

**After
Agenda**

**Board of Commissioners of Spalding County
Commissioner's Planning Retreat
Special Called Meeting
April 18, 2016
9:00 AM
885 Memorial Drive, Griffin, GA**

The Spalding County Board of Commissioners held their Annual Planning Retreat on Monday, April 18, 2016 at the Spalding County Senior Center Conference Room, beginning at 9:00 a.m. with Chairperson Rita Johnson presiding. Commissioners Raymond Ray, Gwen Flowers-Taylor, Donald F. Hawbaker and Bart Miller present. Also present were County Manager William P. Wilson, Jr., future Assistant County Manager, Eric Mosley, County Attorney Jim Fortune, Administrative Services Director Jinna Garrison and Executive Secretary, Kathy Gibson to record minutes/actions.

The following Department Heads were also present: Terry Colling (Board of Elections), T.J. Imberger (Parks, Public Grounds and Leisure Services) & Kelly Leger (Parks, Public Grounds and Leisure Services), Chad Jacobs (Community Development), Joe Maddox (Tax Assessors), Barbara Lights (E-911), Tim Crane (Public Works) and Carl Humphrey (Correctional Institute).

A. Call to Order by Chairman Rita Johnson.

Invocation led by Commissioner Donald Hawbaker.

Pledge to the Flag led by Commissioner Bart Miller.

B. Agenda Items:

- 1. 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.

2. Review of 2015 Retreat Goals and Objectives and Accomplishments.

Mr. Maner then reviewed strategies discussed at the 2014 Retreat to improve board relationships.

- Address issues with the County Manager and each other in private, not in public.
- Take care with emails and texts in addressing interpersonal issues/conflicts/disagreements (emails and texts are public). If you need to address these type of issues, pick up the phone and talk to the person one-on-one.
- At the next workshop share and communicate expectations of each other:
 - Commissioners: For us to be successful, what do we need or expect from senior staff? (William, Eric, Jinna, Bill)
 - Staff (William and Eric): For us to be successful, what do we need or expect from the Commissioners?

Mr. Wilson stated that although we did not have a follow up retreat last year, we did have a series of work sessions to address many of these issues.

Mr. Maner then advised that a good exercise for the Commissioners and Senior Staff would be to verbalize:

Commissioners need to verbalize what they need or expect from senior staff in order to be successful in their role as a Commissioner and, in turn, Senior Staff needs to verbalize what they need and expect from the Commissioners in order to be successful in their respective roles. He compared the roles of these two teams, Commissioners and Senior Staff, to a marriage. In order for a marriage to be successful expectations need to be made clear to the other party in the relationship.

Mr. Wilson stated most of the 2015 Budget Goals and Objectives will be address in the review of the list of the 2015 Accomplishments and Achievements that had been included in the Agenda Package.

- Hired New Warden at the Correctional Institute – Carl Humphrey.
- Hired new Chief Appraiser – Donald Long.
- Hired Assistant County Manager – Eric Mosley.
- Marukan is the third industry to be located in The Lakes at Green Valley.
- Chief Glenn Polk of the Spalding County Fire Department was honored for Outstanding Community Service and he received the Fire Officer designation in 2015.

- T.J. Imberger of the Spalding County Parks, Public Grounds and Leisure Services Department was named Volunteer of the Year by the Barnesville Lions Club.
- The Spalding County Fire Department "Give Burns the Boot" drive raised \$15,110.82.
- The UGA Spalding Extension office took 34 4H members to the District Project Achievement competition and 17 of the member won awards.
- Willie Lyons was promoted to Battalion Chief at the Fire Department.
- Archway Community wide listening sessions were held.
- Dunstan Milner was promoted to Captain at the Fire Department.
- Spalding County received Storm Ready recognition for the second time.
- The Spalding County Fire Department received the 2015 Chesney Fallen Firefighter Memorial Grant
- Vice Chairman Miller completed his training to become a Certified County Commissioner.
- Senior Nutrition Program was implemented at the Senior Center.
- EMA received the Response and Recovery Grant.
- Spalding County was awarded the ACCG Health Promotion and Wellness Grant. He wanted to remind everyone that the Employee Health and Wellness Day is scheduled for June 4th at Wyomia Tyus Park.
- Parks, Public Grounds & Leisure Services received several GRPA Awards.
- Spalding County received the FEMA Hazard Mitigation Grant for the purchase of Weather Warning Sirens.
- Streamlined the Utility Permit Request Process with a new form.
- Authorized funding for UGA Archways Program implementation in Spalding County.
- Open Disc Golf Course at Wyomia Tyus Olympic Park.
- Otsuka Chemical Company, LTD opened their North American Headquarters at the Lakes at Green Valley Industrial Park.
- Negotiated and implemented the Intergovernmental Agreements for the 2015 SPLOST referendum.
- 2015 SPLOST passed.
- Able to return 50% match of the first two percent of amounts contributed by the employee in the 457(b) Eligible Deferred Compensation Plan.
- Able to fund increases to employee salaries based on years of service.
- Resurfaced 7.5 miles of County roads.
- Six individuals graduated from the Griffin Leadership Development Institute.
- Spalding County Awarded Certificate of Achievement for Excellence

in Financial Reporting for the 14th Consecutive Year.

- Established a Radio Users' Group for the 800 MHz System and settled with the City of Griffin on compensation for 800 MHz Radio User Fees.
- The Board of Assessors and Board of Zoning Appeals are using Novus Agenda and are now conducting paperless meetings.
- The Board of Commissioners held 10 Work Sessions and 5 Special Called Meetings in 2015.
- A Comprehensive Transportation Plan was initiated for Spalding County and the cities of Griffin, Orchard Hill and Sunny Side.
- Introduced legislation to increase the Spalding County Hotel/Motel tax to 8%; however, due to a mix up the increase realized in 2015 was a 5% tax increase.
- Purchase of Ellis Crossing out of the 2008 SPLOST funding for SCTC to establish the Georgia Film Institute.
- Reissue of Spalding County Water and Sewerage Facilities Authority Revenue Bonds Series 2015 which resulted in a savings of over \$2M in interest.
- Implemented upgrades to the Court computer and technology systems. The Courts have been working diligently with Tyler Technologies and the plan is for the Court System to be online by October 1.
- Entered into an agreement with Live Health Online for delivery, installation, maintenance and support of a Telehealth Kiosk. The system has been installed and within the next 30 days we will be getting information out to the employees on where the kiosk is located and how to use it.
- Implemented inventory of telephone and computer systems in all locations and started the process of updating the telecommunication system.
- Approve contract with Andrews Technology and are in the middle of implementation of the Novatime Time and Attendance Software. Some individualized training was provided to some of the departments to insure that they comprehended the technology, but at this time everything has been installed and it is working. Currently plans are to "cut over" to this system on July 1.

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.

3. FY2017 Budget Goals and Objectives:

Mr. Wilson stated that he and Jinna Garrison, Administrative Services Director, have been working diligently with the Department Heads on the

FY2017 Budget. There were a total of 25 new positions requested in this budget:

Sheriff's Department requested an Investigator in CID, a Crime Scene Technician in CID, two Deputy Sheriff II's in the Uniform Patrol Division, two Communication Officers, in the Jail an Office Assistant and they want to upgrade one Administrative Assistant from Corporal to Sergeant, there were also 6 people requested for the GRIP (Gang Reduction and Intervention Program) unit.

Nutrition Program requested an Administrative Assistant II.

Parks and Public Grounds requested two Park Construction Officers and a Parks Maintenance Detail Officer.

Leisure Services requested a Recreation Leader, three park and Recreation Community Center Supervisors and have requested to upgrade their part time Recreation Leader to full time.

Public Works has requested a Training Officer, Sign Maintenance Supervisor and Road Supervisor.

The **Tax Commissioner** requested a Tax Tag Clerk I

The **Clerk of Court** requested one part time person be made full time.

The **Cooperative Extension** requested an FACS (Family and Consumer Science) Agent. The County will pay a portion of the salary and the State will match the funds provided by the County for this position, and the State will provide all of the equipment needed for this individual. We haven't had a FACS Agent for approximately 15 years.

Community Development has requested an Environmental Resource Coordinator.

The **Water Department** which is separately funded requested a Utility Equipment Technician III to do maintenance on Fire Hydrants, etc.

Mr. Wilson advised that he and Ms. Garrison reviewed the budget late on Friday afternoon and right now the positions recommended will be:

- ✓ Tax Tag Clerk in the Tax Commissioners Office
- ✓ Clerk of Court move the part time employee to full time
- ✓ Sheriff's Office the CHAMPS position (this person will be part of the gang

unit that goes to the schools) he has someone doing this part time right now and they are recommending full time

- ✓ Environmental Resource Coordinator in Community Development due to the increase in development in the County.
- ✓ Cooperative Extension FACS Agent
- ✓ Utility System Technician III in the Water Department as we need to do maintenance on our Fire Hydrants and make sure that our hydrants and valves are working properly. We need to do pressure and flow tests on the hydrants.

Mr. Wilson stated that this is the first draft of recommendations to see if we can afford to do even this many.

Mr. Wilson stated that we are implementing Phase II of the pay compression plan that was discussed last year. That would be an additional two step increase based on the employee's date of hire.

Mr. Wilson further stated that the County has had good participation in the pension plan with the County putting the match of 1% back in. There is approximately 25% of the employees currently contributing to the pension plan. The match is scheduled to go from 1% to 2% this year.

The Board finalized the group insurance with Matt Bidwell earlier last month. We have had a positive response for the decision made regarding family coverage. Open enrollment is May 4, 5, and 6 in the Meeting Room at the Annex. He reminded everyone that they will need to go by and sign a piece of paper even if they aren't making any changes.

Mr. Wilson stated that he doesn't anticipate the Tax Digest increasing much, if any this year. He reminded the Board that this year we should receive the full amount in tax revenue from Tenet as Spalding Regional was owned by Tenet on January 1; however, next year we will start the three phase reduction in taxes for this property.

Mr. Wilson reminded the Board that in FY19 we will start paying our portion of the Airport which will be \$455,000 in principal, \$224,000 in interest for a total of \$679,000 making our payments approximately \$340,000 annually. We will split that cost 50/50 with the City of Griffin.

Mr. Wilson stated that the good news is that we paid off the Long Term Debt Service with SPLOST funds. We paid off the Senior Center, the Correctional Institution, L.B. Norton Fire Station, Fire Trucks and we paid off the Senior Center Furniture. Based on the January 15, 2016 net digest that means that

.35 mils is how much the debt service was for those three projects. When we discussed the SPLOST the Commissioners talked about rolling back the millage rate in the General Fund .35 mils.

In the Fire District we paid off the four fire trucks, the L.B. Norton Station and the 2014 Fire Truck that was purchased. That based on the net digest as of January 1, 2015 is approximately .56 mils. So the folks who live in unincorporated Spalding County if the Board takes the full amount on both funds would be a .91 mileage rate adjustment. Representing 9/10^{ths} of a mil reduction for residents in unincorporated Spalding County. The citizens who live in the City of Griffin will only see the .35 mill reduction in County taxes

Mr. Wilson added that we have a good number of vacancies throughout the County. Most of the departments are staying in line with previous years or have come in under the amount budgeted in previous years. He added that the vacancies within the departments that result in other employees having to work overtime is being offset by the salaries of the vacant positions; therefore, the department is not going over budget. All of the public safety departments: the CI, the Sheriff's office, Fire Department and E-911 are exceeding their overtime budgets because of vacancies; however, there is "lapse salary" from the vacant positions that are available to off-set the overtime.

Commissioner Flowers-Taylor expressed concern over adding an additional Tag Clerk position since implementation of the TAVT has caused a significant reduction in the amount of taxes received from motor vehicles.

Mr. Wilson advised that the Administrative Office receives dozens of complaints weekly that no one answers the phone in the Tag Office. He also advised that with implementation of the TAVT it now takes approximately 20 minutes to get your tag once you get to the counter inside the Tag Office. He advised that Spalding County is one of the counties that lost revenue with implementation of the TAVT due to the fact that many people in the county do not purchase new cars frequently. There are approximately 18 counties that lost money when the State went to TAVT.

Commissioner Flowers Taylor added that when you go into the Tax Office on the Property Tax side there is rarely a line and she wanted to know why the ladies on that side couldn't answer the telephone calls. She can't see hiring another person to simply answer the phone for the Tag Office. She stated that what most of the citizens are wanting is for an individual to answer the phone and for it not to go to a "voice mail". They want to know that someone at the office is aware of their need and will call them back. When they leave the

message they are not confident that they are being heard or that they will get a return call.

Commissioner Flowers-Taylor stated she was at a forum several weeks ago and the Sheriff was talking about wanting to revive the Junior Deputy Program. At that time he stated that he has half of his Warrant Division visiting the schools and talking to the kids about this program. She stated she was thinking that he must not need all of the folks in the Warrant Division if he can let them go to the schools to promote the Junior Deputy Program.

She further stated that before the Board should look at providing additional staff to constitutional officers, we need to look at what kind of productivity we get out of these groups. Are the jobs currently provided justified, are they constitutionally required and is it fair to our citizens to keep funneling money into something that we know is not getting the "biggest bang for the buck." She further stated that from where she is sitting she doesn't feel the CHAMPS Officer is necessary.

She also stated that we need to go back and review what it is the Warrants Division is charged with doing for us and how many people they have to perform that function. Then ask the Sheriff if he would like to take one of those individuals and make them the CHAMPS Officer.

Commissioner Miller expressed his concern over not knowing what the tax digest is going to be. He stated that we are currently addressing compression pay for employees, we are going to add another percentage back on the retirement and he doesn't feel that we should be adding any additional staff. He feels that if we have gotten by without these positions for a period of time, we can continue to do without those positions being filled. He encouraged the Board to look at the long range situation with the hospital coming off of the tax digest. He advised caution to see what income would be coming into the County before approving money to be spent.

Mr. Maner advised that part of this time was to be spent on Substandard Housing, Refuse Collection and Millage Rate Reduction.

Mr. Wilson stated that Mileage Rate Reduction had been addressed. Consensus of the Board is to go ahead with the .91 mileage rate reduction in the FY2017 budget.

Mr. Wilson advised that the Substandard Housing budget had been increased from \$25,000 to \$50,000. He stated that substandard housing abatement has been a major concern for the County Commissioners for the last two years

and he has tentatively increased the budget for substandard housing abatement.

Commissioner Flowers-Taylor had requested that the Curb-Side Garbage Pick-up be looked at once again or that the times that the Recycling Centers are opened be looked at and possibly adjusted.

Tim Crane, Interim Public Works Director, advised that he feels that at some point the County is going to have to consider curbside pick-up as an option. At some point the County is going to have to go to curbside collection or we are going to have to purchase all new equipment. He advised that there is been a lot of concern regarding people dumping on the roads if the centers are closed. He stated that he can position staff on the east side and the west side of the County to assist Code Enforcement in addressing these problems.

Mr. Wilson asked if there was a consensus of the Board to look at curbside pickup again. He didn't want to go forward with the time consuming process if it was not going to be seriously considered as an option.

Commissioner Hawbaker expressed his concern for the citizens in the rural areas of the County who live a long way off the roadway and for the senior citizens in the community with regard to required curbside pick-up.

Mr. Crane advised that these individuals are taking their garbage to the collection centers, they can just as easily prepare an area just off of the right-of-way to accommodate the trash can and carry their trash from their house to the trash can.

Consensus of the Board is to revisit the issue of curbside pick-up of garbage. That will include education of the public on the advantage and necessity of this process.

4. Discussion of employment matters:

POST Requirements:

Mr. Wilson advised that anyone who is POST certified has to Pass the ASSET or COMPASS Exam or they have to have taken the ACT or SAT in order to qualify for POST certification training. He advised that the County is not only experiencing problems with recruiting and hiring individuals but have found out that prior to POST training they have to pass one of these tests in order to attend POST training.

Currently, we are recruiting and hiring individuals contingent on them passing a background check and sending them to take the test. Only to find out these individuals cannot pass these tests so we are forced to beginning the process over again.

Mr. Wilson suggested that what we would like to do is make it a requirement of the job that a copy of completion of the COMPASS Exam or ASSET testing be provided along with a copy of a high school diploma or a certified transcript or a GED (not a military GED this is a State mandate).

Mr. Imberger stated that one of the problems is that the County is not paying a salary commensurate with the qualifications of POST certification that other government entities in the area are paying. This adds to the recruitment problem we are currently experiencing.

Mr. Wilson advised that we currently have two problems when it comes to employment. When it involves existing employees we have a problem with pay compression and we are currently dealing with this problem. The second problem is that we can't attract people to come to work for us at the current rate of pay for positions. We have talked about doing a pay classification and compensation study during the Budget Work Session and consensus of the Board is that we can only address one of the problems (pay compression or starting salaries) at a time. At this time, we are between a rock and a hard place.

Commissioner Miller stated that there is more to this picture that is going to have to be looked at especially with the upcoming changes to exempt and non-exempt employees and being able to allow offset time and having to pay overtime. All of the factors are going to have to be considered as a whole, we have to look at the big picture when making a decision on the individual components.

Mr. Wilson stated that this is what he is hoping to address this afternoon. The staff really wants to do more, but in order to do more we can't do it with the budget that we have. Our employees see where City of Griffin employees get new equipment and raises. He advised that he knows that we aren't the City, but recently we had a 25 year employee apply for a job with the City of Griffin, not because he is unhappy with the County, he simply wants to have access to the resources and equipment to do his job.

Mr. Fortune, County Attorney, stated that it may come to the point to where the County is going to have to look at the services provided and cut back on

the services that are not mandated in order to property fund services that are mandated.

Mr. Maner stated that it appears that the County devotes a lot of funding to non-essential items which inhibits their being able to address the more essential projects. At some point, the County is going to have to shift their focus to the more essential items that are required.

Commissioner Flowers-Taylor stated that for the last three years, she has encouraged the Board to look at the stuff that we are required by law to do and look at the services that we are not required to provide and settle on a plan of action to reduce the services that we are not required by mandate to provide. This is the only way that we are going to better utilize the funding that we currently have to budget.

Mr. Maner added that when you think about Economic Growth, the way you accomplish those things is by reducing the non-essential services provided. Recreational Facilities are an added value that are non-essential. Good roads and streets, grass being cut on the side of the road, sturdy bridges are essential items that people look for in a community. He added that providing recycling and garbage collection centers at no cost to citizens is not an essential service, these individuals are willing to take their garbage to the recycle centers, but they are not willing to take it to the end of the driveway doesn't make sense.

Mr. Wilson asked that the Board confirm their stand that the County cannot address both pay compression and reclassification of jobs and raising starting salaries. He asked that the Board reconfirm their decision to address pay compression during this budget year.

Commissioner Flowers-Taylor stated that she would like for staff to explore offering a hiring bonus for employees and to present the Board with a figure of what that cost would be for first responders: Fire, Police and E911.

Consensus of the Board was to continue working toward pay compression and the reinstatement of the retirement match. Mr. Wilson is to work on a retention policy to mirror the City of Griffin for essential personnel.

Mr. Wilson advised that the budget to be presented to the Board is based on a reduction of mileage rate of .91 mil. He asked the Board for consensus if they wanted to roll back the full amount of .91 mil or if they wanted to consider a lower adjustment.

Consensus of the Board is to base the budget on a .91 mil reduction to the citizens of Spalding County.

5. Working lunch discussions with Elected Officials and Department Heads with regards to special projects or initiatives within their departments:

Joe Maddox, Spalding County Tax Assessors Office, stated that they are hoping to have the assessment notices out by the first of May. They are hoping to have them all out by May 4th. Once the assessment notices go out the appeals need to be filed within 45 days.

Commissioner Ray asked what was to be done regarding the Board of Equalization. The issue has been “danced around” and now we are back to where we were two years ago no qualified Board of Equalization members and no way to hear the appeals to the Board of Equalization and it is going to be at a minimum July before we can build the Board again. How many times are we going to go through this exercise before we do something about it?

Mr. Wilson advised that the ads are running and it will be July before they can be trained to meet as a Board. Everyone wants to know why the county hasn't done something about this. The County has no control over this matter, it is a mandated function of the Clerk of Court's office and the only thing that we can do would involve filing a Writ of Mandamus requiring the Clerk of Court to do what is required for the Board of Equilization.

Commissioner Hawbaker advised that filing a Writ of Mandamus is costly and if she does reconstitute the Board by July then hearings can be set. We also need to make sure that representatives from the Assessors' Office is available to appear at the hearings. At one time, he was advised by the Clerk of Court that the Assessors' Office was only available on Fridays for these hearings, limiting her to be able to set the hearings for one day a week. With 1200 appeals pending, we are going to have to move faster than that.

Kelly Leger and T.J. Imberger were asked to update the Board on what is going on in the Parks, Public Grounds and Leisure Services Department and advise the plans they have for the future.

Kelly Leger advised that Leisure Services currently budgets \$66,000 per year for security. She stated that in looking for ways to operate more efficiently and effectively they feel that could better serve the community is by utilizing some of that funding for salaries for full time employees at the community centers. These individuals would be responsible for programming for that facility, managing the facility, doing community outreach and implement some of the proactive policies we want to implement in the community to

make them safer. This would be part of our gang prevention initiative.

Mr. Wilson advised that most of the Parks are located in the County. So, according to the Fair Labor Standards Act if we have a Deputy provide security for one of the facilities, we have to provide overtime to that individual. So most of the time these services are provided by overtime, if we can get someone to do the job. Most of the time overtime is time and a half of the individual's salary. This same individual can be hired by a utility or one of the movie companies and get \$30-50/hour some of which is paid in cash. Many events don't have security, because we cannot find anyone who wants to work it whether it be City or County.

Mr. Wilson stated that what Ms. Leger is proposing is taking some of the money that is currently used for security and reallocating it into salaries to staff the recreation centers and provide a place for youth to go when they are out of school.

Eric Mosley, Assistant County Manager, inquired if the County would be liable should something happen and security is not present.

Commissioner Flowers-Taylor advised that by having someone at the Centers on a full time basis these individuals would come to know the people coming in and if something happened they would be responsible for calling the authorities. That is what the Security personnel would do should an incident occur.

Ms. Leger stated this would provide a full time employee and a part time employee at each one of the centers. They currently have one part time staff person managing an entire facility, at time we have one staff member and hundreds of people in a facility. If we are unable to get security or if the officer doesn't get off of their shift on time, then we have one person staffing the whole facility.

Mr. Wilson stated that this is only in regard to staffing of the facility, when we rent a facility where alcohol is involved, security is mandatory and is paid for by the party renting the facility.

Ms. Leger then reviewed responses from a poll performed of 11 area communities with regard to security at their recreation centers.

- Do you provide security at sports fields for recreation needs?
7 out of the 11 responded "no".

- Do you require security for travel ball tournaments and facility rentals?
5 of the 11 said “yes”.
- If security is required for a lease, who pays for the security?
6 of the 11 said the “lessee” or the “renter” pays for security.
- Do you provide security at your recreation centers?
8 of the 11 said “no.”

So we are currently looking at being better stewards of the money that we have to work with.

Ms. Leger stated that these individuals would be working in the afternoon and into the evenings. Mr. Imberger advised that these individuals would be available to go into the community and attend meetings within their community where the youth using the facility would be located.

Commissioner Miller asked why security for the ball fields isn’t included as part of the agreement with the Athletic Associations.

Ms. Leger stated in the past it had been the County’s philosophy that it was the County’s image and we needed to do what we could within the County’s resources to provide a safe environment.

Mr. Wilson then asked Mr. Imberger to review SPLOST Projects for the Board and explain how we arrived at project costs estimates.

Mr. Imberger advised that the Griffin Disc Golf Association has requested that they be allowed to raise money to set up another Disc Golf course, this one to be located at Dundee Lake Park. We estimated the cost to be approximately \$20,000. The Association has already given the county \$2,000 toward the project and we had an individual “step up” last week and donated \$10,000 to the project. The check will be presented to Parks and Recreation at the County Commissioners’ meeting on May 2nd. Once that check is received we will be only \$8,000 away from building that course.

Mr. Imberger stated that the Griffin Disc Golf Association is wanting to host the Nationals competition in 2020. There will be approximately 900 players in a week and a half if we can have 3-4 courses by that time. The courses are relatively inexpensive to build and Spalding County is getting a reputation nationally for the quality of the courses that we do have.

Mr. Imberger stated that we are progressing quite well on the SPLOST projects. Installation of Soccer Lights will be started this week, everything

has been delivered. We saved money on the lights and installation which actually allow us to light twice as many fields for the amount of money allocated by the SPLOST. Initially, we had requested the lights for three fields, but due to network purchasing we have been able to light the remaining six field at Wyomia Tyus Park for approximately \$15,000 less than we had projected to light three fields in the SPLOST.

The abatement at Heritage Park will begin approximately 10 days after the contract is voted on at the Board of Commissioners Meeting on May 2nd. It appears that between the quote for abatement and the consultant we are hoping to save approximately \$25,000.

We are working on something unique for items such as air conditioning at Fairmont, he is hoping to do a design build bid with performance specifications instead of the actual specifications, this way the bid can also be sent out to all of the local HVAC contractors. This would open the process up to our local contractors and would keep that money here.

Mr. Imberger stated that most of the estimates for the SPLOST were based on in-house crews performing a lot of the construction and labor. We do have some concerns especially when we will have two major projects going on at the same time, those being the Pickleball Facility and Heritage Park. One of these projects would traditionally be a year-long project; however, both of these projects are scheduled to begin approximately at the same time and we simply do not have the manpower to build the two projects simultaneously.

Mr. Wilson advised that we have submitted a request to the Department of Corrections for two mobile construction details it is hoped that we will get one and that will help us tremendously with these SPLOST projects.

Mr. Imberger and Mr. Wilson advised that work crews from other areas may have to be pulled in to assist in these projects. The grass crews may not be available to cut the grass as often during this period of time.

Mr. Imberger advised that they are very excited about the SPLOST projects and they are doing everything possible to save the County money and to stretch the SPLOST funding as far as it can possibly go.

Terry Colling, Elections Supervisor, stated that they are currently mailing out paper ballots for the next election they will start early voting May 2nd. Ms. Colling advised that she has included in her budget request for this year the

purchase of Software-As-A-Service for Easy Vote. Originally, the software was not designed to benefit the Elections Office, it was designed for the convenience of the voters; however, due to the upgrades made to the program it will now benefit the Elections Office as much as it will benefit the voters. This program will automate the voting process and make it faster and more efficient.

Mr. Wilson advised that Phase II of the software improvements will also print the ballots. This will save the County a tremendous amount of money on the printing of ballots.

Ms. Colling stated that she has talked with several counties that have utilized this program for years and they love it and the voters love it because it streamlines the voting process. She advised that sometime in June she will be setting up a demonstration of the software and she will advise the Board when the demonstration will be held so that they can attend to see how it will speed up the voting process.

Mr. Mosley was asked to give an update on the uniforms, telephone system, IT, CAD and City of Griffin.

Mr. Mosley stated that it is his goal to have a uniform dress policy, the color that worked for most of the individuals was a dark gray or light gray color for office staff. We wanted people to know who we were when they saw us out in public. He stated that they were able to obtain good pricing through Georgia Correction Industries. The uniforms will consist of a gray polo style shirt and khaki long pants or khaki shorts. There are also sweater vests and cardigans available for office staff.

Mr. Mosley stated that we are approximately half way through the installation of the new countywide telephone system. All of the networking and hardware is completed, that being all of the wiring for the buildings and the Meraki or server boxes that actually create connectivity within the buildings. The courthouse was completed a couple of weeks ago and the new Odyssey software will also be able to run on this system that has been set up.

At this point in time, most of the employees have the new telephone on their desk that can be utilized internally. In the next few weeks we will begin to transition the telephones from the old Nortel system to the new system. The Annex and the new Fire Department Headquarters will be the first to transition so that we can work out any problems before pushing it out to the

remaining departments.

The Board was able to view the telephone system at E-911 system last week, the next step will be the CAD system which will route a call received through the E-911 system through a mapping system that will direct resources needed to the location where they are needed. Because CAD involves not only routing calls for the County, but the City of Griffin and EMS, we are working closely with the City of Griffin to come up with a solution that everyone is satisfied with. He and city employees have been interviewing CAD vendors and they have narrowed it down to the top three candidates. He met with Jack Poland, IT Director for the City of Griffin and they are working toward finalizing an Intergovernmental Agreement that will be used to manage this system. The hope is that the County will purchase the actual software for the system and that the City will provide the hardware for the system.

Tim Crane stated that he would like to take the two supervisory positions that he had requested in the budget be promotions from within the department and not two additional positions. He currently has four open positions and he will fill the two positions from the promotions with two of the open positions he currently has. He will not actually be hiring new employees, he will be replacing employees who have left.

He then advised that in the upcoming budget they have included \$200,000 for heavy equipment maintenance. To date, \$163,013. 50 on maintenance of the heavy equipment and will probably expend the balance by the end of this fiscal year. At this time we do need to replace the motor graders, we need to replace the wheel excavator and we need to replace to hydraulic excavators.

Mr. Crane then proposed a lease program to lease the heavy equipment that would come to \$162,000 annually. The leased equipment would be for five years and it is all inclusive except the County would be responsible for replacing the tires and possibly the belts on the equipment. The leasing agency would come out and change the fluids and they take the hour readings off of it. If that piece of equipment breaks down on the road, before the sun sets they will have us another piece of equipment out there or have ours repaired. All of the equipment is made by Caterpillar on State contract.. He stated that his recommendation will be to take \$162,000 of the \$200,000 maintenance budget for heavy equipment and apply it to the 5 year lease. We can take the old equipment next fall and put it in the surplus sale and it is possible that we generate enough from the sale to pay for the first year of the lease. If we go this route, every five years we will get new equipment.

Mr. Crane advised that they are currently working on refurbishing the parking lot at Dundee Park. He also stated that next year we will probably have to address grass tractors and mowers for the county. Much of the equipment currently being used is worn out and was purchased in 1980's and they are simply worn out. Parts availability is becoming scarce as well.

Mr. Crane then thanked the Board of Commissioners for moving forward with the pay compression and retirement contribution match. He stated that it has made a lot of difference in the morale in his department.

Mr. Wilson stated he wanted to go back to discussion of Employment Matters as Commissioner Flowers-Taylor had requested discussion regarding "Ban the Box". He then asked Commissioner Flowers-Taylor to address this issue.

Commissioner Flowers-Taylor advised that Governor Nathan Deal had started an initiative and has recommended to other governmental agencies and municipalities as part of his criminal justice initiative to "Ban the Box" on job applications. The logic behind this request is to give individuals who have been convicted of a crime the opportunity to get their foot in the door, inform the employer of their skill set may be and how they are qualified for a position. The box being on the application, automatically removes them for consideration for any position within the County or Municipality.

Not everyone who has been convicted of a crime is a hardened criminal; once they have served their time and been punished by the system. It is not fair for them to be punished for the rest of their lives. She stated that banning the box for the County would give us an opportunity to meet with the individual, review their education, find out what the crime entailed that they were involved in and then make the choice based on the position being applied for if they are qualified for the position.

She then added that there should be some stipulations placed on this process in that people who have been charged with violent crimes or incidents of that nature are probably not people that we would want to hire; however, she feels it's not right to summarily exclude everyone who has been convicted of a crime and served their time.

Commissioner Flowers-Taylor then added that she feels that there are a lot of good people in Spalding County who have made mistakes, but who have turned their lives around. She feels these individuals should be given the

opportunity to find dependable employment with benefits to support their families. She stated that it is a dis-service to us to not allow these people an opportunity to become an asset within our organization.

Commissioner Flowers-Taylor stated that she had talked with Kenny Smith, City of Griffin, City Manager, who stated that the people they had hired who have had a felony record are some of the hardest working employees they currently have. These employees are very appreciative to have a job and to prove that they can be trusted within their position. He told her that they have not had a single incident involving one of these employees.

Chairperson Rita Johnson then asked Jim Fortune, County Attorney, if we banned the box on the applications if the individual could be asked as part of the interview process if they have a criminal record.

Mr. Fortune stated that he would have to research the question or have the Human Resources Attorney research the question to make sure exactly how such a question can be phrased. "Banning the Box" will get them into an interview, and that is what is being asked at this point. He stated that he doesn't believe that there is anything wrong with asking an individual if they have ever been "convicted of a crime."

Mr. Wilson stated that for positions that will require POST certification you cannot hire anyone with a criminal conviction because they cannot be POST certified. He also added that he believes there is a state law that prohibits convicted felons from being a firefighter or working at 911. These three types of positions make up approximately 60% of our workforce and would have to be considered.

He advised that the only negative to banning the box is if an individual applies for a position, they go through the interview process, we pay for a physical, drug test and then the criminal background check shows they have a felony conviction. Then we have to start over with the process for hiring for this position.

Commissioner Ray stated that because we are unclear on what type of questions can be asked and how we should approach this topic with an applicant, he would suggest that we have a workshop and bring in people who know what type of questions can be asked during an interviews and can give education suggestions as to how these items can legally be addressed. Today there are so many things that we, as an employer, are restricted from asking

during an interview, it would be wise to have a workshop and include the people who can provide the informed answers to these questions before we make a decision in the matter.

Commissioner Flowers-Taylor agreed with having a workshop on the matter. She added that everybody who is convicted of a crime is not a hardened criminal and she feels that we would be doing a dis-service to the citizens of this county if we didn't look into the matter.

Consensus of the Board is to schedule a workshop to include Bill Gay, Director of Human Resources and John Lowery, Human Resource Attorney.

Eric Mosley stated that it might also be beneficial to include a City or County who has already "Banned the Box" and let them advise how they have addressed these issues within their employment process.

6. Dealing with Vapor Smoking

Commissioner Ray asked that this topic be placed on the Agenda. He advised that the Department of Public Health provided signage in parks prohibiting smoking in public parks. The Division of Public Health has asked the Department of Public Health to include prohibiting Vapor Smoking on Park grounds and in Recreation Centers.

He advised that this request is not in an attempt to reopen the tobacco issue as a whole, he is asking that the County consider limiting "Vaping" at the parks and in the centers. Vapor smoking has been around for such a short time that the health effects of its usage has not net manifested itself. There simply is not enough data available to know what kind of health effects this rapidly growing recreational behavior will manifest.

Commissioner Flowers-Taylor added that she disagrees with the usage of tobacco on any County property whether it be smoking, dipping or chewing. She would like to say no tobacco at all on any of the County property. We are encouraging our employees to become healthier and this has resulted in a lower insurance rate. What individuals do at home is their business, but when we prohibit tobacco for some and others are allowed to use it, it is a double edged sword. She would like for the Board to say none at all which would cut tobacco use or vaping in any of our facilities.

Commissioner Ray asked that the matter of vaping in parks and buildings be

consider by the Board at this time and the conversation can be continued at another time for other County properties and facilities.

Consensus of the Board is no vaping on all county property by ordinance and included in the Parks and Recreation rules. This will be added to a future agenda for consideration.

Mr. Wilson provided a list of County Services that are Mandated and Discretionary. He asked the Board what Services they would like to explore eliminating.

Commissioner Flowers-Taylor would like to explore discontinuing the services currently provided for solid waste collection and disposal and mandate privatization.

7. Review the Archway Intergovernmental Retreat Goals:

Mr. Wilson then reviewed the Intergovernmental Retreat Goals with the Board:

Community Image – The group has worked on this project and a revised logo has been presented to the Board for consideration and the Board was in agreement with the revised logo.

Quality of Life and Leadership – Reach out to private developers about SPLOST projects. We have been doing this.

The question has been posed by the Parks and Recreation Advisory Commission to explore the possibility sponsorships from corporate entities for “naming rights” for an agreed to period of time and to put that sponsors name on the facility, park, or recreation center building.

Commissioner Hawbaker asked that a designated representative from the Parks and Rec Advisory Commission be given the authority to create a proposal and present it to industries sponsors to see if there is an interest in sponsoring some of the ballfields or recreation centers in Spalding County.

Consensus of the Board is to allow the Parks and Recreation Advisory Commission to create a proposal and present it to industry sponsors for selected locations within Spalding County and work with the County Manager in implementing this program.

Infrastructure – Substandard Housing we talked about this morning.

Preschool Readiness and Standards – Not discussion on this topic.

Economic Development – Commissioner Hawbaker would like for the County to start thinking about implementing a T-SPLOST.

Commissioner Hawbaker stated that with the passage of HB170 the counties have been given an opportunity to propose a T-SPLOST to apply to local transportation needs such as roads and bridges. HB170 stated that a T-SPLOST can be proposed after July 1, 2017 and he feels that this would be a good avenue for Spalding County to get extra funding to pave dirt roads and to have available funding to match programs offered by the State and Federal Governments for transportation needs. If the T-SPLOST is implemented by the county alone it will be $\frac{3}{4}$ of 1% that could be requested if it is a county and city initiative it would be a full 1% with an intergovernmental agreement.

Currently, the LMIG match is funded out of the SPLOST proceeds designated for transportation. Successful implementation of a T-SPLOST would provide more money for necessary road paving and improvement projects that simply have had to go undone because there is no funding available. Commissioner Hawbaker projected that a full 1% would probably generate approximately \$8.4M annually for a period of 5 years.

Commissioner Flowers-Taylor agreed that it is a good idea, but she feels like we should complete some of the projects on this SPLOST, it will be much easier to pass another SPLOST.

Consensus of the board is that the County look at the possibility of a T-SPLOST as a long term goal for the 2017/2018 Ballot and that we begin working on a program to educate the citizens of Spalding County now in preparation for requesting a T-SPLOST.

8. Establishment of Long Term Goals:

Mr. Maner then asked everyone if you had the opportunity to see the County accomplish two goals over the next year what would those two goals be:

Commissioner Flowers-Taylor asked about her request to discuss the possibility of cross training of Animal Control Officers to do Substandard

Housing and assist Code Enforcement in identifying houses in violation of the current substandard housing ordinance. She feels that if Animal Control Officers are out in the neighborhoods patrolling for stray animals and they see houses that are in violation of the minimum housing codes they should be able to issue citations to those home owners.

Eric Mosley stated that he had talked with Animal Control and with Code Enforcement and he had talked with Judge Cavanaugh in Magistrate Court about this request. The Animal Control and Code Enforcement are already doing this in a lesser capacity by alerting each other of potential issues, but they are not currently writing citations with regard to minimum housing standards as incorporated into the ordinance last year.

Mr. Mosley advised that when Animal Control goes out to a property for an animal complaint, if they note that the house is substandard, they are reporting it to Code Enforcement, but they are not writing a citation for that violation.

Mr. Fortune asked if the individuals issuing citations had to be POST certified.

Mr. Mosley stated that he didn't believe so, but that was something that needed to be looked into. He also stated that in other counties Code Enforcement Officers are not required to carry a gun in order to enforce County Ordinances.

Commissioner Flowers-Taylor stated that Officer Green and Officer Heath are inundated with calls and if the Animal Control Officers are already in the neighborhoods and see minimum housing violations, there is no reason why they shouldn't be able to issue the citations. They cover a lot more ground in the local community on a daily basis than the two Code Enforcement Officers are able to cover. Cross training this individuals would provide another ten sets of eyes in the community to address these issues.

Mr. Mosley stated that they could hand out a "Notice of Violation" which would be a warning and Code Enforcement could follow up in 15 days to make sure that the violation has been addressed. Part of the process is going to have to be to educate Animal Control on the ordinances in the county. He agrees that they could be cross trained, but it will take time and training to provide this service.

Mr. Wilson stated that historically we have only gone after minimum housing and animal control violators on a complaint basis. What you are talking about

doing is active patrol which is a total different philosophy from what we have done in the past and he doesn't have a problem with it.

Mr. Mosley stated that over the last few months that Code Enforcement has switch from being reactive to being more proactive. They have been encouraged to look for problems in the community. They are focusing in areas, and they are actively looking for people who are standing out as violators in the County. As we change that mentality, it will allow a little more flexibility to those officers to be more effective and there should be a notable change in the community.

Commissioner Goals for the next One to Three Years:

Commissioner Hawbaker:

- He would like to see the budget increased to \$100K for demolition of substandard housing to address homes that are substandard and mobile home parks that are not maintained.
- The Performance Review of the Spalding County Tax Assessors Office and Chief Appraiser – he would like to see the Chief Appraiser implement at least 22 of the 44 recommended improvements within the next calendar year and the remainder within the following year.
- He would like to see the Bonded Projects on the SPLOST completed as quickly as possible with the appropriate signage so that that people can see what these funds are accomplishing.

Mr. Wilson wanted to remind the Commissioners that the Chief Appraiser works for the Board of Assessors. The County appoints the members to the Board of Assessors, but the Chief Appraiser answers to that Board, not to the Board of Commissioners. He advised that a workshop with the Board of Assessors might be warranted in the future.

Commissioner Miller:

- He wanted to thank all if the Department Heads on the job they have done in reducing costs for the County.
- If someone calls into a County office, no matter what department it might be, if you aren't the one they need to talk to let them know, then go the extra step to ascertain why they are calling and assist in directing them to the correct department or individual they need to be talking to. Don't make that individual look up the number, take the initiative to give them the number if you have it. Improve communication between the

departments so that you can help the other departments.

Commissioner Ray:

- He wants the County to remain on track with pay compression for the employees.
- And keep track of Revenues vs Expenditures and spend wisely based on revenues received.

Commissioner Flowers-Taylor:

- She would like to see the substandard housing demolition budget be increased to \$100K for this year and that we set a goal as to how many houses can be demolished within the year.
- She would like for staff and Department Heads to take a close look at their budgets. If they have positions that have been open for years, they have managed without people in those positions, then she would encourage them to make a determination if that positions is really needed.
- She would like for a line item to be added to the Budget with an initial amount of \$50K, and added to every year after for roads this should be a line item in the budget, it should not be something that we have to depend on SPLOST and LMIG to fund. She asks that the county to begin the pre-education work for a T-SPLOST.

Chairperson Johnson:

- Would like to explore the possibility of videotaping the Commission Meeting and posting them online. She was very impressed by the City of Griffin being able to offer videos of their meetings on the website.
- Promote broader utilization of the Mobile App.

Staff Goals:

Eric Mosley:

- He would like to continue to see the county, as a whole, to promote innovation within the departments. The Department Heads are beginning to think more innovatively and he would like to encourage them in those efforts.
- Focus on continuing to improve employee morale with events and competitions. We need to take every opportunity we find to tell our employees how awesome we think they are. He wants to see us continue to build employee moral within our workforce.

Kathy Gibson:

- Look at implementing a Capital Improvement Program departmentally, encourage the departments to designate a project and work toward funding that project through budget savings.
- Pull all of the county websites under one umbrella and possibly host the website locally on our server. (Look at hiring someone to build, manage, maintain and update the website.)
- Make a list of frequently called County, City and State numbers and provide it to all county employees who answer telephone calls.

Jinna Garrison:

- Would like to see the County continue to build a fund balance, she would like to set the county build the balance back up to 25%. The fund balance is what got the county through the most recent economic downturn.
- She would also like to continue focusing on employee health and wellness because in the long term that will save the county money.

Carl Humphrey:

- Expand the use of technology within the CI to include inventory control.
- Establish a succession plan for Corrections to include supervisory, training and mentoring.

T.J. Imberger:

- He wants to do everything we can to make Spalding County the best that it can be.

Kelly Leger:

- She would like to see the county move away from the “No new levels of service” mentality.
- She would like to have the community centers fully staff and programmed so that the youth have somewhere to go and something to do.
- Work toward establishing efficient and effective programming at the Pickleball Facility and Heritage Park

Tim Crane:

- Develop a plan to hire and retain good employees in the County and try to fill the current vacancies.
- Encourage and create an environment to promote presentation of well thought out ideas that will result in money savings and move the County forward.

William Wilson:

- Advised that the Board would see \$200k in the budget for a Comprehensive Plan. By October, 2017 we have to have completed the renegotiation of the Service Delivery Strategy and we have to have completed a new Comprehensive Plan.
- Service Delivery Strategy is coming up and there are several things that the City may ask the County to assume:
 - Animal Control
 - Recreation: City Park and the little pocket parks.
 - If they close down the Golf Course and give us a 50 year lease on the property and take over the swimming pool they would be willing to give us some LOST points.
 - The property could be used for the Aquatic Center, for a Softball Complex or for another disc golf course or make a walking trail. Utilization of the property would be up to us.

Jamie Clark:

- Asked that the proposed mileage reduction in property from the Fire District Fund be cut in half this year and then reduce by another half next year. To allow the Fire Department to look at replacing old Fire Apparatus, Administrative Vehicles and Pick Up trucks. They would like to look at leasing these vehicles.

Commissioner Miller asked if there was something that could be done to reduce the message at Animal Control. The message for their telephone is entirely too long.

Jim Fortune:

- He would like for the County employees to be more helpful in being directed to the right person. He advised that last week he needed to speak to one person and he kept getting shifted from one person to the next. Long story short, he was on the telephone for about 15 minutes and he never did get in touch with the individual he was trying to contact.
- Mission Creep – He stated that he realizes that Spalding County has grown since 1971, but it hasn't grown that much. When he returned to Spalding County in 1971 there were two people that ran the Clerk of Court's office, the Sheriff who had 6 or 7 deputies, probate court consisted of the judge and a secretary and they ran things just fine.

C. Adjournment:

Motion/Second by Flowers-Taylor/Ray to adjourn the meeting at 4:15 p.m. Motion carried unanimously by all.