budget, but all of our properties scheduled for this year have been demolished and the liens are in the process of being filed by Beck, Owen and Murray. We were successful in getting some of the homeowners to demo the property themselves.

We did approve a joint agreement with the City and the Housing Authority for a housing study to assist in determining a ranking of substandard homes in the County and assist in determining how to proceed.

- All department heads to look at their budgets and find extra money and assess real need for positions. We currently have a lot of vacancies and this process is being implemented to determine if the vacancy actually needs to be filled.
- Budget for roads in preparation for TSPLOST. We will be talking about TSPLOST this afternoon and we will have John Orr and Brian Allen from ARC here and they will make a presentation on TSPLOST. All 159 counties in the State of Georgia have the ability to call for a TSPLOST after July of this year.

Commissioner Rita Johnson:

- Better use of technology to make government more open – streaming of meetings – tape delay. This has been an item that we are taking a look at for the FY18 budget year. We have researched this and it is going to cost approximately \$25,000 to purchase the equipment and have it installed, then there will be a continuing cost for the streaming service. The system that we are looking at embeds with Novus Agenda and will allow for streaming the entire meeting or you can click on an Agenda Item and it will stream the video for only that item.

- Mobile App Status – promote broader utilization. Last year we introduced the Spalding County App. We have rolled out several apps for internal use by county employees the most recent being a Safety Center App that will provide Accident Reports online, instant access to Active Shooter Policy, Fire Evacuation Policy, Tornado Emergency Policy, County Roads, Information and Procedures for opening and closing various facilities and other reporting options. We have done a lot with Apps and will continue to pursue these avenues.

Staff Goals:

- ✓ Promote innovation in all departments. We continue to look at innovative options for all of the departments.
- ✓ Continuing to improve employee morale – events and competition. We had two employee health and wellness events, we had an employee appreciation event and a Christmas event and they were all well attended and we hope in the future we will have even better attendance.
- ✓ Websites together under one umbrella, currently working on.
- ✓ Make a list of frequently called county, city and state numbers and distribute countywide to people who answer the phones. That has been done.
- ✓ We have been mass purchasing for a while and continue to look at ways to expand our purchasing power.
- ✓ Jinna Garrison would like to increase fund balance up to 25%. We are getting there, we're not there yet.
- ✓ Ms. Garrison would also like to continue the progress that has been made in employee health and wellness and employee benefits.
- ✓ Warden Humphrey would like to expand the use of technology and he has done a great job at implementing technology and the CI.
- ✓ Warden Humphrey has been working diligently to address succession planning at the CI, with many individuals looking to retire he has implemented supervisory training and mentoring to bring along the individuals who will be stepping into those roles.
- ✓ Move our mindset out of “no new services”. This simply comes down to the bottom line.
- ✓ Fully staffing programs and Community Centers. We are doing that this year at Fairmont as a test facility.
- ✓ Facilitate efficient operations of the Pickleball Facility and Heritage Park. This will be implemented when both facilities are up and running.
- ✓ Develop a plan to keep good employees and keep vacancies filled and create an environment of bringing well thought out ideas before the Board.
- ✓ Update the Comprehensive Plan. Chad Jacobs talked about that.
- ✓ SDS negotiations. One big thing that we will be doing this year is Service Delivery Strategy negotiations with the City, we will be talking about this in the afternoon.
- ✓ Replacement of old fire apparatus, admin and pickup trucks. We have new apparatus that we have purchased for the Fire Department and there

is some more to be purchased through SPLOST.

- ✓ Customer Service and Mission creep. Government in general has grown, but Spalding County hasn't shown the growth that surrounding counties have shown. Our employee count and the services we provide have grown dramatically over the years.

Mr. Wilson the 2016 Accomplishments a copy of which were included in the agenda package. He advised that he had worked on the accomplishments then realized that wasn't all of the accomplishments, so he prepared an addendum and attached it to the Agenda.

- Spalding County Clean-Up Initiative launched to improve the appearance of business corridors in Spalding County.
- Spalding County Office of Homeland Security partnered with the National Preparedness Campaign and participated in America's Preparathon which was an opportunity for businesses, organizations and communities to take action to prepare for specific hazards through group discussions, drills and exercises.
- Public Hearing to reserve the Quilly Street Park Property as a passive park.
- CERT Training Class February 2016
- Community Centers Open Early during Winter Break
- Spalding County received Insurance Dividend from ACCG Self-Insurance Workers' Compensation Fund.
- Spalding County 4H winners in Area and State
- Citizen's Request App released
- Dollar General Distribution Center Announced
- Spalding 4Hers recognized for Project Achievement
- City-County Comprehensive Transportation Plan Updated
- Brush Truck (Wildland Response Unit) provided by SPLOST funding placed into service.
- Fundraising campaign started for second Disc Golf Course construction at Dundee Lake Park
- Otsuka Chemical America opens in The Lakes At Green Valley Industrial Park
- Fire Department Give Burns the Boot Drive raises \$15,822.
- Spalding County 4-H Hippology Team placed in the 50th Annual Quarter Horse Congress, a National Competition.
- Spalding County Received Excellence Award for the Senior Nutrition Program the award was presented at the 2016 ACCG Conference in Savannah.
- Commissioner Hawbaker completed Certified County Commissioner training.

- 4 Weather Warning Sirens were installed, two were installed with SPLOST funding at Orchard Hill and Sunnyside and two were installed through a Hazard Mitigation Grant from the Georgia Emergency Management Agency at Wyomia Tyus Park and the Woodroof Fire Station.
- Spalding County Awarded Certificate of Achievement for Excellence in Financial Reporting for the 15th Consecutive Year
- Spalding County Parks, Public Grounds and Leisure services sponsored Pro Day 2016 for which they won “Event of the Year” at the GRPA 4th District Association Awards Banquet.
- Spalding County receives special one-time return from ACCG Insurance Programs.
- Spalding County Fire Department drafted a Spalding County Pre-Disaster Hazard Mitigation Plan
- 2016 SPLOST Project, Soccer Lights completed
- 12th Annual Firefighters for Kids Charity Golf Tournament
- Spalding County received Chesney Grant and purchased weather radios with strobes for the hearing impaired
- Spalding County receives ACCG Health and Wellness Grant
- GSDA honored as Finalist in Governor’s International Awards 2016 ceremony
- Orchard Hill broke ground on 3 new pavilions, a new parking lot and restroom building, playground resurfacing and walking trail repairs funded by the 2016 SPLOST.
- Parks, Public Grounds & Leisure Services received several GRPA Awards: “Volunteer of the Year”, Senior Nutrition received “Program of the Year”, “Pro Day-One Way to Play” received “Athletic Event Of the Year”, Spalding County Parks, Public Grounds & Leisure Services won “Class A Agency of the Year” and Joe Ellis won “Distinguished Professional of the Year”.
- 2015 SPLOST Project – Pickleball Complex Groundbreaking.
- Spalding County voters re-elected Chairperson Johnson, Commissioner Miller and Commissioner Flowers-Taylor.
- Annual Festival of Lights at Airport Road Park
- GEDA Deal of the Year award presented to Joint Development Authority between Spalding and Butts County
- County Manager graduated from Georgia Academy for Economic Development
- Odyssey System rolled out in Spalding County Courts. Spalding County to hosted an eFile CLE Training class for local attorneys and their office teams
- Breakfast With Santa at 3 Community Centers
- Transition has begun from the old telephone system to the new.
- Fiber linking the Annex/Courthouse and One Griffin Center

completed and construction in progress on fiber connection to 911 center and Justice Blvd.

- Six individuals graduated from the Griffin Leadership Development Institute.
- The Board of Commissioners held 4 Work Sessions and 6 Special Called Meetings in 2016
- Comprehensive Plan Update initiated for Spalding County, and the cities of Griffin, Orchard Hill and Sunny Side.
- Enacted 8% Hotel/Motel Tax and formed the Griffin-Spalding Business and Tourism Association
- Acquisition of Phase I parcels for new G/S Airport
- Partnered with Southern Crescent Cycling on development of a mountain bike trail at the Quilly Street Property
- New E-911 phone system
- Worked cooperatively with the COG on replacing the CAD system and upgrading to Sunguard Software for all Law Enforcement
- LOWERED TAXES as promised
- Moved Fire Department Administrative Headquarters
- New tower constructed for 800 MHz radio system
- Adopted new County LOGO
- Sales Tax Collections started and Bonds were issued and we are meeting our goal of \$700,000 per month.
- Image Trend Software adopted by City/County Fire and EMS
- Created Joint Butts/Spalding Development Authority
- Renewed County Manager's Contract.

Mr. Wilson added that most of this information came from press releases that went out over the year informing our citizens of the good things happening in Spalding County.

2. **Discussion of GASB77, requirements and what effects it will have on Spalding County:**

Mr. Wilson introduced Mr. Miller Edwards from Mauldin & Jenkins to review GASB77 for the group. Mr. Edwards gave a PowerPoint presentation overview of GASB77 Tax Abatement Disclosures the purpose, what would constitute a promise, disclosure requirements along with the Who-When-What-Where and How to comply in the State of Georgia.

GASB is the accounting standards that all government entities have to follow. He included how GASB77 will affect the County and the Development Authority.

3. **Review of Pay Compression and discuss Competitive Salaries.**

Mr. Wilson then introduced Chip King, Regional Director of Archer Company.

He advised that we have been working with Mr. King for 20 or more years and he assisted in the development of the current step system utilized by Spalding County. Mr. Wilson stated that Mr. King would be talking about our current pay plan, he is aware that we are currently working our way through a 4 Phase program to help address pay compression. He will also be discussing dealing with pay compression while remaining competitive to our market.

- Spalding County has a form of Civil Service that applies to all employees except those under Elected Officials. This means that there are certain portions of our personnel policies and procedures that the Elected Officials have signed on to, but there are also portions they have not.

Mr. Manor added that this problem is not unique to Spalding County, he advised that every meeting he has facilitated recently had discussed this same problem.

The one major item being the employees under an Elected Official are “at will” employees. They have no vested job rights. There is no appeal process.

- Spalding County currently has a pay grade system that starts at a Grade 7 and goes through Grade 55. Every job in Spalding County falls within this grading system and each grade has 18 steps.

A majoring of new employees are hired at a hiring rate, there is a 9 month probationary period. If you are hired at hiring rate and you have a successful review at 9 months, then you become a “regular employee” and you go to Step 1. To move up the steps you have to be here a designated number of years and receive a successful evaluation.

Mr. King stated that the system currently utilized by Spalding County is a system that is easy to understand and maintain. This type of system is very regimented and it is easy for everyone to know the grade and step for a position. He advised that the problem he sees with Spalding County is not in the structure, but in the application.

Spalding County has a system in place that will grow employees over time into a certain step within that grade level. The problem is that you haven’t been funding those step increases. To add to the problem, the current structure is behind the reasonable market rate.

Mr. King stated that this is not a problem unique to Spalding County, it is a very common problem that they see in local governments all over the State of Georgia. It costs money to keep employees and it costs money to retain talent. The question is always going to be in finding a balance that the Board is fiscally and financially comfortable with and being able to achieve what you are trying to achieve.

Mr. King added that when it comes to County government compensation is probably the most difficult and the most challenging. County compensation is more difficult than City government and by far more difficult than any of the authorities, utilities, airports, Board of Education, etc.

Mr. King then stated that there are certain steps that need to be taken to bring the County's compensation back under control:

- First you have to value the position, every position within the County adds value to the organization. At its core every position has a value and we have to establish what that value to the organization is going to be and in order to do that consideration will have to be given to:
 - The complexity of the work, the authority or responsibility, the dynamics of the environment in which the position functions, the expectations of the position and any other factors that would be in line with the position.
 - Once you establish that position you have to look at it relative to the other positions within the organization.
 - There has to be fairness and equity in the way that you value the positions within the different departments.
 - Next a determination of what the position would be valued at in the marketplace. What it would take to hire someone with the talent and experience, the abilities and the knowledge to perform that work.
 - This results of this research results in a pay plan. The good thing about this is that there are tools available to you to determine where these positions would fit within the marketplace.

- The second step involves determining the value of the person. There needs to be equity and fairness in the way you treat all employees across an organization and there is the expectation "an honest day's wage for an honest day's work". There are three primary components related to pay:
 - Growth in the position over time.
 - Performance and contribution.
 - Loyalty to the organization (tenure/longevity).

Compression is a direct outfall of these considerations. Again, Spalding County is not alone in this, it is a very common problem in local government. The primary reason this is a problem is the only answer to compression is more money.

If you have a pay plan in place that appropriately values your positions, is competitive and is in line with the market and you are committed to valuing the employees over time, you should have a system that is going to work. However, there are responsibilities of the Board that are going to come into

play:

- ✓ First is to establish a compensation philosophy, who do we want to be as an organization and how do we want to pay.
- ✓ Second has to do with level of service.
- ✓ Cost of recruitment, acquisition and training.
- ✓ Maintaining and funding the pay plan over time.
- ✓ Pay ranges and the market is a dynamic process, so the pay plan must be kept up to date.
- ✓ You set the policy, set the direction and approve the structure and the procedures and let the managers do their job and manage.

If you have a competitive pay plan in place, you fund it and you maintain it, the other problems will take care of themselves. At the end of the day a pay plan has to be fair and equitable across the board for all County employees.

Mr. King then stated that although the County is making progress in addressing pay compression, it won't be long before it is going to be harder and harder to attract the skill sets that you need, to keep the status quo operating and to retain the employees that you currently have. He stated that Spalding County is at the point to where you need to do a market assessment and update the pay plan.

William Wilson advised that we are planning the FY18 budget to include Phase III of the pay compression plan; however, you will see there is a proposal attached to the Agenda. Option #2 is to upgrade the pay plan in 3-6 months and that is what staff is recommending.

Mr. Wilson stated that Option #2 is taking the plan that we currently have and comparing it to the market for the positions. The information will then be presented to the Board will determine how close we want to come to the market determination. At that time we will have to determine if we continue with pay compression, do both pay compression and market or stop pay compression in order to do market.

Commissioner Hawbaker expressed his desire that the County look at some type of service commitment at the time an employee is hired if the County is going to pay for their training and certification. He stated that Spalding County trains fire fighters at a cost of approximately \$19,000 per fire fighter to get their certification, then that individual once they are trained and certified will leave Spalding County for a higher salary at another location. He feels that Spalding County is a training center for other entities and he feels that some obligation on the part of the individual receiving the training should be signed and if they leave either that individual or the entity hiring the individual should reimburse Spalding County for that training.

Sheriff Dix stated that according to State law if you are hired and the entity hiring you sends you to mandate school, then you are obligated to remain at

that employer for a period of two years or the officer or the agency hiring the officer would be required to pay back the money for training, the salary received during training and any equipment that was purchased for you during the training. According to Sheriff Dix, that is a state law. He stated that he agreed with Commissioner Hawbaker and that he would start pushing that aspect within his department.

Commissioner Flowers-Taylor stated that this issue has been brought up at several of the meetings and she feels like it should continue to surface until something is done to address the issue of Spalding County training employees who leave and go to other counties as soon as their training is complete.

Consensus of the Board is to move ahead with Option #2 as recommended by staff as proposed by Archer.

4. FY2018 Budget Goals and Objectives Update:

- Wellstar Tax Payments

Mr. Wilson stated that Spalding Regional recently sold to Wellstar which is a not for profit organization and as such are exempt from property tax. As part of the agreement the Hospital Authority negotiated a program that would help us phase in the loss of the taxes paid by the hospital. For FY17 all of the taxes were paid in full, in FY18 they will pay approximately \$600,000 and the payment will be decreased by \$300,000 for FY19 there will be no payment after that time. About 1/3 of the total taxes paid would be for the County, we are looking at approximately a \$100,000 decrease in taxes for the upcoming year from this sale.

- Airport Authority Debt Service

Mr. Wilson stated that we originally thought that the first payment on the airport debt service would be in FY2018; however, in researching the matter we will only have to budget \$70,000 in FY2018 which is our portion of the interest on the bonds and the first portion of the pay back to the City of \$15,000 which will be paid yearly for 24 annual installments.

- Refuse Collection

Mr. Wilson advised that in the Agenda Packet there is a spreadsheet that shows five years of history on the collections at each of the recycling centers. You will notice that every year two centers, Blalock and Cabin, come in significantly under the remainder of the facilities.

Akin Recycle Center located on McDonough Road is close to the Cabin Recycle Center. These centers are approximately four miles from one another.

As you know we will be looking at the recycling centers dates and times of operation. Currently they are open four days a week from 7 a.m. to 7 p.m.

The most utilized Recycling Center is the Woodroof Center and our least utilized facility is Blalock. Blalock is the only center on that side of the County and although it isn't utilized that much, the citizens in the area would have a problem should it be closed.

Staff has come to you with curbside collection which was rejected by the Commissioners, so we have been limiting the days the centers are open. Curbside pickup is already used in the surrounding counties and in the City of Griffin and on the streets where one side of the street is in the City and the other side of the street is in the County, most of those households are now participating in curbside pickup through the City's service.

Mr. Wilson stated that he had been talking with Phil Francis from the City of Griffin about the possibility of creating a Solid Waste Authority much like they have in Lamar County consolidating those services in the City and the County and having an Authority to run the refuse collections. This is another avenue we can research if the Board so desires.

Mr. Wilson advised that at this time we are not looking at any changes to the Recycling Facilities we may look at some options when we propose the budget and establish a bottom line for these services. As you know, if we reduce the service by one day a week it will save \$100,000 a year We may want to explore having different locations open on different days of the week.

Commissioner Flowers-Taylor asked if there is a possibility of having a container placed at the Griffin Transfer Station for use by those individuals who currently go to Carver Road and Blalock station and when the container is full the County would pick it up at that location.

Mr. Crane advised that everything that is received at Carver Road is taken to the Griffin Transfer station already. The reason being that they give us a cheaper tonnage rate and it is a lot quicker turn around for his trucks to run back and forth to the transfer station and they don't have to wait in line for long periods of time. In order for them to accommodate the traffic, he believes they would have to expand the location.

- Credit Card Use by Elected Officials

Jinna Garrison, Administrative Services Director, stated that in 2015 the legislature adopted HB192 which states that the Board of Commissioners need to adopt an ordinance allowing the use of credit cards by elected officials. She advised that included in the Agenda Package is the ACCG model.

Ms. Garrison advised that they had actually rolled out the PCard program last week to one department. They are starting with one department so they can figure out how it works and stream line that department, then we

will roll it out to another department and then another department.

She stated that the ordinance is for elected officials this will direct what elected officials the Board is going to authorize to have credit cards issued by Spalding County. Right now the only elected official who has credit cards is the Sheriff and this is mainly for inmate transport. We have two deputies that travel the southeast picking up inmates and a credit card is the only way they commute to pick up and get back.

Ms. Garrison explained that the PCard system is a secure system that will allow us to control the types of purchases that can be made with a PCard and we can control their credit limit. If someone tries to make a purchase that isn't approved for the card the card will be rejected. Additionally, any purchases made to the PCard qualifies for a rebate to the County at the end of the year.

Ms. Garrison stated that what is needed at this time is for the Board of Commissioners to adopt an ordinance allowing the use of the PCard by Elected Officials. Additionally, Ms. Garrison advised that she is in the process of writing a PCard policy for elected officials and the courts.

- Substandard Housing Budgeting

Chad Jacobs, Community Development Director, stated that the houses demolished this year were a combination of the 2015 and 2016. There were 10 houses that were processed through in rem, two of which were torn down by the property owners and eight were taken down by the County. Total cost for demolition of the eight houses, not including labor costs was a little over \$29,000 according to Facility Dude. If you include labor costs it is a little over \$35,000. There was one house that required asbestos abatement which increased the cost for that property by \$3,000 for asbestos abatement.

Currently we are compiling another list of properties, he then reviewed the in-rem process and the steps that must be taken prior to demolishing a property.

Mr. Jacobs stated that Spalding County had partnered with the City of Griffin and the Housing Authority to do a housing study with APE Solutions. They will be looking at the City of Griffin and outlying areas of the County that border the City in more of the densely populated areas. This study will include not only houses in a dilapidated state, but it will include crime data and socioeconomic data. This study will assist us in determining what houses need to be processed through in-rem.

Consensus of the Board is to explore and is to have the County Attorney Fortune draft a Nuisance Abatement Process and draft a Nuisance Abatement Ordinance for consideration by the Board of Commissioners.

5. **Discussion of DCA Planning Dates**

Mr. Wilson advised that the agenda package included documentation on items that need to be addressed this year, before October 31st. He stated that we have already started on the Comp Plan the other item is the Service Delivery Strategy with the City of Griffin. The cities of Orchard Hill and Sunny Side DO NOT apply to the Service Delivery Strategy. Mr. Wilson is asking that someone from the Board assist Staff with Service Delivery Strategy negotiations. In addition Mr. Fortune, Jinna Garrison, Eric Mosley and Mr. Wilson will be part of the negotiations. He then advised that Commissioner Hawbaker has signed up for the course presented by ACCG on Successfully Negotiation Service Delivery Strategy Agreements to assist this year with service delivery strategy negotiation.

Mr. Wilson stated that the bottom line is this comes down to the tax money, LOST and who is going to provide the service and at what level. As we have discussed in prior retreats, there are some mandated services that the County must provide and there are some services that are optional.

Short Term Goals:

Mr. Wilson advised that a request had been received for Flag Football at the recreation center.

Commissioner Flowers-Taylor stated that she could speak to that as a member of the Spalding County Parks and Recreation Advisory Commission. She stated that for quite some time the Commission has been exploring ways to reduce gangs and gang violence in the community. One of the things that we have working for us is that we have a strong football program, but because of the cost to run the program the attendance has dwindled combined with the fact that there were no girls in our football program. In an attempt to revitalize that program by incorporating a mentoring program that will offer opportunities for kids to come back into the recreation programs.

Commissioner Flowers-Taylor also advised that the Commission has talked with the softball association and they plan to go to the school system to offer intramural baseball at the schools so that we can get more children engaged in something to do, if they do not already attend an after school program. It is hoped that through these programs they will be able to address child hood obesity and give these youth something to do along with teaching them good manners, sportsmanship and social interaction by having a mentor to be an example.

Commissioner Flowers-Taylor stated that they have talked to businesses in the community, some through the Archway Program, regarding support for these initiatives by pointing out that this is the future job force for many of the local businesses. She stated that they have requested they donate funding

to help to enrich the lives of these kids.

Mr. Wilson then asked if there were any additional goals for this year's budget besides the one mentioned earlier regarding continuing with Phase III of the pay compression plan. He added that coupled with that the county has had a great response to the Pension Plan percentage match.

Discussion was held regarding the market analysis and Phase IV implementation of the compression plan along with addressing longevity disbursements once Phase IV is implemented. Discussion was also held regarding retention and items that were offered historically to employees that could be looked at for reimplementation.

One of the things that Mr. Wilson would like to do in the upcoming year is redo the meeting room and purchase new chairs. The chairs currently in the meeting room are approximately 20 years old and do not accommodate law enforcement personnel and the equipment they are required to wear. This will go hand in hand with implementing the video technology.

Sheriff Dix advised that the roof in the jail is going to have to be repaired in the upcoming year. When it rains, there are certain sections of that building where water is pouring into the facility. There is water damage through the building in hallways, in office and in cells where this has been allowed to happen for a number of years. He advised that there are other structural issues being caused by the water damage. The majority of maintenance issues that we encountered, the maintenance people have been able to address, but the biggest issue is the roof on that building.

Commissioner Flowers-Taylor would like to look at reducing the number of collection centers by streamlining the process so that no one loses their jobs.

Commissioner Ray wanted to explore Option #2 of the proposed Compensation Plan and make adjustments as we proceed along with a Facility Dude Order being filed to initiate getting estimates on the roof at the jail.

Mr. Wilson entered this work order into Facility Dude – Work Order 27911.

Mr. Wilson wanted to explore upgrading the meeting room and meeting room technology.

6. Discussion and review of:

Mr. Wilson turned the meeting over to Newton Galloway, Zoning Attorney, to discuss the next items on the agenda.

Mr. Galloway then introduced Steven Jones who started his firm full time after his graduation in June of last year. He advised that Mr. Jones would be assisting him in addressing the TAD.

- **Proposed Proactive Code Enforcement Policy**

Mr. Galloway stated that historically, code enforcement in Spalding County has been a complaint driven action. Someone calls and complains, receipt of the complaint is recorded and code enforcement responds to the complaint. He advised that he does not know of anywhere in the State of Georgia where code enforcement has an aggressive policy most everywhere it is a complaint driven function.

Mr. Galloway advised that a complaint driven system is that the code is not enforced uniformly through the County. The same infraction that one individual is cited for, because there was a complaint, another individual who is violating the code may never get a citation because no one complains.

Mr. Galloway then advised that they was tasked with developing a Proactive Code Enforcement Policy which could be implemented more uniformly. If you see a code violation it can be addressed, without a formal complaint, and the proper notice can be given and a citation issued if necessary. The criteria for this was as follows: (1) it had to be simple (2) it had to be obvious (3) it had to be legal.

A copy of the proposed Code Enforcement Policy has been included in the agenda packet. He stated that the policy is designed to be coherent, it is designed to be simple and it is designed to be objective, but it needs to be based upon a policy that has been reviewed and set by the Board.

Mr. Galloway then reviewed the proposed Code Enforcement Policy with the Board. He added that the proposed document is intended to provide a simple short policy to allow the Board to designate specific areas to be targeted for code enforcement and it gives Code Enforcement personnel a little more freedom to go out and identify obvious open conditions that violate the code. Mr. Galloway stated that this policy is simple and easy for anyone to understand.

Mr. Galloway added that he had advised Mr. Mosley and Mr. Jacobs that when an area is targeted for code enforcement the Board needs to be made aware so that when someone calls you can inform them that you are aware of code enforcement in that area.

Mr. Galloway concluded that the proactive enforcement is not to get the minutia, it is designed to target the larger, more obvious violations.

Mr. Wilson advised that this policy is scheduled for the February 6th agenda.

- **Tax Allocation Districts (TAD's) and Community Improvement Districts (CID's)**

Mr. Galloway stated that after receiving the inquiry on TAD's (Tax Allocation Districts) they had made a decision to expand on the topic.

A Tax Allocation District is one of several redevelopment tools that are allowed under Georgia Law. Generally these come under a generic group of statutes called Georgia Redevelopment Powers. As with all issues dealing with urban renewal or urban redevelopment, there is no "silver bullet" that resolves or is the perfect cure for redevelopment. So all of these items should be considered as pieces, tools to be used that have unique qualities and are intended to provide unique results.

He then covered four redevelopment powers: TAD's (Tax Allocation Districts), CID's (Community Improvement Districts) and there are two smaller ones that are tied specifically to job creation which are Enterprise Zones and Opportunity Zones.

Mr. Galloway then reviewed what Tax Allocation Districts are, the steps in identifying areas to be considered, placing it on the ballot for vote by the citizens and the funding of TAD's. He then showed how TAD's have been utilized within Spalding County by showing examples of Tax Allocation Districts that have been approved by vote and developed in the City of Griffin. He then turned the presentation over to Mr. Jones to review the Community Improvement Districts and how they differ from the Tax Allocation Districts.

Mr. Galloway then covered the criteria of Enterprise Zones and Opportunity Zones which are designed to target blighted areas.

7. Other topics of discussion:

- T-SPLOST

Commissioner Hawbaker introduced Brian Allen and John Orr from the Atlanta Regional Commission, both of whom have special expertise in SPLOST and TSPLOST. Mr. Allen was actively involved in the TSPLOSTs that were recently passed for the City of Atlanta, Fulton County and Marta.

Commissioner Hawbaker asked Mr. Allen and Mr. Orr to come to the meeting because after July 1, all of the counties in the State of Georgia can propose and place on a ballot a TSPLOST which was included as part of the recently passed transportation funding bills.

Mr. Allen gave his background in SPLOST and TSPLOST programs. He advised that preliminary work and preparation toward a TSPLOST can be done prior to July 1st, 2017; however, no resolution, no intergovernmental agreements or no formal announcement or call to be placed on the ballot for the November election can be done until after that date. If this is what you want to do then you will have to:

1. Call a meeting with all of the qualified municipalities within the County

2. Get together to discuss potential projects and discuss if you are interested in calling a TSPLOST.

If you agree to work with the City, then you will need to enter into an intergovernmental agreement and the provisions of that IGA are spelled out in the law.

Under the law, if you don't enter into an intergovernmental agreement with the City you can only levy .75 cents and the distribution of that .75 cents has a complicated formula that is spelled out in the funding bill. If you want to levy the full penny then you will be required to have an intergovernmental agreement with the City. Once you have the intergovernmental agreement, you can divide it in whatever way that you designate at the time of the intergovernmental agreement.

Some of the key points to the bill are (1) it requires that you have the intergovernmental agreement and (2) you have to have a list of projects populated prior to placing the TSPLOST on the ballot. The projects can be defined in general terms: road surfacing, traffic congestion relief, etc. and can be tiered into levels and each tier would have a designated amount to be funded.

The TSPLOST is specifically designed for transportation purposes: roads, bridges, drainage, bike trails utilized for transportation, etc. You can also fund transit with these funds.

Mr. Orr added this this is another tool that has been added to your toolbox to fund transportation projects.

Mr. Wilson asked Mr. Orr to give the Board an overview of what the "Call for Projects" being implemented by the ARC means. He further stated that anything that is included in our CTP we can submit during the "Call for Projects" and be considered for funding. Anything that is not in our CTP will not be considered. This requires that we have a funding mechanism for our match which is 20%. The last time a "Call for Projects" was implemented by the ARC was three years ago.

Mr. Orr stated that the ARC does receive funding to disburse over the Atlanta Region and our transportation committee can make recommendations on the funding. He confirmed that about every three years they will have a "Call for Projects". You want to put thought into the projects submitted because these projects will have to go through the Federal Environmental procedures which will add time to the project and you do need to have a 20% match.

Mr. Wilson stated that all of the projects submitted three years ago were City projects because they are the ones who had an approved CTP and they had the funds to match. They took their match from the SPLOST and

other items in their General Fund. He then advised that the Number 1 project through GSATC is the relocation of SR155 the total for that project is anticipated to be approximately \$15 million which would make approximately \$3 million our responsibility. At this time no funds are set aside in the 2016 SPLOST for a match for a "Call for Projects". You will either have to allocate some funds from the 2016 SPLOST and have them ready and you must have the matching funds committed in order to apply and the Chairman will have to sign a resolution to the effect that we have the funds for the match.

8. Establishment of Long Term Goals:

Mr. Wilson asked the Commissioners to give some long term goals before adjourning.

Commissioner Flowers-Taylor stated that she would like to see the pay compression plan completed and the address the pay comparability issue in Option #2 that was discussed. She would also like to begin preliminary work on instituting a TAD or CID.

Commissioner Raymond Ray stated that he would also like for us to complete the pay compression and work on adding the comparability study discussed in Option #2. He wants us to pay attention to the long term debt service on the airport and other debt the county has so that we are not caught unaware and to follow through with the Archway Programs to continue to improve our community.

Commissioner Rita Johnson would like to start looking at possible locations for the Aquatic Center and focus on looking into a TSPLOST to assist in funding our transportation goals. She would also like to focus on the future land use map.

Chairman Bart Miller stated that pay compression would be at the top of his list and adding the comparability issue in Option #2. The other would be to concentrate on using the funds that we have and do everything possible to keep from having to raise property tax.

Commissioner Donald Hawbaker is hoping to negotiate a good SDS agreement, to complete the pay compression plan and add the pay comparability issue Option #2. To enhance Code Enforcement and provide funding. To give voters a chance to vote on a TSPLOST and to explore way to stager/stage revenue generation to offset the operating costs of the recycle centers.

C. Adjournment:

***Motion/Second by Miller/Ray to adjourn the meeting at 4:01 p.m.
Motion carried unanimously by all.***