

Spalding County Board of Commissioners
Annual Strategic Planning Retreat
April 16, 2011
Spalding County Senior Center
Griffin, Georgia

The Board of Commissioners of Spalding County, Georgia held their Annual Strategic Planning Retreat on Saturday, April 16, 2011 at 9:00 am in the meeting room of the Spalding County Senior Center. Chairman Eddie Freeman, and Commissioners Gwen Flowers-Taylor, Bob Gilreath, Raymond Ray and Chipper Gardner were present. Also present were County Manager William P. Wilson, Jr.; Deputy County Manager Virginia Beams; Administrative Services Director, Jinna Garrison; Human Resources Director, Bill Gay; County Attorney, Jim Fortune and facilitator Catherine Bennett, University of Georgia.

1. What will Spalding County look like in 5 years?

In five years what Department Heads will be here?

- Warden will be retired
- Public Works, Park and Rec, Juvenile Probation, Information Technology, Chief Appraiser, 911, Finance, HR, Community Development, Code Enforcement may be retired or close to retirement

Other changes

- IT will see a tremendous amount of changes over the next 12 months
- We will need to build a succession plan
- Through cross training foster advancement and leadership growth

Technology

- Email direct deposit ledger
- Get all employee benefit and financial information on a website (sick leave, annual leave balance, how much taxes are being taken out- so each employee can look at their own personnel information)
- Go to direct deposits for all employees
- Paperless agendas
- Improving communication between Annex and other departments
- Single ISP provider county wide
- Consistent records retention policy – central repository for all county documents-
- Need to set up software that will enable Spalding County to retain email records (archiving)

Demographics

- BOC progressive in promoting economic development and creating jobs
- Water rates between city and county
- Bring business into the Industrial Parks
- Create a work ready work force
- Create incentives for citizens to move, work and shop in Spalding County
- One-stop- shop in business development - make it easier for businesses to do business in Spalding County

- Improve promotion of Spalding County in the media
- We may potentially have a population growth of 5,000. Our active taxpayer group will change. This will impact the services that we offer this group. (Assisted Living, Nursing Homes will they be available?)
- **Action Item:** BOC gave County Manager direction to use SPLOST funds for road resurfacing, bridge replacement projects and intersection improvement projects as well as paving unimproved (dirt) roads.

Short Term Goals (1 mo - 3 years)

<u>Goal</u>	<u>Time Line</u>	<u>Lead</u>
Development of a Succession Plan – <i>utilize ACCG intern program</i>	Jan 1, 2011	DHs, CM, DCM, HR
Retreat follow up – Evaluate/Access Progress on goals	Oct 15, 2011	CM
Develop a letter of support to President of UGA, BOR and the Governor or a resolution passed in support of the MBA program and incentives to come to UGA Griffin campus/undergrad programs	June 1, 2011	BOC and CM
Form a committee between the city, county and school board and BOR to bring attention to attracting students to UGA/Griffin	June 15, 2011	CM, DCM and Comm. Ray
Update pay structure (pay and classification study)	October 2011	HR Dir.
During the current budget cycle, set in motion a plan to improve pay and benefits over the next 2-5 years	June 2011	CM
Develop a non-technical summary of the pension plan (1 page) so that all can understand the plan	July 1, 2011	HR Dir.
Space Utilization Assessment	Dec 31, 2011	CM
County-wide IT Master Plan – inventory and development	March 2012	CM & IT and consultant

Short Term Goals (1 mo- 3 years)

<u>Goal</u>	<u>Time Line</u>	<u>Lead</u>
Hiring of Purchasing Agent/Staff Accountant	August 1, 2011	Admin. Serv. Dir.
Evaluate fee structures across all departments and analyze user fees and licensing fees	Dec 2011	Admin Team
Research and assess gas lines that come through the county	May 2011	DCM
Redistricting	Dec 2011	Admin Team
Research the opportunity to capture revenue from electronic signage	April 2012	Admin Team
Allocate SPLOST resources for stated purposes from the SPLOST ballot (educate public)	April 2012	CM, Chairman Freeman
Revamp the Board appointment process	October 2011	CM
Clarify and finalize job description for Deputy County Manager	June 2011	CM

Long Term Goals (3-7 years)

<u>Goal</u>	<u>Time Line</u>	<u>Lead</u>
Develop a transportation plan to pave most roads in Spalding County. More through streets (i.e.: 2 nd Street) N-S-E-W Connectivity		CM
Develop a priority listing for dirt roads using the following criteria (A. traffic ranking system, B. availability of right of way, C. cost of construction and utility relocations)	Oct 2011	CM
Utilize SPLOST funds for all transportation projects and not just paving of dirt roads	May 2011	CM
Promote tourism – designation as scenic byway	July 2011	Chairman Freeman

Budget Discussion

Priorities that the BOC would like CM to consider in the budget building process:

- Purchasing Agent
- Upgrade part- time position to full- time slot in Board of Elections
- Sheriff department patrol division needs 2 more people so that there is a supervisor on each shift
- Classifications that the DHs have asked to have reevaluated to get them ranked to see if they qualify for an upgrade.
- Reevaluate the Spalding County purchasing policy

Capital

- IT – records retention/archiving system
- Clerk of court- records/archiving
- Discussion on Sheriff Dept fleet purchasing process
- Computer aided dispatch for 911 – RFP
- If the money can be found, CM should consider giving a COLA raise
- There was some discussion on health insurance providers and coverage

Other

- County should examine the current county recycling program and consider a way for the county to derive revenues from the recycling centers
- Recycling Center is currently opened 7 days per week, twelve hours per day. There was discussion on whether this is something that the County can afford any longer. Research is being done on what hours the center should be open so that the County can recover/save costs.
- Need to review and improve the current system on how board appointments are made.

Chairman

County Clerk

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