

MINUTES

The Spalding County Board of Commissioners held their Planning Retreat on Saturday, January 24, 2015 at the Spalding County Senior Center Conference Room, beginning at 9:00 a.m. with Chairman Rita Johnson presiding. Commissioners Raymond Ray, Gwen Flowers-Taylor, Donald F. Hawbaker and Bart Miller were 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, Human Resources Director Bill Gay 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 & Recreation) & Kelly Leger (Parks & Recreation), Chad Jacobs (Community Development) and Tim Crane (Public Works).

A. Call to Order led by Chairman Rita Johnson.

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 Eric Mosley to the Board as the new Assistant County Manager, he advised that Mr. Mosley is scheduled to start with Spalding County on February 23rd. He then asked him to tell the Board a little bit about himself.

Mr. Mosley stated that he grew up in North Augusta, SC, where his parents are currently retired. Mr. Mosley advised his father was the Director of Public Safety and his mother was a school teacher. He is currently working for the Georgia Forestry Commission and has worked in his current capacity for 14 years. Mr. Mosley currently serves as the State Program Manager overseeing all of the Fire Prevention & Mitigation Programs. Mr. Mosley further advised that he also serves as the State's Public Information Officer when there is a disaster.

Mr. Mosley also stated that he has two sons, a 7 year old (Scout) and a 4 year old (Nash). He further stated that his wife, Joy, accompanied him to the meeting today and she is out looking for a new home while he attends the meeting. Mr. Mosley advised that he and his family are looking forward to joining the Spalding County community not only by his being employed by the County, but they will be residing in Spalding County.

Mr. Wilson stated that one of the Major Goals of the 2014 Retreat was the hiring of an Assistant County Manager, he stated that he wanted to have him here today to show that we had met that particular Goal.

Mr. Wilson then introduced Gordon Maner of the Carl Vinson Institute to the group and turned the meeting over to Mr. Maner.

Mr. Maner started the meeting by asking each of the Commissioners: "What is the one thing when you leave here day you would like to have accomplished?"

Commissioner Hawbaker stated that he would like to have a consensus on a vision as to what the Commissioners would like for the County to be in 10 to 15 years. He would like to get a sense of a long range plan and get a broader view focusing on the positive components of Spalding County and making the county a place where people would want to live. Commissioner Hawbaker stated that he would also like to have a better understanding of his fellow commissioners and get an idea of their own aspirations and goals for Spalding County and how we can work together to dovetail our goals into accomplishments.

Chairman Johnson stated that she would like for the group to leave this meeting with more of a united front. She stated that she understands that they are not always going to have harmony, but she would like to leave the meeting with everyone agreeing to present a united front to the community. She stated that she knows the Board will have disagreements, but we all need to know that we are working toward achieving the same goal and that being what is best for Spalding County and making Spalding County a better place to live and work.

Commissioner Miller stated that this is his third year on the Board and it has been a big surprise to him every year. He stated that he had learned a lot about the County that he did not know. He further stated that he wanted by the end of this year to know that the Board has accomplished something for the taxpayers and the employees of Spalding County. He stated that the Board needs to work with the School System, because if we have good schools, then people will come to the County. Commissioner Miller stated that we have to build trust among the Board of Commissioners, this is important to him because we have got to have that trust within our group.

Commissioner Ray stated that he agreed with everything that had been said by the other commissioners. He then added that he would like to have a better relationship with Commissioner Miller and Commissioner Flowers-Taylor and would like to build a relationship with respect, trust and common courtesy. He also stated that he would like for the Board to present a more united front to the public to instill confidence in the public that they are indeed working to make the community a better place to live in and to work in.

Commissioner Flowers-Taylor stated that she also agrees with what everyone else had said and hopes that they realize that a resolution to these problems will not be ironed out in a few hours this morning. She stated that her goal for today is that the Board realizes that we have allowed ourselves to get into a position where some of it is by our own doing, but some of it is not by our doing. We are going to have to look at employee salaries and benefits and we are going to have to find a way to address the tax digest.

Mr. Maner then introduced himself and outlined his role as the facilitator for the meeting and then covered the Ground Rules for the day.

2. **Review of 2014 Retreat Goals and Objectives and Accomplishments.**

1. Have a visioning retreat to create a common vision of where we want to see the County in the future.

Mr. Wilson then advised that even though this retreat did not happen within the parameters of Spalding County, there was an intergovernmental retreat hosted by the Chamber of Commerce in Athens at UGA. The retreat was attended by the Board of Commissioners, Chamber of Commerce, School Board, City of Griffin Commissioners and local community leaders in attendance. As a result of this meeting Spalding County, the City of Griffin and the Board of Education will be participating in the Archways Program. He further stated that this program will be an overall visioning for the entire community.

2. Commissioner Flowers-Taylor would like to start having work sessions on the meeting date once a month. Suggested that we have a pre-meeting work session. Suggestion was that we do this prior to the meetings.

Mr. Wilson stated that we did have several work sessions during the year, but we didn't follow through with the process. However, Chairman Johnson has expressed her desire to have regularly scheduled work sessions and that is one of the things we will talk about today.

3. Hold a workshop on Financial Policies.

Mr. Wilson advised that the Board did hold a workshop and that we did approve new Financial Policies.

4. Proposed selling some of the property currently on the books for Spalding County. If we are not going to use the property, look at it as a potential source of revenue.

Mr. Wilson advised that Commissioner Miller had requested a list of the excess property owned by the County. He stated that he had reviewed the list with Kathy Gibson and we are developing a spreadsheet. He advised that there are approximately seven parcels the largest being approximately 66 acres. We did not include surplus parcels for any of the property surrounding Dundee Park as those parcels are reserved for future park expansion. You should receive the spreadsheet along with a tax map of the parcel and a value on the taxes within the next two weeks.

5. Lowering the ISO rating for fire protection.

Mr. Wilson advised that ISO had been contacted and they advised that Spalding County did have an ISO summary and rating in 2012. They also advised that they have revised many of their standards and are willing to come out and re-evaluate the County. Mr. Wilson stated that he has asked Kenny West, Spalding County Fire Chief, Barbara Lights, E911 Communications Manager, Rocky Kenway, Water Superintendent and Mike Windham, Communications Systems Manager to review the new standards and we will

probably come to the Board later in this calendar year and ask you to invite ISO back in to rate the County again.

6. Time line on personnel policy being completed.

The Personnel Policies were completed and approved by the Board of Commissioners and implemented on September 1, 2014.

Mr. Wilson stated that one of the goals which was not included on this list was the hiring of an Assistant County Manager and that has been completed as well.

Mr. Wilson stated that a list of the 2014 Accomplishments and Achievements had been included in the Agenda Package and copies of the individual department accomplishments have also been included for your review.

- Mr. Wilson stated that wanted to thank T.J. Imberger, Public Works and everyone involved in Snowpocalypse and Icepocalypse last year.
- Purchased a new Fire Truck and put it into operation in July of last year.
- We were awarded ACCG Wellness Grant.
- We adopted a Vehicle Use Policy.
- The Transit Feasibility Study was completed.
- Financial Policies and Procedures and new Personnel Policies were adopted.
- We did a complete website makeover.
- The Athletic Hall of Fame and Cooperative Extension was relocated to Memorial Drive.
- For the 13th consecutive year we received the Certificate of Excellence in Governmental Reporting.
- We had six county employees complete the City of Griffin Leadership Development. Six employees also graduated from Leadership Griffin-Spalding.
- We had our Spring Into Fitness employee and family health & wellness event at Wyomia Tyus Park with our ACCG grant.
- There were 53 units of blood collected at the annual blood drive.
- We removed 14 structures, 8 homes were demolished by the County and 6 by property owners, that didn't meet the Minimum Housing Code.
- Two great things that happened in 2014: Otsuka Chemical Company announced the relocation of their North American headquarters to the Lakes at Green Valley and Toppan announced the Lakes at Green Valley.

Otsuka will have their grand opening in March of 2015. Mr. Wilson advised that he had signed the plans last week for the development of Toppan's facility.

- We installed a swamp cooler at the Animal Shelter that drastically reduced the temperature where the animals are housed.
- We negotiated an intergovernmental agreement for the new airport and we are moving ahead with the new airport.

- The Facility Dude program was implemented in Public Works, Code Enforcement, Community Development and the Water and Wastewater Departments. T.J. Imberger will update everyone more on this item during the Paperless Projects segment.
- Resurfaced 27.4 miles of County roads.
- Parks and Rec was named Agency of the Year
- General Fund Revenues exceeded Expenditures by \$800,000 for FY2014, this is the first time in four years.
- Transitioned to Bi-Weekly Payroll
- We just completed construction on the storage building at the Park @ 6th.

Mr. Wilson also advised that he had attached each individual department's list of accomplishments to the agenda for today. Mr. Wilson stated that the County as a whole had a great year and it appears that the economy is beginning to improve.

3. **Update on Paperless Projects:**

Novus Agenda - William Wilson

Mr. Wilson stated that the Board of Commissioners had authorized the purchase of tablets for the Board of assesses and he advised that the Board of Assessors have been issued email addresses and tablets. We are working toward having Novus Agenda to format an agenda for them, along the same design as the one that the Board uses. Our hope is to have this up and running for their February meeting.

Mr. Wilson stated the next step will be Planning Commission and Board of Zoning and Appeals. Five tablets will be purchased for the Planning Commission and the Board of Zoning appeals to share. Right now we are planning on sharing the five tablets between the two committees. They will be able to access Novus Agenda from their home computers so the Agenda and Agenda Packets will be available to the committees prior to the meetings.

The next step will be the Water Authority, emails will have to be issued and Novus Agenda will be expanded to include those meetings.

Facility Dude - T. J. Imberger

Mr. Imberger gave the Board an update on the implementation of Facility Dude within the County. He stated that to date over 7500 work orders had been completed in the system. There are currently twelve departments utilizing this system. The Health Department makes 13 and they were activated last week.

Mr. Imberger advised there are currently 210 users on the system, there are 139 locations in the system which is property that the County owns or maintains. Additionally, there are 1008 secondary locations which includes roads, ball fields, a floor of a building and playgrounds. They are reporting on 46 separate crafts which include electric, roads, inspections, etc. They are reporting 21 classifications like Animal Control, Parks, Public Works Roads, etc. They are also reporting on 160 different types of work performed by our employees. All of the items discussed can have separate reports requested for that item or a

combination of any of those items. Reports can be customized to the users' needs.

Mr. Imberger stated that Commissioner Hawbaker had requested a stray animal report and that report will be generated on a monthly basis and forwarded to the board.

Terry Colling – Board of Elections

Terry Colling, Elections Supervisor, stated that she does not have many opportunities to go paperless because the law requires that her department maintain hard copies forever. One area that she did have discretion on was on the County's reporting as far as the ethics reports and financial disclosures. The Board of Elections purchased a program where you will be able to file those reports on line directly with her office and once the links are established the public will be able to go to Spalding County's website, click on Ethics Reporting and search for the Board's individual reports.

Commissioner Ray attended a demonstration of this software and Ms. Colling took the documentation from the software demonstration and prepared instructions for the Board members who were unable to attend. Each Commissioner needs to access the system and establish an account. The instructions are a step-step guide on how to do this. Ms. Colling advised that the only report currently due her office is a personal financial disclosure.

CSI - Jinna Garrison

Jinna Garrison, Administrative Services Director, stated that currently all departments are using CSI Outfitters to enter purchase requisitions. We only get paper requisitions on large items that we are going to lease purchase, like vehicles, and from the judicial court circuit, who submit very few requisitions. Last year all departments submitted their budgets electronically and they sent the detail in excel which brought to light the need for Excel training for some of the departments. We conducted Excel training for those workers a couple months ago. Currently, all departments can access their financial reports electronically and they are no longer produced in paper format. All cash receipts are being entered at the department level with the exception of the court system. We are looking at making ACH payments through the CSI system for the larger 457 and 401A plans.

We have an electronic file system called DocuScan which will automatically match invoices with payment checks. Human Resources and Accounts Payable use this system. Training was held this week with the ladies in the office and hopefully this will streamline what the ladies are doing in the office and prevent duplicate work.

Mr. Wilson indicated that the last item is Time and Attendance. Last year we went to Bi-Weekly Payroll, that being Step 1 in the Time and Attendance timeline. The Budget Review Committee had several vendors come in and give demos of their product and Bill Gay actually wrote an RFP for time and attendance. We were going to issue it around the same time that the IT RFP was being issued. As you know the IT RFP is being rewritten. Mr. Wilson stated that he

has talked with City Manager, Kenny Smith and they will be meeting the first week of February with his IT Department to go over the IT RFP and reissue it. Once that is done and an IT service provider is selected, we can move ahead with the Time and Attendance. We are hoping for full implementation by January 2016.

Mr. Wilson advised that this implementation will require additional work in some of the buildings that may or may not have internet. The courthouse will be the biggest problem with time and attendance, because we have very few users in the courthouse who have internet. IT will have to be completed first, because the Time and Attendance will have to integrate through our IT infrastructure.

4. **Building Relationships (a facilitator driven exercise).**

At this time the facilitator asked everyone except for the Board of Commissioners to leave the room.

5. **Presentation by Matt Bidwell of MSI Benefits regarding insurance and healthcare reform issues.**

Mr. Bidwell gave the Commissioners a comprehensive report on the health insurance program currently offered to County employees. He presented the breakdown of amounts paid out by Blue Cross Blue Shield on claims and advised that pharmacy accounts for approximately 20% of the total amount of claims this year.

Page Sale with Blue Cross Blue Shield then presented the Anthem Rewards Program that is available to all Spalding County employees. This program offers the County the ability to initiate incentives into the population. Ms. Sale stated that incentives are a critical part of a total wellness solution designed to increase health and wellness engagement for employees and their families.

Mr. Wilson asked if there was any direction from the Board on what to tell Blue Cross and Blue Shield to bring back to us with their insurance renewal for FY2016.

6. **Commissioner topics for prioritization and possible future workshops.**

1. Establish monthly workshops

Commissioner Flowers-Taylor suggested that to begin with the Board have work sessions on the day of the commission meeting in order to tackle this list. Once the list is more manageable then we can switch back to one day a month. She stated that most of the Commissioners try to clear their calendars for the day of the meetings so why not set up the workshop for that date as well.

Consensus of the board was to initially set up two workshops a month on the same day that the Board of Commissioners meet. The workshops will be from 9:00 a.m. to Noon on these dates and the first 15-20 minutes of each work session will be devoted to questions or concerns that need to be address for the meeting that evening.

2. Improving public image and teamwork - *This item was addressed during the facilitator driven exercise. Ongoing issue.*
3. Intergovernmental relations – *Archway Program. The Board of Education approved this program on Thursday, January 22nd and the City of Griffin has it on their Agenda for Tuesday, January 27th.*
4. Capital Improvements Planning (CIP) - *February 2, 2016 work session.*
5. Project status updates for BOC and Public – *Establish some way to post the goals set out at this retreat and track the status of progress for these goals and see when they are completed.*
6. Financial responsibility- controlling spending - purchasing – preferred vendors – bulk purchases. *March 2nd work session along with Item #9 below.*
7. 800 MHz user fees - *February 16th work session, need to invite City of Griffin representatives and look into getting a facilitator or mediator for this meeting.*
8. 2015 SPLOST - *March 16th work session.*
9. Substandard housing enforcement - *March 2nd work session.*
10. Increasing school tax exemptions – *Mr. Hawbaker stated that this is something he had always wanted to explore the possibility. Mr. Wilson advised that the School Board is the only one who could request local legislation to bring about such an exemption. For discussion sake it can be placed under the Intergovernmental Relations topic for discussion.*
11. Unified Government – *Mr. Hawbaker stated that he would like to get a more detailed understanding of this concept. He stated that he was not aware it had been considered in Spalding County.*

Mr. Wilson stated that it had been voted in two times in Spalding County. We have had two Charter Commissions, this has to be done through local legislation to set up a Charter Commission, and they have to come up with a Charter. The first time it was voted down, the primary reason was law enforcement, because under the Charter there was going to be a Police Chief for Spalding County and the Sheriff would be relegated to court duties and the jail. The second time it was approved by the City of Griffin, but voted down in the County. Mr. Wilson stated that he had the files from both of these Charters and he would forward that information to the Board for review.

12. North Hill Corridor – *Decision made to look at the proposed projects again the first of March to determine the work session scheduled for the following months. This item is tentatively scheduled for the April 6 work session and Chad Jacobs and Newton Galloway will be asked to go ahead and start working on their recommendations to the Board.*

7. Hotel/Motel Tax presentation by Daa'ood Amin and Kenda Woodard

Kenda Woodard, Griffin Main Street Program Manager, and Daa'ood Amin stated that they had attended training in Douglasville hosted by the Department of Community Affairs and one of the workshops attended was on the Hotel/Motel Tax.

Ms. Woodard stated that the City of Griffin currently has a Hotel/Motel tax of 7% and Spalding County's rate is currently at 3%. There has been some discussion around increasing the Hotel/Motel tax for the County. Ms. Woodard then presented information to assist the County in making the choice.

Ms. Woodard advised that the 3% tax the County now imposes is utilized by 17% of governments where 58% of governments are currently utilizing the 5% tax on Hotel/Motel. The expenditure requirements for other authorizations vary greatly. The rule of thumb is that a government must spend an amount equal to the amount by which the total taxes collected exceed the taxes which would be collected at a rate of 3%. Ms. Woodard then provided the following scale:

- 5% tax (40% of revenue would be restricted)
- 6% tax (50% of revenue restricted)
- 7% tax (57.145% of revenue restricted)
- 8% tax (64.5% of revenue restricted)

Ms. Woodard provided supplemental forms that showed how the additional funds could be expended. Some of the funding is available for the General Fund and the remainder has to be spent "Promoting tourism, conventions, and trade shows."

In order to change a tax levy authorization pursuant to the new section 48-13-51(b) is conditioned upon:

- ✓ A local government resolution specifying the tax rate, identifying the projects or tourism product development purposes, and allocation of proceeds.
- ✓ Subsequent to such resolution, a local Act by the General Assembly.

8. Curbside Garbage Presentation

T.J. Imberger then gave a comprehensive presentation on Curbside Garbage Pickup versus the cost to the county of maintaining the current recycling locations. He explained that the equipment used at these locations is becoming dated and will require replacement within the next few years. In addition, the County has to pay staff to man the locations and the citizens have to haul their garbage to the locations.

Mr. Imberger pointed out that the County has had to reduce the days of operations on these locations due to budget restraints over the years and now the recycle centers are only open 4 days a week, limiting the citizens as to when they can utilize the facilities.

Commissioner Miller stated that he would like for the matter to be put before the people for a vote. He stated that he is afraid if the recycle centers are closed that there will be more trash littering the streets and road in Spalding County.

Commissioner Flowers-Taylor stated there is no real consequence for dumping garbage on the street. By statute we are not required to provide garbage pickup this is a service that we provide. She stated that bottom line is the service being provided worth what it is costing the County.

Commissioner Ray stated that he would like for the cost to be drilled down and compared we are doing now in providing recycling center versus the curbside pickup and determine a cost to the individual taxpayer for each scenario. Once we look at those numbers we will have a better idea of acceptance by the general public then we can move forward.

Mr. Wilson stated that this was to see if the Board wanted to go forward with the issue.

Commissioner Ray suggested that we go to the next level and that the numbers be pulled together on how much it will cost the individual homeowner to maintain the current collection centers versus the use of private companies. This matter needs more analysis before a decision can be made.

9. FY 2015 Budget Goals and Objectives

Mr. Wilson reviewed for everyone a 30 year history of raises or other benefits that were given to County employees. He then reviewed the benefits approved for county employees in recent years and the reduction in longevity funding and deletion of matching retirement funding. He stated that long term disability paid for by the County was discontinued. The only COLA that County employees have had is a 2% that was given in FY2012. The match of retirement funding was suspended in FY2010.

Mr. Wilson added that he had done an unofficial survey when he has had several employees at a meeting and asked if they would prefer to have a COLA increase or if they would like to see the retirement match reinstated. The long- time employees would like to see the retirement match reinstated where the new hire employees would prefer a COLA increase.

Mr. Wilson then presented the board with the number of vacancies currently in the Fire Department and Sheriff's Department. He stated with the improvement in the economy we are losing good people in every department of the County and we are receiving a limited number of responses to positing for job openings.

Mr. Wilson added that the County expends approximately \$19,000 per individual to train a firefighter and the firefighters who make it through the training will only stay with the County for a short time before that individual moves on to another County due to higher pay.

Mr. Wilson stated that we have talked about priorities today, he stated that during the insurance portion the Board mentioned that we needed to look at the deductible for both prescriptions \$200 and the \$1,500 medical deductible. These measures saved the County some money, but it put it on the back of the County employees. He asked that the Board keep in mind that the County currently spends a little over \$4 M per year in medical benefits for the employees.

Commissioner Flowers-Taylor stated that at the end of the day, we are going to have to determine what we are going to have to do without in order to make these changes. How important is it for the County to be able to hire, train and maintain quality firefighters? How important is it for the County to maintain quality law enforcement? She stated that the bottom line is we need to determine where we can significantly cut back on what we do.

Mr. Wilson stated that until we address the problem of pay compression we are not going to get out of this problem. The morale of a county employee that has worked here for the last seven years is significantly lowered when a new employee who completes his probation is raised to the same level of pay as the employee who has served for seven years.

Commissioner Ray stated that this is not something that can be done in one year, the County is going to have to devise and implement a plan over the next 2-5 years that will address the pay compression issue. He stated that we are going to have to take off the Band-Aids that were put in place as temporary fixes and start addressing the problems and get ourselves back on track.

Mr. Wilson advised that in 2005 we addressed pay compression by putting everybody on a new pay plan. Then approved a three year plan toward getting employees toward their target step. The employee could move a maximum of two steps per year until you get to your target step or as close as you could get to your target step. That was followed from 2005 through 2007 then in 2008 we gave a 3% COLA and that was when the economy bottomed out. At that time, we were headed toward addressing pay compression; however, those individuals who have been with the County from 2008 forward when a new person comes in, after 9 months they are going to make the same thing as the individual who has been here for six years.

Mr. Wilson stated that we need to define a goal to address pay compression. He stated that the City of Griffin had contracted with the Carl Vinson Institute to do a salary survey and we need to do the same. Then the County needs to come up with a 3-5 year plan to address pay compression and address market values.

Bill Gay, Human Resource Director, stated that by the economy being very slow over the past few years, the County got lucky in a way because even though we were not able to give raises, nobody else was hiring or very few other entities were hiring and our employees stayed because there wasn't anywhere else to go. That is changing, the economy is changing so employees are leaving.

Mr. Gay advised that in 2013 we had 25 job postings, some of them multiple positions like firefighter. Last year, in 2014 we

advertised 42 times and those postings were for everything from Correctional Officer, Public Works Officer, Fire and Clerical Staff, so the trend is changing and we are losing people because they are able to find a job somewhere else. Additionally, now we are not able to attract the kind of folks we want to work here and some of the positions we have had vacant for quite a while and we haven't even been able to attract anyone to apply for the position.

Mr. Gay stated that the problem is not only with pay compression of the current employees, but now the County is no longer competitive and we cannot attract candidates to fill vacancies. Mr. Gay further stated that as the economy continues to turn, this problem is going to escalate. We are going to continue to lose employees and we are going to have a harder time filling those positions.

Commissioner Miller stated that the \$1500 deductible on the medical insurance and the \$200 deductible on the drug program would be a start in helping the employees that are currently with the County. He further stated that although the County can't take giant steps at this time, maybe the employees will appreciate what can be done by the County a step at a time.

Commissioner Flowers-Taylor stated that the Curbside Garbage pickup has a potential for reducing costs and providing an income. She also stated that she would like to go back and look at the Work Release Program proposed several year ago where individuals would be released during the day to go out and work then return to the facility at night. These individuals would be expected to pay for their housing, any fines that had been imposed and any child support if applicable. She stated that money was spent to rehab the building and the County hired 7-9 people to work there. Then a new Sheriff got elected and the program never went forward? Where did those people go? Are we still paying those people and their benefits? If so, we haven't received any money out of that endeavor.

Commissioner Flowers-Taylor then stated that the County hired deputies to collect fives and they were supposed to bring in about a million dollars in revenue each year and she believed the last time we inquired into this, we had received about \$375.00.

Jinna Garrison, Director of Finance, stated that it was approximately \$80,000 and it was her understanding when the \$1.5 million was quoted that we would receive only a portion of those proceeds.

Commissioner Flowers-Taylor stated that throughout the down turn in the economy we didn't fire anybody. She further stated that when talking with representatives from other counties, many of them had to let people go in order to make their budgets. She further stated that Spalding County provides services that we are not required to provide by Georgia statute and she feels that these are the areas we need to look at and determine if we can terminate the service.

Commissioner Flowers-Taylor stated that before we can do anything to improve the pay or benefits for employees we are going to have to find a reduction or revenue stream that we can depend on, we can't speculate that the money is going to come in.

Before we make any decision we have to know where that money is going to come from.

Commissioner Ray stated that would like to see us to find breaks for the employees either on the health or try to fix this compression issue over the next 3-5 years.

Mr. Maner stated that he had captured the following goals for the group:

- Develop and implement a plan to address the salary/wage compression issues over a 3 to 5 year period and identify funding. Present to the BOC for action
- Research the options and costs of reducing health insurance deductibles for employees and present to the BOC for action
- Increase collections of inventory taxes and other taxes
- Identify services and programs that are not required by statute and are not producing a net financial impact or minimally recovering costs and take appropriate action
- Keep a close eye on the legislature and their actions that negatively impact counties and citizen taxpayers
- Continue paperless initiatives
- Identify funding for IT upgrades and create a software/hardware replacement plan and begin implementation (CIP for IT)
- Collectively talk about the positive things happening in Spalding County. Be more active in putting out positive news releases

C. Adjournment

Motion/Second by Ray/Miller to adjourn at 3:58 p.m. Motion carried unanimously by all.

/s/ Rita Johnson
Chairman

/s/ William P. Wilson, Jr.
County Manager