

Agenda

Board of Commissioners of Spalding County BOC Retreat Special Called Meeting January 20, 2017 9:00 AM Spalding County Senior Center

A. Call to Order

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.

Invocation

Pledge to the Flag

B. Agenda Items

1. Review of 2016 Goals and Objectives and Accomplishments
2. Discussion of GASB77, requirements and what effects it will have on Spalding County.
3. Review status of Pay Compression and discuss Competitive Salaries.
4. FY2018 Budget Goals and Objectives Update
 - Wellstar Tax Payments
 - Airport Authority Debt Service
 - Refuse Collection
 - Substandard Housing budgeting
 - Credit Card Use by Elected Officials
5. Discussion of DCA Planning Dates.
6. Discussion and review of:
 - Proposed Proactive Code Enforcement Policy
 - Community Improvement Districts (CID's)
 - Tax Allocation Districts (TAD's)
7. Other topics of discussion:
 - T-SPLOST
 - Other
8. Identify Goals and Objectives for Calendar 2017.

C. Adjournment



SPALDING COUNTY BOARD OF COMMISSIONERS Retreat Welcome

Requesting Agency

County Manager

Requested Action

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.

Requirement for Board Action

Is this Item Goal Related?

Summary and Background

Fiscal Impact / Funding Source

STAFF RECOMMENDATION

N/A

ATTACHMENTS:

Description	Upload Date	Type
<input type="checkbox"/> Maner Bio	1/17/2015	Backup Material
<input type="checkbox"/> Maner Vita	2/4/2014	Backup Material


[HOME](#) | [SITEMAP](#)

[SERVICES ▶](#)
[TRAINING ▶](#)
[INTERNATIONAL CENTER](#)
[PUBLICATIONS ▶](#)
[ABOUT US ▶](#)
[LINKS](#)

RESOURCES FOR

[LOCAL OFFICIALS](#)
[STATE AGENCIES](#)
[LEGISLATORS](#)
[STUDENTS](#)
[MEDIA](#)

CONTACT

201 N. Milledge Ave.
 Athens, GA 30602
 P: 706.542.2736
 F: 706.542.9301



**DONATE
NOW!**



ABOUT

For more than 85 years, the Institute of Government has worked with public officials throughout Georgia and around the world to improve governance and people's lives. From Georgia's early days as a largely agrarian state with a modest population to its modern-day status as a national and international force in business, industry, and politics with a population of almost 10 million, the Institute has helped government leaders navigate change and forge strong directions for a better Georgia.

GORDON MANER

Senior Public Service Associate
Governmental Training, Education, and Development

Gordon Maner has a distinguished career in the local and state government training and development arena, and he currently serves as a facilitator and presenter, working on special projects for the Institute. Maner is a recipient of the UGA Public Service and Outreach Walter B. Hill Award for Distinguished Achievement in Public Service and of the Georgia City-County Management Association's Pillar of Excellence Award for his commitment and service to Georgia's cities and counties. In addition to his work in Georgia, he provides training, facilitation, and consulting regionally, nationally, and internationally.

Fields of interest: facilitation (strategic planning, problem solving, relationship building), performance measurement, process improvement, management and leadership development, organization development, learning needs assessment and developing learning interventions.

Education: M.P.A., West Georgia College; M.A. Organizational Psychology, West Georgia College; A.B. Chemistry, LaGrange College



Gordon Maner
 706.542.2297
gmaner@uga.edu

 [Print This](#)
 [Email This](#)
 [Share This](#)
 [Bookmark This](#)

201 North Milledge Avenue, Athens GA 30602 | P: 706.542.2736 | F: 706.542.9301

©2015 Carl Vinson Institute of Government | Text Only Website

Gordon Maner

EDUCATION

1987 M.A., Organization Psychology, West Georgia University
1985 M.P.A., Public Administration, West Georgia University
1970 B.A., Chemistry, LaGrange College
1997 Deming Management Methods, Quality Enhancement Seminars
1996 Certificate of Quality Management, George Washington University
1986 Certified in the areas of Group Dynamics, Instructional Design, and Human Relations, by the Mid-Atlantic Association of Training Consultants

PROFESSIONAL EXPERIENCES

Senior Public Service Associate – Program Manager, Local Government Programs, Carl Vinson Institute of Government, Governmental Training, Education and Development Division, University of Georgia (2005 – present)

Public Service Associate – Program Manager, Local Government Programs, Carl Vinson Institute of Government, Governmental Training, Education and Development Division, University of Georgia (1999 – 2005)

Public Service Associate and Interim Associate Director, Carl Vinson Institute of Government, University of Georgia (Interim Director, Governmental Training Division) (2001 –2002)

Adjunct Faculty, University of Arizona (October 2001 – present)

Adjunct Faculty, George Washington University (January 1997 – December 2004)

Public Service Assistant (Management Development Associate), Carl Vinson Institute of Government, Governmental Training Division, University of Georgia (1997 – 1999)

Public Service Representative, Carl Vinson Institute of Government, Governmental Training Division, University of Georgia (1993 –1996)

Director of Employee Development, Department Head, the City of Savannah, Georgia (1989 - 1992)

Management Development Consultant, Management Development Program (MDP), The University of Georgia (August 1988 - April 1990)

PROGRAM MANAGEMENT: COURSES AND PROGRAMS DEVELOPED

Georgia's County Commissioners and Appointed Officials - Responsible for Developing new courses addressing current and emerging issues

course name, (course hours), (date developed):

Tax policy: Concepts and Practice (6 hours)(2005)

Changing Demographics of Georgia's Counties (6 hours) (2005)

Taxation (2-day course)(12 hours) (6 hours)(2005)

Commission – Staff Relations (6 hours)(2004)

Board Leadership: the Roles of the Chairman (6 hours)(2004)

Federal and State Relations: The Art of Getting Things Done (6 hours) (2004)

Public Works and Transportation (2003)

Georgia's Municipal Elected Officials - Responsible for Developing new courses addressing current and emerging issues

course name, (course hours), (date developed):

Changing Demographics of Georgia's Cities (6 hours)(2005)

Revitalizing Neighborhoods (6 hours)(2005)

Building a Hometown Connection (6 hours)(2005)

Council Staff Relations (6 hours)(2004)

Codes, enforcement, and Courts (6 hours)(2004)

Public Safety Issues, Funding, and Innovations (6 hour)(2004)

Diplomacy and Protocol (6 hours)(2003)

Risk Management and Insurance (6 hours)(2003)

Open Records and Open Meetings (6 hours)(2003)

Public Speaking and Meet the Press (6 hours)(2002)

Excellence in Utilities (6 hours)(2003)

E-Government (6 hours)(2002)

Management Development Program – updated and revised entire curriculum content and materials of the twenty-four day Certificate of Local Government Management course (2004)

Certified Commissioner Advanced Program (CCAP) - developed for Georgia's county commissioners and appointed officials. 72 hours of advanced coursework and requires a written paper demonstrating skills learned and how applied. The following courses were developed for the CCAP certificate program in 2001:

Required Courses:

Advanced County Government Law (6 hours)

Advanced Financial Management (6 hours)

Advanced Personnel/Human Resources (6 hours)

Property Appraisal and Taxation: An Overview (6 hours)

Advanced Leadership Institute

Elective Courses:

Managing Growth: A Blueprint for County Governments (6 hours)

Completion of the ACCG Leadership Academy (6 hours)

Advanced Negotiation/Mediation (6 hours)

Connecting County Government to Citizens Through the Internet (6 hours)

Advanced Strategic Planning Strategies (6 hours)

Advanced Public Speaking: Presenting to One or One Thousand (6 hours)

Personal Power and Influencing Strategies (6 hours)

Circle of Excellence - developed the special leadership program for municipal elected officials who have completed the 120 hour certificate of Excellence (6 hours)(2001)

Information Technology Leadership Program (ITLP) - developed and launched 54 hour certificate program (2001)

City of Savannah - developed the Certificate of Office Administration for Office Professionals program (2001)

Cobb County - developed the Certificate of Office Administration for Office Professionals program (2002)

City of Savannah, Georgia - developed curriculum for and presented the "Quality Principles and Practice" (1997 – 2000)

Georgia Department of Human Resources, Nutrition Section - developed and presented two distance learning programs (1996 and 1997)

Municipal Electric Authority of Georgia - developed the curriculum and presented the Certified Public Power Supervisor Program, the Certified Public Power Executive Program and the Lobbying Skills workshop (1994)

Electric Cities of Georgia - developed a series of management "Video Case Studies" (1993)

CONTRIBUTIONS TO LOCAL GOVERNMENT DEVELOPMENT IN GEORGIA

GMA Newly Elected Officials Institute – manage and present a two-day concentrated training event preparing newly elected municipal officials for service. (Offered twice annually in 2000, 2002, 2004 and annually in 1999, 2001, 2003 and 2005)

GMA Elected Officials Certificate Training – manage the certificate programs and coordinate the training for the Certificate of Recognition, Achievement, and Excellence (annually, 1999 - present)

GMA Leadership Institute – (annually, 1999 – present)

ACCG Newly Elected Commissioners Conference – offered in even numbered years in 2000, 2002, 2004

ACCG Commissioners and County Officials Certificate Training –Certified Commissioner Program and the Certified Commissioner Advanced Program - 47 courses offered annually and 2000 registrations (annually, 1999 - Present)

ACCG Leadership Academy – (annually, 1999 – present)

Provide Strategic Planning Facilitation to the Following County and Municipal Governments' Elected Bodies:

City of Rome City Commission (annually 2001-2005)

City of Suwanee Mayor and Council (annually 2002-2005)

City of Snellville Mayor and Council (annually 2001-2005)

City of Norcross (annually 2002-2005)

City of Bainbridge Mayor and Council (annually 2002-2005)

Oconee County (annually 2002-2004)

City of Sylvania Mayor and Council (2004)

Liberty County Board of Commissioners (2001 and 2002)

Walker County (2001 and 2002)

City of Covington Mayor and Council (2002)

City of Riverdale (2002)

Floyd County Board of Commissioners (2002)

Columbia County (annually 2001-2005)

Greene County (2001)

Carroll County (2001 and 2002)

City of Auburn (2001 and 2002)

City of Covington Police Department: Strategic Planning, training, and technical assistance (2004 – present)

Columbia County government: strategic planning, strategy development, and training for management team (1998 –present)

City of Decatur Manager and Department Heads: Strategic Planning, training and technical assistance (2001, 2003 and 2005)

Association County Commissioners of Georgia: facilitate planning for legislative staff (2004)

Cobb County to identify major groupings of county positions and developed sets of core competencies for each category (2003)

Cobb County Human Resources Department position competency assessment, analysis, and summary report identifying core competencies required by Position (May 2002)

Partnered and collaborated with the Georgia Center for Continuing Education in the co-development of an on-line Human Resources (2002)

Facilitated the county-wide multi-jurisdictional retreat in Liberty County. (1991 – 2001)

Developed a long term training partnership with the Georgia Electric Membership Corporation (1997-2001)

Cobb County and the City of Savannah - Managed a project of customizing their Management Development Program curriculum to meet the specific needs of their jurisdictions (1999 – 2001)

Morgan County - facilitated Community Forum in related to planning and zoning (1999)

Monroe water Gas and Light Commission - facilitated the developing of a comprehensive strategic plan (1999)

City of Covington - developed an internal process review committee and a quality steering committee to address changing the city's philosophy on service and service delivery. Facilitated community forums and the strategic planning process (1998 - 1999)

Floyd County - facilitated Community Forum in related to downtown re-development (1999)

City of Covington - Provided process leadership and expertise to the elected officials and management team in guiding the organization through a cultural and business transition (1998 - 1999)

Athens-Clarke Unified Government - conducted study and needs assessment of challenges and solutions for the Human Economic Development (HED) Department (1997)

City of Savannah - consulted with and provided expertise, planning facilitation, training and strategic planning, and technical assistance in the implementation of Quality Initiatives (1995)

Researched and purchased CD based training to use as make-up training for the EEO related coursework and Performance Measurement coursework (1998 and 1999)

City of Valdosta and Lowndes County - worked closely with the in their planning and implementation of Quality Concepts serving as consultant, advisor and trainer developing curriculum and materials and presenting the training (1995)

CONTRIBUTIONS TO INTERNATIONAL LOCAL GOVERNMENT DEVELOPMENT

International Center for Democratic Governance - Make five presentations annually to partners of the Center on local government training and on the management of certificate programs conducted by the Vinson Institute to local government client groups (1997 – present)

Shanghai Administration Institute (SAI) in Shanghai, China - participated in a one-month faculty exchange with the and developed a "Photo Study of the Shanghai Municipal Worker" which will be used for SAI promotions and presentations as well as in presentations made for the Vinson Institute of Government. Representing the International Center for Democratic Governance (2004)

US Ukraine Foundation and the Ukrainian Regional Training Center Directors – provided consultation and training in Kiev, Ukraine and in Georgia in the exploratory and beginning stages of assisting the directors in developing a management development program to be offered

to municipal managers in the region's local governments. Participated in the Management course development, curriculum development, training of instructors, implementation of the training, monitoring progress and quality, and evaluation of the program (2003- present)

Republic of Georgia – completed one-month assignment in Georgia as part of the Institute's International Center for Democratic Governance developing partnerships and conducting training and technical assistance for partners in of the Councils Association of Georgia, The Georgian Institute for Public Administration and the Georgian International Training Institute (2000)

Shanghai Administration Institute, Shanghai, China - Provided two weeks of training on modern management practices to middle level managers in the Shanghai municipal government in partnership with the Institute's International Center for Democratic Governance (1999)

City of Kominets-Bidilski, Ukraine - met with and consulted with elected and appointed representatives to discuss strategic planning related to developing tourism. Representing the International Center for Democratic Governance (1999)

Shanghai Municipal Administration - presented to the practitioner exchange participants on how the Vinson Institute delivers training in the state of Georgia. (as part of the International Center for Democratic Governance project) (1999)

The Center for Public Administration Reform of Uzhgorod State University in Uzhgorod, Ukraine - working under the direction of the Institute's International Center for Democratic Governance Consulted with and assisted in the effective marketing of local government training programs and technical services. Facilitated development of a strategic plan and a marketing plan (1997)

Coca Cola Amatil of Kiev, Ukraine. Consulted with and assisted the Regional Training Director in developing a training program and curriculum (1997)

Uzhgorod State University, Uzhgorod, Ukraine. Assisted the Institute of Local Government and Regional Development in developing a marketing plan and a strategic plan (1997)

Uzhgorod State University, Center for Public Administration - presentations to the faculty of in Ukraine on use of computer technology in making presentations, train-the-trainer, and training local government officials (1996)

CONTRIBUTIONS TO THE UNIVERSITY OF GEORGIA COMMUNITY

University Partners, a University Foundation program of institutional giving to the University of Georgia, charter member (1999 - Present)

University of Georgia's Presidents Club member (1999 - Present)

Vinson Institute's committee on Foundation Funds, chair (2005)

Institute of Government's committee for the Carl Vinson Distinguished Public Service Award, member (2003 and 2005)

Vinson Institute of Government's Promotions Committee member (2003 - Present)

Public Service Reel-to-Reel committee member(2004)

University's Training and Development Department - Conducted training courses annually (1997 – 2002)

College of Family and Consumer Sciences - conducted training for public health nutritionists (2001)

Vinson Institute's "Biennial Institute Planning Committee member (2000)

University Staff Training and Development - facilitated "Team-building" and "Space and Time Management" workshops (1999)

Vinson Institute's Telecommuting Committee member (1998)

Fanning Leadership Center – presentation on "Utilization of Technology in Training" (1998)

University of Georgia Small Business Development Center, Business Outreach Services – presentation "Effectively Managing People" (1998)

Staff Symposium honoring the inauguration of Dr. Michael F. Adams - keynote address (1998)

The University of Georgia, School of Family and Consumer Sciences, "Cultural Differences" (1997)

Vinson Institute's "Technology Committee member (1997)

The University of Georgia, University Staff Council, presentation on "Group Facilitation Skills" (1997)

The University of Georgia, University Health Center: Conducted presentations on "Quality Through Leadership" to managers and supervisors and facilitated planning sessions towards implementing their "Quality" initiatives. (1996 - 1997)

Georgia Center for Continuing Education: New Programs task force, environmental scanner, HRD study and report to Director and taught short courses through Center Staff Development (1995)

The University's American Language Program - facilitated Strategic Planning (1995)

University Food Services - facilitated "team-building" session (1994)

SERVICE LEARNING AND COLLABORATION WITH ACADEMIC UNITS

Awarded \$100,000 grant by the Senior Vice President of Public Service and Outreach to enhance the understanding of Georgia's local government officials in the areas of immigration and the rapidly rising rate of Latino immigration into Georgia and to learn strategies for addressing the challenges the growth rate brings (2005)

Course II, Management Development Program - implemented a project element that requires participants to conduct a community improvement project which improves the community in some way and at the same time provides a learning experience both managerially and as a contributor to the community (2002 – present)

University of Georgia, Family and Consumer Sciences - Involved faculty in the development of and in making presentations in the Georgia Municipal Association's "Changing Demographics of Georgia's Cities" (2005)

College of Environment and Design and Public Service and Outreach - collaborated with units' faculty to develop a course on "Quality Growth" taught to Georgia's city and county elected and appointed officials (2003 – present)

School of Public and International Affairs (SPIA) and the Georgia City-County Management Association (GCCMA) (managed by the Institute of Government Local Programs unit) - annually host and recognize SPIA MPA students at GCCMA annual Spring Conference in Athens. Not only do the MPA students learn about local government management but also this is a venue for connecting students looking for internships with city and county managers seeking interns. (1997 – present)

Terry Business School - collaborated with Dr. Brian McNatt in a research project on the "Self Fulfilling Prophecy" and local government practitioners. (2004-present)

College of Education - collaborate to utilize Graduate Research Assistants to research local government training topics, develop local government training materials, and participate in training for city and county appointed and elected officials (2002 – present)

University of Georgia's Anthropology Department - facilitated planning session for the faculty and staff (2002)

College of Agriculture - conducted "focus groups" and follow-up" with students (1998)

Department of Biological and Agriculture Engineering -facilitated a strategic planning retreat (1998)

AWARDS AND RECOGNITION

Walter B. Hill Award for Distinguished Public Service Recipient (2005)

Georgia Municipal Association's State Service Award (2005)

Presented key to the City of Rome, Georgia (2005)

Recognized on the University of Georgia Website Competing in a Global Economy
"Government 101) (2005)

National Association of Counties (NACo) Achievement Award for Excellence (2004)

"Great and Honored Teacher"- presented by delegation from Jiangxi Province, China (2004)

Awarded the Key to the City of Savannah, Georgia (2003)

Awarded the Key to the City of Panama City, Florida (June 2000)

Represented the University Faculty in the University of Georgia Foundation Annual Report on
the University Partners program (1999)

Awarded "Adjunct Faculty" status at The George Washington University's Center for
Professional Development (1999 - 2004)

Successfully completed the Deming "Four-Day Quality Management" seminar (1993)

Spartanburg County Sheriff's Office - awarded "Outstanding Contributions to Excellence in Law
Enforcement" - (1993)

"Creative Leadership Award" Georgia Public Health Association (1991)

CONTRACTS, GRANTS, AND LETTERS OF AGREEMENT

Serve as program manager since 1999 and administer, monitor, and maintain contracts, grants,
and letters of agreement generating over \$2,000,000 annually. Contract and letter of agreement
listing:

Association County Commissioners of Georgia

Georgia Municipal Association

ACCG – GMA Local Government Training

Municipal and County Clerks and Finance Officers Associations

Georgia City-County Management Association

Georgia Association of Tax Officials

Georgia Association of Code Enforcers

Georgia Association of Zoning Administrators

Georgia Local Government Personnel Association

Georgia Chapter - Government Management Information Sciences

Public Works Leadership Certificate Program

Records Management Association Certificate Program
Tax Assessors Program

PUBLISHING

Authored Chapter 4, "Planning and Organization", Effective Supervisory Practices: Better Results Through Teamwork, 4th Edition, International City-County Management Association (ICMA) (2005)

Authored Chapter 5, "Productivity through Teamwork", Effective Supervisory Practices: Better Results Through Teamwork, 4th Edition, International City-County Management Association (ICMA) (2005)

Monthly article, "CCAP Corner", ACCG's *Georgia County Government* magazine (2003 - present)

Quarterly article, "GMA Training Update - Training Produces Results for Georgia's Cities", GMA's *Georgia's Cities Magazine* (2003)

"Performance Appraisal: Tips for making it meaningful". Published in Vinson Institute's *Training Wheels*, (1999)

"Customer Service Starts With Management". Published in Vinson Institute's *Training Wheels*, (1999)

PRESENTATIONS AND KEYNOTES

National City and County Communications and Marketing Association (3CMA) national conference keynote "How to Grow and Sometimes Go", Atlanta, GA (2005)

Georgia Association of Zoning Administrators (GAZA) "Leading in Challenging Times", Athens, GA (2004)

Municipal Electric Authority of Georgia (MEAG) Supervisors Conference "Managing in a Changing Environment", Cordele, GA (2004)

International Association for Exhibition Managers keynote presentation "The People Side of Exhibition Management", Myrtle Beach, SC (2003)

Georgia Association of Zoning Administrators (GAZA) – "The People Side of Management", Athens, GA (2003)

National League of Cities, State Leagues "Forming Partnerships Between a State League and a State University for Training / Development and Certification Programs for Municipal Elected Officials", Montgomery, AL (2002)

International Government Management Information Sciences Association “Service Delivery Strategies for Information Technology Professionals”, Santa Fe, NM (2002)

Southwest Municipal and County Clerks Association - keynote “Innovative Service Delivery Strategies”, Phoenix, AZ (2002)

National League of Cities - facilitated and moderated “Local Government Best Practices”, Atlanta (October 2002)

International Government Management Information Sciences Association “The People side of Information Technology Management”, Niagara Falls, NY (June 2001)

LINKS 2001 “Influencing State Policy Makers from the Hinterlands”, Richmond, VA (2001)

The Georgia Department of Labor, “Creativity and Innovation – Measuring Results of Projects”, Dawsonville, GA (1999)

Conveyor Equipment Manufacturers Association, “Human Capitalization: Recruiting and Retaining People”, Naples, FL (1999)

Staff Symposium honoring the inauguration of Dr. Michael F. Adams, keynote address “The 21st Century Workplace”, Athens, GA (1998)

Oklahoma State Personnel Association Annual Conference keynote address “Performance Measures for State Human Resources Professionals” Oklahoma City, OK (1998)

State and Local Government Administrative and Support Training “Time and Space Management”, Savannah, GA (1998)

Keynote presentation to the Georgia Zoning Administrator’s Association “Leadership for the 21st Century”, Athens, GA. (1998)

Executive Development Program for Southeastern Fire Chiefs annual conference “The changing role of the Manager – Systems Management”, Athens, GA (1998)

Municipal and County Clerks Institute “Space and Time Management”, Athens, GA (1998)

Georgia Department of Revenue “Dealing with Marginal Employees”, Atlanta, GA. (1998)

Moderated a Panel discussion on “Safety and Avoidable Injury” delivered across the state of Georgia from the Georgia Center’s Distance Learning facility to Georgia department of Human Resources Professionals. (1997)

Georgia Council on Aging “Surviving during Politically Unstable Times”, Dawsonville, GA (1997)

Georgia Government Finance Officers Association, "Performance Measures", Savannah, GA (1997)

Southern Consortium of University Public Service Organizations annual conference
"Innovations in Providing Comprehensive Training to Local Government", Chapel Hill, NC (1996)

American Public Works Association, Georgia Chapter annual conference Opportunities and threats of Public-Public and Public-Private Partnerships", Jekyll Island, GA (1996)

Uzhgorod State University, Center for Public Administration "Use of computer technology in making presentations", "Train-the-trainer and training local government officials", Uzhgorod, Ukraine (1996)

Electric Cities of Georgia Annual Convention – presented on "Managing in the Deregulated Environment", Savannah, GA (1994 and 1995)

PROFESSIONAL ORGANIZATIONS AND SOCIETIES AFFILIATION

International City/County Management Association

National Association of Counties

National League of Cities

Georgia Municipal Association

Association County Commissioners of Georgia

Georgia City County Management Association

American Society of Training and Development

Gridiron Secret Society



SPALDING COUNTY BOARD OF COMMISSIONERS Review of 2016 Goals and Accomplishments

Requesting Agency

County Manager

Requested Action

Review of 2016 Goals and Objectives and Accomplishments

Requirement for Board Action

Is this Item Goal Related?

Summary and Background

Fiscal Impact / Funding Source

STAFF RECOMMENDATION

ATTACHMENTS:

Description	Upload Date	Type
<input type="checkbox"/> 2016 Retreat Summay	1/18/2017	Backup Material
<input type="checkbox"/> 2016 Retreat After Agenda	12/12/2016	Backup Material
<input type="checkbox"/> 2016 Accomplishemnts	1/19/2017	Backup Material
<input type="checkbox"/> Accomplishments Continued	1/19/2017	Backup Material



Spalding County Board of Commissioners

Planning Retreat

**April 18, 2016
Spalding Senior Center**



PROMOTING EXCELLENCE IN GOVERNMENT
Facilitator: Gordon Maner

Spalding County Board of Commissioners Planning Retreat

April 18, 2016

Agenda



8:30 a.m. – 9:00 a.m.	Setup
9:00 a.m. – 9:15 a.m.	Welcome, Introductions, Overview
9:15a.m. – 9:45 a.m.	Review 2015 Retreat Goals and Objectives and accomplishments
9:45 a.m. – 10:30 a.m.	FY 2017 Budget Goals and Objectives Update Refuse collection, substandard housing abatement, millage rate reduction
10:30 a.m. – 10:45 a.m.	Break
10:45 a.m. – 11:45 a.m.	Discussion of employment matters: Recruitment and retention, “Ban the Box”, POST requirements.
11:45 a.m. – 12:30 p.m.	Working lunch discussions with Elected Officials and Department Heads with regards to special projects or initiatives within their departments.
12:30 p.m. – 1:00 p.m.	Dealing with Vapor Smoking
1:00 p.m. – 1:30 p.m.	Review of Archway Intergovernmental Retreat Goals
1:30 p.m. – 2:30 p.m.	Long Term Goals
2:30 p.m. – 2:45 p.m.	Break
2:45 p.m. – 3:45 p.m.	Long Term Goals
3:45 p.m. – 4:00 p.m.	Wrap-Up, Summary, Adjourn

Issues for discussion and Action

POST Testing

- Staff develop policy for Commission approval and move forward with improving the testing process by requiring the COMPASS Test or ASSET Test prior to application

Curbside Garbage Collection

- County Manager prepare cost analysis of road-side trash collection and bring to the Commission for discussion and action

Recruitment and Retention of Good Employees

- Staff move forward with developing a plan for employee recruitment and retention

Capital Equipment

- Staff move forward with Lease Agreement for Public works Equipment and explore for Fire Department apparatus

Banning the Box

- Hold an education workshop with the county's employment attorney to discuss implications of "banning the box"

E-Cigarettes – Vaping in Public

- Consensus to ban vaping in county buildings and county property

Sponsorships and Naming Rights

- Test the waters to see if there is interest in naming of a "Pickle Ball" facility and explore broader possibilities for sponsorships and name of facilities and events. Inventory potential sites and events for potential naming or sponsorships.

T-SPLOST

- Look at and consider T-SPLOST the last quarter of FY2016 for 2017

Code Enforcement

- Staff look into proactive code enforcement patrol and cross training for code enforcement personnel

Board of Assessors

- Hold workshop with the Board of Assessors to establish expectations

Commission and Staff One- to Three-Year Goals

Commissioner Goals

Hawbaker:

- Code enforcement – more active enforcement – willing to add \$100 K to improve
- Spalding County Performance Review – initiate a performance improvement plan for the Board of Assessor's / Chief Appraiser office with timeline for improvement
- Bonded projects on SPLOST list completed ASAP

Miller:

- Department heads work to reduce costs
- Work to help callers with who they need to talk to – don't make the customer try to find the right number
- Improve the phone routing protocol

Raymond:

- Stay on track with the pay compression issue – (efficiencies and improvements)
- Revenues vs expenditures wisely

Taylor:

- Substandard are housing \$100 K – stay on track with demolition
- All department heads look at their budgets and find any extra money and assess real need for positions
- Budget for roads – prep for TSPLOST

Johnson:

- Better use of technology to make government more open – streaming of meetings – tape delay
- Mobile App Status – promote broader utilization

Staff Goals

Eric:

- Promote innovation in all departments
- Continuing to improve employee morale – events and competition

Kathy:

- Look at CIP departmentally – to purchase through savings
- Pull all County websites together under one umbrella to host our website (FTE to manage, maintain and update)
- Make a list of frequently called county, city and state numbers and give county-wide to people who answer the phones

Jinna:

- Continue to build fund balance to up to 25%
- Continue to focus on employee health and wellness

Carl:

- Expand use of technology for inventory control
- Retirements on the horizon – succession plan for Corrections – supervisory training and mentoring

TJ:

- Do everything we can to be open minded and be the best – make it awesome

Kelly:

- Move out of the mindset of “no new services”
- Fully staffing programs and community centers
- Facilitate efficient operations of the Pickle Ball Facility and Heritage park

Tim:

- Develop a plan to keep good employees and keep vacancies filled
- Create an environment of bringing good well-thought out ideas

William:

- Update the Comprehensive Plan (\$200K)
- SDS negotiations coming up this year (*city wanting county to assume animal control and recreation – golf course property and aquatic center*)

Jamie:

- Replacement of old fire apparatus, admin and pickup trucks – look at leasing

Jim:

- CUSTOMER SERVICE particularly phone calls
- Mission creep

ABOUT YOUR FACILITATOR

GORDON MANER
Senior Public Service Associate
Carl Vinson Institute of Government



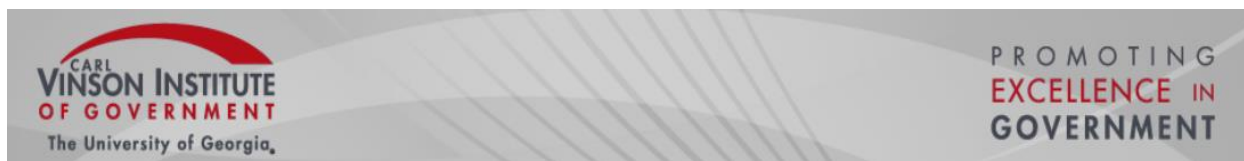
Mr. Maner has a distinguished career in the local and state government training and development arena, and he currently serves as a facilitator, presenter, and special projects manager for the Institute. Mr. Maner is a recipient of the University of Georgia's Public Service and Outreach Walter B. Hill Award for Distinguished Achievement in Public Service and he is the recipient of the Georgia City-County Management Association's Pillar of Excellence Award for services to Georgia's cities and counties. In addition to his work in Georgia, he provides training, facilitation, and consulting regionally, nationally, and internationally.

Prior to joining the Institute, Mr. Maner spent more than 20 years in various management roles in Georgia local governments. He holds graduate degrees in psychology and in public administration from West Georgia University, and he is a skilled facilitator and presenter. His areas of expertise include facilitation (strategic planning, problem solving, relationship building), performance measurement, process improvement, management and leadership development, organization development, learning needs assessment and developing learning interventions.

Contact: gmaner@uga.edu 706.831.7917

Follow the Vinson Institute on





ABOUT US

For more than 85 years, the Carl Vinson Institute of Government has worked with public officials throughout Georgia and around the world to improve governance and people's lives. From Georgia's early days as a largely agrarian state with a modest population to its modern-day status as a national and international force in business, industry, and politics with a population of almost 10 million, the Institute has helped government leaders navigate change and forge strong directions for a better Georgia.

Drawing upon the knowledge and resources of the University of Georgia, the Institute provides education, assistance, research, policy analysis, and publications to assist public officials in serving citizens in Georgia and throughout the world.

TRAINING AND DEVELOPMENT

Public officials and staff gain skills and knowledge to do a challenging job better through hundreds of training and development programs.

ASSISTANCE

Practical, customized services and objective research for governments and communities help anticipate needs and improve operations, whether those services take the form of helping a city solve its budget problems to aiding a police department in redefining its job classifications.

COMMUNICATIONS

The Office of Communications is responsible for conveying information about the full range of services provided by the Institute of Government to current and potential clients and the general public through such activities as creating and maintaining the website, handling media inquiries, producing materials, and coordinating marketing and public relations. The office also coordinates publication and distribution of relevant Institute research.

STUDENT OUTREACH

Graduate and undergraduate students can enrich their educations and gain hands-on experience through a variety of programs.

PUBLICATIONS

Publications support the Institute's public policy research, assistance, and communications activities related to promoting excellence in government. These include downloads of research reports and policy briefs, an electronic newsletter, and more.

INTERNATIONAL PROGRAMS

Governments transitioning to democratic systems worldwide can build governance capacity through training that emphasizes the development of participatory, responsive, transparent, and efficient governments.

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 addressed 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 mills 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 mills.

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 mills. So the folks who live in unincorporated Spalding County if the Board takes the full amount on both funds would be a .91 millage rate adjustment. Representing 9/10^{ths} of a mill 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 hard scape 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 yet 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.



2016 Accomplishments & Achievements

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

- 4 Weather Warning Sirens were installed, two were installed with SPLOST funding and two were installed through a Hazard Mitigation Grant from the Georgia Emergency Management Agency.
- Spalding County Awarded Certificate of Achievement for Excellence in Financial Reporting for the 15th Consecutive Year
- Spalding County Parks, Public Grounds and Leisure services sponsored Pro Day 2016 for which they won “Event of the Year” at the GRPA 4th District Association Awards Banquet.
- Spalding County receives special one-time return from ACCG Insurance Programs.
- Spalding County Fire Department drafted a Spalding County Pre-Disaster Hazard Mitigation Plan
- 2016 SPLOST Project, Soccer Lights completed
- 12th Annual Firefighters for Kids Charity Golf Tournament
- Spalding County received Chesney Grant and purchased weather radios with strobes for the hearing impaired
- Spalding County receives ACCG Health and Wellness Grant
- GSDA honored as Finalist in Governor’s International Awards 2016 ceremony
- Orchard Hill broke ground on 3 new pavilions, a new parking lot and restroom building, playground resurfacing and walking trail repairs funded by the 2016 SPLOST.
- Parks, Public Grounds & Leisure Services received several GRPA Awards: “Volunteer of the Year”, Senior Nutrition received “Program of the Year”, “Pro Day-One Way to Play” received “Athletic Event Of the Year”, Spalding County Parks, Public Grounds & Leisure Services won “Class A Agency of the Year” and Joe Ellis won “Distinguished Professional of the Year”.
- 2015 SPLOST Project – Pickleball Complex Groundbreaking.
- Spalding County voters re-elect Chairperson Johnson, Commissioner Miller and Commissioner Flowers-Taylor.
- Annual Festival of Lights at Airport Road Park
- GEDA Deal of the Year award presented to Joint Development Authority
- County Manager graduated from Georgia Academy for Economic Development
- Odyssey System rolled out in Spalding County Courts. Spalding County to hosted an eFile CLE Training class for local attorneys and their office teams
- Breakfast With Santa at 3 Community Centers
- Transition has begun from the old telephone system to the new.
- Fiber linking the Annex/Courthouse and One Griffin Center completed and construction in progress on fiber connection to 911 center and Justice Blvd.
- Six individuals graduated from the Griffin Leadership Development Institute.



Additional 2016 Accomplishments & Achievements

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



SPALDING COUNTY BOARD OF COMMISSIONERS GASB 77

Requesting Agency

County Manager

Requested Action

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

Requirement for Board Action

Is this Item Goal Related?

Summary and Background

Miller Edwards from Mauldin & Jenkins to present an overview and answer any questions the Board may have.

Fiscal Impact / Funding Source

STAFF RECOMMENDATION**ATTACHMENTS:**

Description	Upload Date	Type
<input type="checkbox"/> Newsletter Regarding GASB 77	12/28/2016	Backup Material
<input type="checkbox"/> GASB 77 Presentation	12/29/2016	Backup Material



You may subscribe to receive Mauldin & Jenkins Governmental Accounting News, by emailing Sydney Stewart at sstewart@mjcpa.com or by calling 770-955-8600.

Our Resources

As always, we are available as a resource to you as questions arise.

Please contact any of our governmental partners and managers, at 1-800-277-0050 for assistance.

Miller Edwards	medwards@mjcpa.com
Meredith Lipson	mlipson@mjcpa.com
Joel Black	jblack@mjcpa.com
Wade Sansbury	wsansbury@mjcpa.com
Alison Wester	awester@mjcpa.com
Adam Fraley	afraley@mjcpa.com
Doug Moses	dmoses@mjcpa.com
Matt Hill	mhill@mjcpa.com
James Bence	jbence@mjcpa.com
David Irwin	dirwin@mjcpa.com
Craig Moye	cmoye@mjcpa.com

Transparency & Disclosures: Tax Abatements Go Viral with GASB 77

By Miller Edwards

Introduction and Overview

In GASB's 15th year during the summer of 1999, GASB issued **Statement No. 34, Basic Financial Statements – Management's Discussion and Analysis – for State and Local Governments** which was considered to be the ultimate “be all, end all” standard for governmental financial reporting. During 2015 and early 2016, GASB issued another nine (9) pronouncements bringing the grand total up to 80 pronouncements representing 46 new standards since June of 1999. As you can see, GASB is having a great deal of fun, and based on their current projects and initiatives, the party does not appear to be ending anytime soon.

In August of 2015, GASB issued **Statement No. 77, Tax Abatement Disclosures** which is the subject of today's newsletter. Statement No. 77 is effective for financial statements for periods beginning after December 15, 2015, meaning for fiscal year ending December 31, 2016 forward. There are no amounts to record in financial statements, but there could be amounts to be disclosed. This statement is all about “transparency”.

What are Tax Abatements?

For financial reporting purposes, this statement defines tax abatement as resulting from an agreement between a government and an individual or entity in which the government promises to forgo tax revenues and the individual or entity promises to subsequently take a specific action that contributes to economic development or otherwise benefits the government or its citizens. Agreements can be formal or informal. Agreements have to precede the promise, construction or expansion. If taxes are abated and taxpayer has to do nothing in return, then this is considered to be a gift of the government, and no disclosures are required.

Tax abatement disclosures apply to non-exchange transactions such as property taxes, income taxes, sales taxes, etc. Such disclosures do not apply to exchange transactions that proprietary or enterprise operations may grant as reductions of customer charges.

Tax abatements are widely used by state and local governments, particularly to encourage economic development. Common purposes of tax abatement programs include:

- Increase property or tax base;
- Revitalize distressed local economies
- Retain or attract jobs, and, or companies;
- More jobs at an existing employer;
- Historical preservation;
- Brownfield cleanup; and
- Housing construction.

What is Disclosed, and By Who?

This statement requires disclosure of tax abatement information about: (1) a reporting government’s own tax abatement agreements; and (2) those that are entered into by other governments and that reduce the reporting government’s tax revenues.

This statement requires governments that enter into tax abatement agreements to disclose the following information about the agreements:

- Brief descriptive information, such as the specific tax being abated, the authority under which tax abatements are provided, eligibility criteria, the mechanism by which taxes are abated, provisions for recapturing abated taxes, and the types of commitments made by tax abatement recipients
- The gross dollar amount of taxes abated during the period
- Commitments made by a government, other than to abate taxes, as part of a tax abatement agreement.

Governments should organize those disclosures by major tax abatement program and may disclose information for individual tax abatement agreements within those programs.

Tax abatement agreements of other governments should be organized by the government that entered into the tax abatement agreement and the specific tax being abated. Governments may disclose information for individual tax abatement agreements of other governments within the specific tax being abated. For those tax abatement agreements, a reporting government should disclose:

- The names of the governments that entered into the agreements.
- The specific taxes being abated.
- The gross dollar amount of taxes abated during the period.
- Amounts received or receivable from other governments in association with the foregone tax revenue.

These disclosures can be organized individually, or by governments that entered into the agreements, and the specific tax being abated.

Governments are allowed to determine and set a quantitative threshold (or scope) for reporting the tax abatement disclosures, and such levels of reporting are required to be disclosed and consistently applied from year to year. Professional judgment may center on percentage of total taxes abated or specific dollar amount abated. Ultimately, materiality is an overall key element for consideration of any disclosure.

Tax abatement agreements entered into in the past which are currently effective need to be considered until such agreements expire.

Governments that are legally prohibited from disclosing specific information required by Statement No. 77 may omit that information subject to certain requirements of the standard.

What is the Source of Such Information?

Reflecting on the nature of tax abatement agreements, some of these agreements begin with the respective states and then trickle down to the local governments. One thing for sure, there is no one method for governments to enter into tax abatement agreements. Some agreements are entered into and authorized by state governmental entities, and others go the path of local governing boards for counties, cities, boards of education, development authorities, redevelopment authorities, industrial authorities, and tax assessor’s offices.

No one government administers local tax abatement agreements the same. Meaning, you have to visit with various officials in your community to determine the best source of the required information.

In Conclusion

This pronouncement may not require reporting amounts in the financial statements, but it is going to be of great interest to many respective parties. This standard has the potential to be problematic. Go ahead and make contact with your auditor and other interested governments in your community, and begin the process of aggregating the required information. Hopefully, once this standard is adopted in year 1, the succeeding years will be a little easier to report.

Congratulations to Clients Receiving 2015 GFOA Certificate

Aiken, SC	Chamblee, GA	Fayette Co. BOE	Kennesaw, GA	Paulding Co., GA
Albany, GA	Charleston, SC	Fayetteville, GA	Knoxville-Knox Co.	Peachtree City, GA
Alpharetta, GA	Charleston Water	Floyd Co., GA	Public Bldg. Auth.	Pensacola, FL
Americus, GA	System	Forest Park, GA	Lancaster Co., SC	Perry, GA
Athens-Clarke Co, GA	Cherokee Co., GA	Forsyth Co., GA	Lee Co. Schools	Riverdale, GA
Atlanta Public	Clayton Co. BOE	Fulton Co. BOE	Liberty Co., GA	Rockdale Co., GA
Schools	Clayton Co. Water	Ga. Environmental	Longboat Key, FL	Rockmart, GA
Austell, GA	Authority	Finance Auth.	Macon Water Auth.	Rome, GA
Ball Ground, GA	Clayton Co., GA	(GEFA)	Marco Island, GA	Roswell, GA
Barrow Co., GA	Cobb Co. Marietta	Ga. Ports Authority	Marietta City Schools	Sandy Springs, GA
Beaufort, SC	Water Authority	Griffin, GA	Milledgeville, GA	Spalding Co., GA
Bibb Co. BOE	Cobb Co. Schools	Gwinnett Co., GA	Milton, GA	Suwanee, GA
Bradenton, FL	College Park, GA	Haines City, FL	Monroe, GA	Union City, GA
Bristol, TN	Colleton Co., SC	Hamilton Co., TN	Mount Pleasant	Walton Co., GA
Cartersville City	Conyers, GA	Henry Co. Water	Waterworks	
Schools	Decatur, GA	Authority	Naples, FL	
Central Savannah	DeKalb Co., GA	Henry Co., GA	North Port, FL	
River Area Reg.	Dunwoody, GA	Hinesville, GA	Oconee Co., SC	
Comm.	Fairburn, GA	John’s Creek, GA	Palmetto, FL	

Spalding County, Georgia

GASB 77 – Tax Abatement Disclosures



*Miller Edwards, CPA - 800-277-0050 or medwards@mjcpa.com
January 7, 2017*

**MAULDIN
& JENKINS**

Spalding County, Georgia

GASB 77 – Tax Abatement Disclosures

Standard Issued in August 2015

- ❖ ***Tax abatement disclosures.***
- ❖ ***No amounts to record in financial statements.***
- ❖ ***All state and local governments (counties, cities, school systems, etc.).***
- ❖ ***For annual audits years ending 12-31-16 forward.***
- ❖ ***Covers from “now” through entire remaining length of abatement period.***



Miller Edwards, CPA - 800-277-0050 or medwards@mjcpa.com
January 7, 2017

***MAULDIN
& JENKINS***

Spalding County, Georgia

GASB 77 – Tax Abatement Disclosures

What is Tax Abatement

*Tax abatement results from an **agreement** between a government and an individual or entity in which **the government promises to forgo tax revenues,***

And

*The individual or entity promises to subsequently take specific action **after the agreement** that contributes to economic development or otherwise benefits the government or its citizens.*



*Miller Edwards, CPA - 800-277-0050 or medwards@mjcpa.com
January 7, 2017*

**MAULDIN
& JENKINS**

Spalding County, Georgia

GASB 77 – Tax Abatement Disclosures

Purpose of Tax Abatements

- ***Increase property or tax base***
- ***Revitalize distressed local economies***
- ***Retain or attract jobs and, or companies***
- ***More jobs at existing employer***
- ***Historical preservation***
- ***Brownfield cleanup***
- ***Housing construction***



Miller Edwards, CPA - 800-277-0050 or medwards@mjcpa.com
January 7, 2017

***MAULDIN
& JENKINS***

Spalding County, Georgia

GASB 77 – Tax Abatement Disclosures

What is a Promise and What is the Timing

- ✓ ***Agreement (formal or informal) whereby a promise to abate taxes for a promise of some kind by the taxpayer.***

Promise could be a promise not to leave for 10 years.

- ✓ ***Agreement has to: precede the promise; precede construction; precede expansion, etc.***
- ✓ ***No disclosure if taxes are abated and taxpayer has to do nothing in return = a gift without disclosure.***



Miller Edwards, CPA - 800-277-0050 or medwards@mjcpa.com
January 7, 2017

***MAULDIN
& JENKINS***

Spalding County, Georgia

GASB 77 – Tax Abatement Disclosures

GASB 77 Requires Disclosures About

✓ *Tax abatement agreements entered into by:*

- *The **reporting government**,*
and
- ***Other governments***
that reduce the reporting
government's tax revenues.



Miller Edwards, CPA - 800-277-0050 or medwards@mjcpa.com
January 7, 2017

**MAULDIN
& JENKINS**

Spalding County, Georgia

GASB 77 – Tax Abatement Disclosures

Disclosures When “Reporting” Government’s Enter into Tax Abatement Agreements

❖ Brief description

- *Name/purpose of the tax abatement program*
- *Specific taxes being abated*
- *Authority under which the abatement(s) was provided*
- *Recipient eligibility criteria*
- *Mechanism by which taxes are abated*
- *Provisions, if any, for recapturing abated taxes*
- *Types of commitments made by tax abatement recipients.*



Spalding County, Georgia

GASB 77 – Tax Abatement Disclosures

Disclosures When “Reporting” Government’s Enter into Tax Abatement Agreements

- ***The “gross” dollar amount (accrual basis) by which the government’s tax revenues were reduced during the period as a result of abatement.***
- ***Amounts received or receivable from other governments in association with forgone tax revenue.***

***Organized by major tax abatement
program aggregately or individually.***



Spalding County, Georgia

GASB 77 – Tax Abatement Disclosures

When “Other Governments” Entered Into Agreements

- ***Name of other governments that entered into agreements***
- ***Specific taxes being abated***
- ***Gross dollar amount of taxes abated this period***
- ***Amounts received or receivable from other governments in association with foregone tax revenue.***

Organized:

- ***Individually, or Governments that entered into agreements, and***
- ***Specific tax being abated***



Miller Edwards, CPA - 800-277-0050 or medwards@mjcpa.com
January 7, 2017

***MAULDIN
& JENKINS***

Spalding County, Georgia

GASB 77 – Tax Abatement Disclosures

Who – When – What – Where – How in Georgia ????

- ❖ ***159 Georgia counties = 159 abatement methods***
- ❖ ***Authority can vest with:***
 - ***State of Georgia,***
 - ***County commissions,***
 - ***Development, redevelopment or industrial authorities,***
 - ***Tax assessors***
- ❖ ***Georgia is a “transaction” state = no property tax abatement without a transaction (few exceptions)***



Miller Edwards, CPA - 800-277-0050 or medwards@mjcpa.com
January 7, 2017

**MAULDIN
& JENKINS**

Spalding County, Georgia

GASB 77 – Tax Abatement Disclosures

Concerns

- ✓ ***Omission of information about economic benefits or other outcomes.***
- ✓ ***GASB says “it was not an objective of this Statement to provide information needed to evaluate the effectiveness of tax abatement program.”***
- ✓ ***Some have called it “political exploitation”.***
- ❖ ***GASB says governments can put the positives in the management discussion & analysis (MD&A).***



Spalding County, Georgia

GASB 77 – Tax Abatement Disclosures

Closing Thoughts

- ✓ ***GASB continues with efforts to promote transparency and disclosures.***
- ✓ ***Footnotes continue to grow in importance.***
- ✓ ***Information will be tedious the first time.***
- ✓ ***Reflect and go back in time. Talk with others and determine what type of tax abatements may have been entered into years ago, and capture the information as it pertains today.***



Miller Edwards, CPA - 800-277-0050 or medwards@mjcpa.com
January 7, 2017

***MAULDIN
& JENKINS***



SPALDING COUNTY BOARD OF COMMISSIONERS Pay Compression and Competitive Salaries

Requesting Agency

County Clerk

Requested Action

Review status of Pay Compression and discuss Competitive Salaries.

Requirement for Board Action

Is this Item Goal Related?

Summary and Background

Chipe King, Regional Director for The Archer Company will present an overview of the County's Pay and Classification Plan, dealing with pay compression and addressing competitive pay. Chip has prepared a proposal to update the County's Pay Plan that he will review as well.

Fiscal Impact / Funding Source

STAFF RECOMMENDATION

Staff recommends Option 2 - Complete Pay Plan Update for 2017 at a cost of \$18,440 and an estimate of 3-6 months to complete.

ATTACHMENTS:

Description	Upload Date	Type
<input type="checkbox"/> Archer Proposal	1/19/2017	Backup Material



Corporate Headquarters:

Charlotte, NC / Rock Hill, SC
454 South Anderson Road, BTC 556
Rock Hill, South Carolina 29730
(803) 366-2400 • Fax (803) 366-1082

Atlanta, Georgia:

5342 Wendwood Rd SW
Conyers, Georgia 30094
(770) 860-8614

Columbus, Ohio:

7652 Sawmill Road, Suite 295
Dublin, OH 43016
(614) 891-7034

Chicago, Illinois:

1033 Skokie Blvd, Suite 350
Northbrook IL 60062-4133
(847) 513-5516 • Fax (847) 564-9136

Affiliates in:

Oakland, California

December 23, 2016

William Gay, Human Resources Director
Spalding County Government
P.O. Box 1087
Griffin, GA 30224

Re: Proposal to Update the County's Pay Plan

Dear Bill:

The Archer Company is pleased to offer our services to update the pay plan developed and maintained for Spalding County by the Archer Company. We have enjoyed working with both you and the County Manager for many years, and we hope to help the County maintain the integrity of its pay plan well into the future. This letter serves to summarize the services to be provided as part of the proposed study.

Three levels of service are provided in the options below – all three options include meetings with County Management, a comprehensive market analysis for the County, updated pay ranges, assistance with an implementation strategy, and presentation of our findings. The primary differences in each option is the extent to which we review internal equity and include additional meetings with County Officials. The proposed scope of work utilizes the same methodology that we employ in all our classification and compensation work for local government—our long-term working relationship with the County makes it possible to streamline the steps and provide these services in a more cost-efficient manner. We will work with the County to make sure the recommendations support operational needs and align with the philosophies of the administration.

1. **Option 1 – Market Analysis and Updating the pay ranges for 2017:** The primary focus of this option is to conduct a market analysis and update the pay ranges; the assumption is that positions are properly classified and up-to-date, but it does allow for review of a small number of positions / classifications. All work and will be coordinated between County Management, Human Resources, and the Archer Company, and we will work with management to review the draft recommendations prior to submitting our final report.
2. **Option 2 – Complete Pay Plan Update for 2017:** This option includes the full scope of work from Option 1 but provides for a more thorough review of internal equity. As part of this option, we will work with management to conduct a review of all classifications to make sure that job descriptions are up-to-date and the pay grade assignment for each class is appropriate. To conduct this review, we will meet individually with department directors to review their operations and ask management or employees to review the class specs for their positions and offer revisions as appropriate. This option starts with an assumption that most positions are properly classified and looks for exceptions that require further review. We can also work with management to tweak the pay grade structure and the levels within job families by making modifications to the existing pay plan. All class specifications will be revised and updated as appropriate.

3. **Option 3 – Comprehensive Classification & Compensation Study for 2017:** This option starts from scratch and provides the most comprehensive review of all positions in the County. In addition to the full market analysis in Option 1, we will do a complete analysis of internal equity. All employees will be asked to complete a new position questionnaire to ensure that every position is properly classified; we will evaluate each job classification from scratch to make recommendations for pay grade placement. We will also meet individually with department directors to review their operations and interview employees as necessary. Finally, we will work closely with management to review the pay structure, allowing for extensive modification of the structure (e.g. number of grades, number of classification levels in each job family, if desired or necessary to ensure the best fit with the current management styles and compensation philosophy of the County. All class specifications will be revised and updated as appropriate. **We have provided a price for this option based on a typical study, however the scope of work can be modified as appropriate to ensure that the County's objectives for the study are met.*

Project fees and management: This project will be managed from our office in Atlanta, but may include support from staff in other offices. The costs of these options are outlined below and include all travel, per diem, photocopying, or other incidental expenses.

Option	Cost	Approximate Timeframe
Option 1	\$8,640	2-3 months
Option 2	\$18,440	3-6 months
Option 3	\$42,680	6-8 months

Thank you for your interest in these services. Please do not hesitate to call if you have any questions. We look forward to working with you and your staff on this project.

Sincerely,



Chip King
Regional Director

/ck



SPALDING COUNTY BOARD OF COMMISSIONERS Review of FY 2018 Budget Goals and Objectives

Requesting Agency

County Manager

Requested Action

FY 2018 Budget Goals and Objectives Update

- Wellstar Tax Payments
- Airport Authority Debt Service
- Refuse Collection
- Substandard Housing budgeting
- Credit Card Use by Elected Officials

Requirement for Board Action

Is this Item Goal Related?

Summary and Background

Fiscal Impact / Funding Source

STAFF RECOMMENDATION**ATTACHMENTS:**

Description	Upload Date	Type
<input type="checkbox"/> Tenet - Wellstar Agreement	1/3/2017	Backup Material
<input type="checkbox"/> Spalding Regional tax bills	1/3/2017	Backup Material
<input type="checkbox"/> Airport Authority Debt Service Information	1/3/2017	Backup Material
<input type="checkbox"/> Collection Center tonnage 2012-2016	1/3/2017	Backup Material
<input type="checkbox"/> ACCG Credit Card Info	1/3/2017	Backup Material

AGREEMENT

This AGREEMENT is made and entered into as of December 1, 2015 (this "Agreement"), by and among Tenet HealthSystem Medical, Inc. (f/k/a American Medical International, Inc.), Tenet HealthSystem Spalding, Inc. (f/k/a AMISUB (McIntosh Trail Regional Medical Center), Inc.) (collectively, "Tenet"), The Griffin-Spalding County Hospital Authority (the "Authority"), and WellStar Health System, Inc. ("WellStar"). Each of the foregoing is referred to herein as a "Party" and collectively as the "Parties."

WHEREAS, Tenet and the Authority are party to that certain Agreement, dated as of October 1, 1996, and the other agreements as listed on Annex I hereto, in each case including any amendments thereto (collectively, the "Spalding Agreements"), related to Tenet's ownership and operation of Spalding Regional Hospital (the "Hospital");

WHEREAS, the Hospital is located on the real property in the City of Griffin, Spalding County, Georgia and more particularly described on Exhibit A attached hereto (the "Property");

WHEREAS, Tenet and WellStar have entered into that certain Asset Sale Agreement, dated as of the date hereof (the "Asset Sale Agreement"), pursuant to which Purchaser has agreed to purchase from Tenet, and Tenet has agreed to sell to Purchaser, certain assets of Tenet, including the Hospital (the "Transaction");

WHEREAS, the assets comprising the Hospital will be assigned to a newly formed subsidiary of Purchaser named "WellStar Spalding Regional Hospital, Inc." ("WellStar SRH," WellStar and WellStar SRH are collectively referred to herein as "Purchaser");

WHEREAS, WellStar is committed to serving the health needs of the communities served by the Hospital, and in furtherance of that commitment, WellStar has agreed to certain covenants set forth in this Agreement;

WHEREAS, WellStar has requested that the Authority confirm certain matters that appear of record with respect to title to the Property;

WHEREAS, the Authority and Tenet desire to terminate the Spalding Agreements and release each other from any and all obligations thereunder; and

NOW, THEREFORE, in consideration of \$10.00 in hand paid and in consideration of and subject to, the mutual agreements, terms and conditions herein contained, the parties hereby agree as follows:

Section 1. Effective Time. As used herein, "Effective Time" shall mean the closing of the Transaction. If the Transaction does not close on or prior to April 30, 2016, this Agreement shall terminate and be of no further force or effect unless the parties mutually agree in writing.

Section 2. Covenants of Purchaser. The Authority agrees that Purchaser has no obligations or liabilities to the Authority under the Spalding Agreements. From and after the Effective Time, Purchaser agrees to perform and comply with the covenants set forth on Exhibit B.

Section 3. Termination of the Spalding Agreements. Tenet and the Authority acknowledge that the Spalding Agreements are all of the agreements between the Authority and Tenet. Tenet and the Authority agree that the Spalding Agreements shall terminate automatically as of the Effective Time and shall no longer be of any force or effect from and after the Effective Time (except that

the conveyance of assets and assignment and assumption of liabilities described in the Bill of Sale and Assignment and Assumption dated January 15, 1986 shall remain effective) and all rights and obligations thereunder, including but not limited to any payment or reimbursement obligations, service commitments, options, rights of first refusal or any provision that by its terms does or could otherwise survive termination shall cease as of the Effective Time. Tenet and the Authority further agree that the right of first refusal contained in the Spalding Agreements shall not apply with respect to the Transaction. Tenet and the Authority hereby waive any and all notice obligations to the other party set forth in the Spalding Agreements.

Section 4. Release of the Authority. Effective as of the Effective Time, Tenet, acting on its own behalf and on behalf of its administrators, agents, affiliates, directors, members, successors, assigns and all other persons claiming by, through, for or under Tenet or on behalf of Tenet, hereby knowingly, voluntarily, unconditionally and irrevocably waives, releases and forever discharges the Authority, its past, present, and future affiliates, its successors and assigns, and its officers, directors, members, agents, employees, and representatives (the "Authority Releasees"), from any and all claims, debts, demands, damages, liabilities, obligations, judgments, liens, actions, causes of action, or suits (collectively, "Claims"), whether known or unknown, asserted or unasserted, absolute or contingent, accrued or unaccrued, matured or unmatured, determined or determinable, liquidated or unliquidated, or due or to become due, and whether in contract, tort, strict liability or otherwise, which Tenet may currently have or in the future may have, whether in its own name or in the name of any person, arising out of or relating in any way to the Spalding Agreements, the Hospital or any businesses incident to the operation of the Hospital. Tenet represents and warrants that it has not assigned, transferred, or hypothecated, in whole or in part, any Claim that would otherwise be released hereunder and agrees to indemnify, defend and hold the Authority Releasees harmless from any damages, costs, losses or other injuries, including the payment of attorneys' fees, incurred by them as a result of any person asserting any such assignment, transfer, or hypothecation. Tenet covenants, on behalf of itself and any other person claiming through Tenet, not to bring any Claim released by Tenet hereunder before any court, arbitrator, or other tribunal in any jurisdiction, whether as a claim, a cross-claim, or counterclaim. Any Authority Releasee may plead this Agreement as a complete bar to any Claim brought in derogation of the covenant not to sue in the immediately preceding sentence.

Section 5. Release of Tenet. Effective as of the Effective Time, the Authority, acting on its own behalf and on behalf of its administrators, agents, affiliates, directors, members, successors, assigns and all other persons claiming by, through, for or under the Authority or on behalf of the Authority, hereby knowingly, voluntarily, unconditionally and irrevocably waives, releases and forever discharges Tenet, its past, present, and future affiliates, its successors and assigns, and its officers, directors, members, agents, employees, and representatives (the "Tenet Releasees"), from any and all Claims, whether known or unknown, asserted or unasserted, absolute or contingent, accrued or unaccrued, matured or unmatured, determined or determinable, liquidated or unliquidated, or due or to become due, and whether in contract, tort, strict liability or otherwise, which the Authority may currently have or in the future may have, whether in its own name or in the name of any person, arising out of or relating in any way to the Spalding Agreements, the Hospital or any businesses incident to the operation of the Hospital. The Authority represents and warrants that it has not assigned, transferred, or hypothecated, in whole or in part, any Claim that would otherwise be released hereunder and agrees to indemnify, defend and hold the Tenet Releasees harmless from any damages, costs, losses or other injuries, including the payment of attorneys' fees, incurred by them as a result of any person asserting any such assignment, transfer, or hypothecation. The Authority covenants, on behalf of itself and any other person claiming through the Authority, not to bring any Claim released by the Authority hereunder before any court, arbitrator, or other tribunal in any jurisdiction, whether as a claim, a cross-claim, or counterclaim. Any Tenet Releasee may plead this Agreement as a complete bar to any Claim brought in derogation of the covenant not to sue in the immediately preceding sentence.

Section 6. Scope of Releases. Tenet and the Authority acknowledge and agree that they may be unaware of or may later discover facts in addition to or different from those which they now know or believe to be true related to or concerning the Claims released hereunder. Tenet and the Authority acknowledge that such presently unknown or unappreciated facts could materially affect the claims or defenses of such Party. It is nonetheless the intent of Tenet and the Authority to give a full, final and complete release and discharge of the Claims released hereunder.

Section 7. Publicity. Except as may be required by applicable law, none of the Parties will issue or make, or allow to have issued or made, any press release or other public announcement concerning this Agreement without the consent of the other Parties.

Section 8. Non-Disparagement. No Party shall disparage, denigrate or malign any other Party in any way that could adversely affect the goodwill, reputation or business relationships of such other Party, as applicable, with the public generally, or with any of its customers, suppliers or employees.

Section 9. Right to Enforcement and Remedies.

9.1 **Severability.** The covenants set forth in this Agreement shall be considered and construed as separate and independent covenants. Should any part or provision of any covenant be held invalid, void or unenforceable in any court of competent jurisdiction, such invalidity, voidness or unenforceability shall not render invalid, void or unenforceable any other part or provision of this Agreement.

9.2 **Recourse.** Purchaser shall be solely liable in connection with any breach by Purchaser or any of Purchaser's affiliates of the terms hereof, including the failure to perform any covenant set forth in Section 2. In no event shall Tenet be responsible for, nor shall the termination of the Spalding Agreements or the release of Tenet set forth in Sections 3 and 5 be affected by, any breach by Purchaser of this Agreement or any failure by Purchaser to perform the covenants set forth in Section 2. For the avoidance of doubt: (a) the Authority's sole recourse for Purchaser's breach or failure to perform any term of this Agreement shall be against Purchaser and not Tenet and (b) Purchaser's covenant to perform the covenants set forth in Exhibit B is made in favor of the Authority and is enforceable against Purchaser only by the Authority and its successors and assigns.

9.3 **Specific Performance.** Purchaser acknowledges and agrees that (a) the rights of the Authority contemplated by this Agreement are special, unique and of extraordinary character, (b) if Purchaser violates or fails or refuses to perform any covenant or agreement made by it herein, the Authority would suffer irreparable harm and be without an adequate remedy at law, and (c) if Purchaser violates or fails or refuses to perform any covenant or agreement made by it herein, the Authority shall, subject to the terms hereof and in addition to any remedy at law for damages or other relief, be entitled to specific performance of such covenant or agreement, or to seek any other equitable relief.

Section 10. Confirmation by the Authority Concerning Certain Title Matters.

10.1 Reference is hereby made to those certain covenants made by the Authority to the Georgia Department of Public Health, each dated September 6, 1958, and recorded at Deed Book 173, Page 344, deed records of Spalding County, Georgia (the "Records") (collectively, the "DPH Covenants"). The Authority hereby acknowledges and confirms to Purchaser that during the twenty (20)-year period following the completion of construction of the Hospital: (a) the Authority retained ownership of the Hospital, (b) the Hospital was then operated as a non-profit hospital as referenced in the DPH Covenants and (c) the Hospital was a publicly-owned facility.

10.2 Reference is further made to the Warranty Deed, dated as of January 15, 1986, pursuant to which the Authority conveyed the Property to Tenet, recorded at Deed Book 780, Page 43, aforesaid Records (the "Authority Deed"). The Authority further acknowledges and confirms to Purchaser the following with respect to the Authority Deed:

(a) The operation of the Hospital on the date hereof satisfies the covenant under the Authority Deed to operate an acute care hospital on the Property;

(b) From and after the Effective Time: (i) all references in the Authority Deed to the December 10, 1984 Agreement (as amended by that certain Amendment dated as of December 17, 1984) among the Authority, Tenet and American Medical International Inc. (the "1984 Agreement") shall be deemed removed and such 1984 Agreement shall no longer be incorporated into the Authority Deed by reference; (ii) Exhibit "C" to the Authority Deed is hereby deleted in its entirety and of no further force or effect; and (iii) Purchaser's performance of the covenants set forth on Exhibit B attached hereto shall be deemed to satisfy any remaining covenant by Tenet under the Authority Deed, including any covenant to operate an acute care hospital on the Property;

(c) If requested by Purchaser, the Authority and Purchaser shall execute and deliver in recordable form a notice or memorandum of the provisions set forth in this Section 10, referencing the DPH Covenants and Authority Deed, and providing record notice of the provisions of this Section 10, which Purchaser may record in the Records; and

(d) Purchaser's title insurance company shall be entitled to rely on the confirmations by the Authority in this Section 10 in connection with the issuance in favor of Purchaser of an owner's policy of title insurance with respect to the Property.

Section 11. Miscellaneous.

11.1 Certain Definitions. As used in this Agreement, (i) the term "affiliate" has the meaning given to that term in Rule 12b-2 under the Securities Exchange Act of 1934, as amended; and (ii) the term "person" shall be broadly interpreted to mean all natural and legal persons, including, without limitation, any company, corporation, general or limited partnership, limited liability company, trust or other entity or company.

11.2 Governing Law. This Agreement and all disputes among the parties under or relating to this Agreement or the facts and circumstances leading to its execution, whether in contract, tort or otherwise shall be governed by and construed in accordance with internal laws of the State of Georgia, without giving effect to any choice or conflict of law provision or rule (whether of the State of Georgia or any other jurisdiction) that would cause the application of laws of any jurisdiction other than those of the State of Georgia.

11.3 Notices. Any notice, demand or communication required, permitted, or desired to be given hereunder shall be deemed effectively given when personally delivered, when received by telegraphic or other electronic means (including facsimile) or overnight courier, or five (5) calendar days after being deposited in the United States mail, with postage prepaid thereon, certified or registered mail, return receipt requested, addressed as follows:

If to the Authority:	The Griffin-Spalding County Hospital Authority 222 Meriweather Street PO Box 1592 Griffin, GA 30224
----------------------	--

With a copy to:	Mark Peek Law LLC 105 West Oak St. Griffin, GA 30224 Attention: Mark Peek, Esq. Facsimile No.: (770) 227-4835
If to Tenet:	c/o Tenet Healthcare Corporation 1445 Ross Ave., Suite 1400 Dallas, Texas 75202 Attention: Keith Pitts Facsimile No.: (469) 893-3229
With a copy to:	c/o Tenet Healthcare Corporation 1445 Ross Ave., Suite 1400 Dallas, Texas 75202 Attention: Steven Schaefer Facsimile No.: (469) 893-7508
With a copy to:	Alston & Bird LLP 1201 W. Peachtree Street Atlanta, Georgia 30309 Attention: Steve Pottle, Esq. J. Mark Ray, Esq. Facsimile No.: (404) 253-8263
If to Purchaser:	Wellstar Health System 793 Sawyer Road Marietta, Georgia 30062 Attention: Jim Budzinski, EVP and CFO Facsimile No.: (770) 509-4270
With a copy to:	Wellstar Health System 793 Sawyer Road Marietta, Georgia 30062 Attention: Leo Reichert, EVP and General Counsel Facsimile No.: (770) 509-4223
With a copy to:	Paul Hastings LLP 1170 Peachtree Street, N.E., Suite 100 Atlanta, Georgia 30309 Attention: Phillip Street, Esq. Craig Smith, Esq. Facsimile No.: (404) 685-5216

or to such other address and to the attention of such other person or officer as any party may designate by notice hereunder to the other parties.

11.4 Authority. The parties hereby represent to each other that this Agreement is a valid and binding agreement as to such party, has been duly authorized, executed and delivered, and that such party has voluntarily entered into this Agreement solely to facilitate the matters covered by this Agreement.

11.5 Waivers and Amendment. The agreements set forth in this Agreement may be modified or waived only by a separate writing by the parties expressly so modifying or waiving such agreements. It is further understood and agreed that no failure or delay by any party in exercising any right, power or privilege hereunder shall operate as a waiver thereof, nor shall any single or partial exercise thereof preclude any other or further exercise thereof or the exercise of any right, power or privilege hereunder.

11.6 Binding on Successors. This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns.

11.7 Third Party Beneficiary. None of the provisions contained in this Agreement are intended by the parties, nor shall they be deemed, to confer any benefit on any person not a party to this Agreement.

11.8 Headings. The headings contained in this Agreement are for purposes of convenience only and shall not affect the meaning or interpretation of this Agreement.

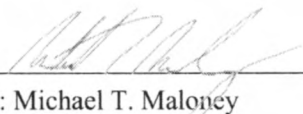
11.9 Construction; Counterparts. The parties hereto acknowledge and agree that they each have participated in the negotiations and preparations of this Agreement. Accordingly, the parties further agree that no presumption or burden of proof shall be raised in any question of interpretation of this Agreement based upon any assertion that any one party or parties have drafted this Agreement or any provision hereof. This Agreement may be executed in counterparts and by facsimile or portable document format (pdf) signature, each of which when so executed shall be deemed to be an original and all of which when taken together shall constitute one and the same agreement.

[Signature Pages Follow]

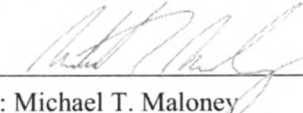
IN WITNESS WHEREOF, the parties have duly executed and delivered this Agreement as of the date first set forth above.

TENET:

TENET HEALTHSYSTEM MEDICAL, INC.

By: 
Name: Michael T. Maloney
Title: Authorized Signatory

TENET HEALTHSYSTEM SPALDING, INC.

By: 
Name: Michael T. Maloney
Title: Authorized Signatory

PURCHASER:

WELLSTAR HEALTH SYSTEM, INC.

By: _____
Name: _____
Title: _____

THE AUTHORITY:

**THE GRIFFIN-SPALDING COUNTY HOSPITAL
AUTHORITY**

By: _____
Name: _____
Title: _____

IN WITNESS WHEREOF, the parties have duly executed and delivered this Agreement as of the date first set forth above.

TENET:

TENET HEALTHSYSTEM MEDICAL, INC.

By: _____

Name: _____

Title: _____

TENET HEALTHSYSTEM SPALDING, INC.

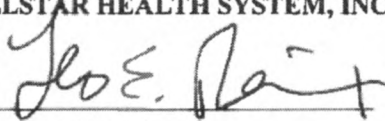
By: _____

Name: _____

Title: _____

PURCHASER:

WELLSTAR HEALTH SYSTEM, INC.

By: 

Name: Leo E. Reichert

Title: EVP & General Counsel

THE AUTHORITY:

**THE GRIFFIN-SPALDING COUNTY HOSPITAL
AUTHORITY**

By: _____

Name: _____

Title: _____

IN WITNESS WHEREOF, the parties have duly executed and delivered this Agreement as of the date first set forth above.

TENET:

TENET HEALTHSYSTEM MEDICAL, INC.

By: _____
Name: _____
Title: _____

TENET HEALTHSYSTEM SPALDING, INC.

By: _____
Name: _____
Title: _____

PURCHASER:

WELLSTAR HEALTH SYSTEM, INC.

By: _____
Name: _____
Title: _____

THE AUTHORITY:

**THE GRIFFIN-SPALDING COUNTY HOSPITAL
AUTHORITY**

By: Bonita L. Prognier
Name: BONITA L. PROGNIER
Title: CHAIRMAN

ANNEX I

Spalding Agreements

1. Agreement, by and between The Griffin-Spalding County Hospital Authority, Tenet HealthSystem Medical, Inc. and Tenet HealthSystem Spalding, Inc., dated October 1, 1996.
2. Bill of Sale executed by The Griffin-Spalding County Hospital Authority in favor of Tenet HealthSystem Spalding, Inc., dated January 15, 1986.
3. Assignment and Assumption executed by The Griffin-Spalding County Hospital Authority and Tenet HealthSystem Spalding, Inc., dated January 15, 1986.
4. Supplemental Agreement Regarding Charity Care, by and among The Griffin-Spalding County Hospital Authority, Tenet HealthSystem Medical, Inc. and Tenet HealthSystem Spalding, Inc., dated December 10, 1984.

EXHIBIT A

Legal Description of Property

All that tract or parcel of land lying and being in the City of Griffin, Spalding County, Georgia, being more particularly described as follows:

BEGINNING at a concrete monument located at the point of intersection of the westerly right-of-way line of South Eighth Street (a 60 foot right-of-way) with the southerly right-of-way line of Graefe Street (a 50 foot right-of-way), and running thence along the westerly right-of-way line of South Eighth Street South 00 degrees 34 minutes 19 seconds West a distance of 680.32 feet to a fence corner; thence North 89 degrees 38 minutes West, 50.0 feet to fence corner; thence South 01 degrees 02 minutes 18 seconds West, 50.00 feet to a fence corner; thence South 89 degrees 37 minutes 55 seconds East, 50.10 feet to a fence corner located on the Westerly right-of-way line of South Eighth Street; thence along the westerly right-of-way line of South Eighth Street South 01 degrees 07 minutes 07 seconds West a distance of 9.65 feet to a concrete monument located at the point of intersection of the westerly right-of-way line of South Eighth Street with the northern right-of-way line of Addevale Street (a 50 foot right-of-way); thence South 88 degrees 51 minutes 43 seconds West, along the northerly right-of-way line of Addevale Street, a distance of 657.93 feet to concrete monument found at the point of intersection of the northerly right-of-way line of Addevale street with the Westerly right-of-way line of South Ninth Street (a 50 foot right-of-way); thence South 00 degrees 15 minutes 40 seconds West, along the westerly right-of-way line of South Ninth Street, .a distance of 74.01 feet to a concrete monument found; thence South 89 degrees 31 minutes 40 seconds West a distance of 212.97 feet to a concrete monument; thence North 00 degrees 04 minutes 26 seconds West a distance of 826.80 feet to an iron stake placed on the southerly right-of-way line of Graefe Street; thence North 89 degrees 52 minutes 21 seconds East along the southerly right-of-way line of Graefe Street, a distance of 877.90 feet to the concrete monument located at the POINT OF BEGINNING.

THE ABOVE DESCRIBED PROPERTY is shown as Tract "A" containing 15.10 acres and Tract "E" containing 0.181 acres on and as described according to plat of survey prepared for American Medical International by G. Tim Conkle, Georgia Registered Land Surveyor No. 2001, Conkle-Lane & Associates, dated November 5, 1984, and revised December 10, 1985, which said plat of survey is recorded in Plat Book 15, page 664, of the records of the Clerk of the Superior Court of Spalding County, Georgia and is incorporated herein by this reference and made a part of this description.

TOGETHER WITH any and all reversionary rights to all that tract or parcel of land lying and being in the City of Griffin, Spalding County, Georgia, containing 0.057 acres shown as Tract "G" on and as described according to plat of survey prepared for American Medical International by G. Tim Conkle, Georgia Registered Land Surveyor No. 2001, Conkle-Lane & Associates, dated November 5, 1984, and revised December 10, 1985, which said plat of survey is recorded in Plat Book 15, page 664 of the records of the Clerk of the Superior Court of Spalding County, Georgia and is incorporated herein by this reference and made a part of this description.

TOGETHER WITH any and all rights of the Grantor under that certain drainage easement from the City of Griffin to the Griffin-Spalding County Hospital Authority dated December 10, 1985,

recorded in Deed Book 777, page 99, in the office of the Clerk of the Superior Court of Spalding County, Georgia.

LESS AND EXCEPT:

All that tract or parcel of land, lying and being in the City of Griffin, Spalding County, Georgia, containing 0.041 Acres as shown on plat of survey entitled "Property Survey for David A. Magusiak & Edward M. Parker, Jr.", dated June 14, 1995, prepared by Kenneth E. Presley, Registered Land Surveyor, a copy of which said plat of survey is recorded in Plat Book 21, page 735, in the Office of the Clerk of Superior Court of Spalding County, Georgia, and, by reference, said plat of survey, together with the metes, bounds, courses and distances as shown thereon, is incorporated herein and made a part of this description.

Said property is more particularly described as BEGINNING at a point on the west margin of South 9th Street a distance of 66.23 feet as measured in a southerly direction along the west margin of South 9th Street from the intersection of the north right of way of Addavale Street and South 9th Street; thence south 89 degrees 47 minutes 07 seconds west 226.8 feet, more or less, to the center line of a creek; thence in a southerly direction along the center line of a creek 8.35 feet, more or less, to property of John Herbert, Inc. being shown as "AREA: 0.74 ACRES" on plat of survey; thence north 89 degrees 49 minutes 07 seconds east 224.4 feet, more or less, to a concrete monument located on the west margin of South 9th Street; thence in a northerly direction along the west margin of South 9th Street a distance of 8.0 feet to the point of beginning.

Said property is bounded on the north by property of Griffin Spalding County Hospital Authority; on the east by South 9th Street; on the south by 0.74 Acre tract shown on said plat of survey now or formerly owned by John Herbert, Inc.; and on the west by the center line of a creek across which lies property of City of Griffin (Golf Course).

EXHIBIT B

COVENANTS OF PURCHASER

1. **Core Services.** The Hospital will continue to provide those core hospital services that are currently being provided as of the closing of the transaction, except as provided below. Because WellStar operates a “hub” and “hubette” model, rather than a hub and spoke, each of our community hospitals continues to provide those services for which it has sufficient volume and physician manpower to provide high quality care. As to EMS service, WellStar will consider whether to continue to operate the service or partner with a qualified provider. In the event WellStar determines that the EMS service should be sold, WellStar will obtain the approval of the Authority, which approval shall not be unreasonably withheld. WellStar will agree to consult with the WellStar Spalding Regional Hospital Board (the “Local Board”) before discontinuing any core service. Core services would be reduced or eliminated only due to material change in circumstances, such as physician manpower shortage, substantial reduction in occupancy and/or service usage, and/or material changes in reimbursement policy.
2. **Physician Recruitment.** WellStar is committed to recruiting physicians needed to meet critical community needs. WellStar agrees to work with medical staff and facility leadership during the twelve months immediately post-transaction to identify physician manpower needs and develop appropriate recruitment strategies.
3. **Service Expansion.** WellStar agrees to conduct a full community needs and market assessment to determine whether to expand service offerings at the Hospital and, if so, which services to add/expand. Based on this assessment, as well as a five-year strategic plan, and capital budget plan, and in consultation with the Local Board, WellStar will determine the best service mix to maintain at the Hospital, consistent with our goal of providing world class care, and our model of utilizing community hospitals to continue to perform those services that are utilized sufficiently to continue to provide high quality care.
4. **Capital Support.** WellStar agrees to support the Hospital with sufficient capital to meet its strategic goals and objectives and to provide needed community services, which for the first five years post-transaction shall be a minimum of \$5 Million capital spend per year on average (total \$25 M over five years). This commitment is contingent upon the Hospital maintaining a cash flow annually and in the aggregate over this period that equals or exceeds 90% of the cash flow (defined as Earnings before Interest, Depreciation and Amortization) of SRH in CY 2014, which was equal to \$27,259,000. WellStar agrees to provide a quarterly financial statement to the Authority.
5. **Private Room Conversion.** WellStar agrees to conduct a market/community need analysis to determine the scope and timing of the conversion of semi-private rooms to private rooms. WellStar agrees to conduct and complete this study within 12

months of the closing of the Transaction. If the assessment demonstrates the need for such a project, and the cost does not exceed \$15M, WellStar will fund the necessary conversion project within 3 to 5 years. Funding for the private room conversion, if any, shall be in addition to the Capital Support commitment described in paragraph 4, above.

6. **Regulatory Board Appointment.** Purchaser agrees to appoint a member of the Authority to the Local Board for a minimum of 5 years.
7. **Continuation of Commitments.** If WellStar sells the Hospital during the period in which any of the commitments in paragraphs 1 – 6 above remain in force, WellStar will request that the new owner agree to abide by the remaining commitments; provided, however, that if WellStar sells the Hospital to Northside Hospital, Piedmont Health Care, Navicent or their respective Affiliates, WellStar shall cause such purchaser to agree to abide by the remaining commitments.
8. **Right of First Refusal.**
 - a. If WellStar receives a bona fide arm's length offer to purchase the Hospital (structured as a sale of substantially all of the Hospital's assets, the sale of the membership interest in WellStar SGH, or otherwise) from a third party (the "Transferee") not Affiliated with WellStar other than Northside Hospital, Piedmont Health Care, Navicent or their respective Affiliates, which WellStar desires to accept (the "Offer"), WellStar shall send a notice (herein referred to as the "Transfer Notice") to the Authority. The Transfer Notice shall set forth the exact terms of the Offer so received, together with a copy of the Offer, and shall state the desire of WellStar to sell the Hospital on such terms and conditions. Thereafter, the Authority shall have the right and option to purchase the Hospital at the price and upon the terms and conditions specified in the Offer. The right of first refusal contained herein is not assignable.
 - b. If the Authority desires to exercise its right of first refusal, it shall give notice (the "Exercise Notice") to that effect to WellStar within thirty (30) days after receipt of the Transfer Notice. Such Exercise Notice shall acknowledge the Authority's agreement to be bound by the terms and conditions of the Offer and contain evidence satisfactory to WellStar in its sole discretion of the Authority's financial and operational ability to consummate the purchase within six (6) months. If the Authority rejects the Offer or fails to accept the Offer within said thirty (30) day period, the Authority shall be deemed to have waived its right of first refusal and WellStar may enter into a binding agreement with and convey the Hospital to the Transferee (or its Affiliate); provided, however, that if the proposed sale is ultimately not consummated with the Transferee identified in the Offer, the Authority's right of first refusal shall apply with respect to subsequent Offers from other Transferees.
 - c. If the Authority timely accepts the Offer, WellStar and the Authority shall proceed to consummate the sale of the Hospital on the terms and conditions

described in the Offer; provided, however, that the closing shall occur on the later of six (6) months following the Exercise Notice or the closing date specified in the Offer, or an another date as may be mutually agreed upon by WellStar and the Authority.

- d. For clarity, the Authority's right of first refusal shall not apply with respect to an Offer from or sale of the Hospital to Northside Hospital, Piedmont Health Care, Navicent or their respective Affiliates.
9. **Local Taxes.** Although eligible for an exemption, WellStar will (or will cause WellStar SRH to) continue to make payments to the Tax Commissioner of Spalding County (as collection agent for property/ad valorem taxes payable to the City of Griffin, Griffin-Spalding County School System, and the Spalding County) in lieu of taxes according to the following schedule: (1) For FY 2016, the full amount that would be due as property taxes, up to \$900,000.00; (2) For FY 2017, \$600,000.00; (3) For FY 2018, \$300,000.00; (4) For FY 2019 and beyond \$0.00. WellStar's agreement in this paragraph 9 is contingent upon reaching an agreement with the County to accept such payments in lieu of taxes and to grant WellStar and/or WellStar SRH's county tax exemptions without challenge.

2016 Property Tax Statement

Sylvia W. Hollums
Spalding County Tax Commissioner
P. O. Box 509
Griffin, GA 30224
shollums@spaldingcounty.com

MAKE CHECK OR MONEY ORDER PAYABLE TO:
Spalding County Tax Commissioner

TENET/SPALDING REGIONAL HOSPITAL
P.O. BOX 92129
SOUTHLAKE, TX 76092

RETURN THIS PORTION WITH PAYMENT

(Interest will be added per month if not paid by due date)

Bill No.	Due Date	TOTAL DUE
2016-52925		.00

Map : P1221

Last payment made on: 11/10/2016

Printed: 01/03/2017

Location: 601 S EIGHTH ST

After the due date above, interest accrues on the unpaid balance at the rate proscribed by Georgia law until paid in full.

After 120 days, a penalty of 5% is applied, in addition to the interest, and every 120 days thereafter, to a maximum of 20%. Late fees are mandated by Ga. law and may not be waived.

Check out our website at
www.spaldingcountytax.com for more information and the option to pay online. (There is a 2.2% convenience fee charged by Paypal.)



8<

Sylvia W. Hollums
Spalding County Tax Commissioner
P. O. Box 509
Griffin, GA 30224
shollums@spaldingcounty.com

Tax Payer: TENET/SPALDING REGIONAL HOSPIT
Map Code: P1221 **PERSONAL**
Description: MEFF/INVENT/
Location: 601 S EIGHTH ST
Bill No: 2016-52925
District: 01 GRIFFIN

Phone: (770) 467-4360 Fax: (770) 467-4368

Building Value	Land Value	Acres	Fair Market Value	Due Date	Billing Date	Payment Good Through		Exemptions	
0	0	.0000	12,719,677					SN	
Entity		Adjusted FMV	Net Assessment	Exemptions	Taxable Value	Millage Rate	Gross Tax	Credit	Net Tax
COUNTY M&O		12,719,677.00	5,087,871.00		5,087,871.00	19.315	98,272.23		79,676.06
COUNTY SALES TAX CREDIT					5,087,871.00	-3.655		-18,596.17	
COUNTY SCHOOL M&O		12,719,677.00	5,087,871.00		5,087,871.00	18.570	94,481.76		94,481.76
CITY - GRIFFIN		12,719,677.00	5,087,871.00		5,087,871.00	14.368	73,102.53		39,537.85
GRIFFIN SALES TAX CREDIT					5,087,871.00	-6.597		-33,564.68	
TOTALS						42.001	265,856.52	-52,160.85	213,695.67

This gradual reduction and elimination of the state property tax millage rate is the result of property tax relief passed by the Governor and the House of Representatives and the Georgia State Senate.

Each resident of Spalding County is eligible for a homestead exemption on the property you own and occupy as your permanent residence as of January 1 of the taxable year. You may apply year-round; however, applications must be made by April 1st of the current tax year to receive credit. Once granted, the exemption is applied automatically each year. If your circumstances change and you become eligible for a different exemption, you must apply again by April 1st. MORE INFORMATION ON BACK OF BILL!!

Current Due	213,695.67
Penalty	0.00
Interest	0.00
Other Fees	0.00
Previous Payments	213,695.67
Back taxes	0.00
TOTAL DUE	.00

Printed: 01/03/2017

2016 Property Tax Statement

Sylvia W. Hollums
Spalding County Tax Commissioner
P. O. Box 509
Griffin, GA 30224
shollums@spaldingcounty.com

MAKE CHECK OR MONEY ORDER PAYABLE TO:
Spalding County Tax Commissioner

AMI SUB-INC ACCTS PAYABLE
C/O ALTUS GROUP U.S., INC.
P O BOX 92129
SOUTHLAKE, TX 76092

RETURN THIS PORTION WITH PAYMENT

(Interest will be added per month if not paid by due date)



Bill No.	Due Date	TOTAL DUE
2016-695	11/15/2016	164,187.06

Map : 026 01002LH

Payment good through: 01/15/2017

Printed: 01/03/2017

Location: 601 S 8TH ST

After the due date above, interest accrues on the unpaid balance at the rate proscribed by Georgia law until paid in full.

After 120 days, a penalty of 5% is applied, in addition to the interest, and every 120 days thereafter, to a maximum of 20%. Late fees are mandated by Ga. law and may not be waived.

Check out our website at
www.spaldingcountytax.com for more information and the option to pay online. (There is a 2.2% convenience fee charged by Paypal.)



Sylvia W. Hollums
Spalding County Tax Commissioner
P. O. Box 509
Griffin, GA 30224
shollums@spaldingcounty.com

Tax Payer: AMI SUB-INC ACCTS PAYABLE
Map Code: 026 01002LH **REAL**
Description: 14.928 AC S 8TH ST
Location: 601 S 8TH ST
Bill No: 2016-695
District: 01 GRIFFIN

Phone: (770) 467-4360 Fax: (770) 467-4368

Building Value	Land Value	Acres	Fair Market Value	Due Date	Billing Date		Payment Good Through	Exemptions	
9,668,063	0	.0000	9,668,063	11/15/2016			01/15/2017		
Entity		Adjusted FMV	Net Assessment	Exemptions	Taxable Value	Millage Rate	Gross Tax	Credit	Net Tax
COUNTY M&O		9,668,063.00	3,867,225.00		3,867,225.00	19.315	74,695.45		60,560.74
COUNTY SALES TAX CREDIT					3,867,225.00	-3.655		-14,134.71	
COUNTY SCHOOL M&O		9,668,063.00	3,867,225.00		3,867,225.00	18.570	71,814.37		71,814.37
CITY - GRIFFIN		9,668,063.00	3,867,225.00		3,867,225.00	14.368	55,564.29		30,052.21
GRIFFIN SALES TAX CREDIT					3,867,225.00	-6.597		-25,512.08	
TOTALS						42.001	202,074.11	-39,646.79	162,427.32

This gradual reduction and elimination of the state property tax millage rate is the result of property tax relief passed by the Governor and the House of Representatives and the Georgia State Senate.

Each resident of Spalding County is eligible for a homestead exemption on the property you own and occupy as your permanent residence as of January 1 of the taxable year. You may apply year-round; however, applications must be made by April 1st of the current tax year to receive credit. Once granted, the exemption is applied automatically each year. If your circumstances change and you become eligible for a different exemption, you must apply again by April 1st. **MORE INFORMATION ON BACK OF BILL!!**

Current Due	162,427.32
Penalty	0.00
Interest	1,759.74
Other Fees	0.00
Previous Payments	0.00
Back taxes	0.00
TOTAL DUE	164,187.06

Printed: 01/03/2017

2016 Property Tax Statement

Sylvia W. Hollums
Spalding County Tax Commissioner
P. O. Box 509
Griffin, GA 30224
shollums@spaldingcounty.com

MAKE CHECK OR MONEY ORDER PAYABLE TO:
Spalding County Tax Commissioner

AMI SUB-INC ACCTS PAYABLE
C/O ALTUS GROUP U.S., INC.
P O BOX 92129
SOUTHLAKE, TX 76092

RETURN THIS PORTION WITH PAYMENT

(Interest will be added per month if not paid by due date)



Bill No.	Due Date	TOTAL DUE
2016-694		.00

Map : 026 01002

Last payment made on: 11/10/2016

Printed: 01/03/2017

Location: 601 S 8TH ST

After the due date above, interest accrues on the unpaid balance at the rate proscribed by Georgia law until paid in full.

After 120 days, a penalty of 5% is applied, in addition to the interest, and every 120 days thereafter, to a maximum of 20%. Late fees are mandated by Ga. law and may not be waived.

Check out our website at
www.spaldingcountytax.com for more information and the option to pay online. (There is a 2.2% convenience fee charged by Paypal.)



Sylvia W. Hollums
Spalding County Tax Commissioner
P. O. Box 509
Griffin, GA 30224
shollums@spaldingcounty.com

Tax Payer: AMI SUB-INC ACCTS PAYABLE
Map Code: 026 01002 **REAL**
Description: 14.928 AC S 8TH ST
Location: 601 S 8TH ST
Bill No: 2016-694
District: 01 GRIFFIN

Phone: (770) 467-4360 Fax: (770) 467-4368

Building Value	Land Value	Acres	Fair Market Value	Due Date	Billing Date	Payment Good Through		Exemptions	
35,308,883	1,251,609	29.8400	36,560,492						
Entity		Adjusted FMV	Net Assessment	Exemptions	Taxable Value	Millage Rate	Gross Tax	Credit	Net Tax
COUNTY M&O		36,560,492.00	14,624,197.00		14,624,197.00	19.315	282,466.37		229,014.93
COUNTY SALES TAX CREDIT					14,624,197.00	-3.655		-53,451.44	
COUNTY SCHOOL M&O		36,560,492.00	14,624,197.00		14,624,197.00	18.570	271,571.34		271,571.34
CITY - GRIFFIN		36,560,492.00	14,624,197.00		14,624,197.00	14.368	210,120.46		113,644.63
GRIFFIN SALES TAX CREDIT					14,624,197.00	-6.597		-96,475.83	
TOTALS						42.001	764,158.17	-149,927.27	614,230.90

This gradual reduction and elimination of the state property tax millage rate is the result of property tax relief passed by the Governor and the House of Representatives and the Georgia State Senate.

Each resident of Spalding County is eligible for a homestead exemption on the property you own and occupy as your permanent residence as of January 1 of the taxable year. You may apply year-round; however, applications must be made by April 1st of the current tax year to receive credit. Once granted, the exemption is applied automatically each year. If your circumstances change and you become eligible for a different exemption, you must apply again by April 1st. MORE INFORMATION ON BACK OF BILL!!

Current Due	614,230.90
Penalty	0.00
Interest	0.00
Other Fees	0.00
Previous Payments	614,230.90
Back taxes	0.00
TOTAL DUE	.00

Printed: 01/03/2017

William Wilson Jr.

From: Todd Barnes <Todd.Barnes@RaymondJames.com>
Sent: Monday, December 19, 2016 2:19 PM
To: William Wilson Jr.; William Camp
Subject: RE: G/S Airport Authority Debt Service
Attachments: Final Debt Service Schedule - Series 2015 Airport Authority.pdf

William,

Attached is the final debt service schedule for the Airport Authority bonds. The schedule is marked to show the portion of the payments to be made by the City and then the payments to be made on a 50/50 basis by the City and the County. The first payment that the County has to make is the July 1, 2018 interest payment of \$108,550.00, so the County's 50% share is \$54,275.00. In addition, on July 1, 2018 the County will begin making the first of its 24 equal payments of \$15,512.29 to reimburse the City for the debt service payments it makes from January 1, 2016 - January 1, 2018 pursuant to the Intergovernmental Agreement. While the July 1, 2018 payments are technically in FY 2019, the amounts will need to be deposited into the Sinking Fund in advance of the July 1, 2018 payment date. The total amount that needs to be budgeted is \$69,787.29.

For FY 2019, the County will need to budget a total of \$369,750.80 for its share of the January 1, 2019 principal and interest payment, the July 1, 2019 interest payment, the January 1, 2019 reimbursement payment and the July 1, 2019 reimbursement payment.

Let us know if you have any questions or need additional information.

Merry Christmas to you and your family!

Todd

Todd L. Barnes
Managing Director

Public Finance
T 404-279-5724 // C 404-680-3372
3050 Peachtree Road, NW, Suite 702, Atlanta, GA 30305

-----Original Message-----

From: William Wilson Jr. [mailto:wwilson@spaldingcounty.com]
Sent: Monday, December 19, 2016 1:22 PM
To: William Camp; Todd Barnes
Cc: William Wilson Jr.
Subject: G/S Airport Authority Debt Service

Gentlemen,

Please send me the final debt service schedule for the Airport Authority Bonds so that I can "find" the money in the FY 2018 budget to pay our 50%.

Thanks,

Wm

PS I hope you have a Merry Christmas and a Happy and Safe New Year too!

William P. Wilson, Jr.
County Manager
Spalding County, GA
770.467.4224 direct
770.467-4227 fax
wwilson@spaldingcounty.com

"Surround yourself with the best people you can find, delegate authority, and don't interfere as long as the policy you've decided upon is being carried out."
Ronald Reagan

Raymond James & Associates, Inc. The information contained herein is solely intended to suggest/discuss potentially applicable financing applications and is not intended to be a specific buy/sell recommendation, nor is it an official confirmation of terms. Any terms discussed herein are preliminary until confirmed in a definitive written agreement. Changes to any prices, levels, or assumptions contained herein may have a material impact on results. Any estimates or assumptions contained herein represent our best judgment as of the date indicated and are subject to change without notice. Examples are merely representative and are not meant to be all-inclusive. Investors, borrowers, or other market participants should not rely upon this information in making their investment/financing decisions. The information set forth herein was gathered from sources which we believe, but do not guarantee, to be accurate.

SCHEDULE B

**Griffin-Spalding County Airport Authority, Georgia
Revenue Bonds, Series 2015**

Debt Service Schedule

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Semi-Annual P & I</u>	<u>Bond Year Totals</u>	
01/01/2016	80,000.00	2.000%	168,590.00	248,590.00	248,590.00	G
07/01/2016	-	-	109,150.00	109,150.00		
01/01/2017	30,000.00	2.000%	109,150.00	139,150.00	248,300.00	G
07/01/2017	-	-	108,850.00	108,850.00		
01/01/2018	30,000.00	2.000%	108,850.00	138,850.00	247,700.00	G
07/01/2018	-	-	108,550.00	108,550.00		
01/01/2019	465,000.00	2.000%	108,550.00	573,550.00	682,100.00	G/S
07/01/2019	-	-	103,900.00	103,900.00		
01/01/2020	475,000.00	3.000%	103,900.00	578,900.00	682,800.00	G/S
07/01/2020	-	-	96,775.00	96,775.00		
01/01/2021	490,000.00	3.000%	96,775.00	586,775.00	683,550.00	G/S
07/01/2021	-	-	89,425.00	89,425.00		
01/01/2022	500,000.00	3.000%	89,425.00	589,425.00	678,850.00	G/S
07/01/2022	-	-	81,925.00	81,925.00		
01/01/2023	515,000.00	3.000%	81,925.00	596,925.00	678,850.00	G/S
07/01/2023	-	-	74,200.00	74,200.00		
01/01/2024	535,000.00	3.000%	74,200.00	609,200.00	683,400.00	G/S
07/01/2024	-	-	66,175.00	66,175.00		
01/01/2025	550,000.00	3.000%	66,175.00	616,175.00	682,350.00	G/S
07/01/2025	-	-	57,925.00	57,925.00		
01/01/2026	565,000.00	3.500%	57,925.00	622,925.00	680,850.00	G/S
07/01/2026	-	-	48,037.50	48,037.50		
01/01/2027	585,000.00	3.500%	48,037.50	633,037.50	681,075.00	G/S
07/01/2027	-	-	37,800.00	37,800.00		
01/01/2028	605,000.00	4.000%	37,800.00	642,800.00	680,600.00	G/S
07/01/2028	-	-	25,700.00	25,700.00		
01/01/2029	630,000.00	4.000%	25,700.00	655,700.00	681,400.00	G/S
07/01/2029	-	-	13,100.00	13,100.00		
01/01/2030	655,000.00	4.000%	13,100.00	668,100.00	681,200.00	G/S
Total	\$6,710,000.00	-	\$2,211,615.00	\$8,921,615.00	\$8,921,615.00	

**SPALDING COUNTY
COLLECTION CENTER REPORT
CALENDAR YEAR 2016**

	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL
RECYCLABLES COLLECTED:													
(TONS COLLECTED)													
CO-MINGLE--CITY OF GRIFFIN	25.15	32.90	40.64	30.21	34.45	29.40	30.90	29.45	30.68	30.31	27.40	38.92	380.41
CARDBOARD OCC--CITY OF GRIFFIN	15.81	13.24	5.84	7.59	3.65	9.38	7.51	11.82	6.73	7.65	4.00	18.26	111.48
SCRAP METAL---BARE METALS	17.90	18.64	30.11	25.05	45.35	25.65	29.14	31.99	25.50	27.71	26.93	22.73	326.70
YARD DEBRIS--SHOAL CREEK	17.04	29.41	42.62	39.34	50.67	28.44	43.85	57.48	41.77	26.06	51.51	9.51	437.70
ALUMINUM/GA. BURN FOUNDATION													0.00
TOTAL RECYCLABLES COLLECTED	75.90	94.19	119.21	102.19	134.12	92.87	111.40	130.74	104.68	91.73	109.84	89.42	1,256.29
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL
HOUSEHOLD GARBAGE:													
(TONS DISPOSED)													
AKIN CENTER	116.90	121.20	139.32	117.16	170.57	146.44	142.40	148.00	167.37	133.70	124.50	174.52	1,702.08
BLALOCK CENTER	89.36	65.17	82.10	63.56	69.80	46.23	60.82	63.78	63.79	67.70	70.12	57.27	799.70
CABIN CENTER	90.49	87.24	114.24	129.99	116.05	107.11	120.02	129.43	124.68	104.37	111.43	119.45	1,354.50
CARVER ROAD CENTER	163.34	174.11	188.16	185.49	207.17	217.13	180.12	212.31	173.54	174.07	165.76	188.68	2,229.88
WOODROOF CENTER	248.39	232.76	254.09	240.73	235.20	235.24	227.41	260.32	220.52	232.17	228.42	236.60	2,851.85
TOTAL HOUSEHOLD GARBAGE	708.48	680.48	777.91	736.93	798.79	752.15	730.77	813.84	749.90	712.01	700.23	776.52	8,938.01

SPALDING COUNTY COLLECTION CENTER REPORT CALENDAR YEAR 2015													
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL
RECYCLABLES COLLECTED: (TONS COLLECTED)													
CO-MINGLE--CITY OF GRIFFIN	27.00	20.09	35.07	28.48	27.12	31.45	44.40	28.04	29.08	26.25	29.05	27.57	353.60
CARDBOARD OCC--CITY OF GRIFFIN	9.25	9.04	6.53	6.51	6.53	7.64	9.20	6.86	4.45	7.33	5.42	10.60	89.36
SCRAP METAL---BARE METALS	10.27	8.05	21.86	20.56	14.82	19.96	57.74	30.92	12.25	20.61	14.95	26.44	258.43
YARD DEBRIS--SHOAL CREEK	45.20	20.85	42.49	25.77	44.27	34.30	23.23	70.45	31.55	28.34	21.53	40.45	428.43
ALUMINUM/GA. BURN FOUNDATION													0.00
TOTAL RECYCLABLES COLLECTED	91.72	58.03	105.95	81.32	92.74	93.35	134.57	136.27	77.33	82.53	70.95	105.06	1,129.82
HOUSEHOLD GARBAGE: (TONS DISPOSED)													
AKIN CENTER	105.10	96.31	127.42	107.59	148.64	118.23	138.88	117.31	111.92	130.53	126.41	125.52	1,453.86
BLALOCK CENTER	83.73	76.27	90.43	67.63	55.66	73.64	69.62	61.20	61.89	98.54	63.59	106.01	908.21
CABIN CENTER	132.13	77.67	89.01	131.31	106.45	116.35	102.77	107.26	93.46	91.09	111.48	112.55	1,271.53
CARVER ROAD CENTER	133.16	127.17	167.51	175.04	188.38	200.34	287.53	147.79	152.79	177.10	182.92	167.53	2,107.26
WOODROOF CENTER	272.63	191.01	262.10	253.74	210.23	274.48	256.10	230.82	216.33	223.43	234.05	238.82	2,863.74
TOTAL HOUSEHOLD GARBAGE	726.75	568.43	736.47	735.31	709.36	783.04	854.90	664.38	636.39	720.69	718.45	750.43	8,604.60

**SPALDING COUNTY
COLLECTION CENTER REPORT
CALENDAR YEAR 2014**

	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL
RECYCLABLES COLLECTED: (TONS COLLECTED)													
CO-MINGLE--CITY OF GRIFFIN	20.53	20.23	27.45	21.91	21.90	22.86	26.64	22.58	24.31	22.36	20.87	35.33	286.97
CARDBOARD OCC--CITY OF GRIFFIN	6.60	1.33	2.54	5.14	4.59	8.41	7.67	8.52	5.94	4.68	4.83	10.24	70.49
SCRAP METAL---IN REM	0.00	0.00	0.97										0.97
DEBRIS - IN REM			111.60	561.84									
SCRAP METAL---BARE METALS	10.72	14.40	14.32	16.42	20.40	18.93	17.18	9.48	17.28	15.45	9.74	13.27	177.59
YARD DEBRIS--SHOAL CREEK	18.32	62.67	60.93	68.79	73.06	63.48	42.10	22.04	21.69	27.18	23.48	18.70	502.44
ALUMINUM/GA. BURN FOUNDATION	0.00	0.00											0.00
GLASS	0.00	0.00											0.00
NEWSPAPER ONP	6.63	10.00											16.63
TOTAL RECYCLABLES COLLECTED	62.80	108.63	217.81	674.10	119.95	113.68	93.59	62.62	69.22	69.67	58.92	77.54	1,055.09
HOUSEHOLD GARBAGE: (TONS DISPOSED)													
AKIN CENTER	112.29	106.60	138.32	110.29	120.25	123.54	112.78	100.92	147.97	107.76	103.22	142.46	1,426.40
BLALOCK CENTER	70.79	90.89	69.49	46.78	75.11	62.23	89.45	67.22	59.18	69.60	71.59	75.94	848.27
CABIN CENTER	98.46	116.34	89.57	107.13	177.10	114.27	116.87	127.65	108.14	113.88	86.02	121.93	1,377.36
CARVER ROAD CENTER	209.16	152.88	182.47	181.08	169.19	181.24	212.76	218.17	148.81	164.91	155.32	208.56	2,184.55
WOODROOF CENTER	216.28	209.43	247.33	286.57	224.81	214.28	255.97	246.79	228.11	240.06	175.08	278.05	2,822.76
TOTAL HOUSEHOLD GARBAGE	706.98	676.14	727.18	731.85	766.46	695.56	787.83	760.75	692.21	696.21	591.23	826.94	8,659.34

**SPALDING COUNTY
COLLECTION CENTER REPORT
CALENDAR YEAR 2013**

	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL
RECYCLABLES COLLECTED:													
(TONS COLLECTED)													
CO-MINGLE--CITY OF GRIFFIN	20.42	20.29	18.85	29.43	29.58	17.54	26.75	23.56	20.91	20.79	17.40	35.39	280.91
CARDBOARD OCC--CITY OF GRIFFIN	5.27		4.65	4.65	6.11	4.65	4.97	8.31	2.77		6.10	6.65	54.13
SCRAP METAL---FAIRMONT SCHOOL		23.31											23.31
SCRAP METAL---BARE METALS	19.51	6.23	9.67	9.67	11.05	11.61	11.86	10.66	12.50	11.40	7.83	4.57	126.56
YARD DEBRIS--SHOAL CREEK	38.45	14.76	61.21	62.26	66.95	51.00	47.46	28.73	32.55	33.60	11.70	12.95	461.62
ALUMINUM/GA. BURN FOUNDATION	0.80	0.56	0.00	0.00								3.68	5.04
GLASS													0.00
NEWSPAPER ONP	8.10	7.85	8.15	10.57		10.80	11.35	5.96	7.32	17.36	4.78		92.25
TOTAL RECYCLABLES COLLECTED	92.55	73.00	102.53	116.58	113.69	95.60	102.39	77.22	76.05	83.15	47.81	63.24	1,043.82
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL
HOUSEHOLD GARBAGE:													
(TONS DISPOSED)													
AKIN CENTER	122.59	118.32	114.44	134.66	121.81	97.81	129.41	141.36	109.95	105.53	110.49	144.88	1,451.25
BLALOCK CENTER	73.98	57.31	64.87	72.73	70.01	69.35	79.48	74.17	63.12	65.55	52.36	72.32	815.25
CABIN CENTER	107.15	141.47	94.93	111.28	115.92	108.51	112.72	103.89	101.34	108.37	83.36	128.36	1,317.30
CARVER ROAD CENTER	143.03	197.59	164.42	189.10	202.17	199.61	216.73	161.42	177.75	170.16	128.94	188.11	2,139.03
WOODROOF CENTER	194.75	247.33	206.32	238.32	216.54	224.36	290.86	248.59	229.24	227.23	172.27	254.02	2,749.83
TOTAL HOUSEHOLD GARBAGE	641.50	762.02	644.98	746.09	726.45	699.64	829.20	729.43	681.40	676.84	547.42	787.69	8,472.66

**SPALDING COUNTY
COLLECTION CENTER REPORT
CALENDAR YEAR 2012**

	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL
RECYCLABLES COLLECTED:													
(TONS COLLECTED)													
CO-MINGLE--CITY OF GRIFFIN	17.86	13.50	11.87	12.54	18.27	17.84	19.23	18.79	15.08	20.92	17.93	18.77	202.60
CARDBOARD OCC--CITY OF GRIFFIN	18.41	4.47	3.25		8.32	3.26	3.67	6.51	4.51	3.35	0.98	7.46	64.19
SCRAP METAL---BARE METALS	21.54	30.09	20.54	11.41	16.91	19.04	17.29	18.58	11.07	15.85	13.33	10.51	206.16
SCRAP METAL---SENIOR CENTER	0.00	113.20	2.73	1.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.67	117.31
YARD DEBRIS--SHOAL CREEK	71.45	252.88	97.69	37.19	68.55	57.09	42.95	57.94	29.15	34.97	35.92	15.50	801.28
YARD DEBRIS--SENIOR CENTER	0.00	579.81	0.00	372.33					0.00	0.00	0.00		952.14
TRASH - SENIOR CENTER					44.08			15.85			10.13	61.67	131.73
ALUMINUM/GA. BURN FOUNDATION													0.00
GLASS													0.00
NEWSPAPER ONP	13.06	10.17	5.71	9.34	8.32	7.79	9.17	13.41	4.57	6.83	7.28	7.12	102.75
TOTAL RECYCLABLES COLLECTED	142.32	1,004.12	141.79	444.19	164.45	105.02	92.31	131.08	64.38	81.92	85.57	121.70	1,957.80
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL
HOUSEHOLD GARBAGE:													
(TONS DISPOSED)													
AKIN CENTER	129.95	123.65	148.89	137.90	116.09	145.13	152.45	134.02	139.70	120.77	100.98	128.78	1,578.31
BLALOCK CENTER	56.18	58.88	72.18	69.02	72.96	69.82	65.61	61.26	66.56	61.91	69.63	66.49	790.50
CABIN CENTER	99.49	97.32	124.81	121.61	113.38	118.94	131.59	107.44	83.78	118.46	97.06	120.79	1,334.67
CARVER ROAD CENTER	188.22	163.90	201.62	180.83	197.48	181.59	192.94	185.12	157.07	178.64	156.94	170.47	2,154.82
WOODROOF CENTER	215.52	216.82	241.08	231.63	248.35	265.85	264.06	242.46	166.04	230.65	206.51	240.15	2,769.12
TOTAL HOUSEHOLD GARBAGE	689.36	660.57	788.58	740.99	748.26	781.33	806.65	730.30	613.15	710.43	631.12	726.68	8,627.42

Association County Commissioners of Georgia Model County Purchasing and Credit Card Resolution, Ordinance and User Agreement

During the 2015 legislative session, the General Assembly adopted HB 192, which changes how county elected officials may use county issued purchasing cards and credit cards. Effective January 1, 2016, no county elected official may use a county purchasing or credit card unless:

- (1) The board of commissioners has publicly voted to authorize the elected official to use a county purchasing or credit card;
- (2) The county has adopted a policy regarding the use of the county purchasing or credit card; and
- (3) The county and the elected official enter into a contract regarding the use of the county purchasing or credit card.

ACCG has prepared a sample resolution, ordinance and user agreement for use by counties to govern the use of purchase cards and credit cards by elected officials.¹ State law requires that policy (which is contained in the attached ordinance) and user agreement contain certain provisions. All of the attached documents are intended for general information purposes and should not be treated as legal advice. The documents should be reviewed and modified to fit the particular needs of your county and its elected officials. Please consult your county attorney for issues specific to your county.

Also note that the Georgia Department of Administrative Services (“DOAS”) allows counties to issue purchasing cards through the [DOAS Purchasing Card Program](#). For more information on the State’s program, please contact John Thomason, State Cards Program Manager at [404-656-5344](tel:404-656-5344) or John.Thomason@doas.ga.gov. Even if the State’s program is used, the board of commissioners will be required to designate which elected officials may have a purchasing or credit card, to adopt a policy, and to sign a user agreement with each authorized elected official. Commissioners should consult with their county attorneys to ensure that procuring a service “off of the state contract” is consistent with the county’s local legislation, ordinances and/or procurement policies.

¹ The attached documents only apply to elected officials – not to staff. If the county does not already have policies or ordinances in place for county employees, the board may want to consider enacting appropriate regulations for use of purchasing and credit cards by non-elected officials and employees.

**Resolution of the _____ County Board of Commissioners
Regarding County Issued Purchasing and/or Credit Cards**

WHEREAS, Georgia law prohibits counties from issuing purchasing cards and credit cards to elected officials unless the governing authority of the county has authorized such issuance and has promulgated policies regarding their use as provided by law; and

WHEREAS, such purchasing cards and credit cards shall only be issued to elected officials designated by the governing authority; and

WHEREAS, in order to comply with O.C.G.A. § 36-80-24, the _____ County Board of Commissioners desires to authorize certain elected officials to be issued a county purchasing and/or credit card, to adopt the attached ordinance containing the County's policy on purchasing cards and credit cards and to adopt the attached user agreement.

NOW, THEREFORE, BE IT RESOLVED that the _____ County Board of Commissioners adopts the attached Purchasing Card and Credit Card Ordinance for _____ County Elected Officials.

BE IT FURTHER RESOLVED that the Board of Commissioners, by public vote, designates the following _____ County Elected Officials to receive a county issued purchasing and/or credit card and approves the attached user agreement for the following elected officials:²

- ☐ Chair/CEO/Mayor
- ☐ Commissioners
- ☐ Coroner
- ☐ Magistrate Judge
- ☐ Probate Judge
- ☐ Sheriff
- ☐ Superior Court Clerk
- ☐ Tax Commissioner
- ☐ Solicitor
- ☐ State Court Judge
- ☐ Surveyor
- ☐ Treasurer

This ____ day of _____, 2015.

COUNTY BOARD OF COMMISSIONERS:

Chair

Clerk

² Only county elected officials that the commissioners designate are authorized to use a county issued p-card or credit card. A list of county elected officials was included as a convenience, not as a recommendation of elected officials who should be authorized to use a county issued p-card or credit card.

Purchasing Card and Credit Card Ordinance for _____
County Elected Officials

WHEREAS, effective January 1, 2016, O.C.G.A. § 36-80-24 prohibits county elected officials from using government purchasing cards and government credit cards unless the county governing authority authorizes the issuance of such cards by public vote and has promulgated specific policies regarding the use of such cards;

WHEREAS, the _____ County Board of Commissioners promulgates this ordinance as the official policy of _____ County.

NOW, THEREFORE, BE IT ORDAINED that the following ordinance be adopted by the _____ County Board of Commissioners to be effective _____.³

I. Intent and Scope

This ordinance is intended to comply with the policy requirements of O.C.G.A. § 36-80-24 regarding the use of County issued government purchasing cards and credit cards.

II. Definitions

A. “Authorized elected official” means an elected official designated by public vote of the Board of Commissioners to receive a county issued government purchasing card or credit card.

B. “Card Administrator” means the purchasing card and credit card administrator designated by the _____ Board of Commissioners.⁴

C. “County” means _____ County and/or the Board of Commissioners

D. “County purchase card,” “county p-card” or “county credit card” means a financial transaction card issued by any business organization, financial institution, or any duly authorized agent of such organization or institution, used by a County official to purchase goods, services and other things of value on behalf of the County.

E. “Financial transaction card” means an instrument or device as the term is defined in O.C.G.A. § 16-9-30(5).

F. “User agreement” means the required agreement between the Board of Commissioners and the authorized elected officials which restricts the use of a county purchasing card or credit card.⁵

³ If elected officials currently use county purchasing or credit cards, this ordinance should be effective no later than January 1, 2016.

⁴ The board of commissioners is required by O.C.G.A. § 36-80-24(c)(6) to designate a purchasing card or credit card administrator.

⁵ See, O.C.G.A. § 36-80-24(c)(2).

III. Designated Elected Officials

The _____ County Board of Commissioners (“County”), in its discretion, may authorize specific county elected officials to use a county purchasing card or credit card by adoption of a resolution in a public meeting.⁶

No authorized elected official may use a county purchasing card or credit card until and unless he or she has executed the County’s purchasing card and credit card user agreement.⁷

The County will not make payments to any business organization, financial institution, or any duly authorized agent of such organization or institution, for amounts charged by an elected official to any purchasing cards or credit cards that are not issued pursuant to this ordinance or for any purchases that are not authorized by this ordinance.

IV. Card Administrator

The Board of Commissioners shall designate a County purchasing card and credit card administrator. The responsibilities of the Card Administrator include:⁸

- a. Manage County issued purchasing cards and credit cards.
- b. Serve as the main point of contact for all County purchasing card and credit card issues.
- c. Serve as liaison to the elected officials authorized to use a purchasing card or credit card and their staff, as well as to the issuer of the purchasing card or credit card.
- d. Provide training on card policies and procedures to the elected officials authorized to use a purchasing card or credit card and their staff.
- e. Develop internal procedures to ensure timely payment of cards.
- f. Assist authorized elected officials to dispute transactions when necessary.
- g. Establish internal procedures to ensure compliance with this ordinance, County procurement ordinances and policies, County purchasing card and credit card user agreements, applicable agreements with the business organization, financial institution, or any duly authorized agent of such organization or institution, issuing card, and state law, specifically, O.C.G.A. §§ 16-9-37 and 36-80-24.
- h. Document internal controls, audits and other measures to prevent and detect misuse or abuse of the cards.
- i. Audit and reconcile transactions monthly.
- j. Maintain records for at least seven years or as otherwise provided by the County’s record retention policy.⁹

⁶ O.C.G.A. § 36-80-24(c) requires that the board of commissioners designates the elected officials authorized to use a county purchasing or credit card through a public vote.

⁷ O.C.G.A. § 36-80-24(c)(2).

⁸ The board of commissioners is required to designate a card administrator, but the duties of the card administrator are not specified by law. These are sample duties of a card administrator. Each county should tailor the duties of their card administrator to fit within the structure of its government and the requirements of the organization or institution issuing the cards to the county.

⁹ Unless the county has adopted its own record retention schedule, it is subject to the [Retention Schedule for Local Government Paper and Electronic Records](#) adopted by the State Records

V. Use of Cards

- A. **Authorized Purchases.**¹⁰ County purchase cards and credit cards may be used to purchase goods and services directly related to the public duties of the authorized elected official only. All purchases are subject to the terms of this ordinance, the County purchasing card and credit card user agreement, county procurement policies and ordinances, and the adopted budget.

Only authorized elected officials may use a County purchase card or credit card for purchases or payments. The cards, and use of the cards, are not transferrable to employees. The authorized elected official shall use care to ensure that others do not have access to the card account number, expiration date and security code.

Unless otherwise approved by the governing authority or established in the County purchasing card and credit card user agreement, the transaction limits¹¹ are as follows:

Per Transaction: \$ _____

Per Month: \$ _____

- B. **Unauthorized Purchases.**¹² County purchasing cards and credit cards shall not be used for goods and services not directly related to the official responsibilities of the authorized elected official. Additionally, cards shall not be used to avoid compliance with the County's purchasing ordinances and procedures, to purchase goods and services that are not approved in the County's budget, to purchase goods and services exceeding the per transaction or per month limit, or to make purchases not in compliance with the County purchasing card and credit card user agreement.
- C. **Receipts and Documentation.** Receipts, invoices and other supporting documentation of all purchases made with a county purchasing card or credit card shall be obtained and maintained by the authorized county elected official for five years or as

Committee. The Retention Schedule for Local Government Paper and Electronic Records requires records documenting administration of credit cards to be kept for at least seven years.

¹⁰ O.C.G.A. §§ 16-9-37(b) and 36-80-24(c)(4) requires that the county describe in writing the types of purchases that are "authorized." The law only proscribes that the purchases must be for items and services directly related to the elected officials public duties and that they comply with the county's policy and user agreement. O.C.G.A. § 36-80-24(a) and (c). This paragraph is a sample of what could be included as authorized purchases. Each county should tailor this provision to meet the needs of its government.

¹¹ O.C.G.A. §§ 16-9-37(b) and 36-80-24(c)(3) require that the county adopt written transaction limits. The transaction limits could be a maximum dollar amount or a maximum number of transactions per day, per month, per year.

¹² O.C.G.A. § 36-80-24(c)(5) requires that the county describe the types of purchases that are "not authorized." This paragraph is a sample of what could be included as unauthorized purchases. Each county should tailor this provision to meet the needs of its government. Specific consideration should be given to the county's travel policies, reimbursement policies, cash advances, entertainment, alcohol, tobacco, fuel, software, computers, apps, gift cards, etc.

otherwise provided by the County's record retention policy.¹³ If an original or duplicate cannot be produced, a sworn affidavit of the authorized elected official may be substituted. The documentation must include the supplier or merchant information (i.e., name and location), quantity, description, unit price, total price, price paid without sales tax and an explanation of the purchase sufficient to show that the expense was in the performance of official County duties.

- D. **Public Records.** All receipt and other documentation of purchases are public records and subject to the requirements of O.C.G.A. § 50-18-70 *et seq.*¹⁴

VI. Review of Purchases and Audit.¹⁵ Proper documentation of purchases, internal controls and other measures prevent and allow detection to misuse or abuse of County issued purchase cards and credit cards. Authorized elected officials and staff that process payments under this program shall cooperate and comply with the procedures established by the County.

- A. **Review of Purchases.**¹⁶ All purchases shall be reviewed according to the following procedure: _____

- B. **Audits.** The Card Administrator¹⁷ shall perform an annual review of the card program to ensure adequacy of internal policies and procedures, cardholder spending limits, monthly reconciliation procedures and documentation for transactions. Elected officials and staff shall cooperate with such review.

¹³ Unless the county has adopted its own record retention schedule, it is subject to the [Retention Schedule for Local Government Paper and Electronic Records](#) adopted by the State Records Committee. Accounts payable files must be kept for five years.

¹⁴ See, O.C.G.A. § 36-80-24(b). Any official that destroys records for the purpose of preventing their disclosure can be prosecuted for a felony punishable by two to ten years in a state prison. O.C.G.A. § 45-11-1.

¹⁵ A process for auditing and review must be developed. O.C.G.A. § 36-80-24(c)(7).

¹⁶ O.C.G.A. § 36-80-24(c)(7) requires the county to establish a procedure where purchases are reviewed. To ensure timely and proper payment by the county of the charges each month, the county needs to establish a procedure for the elected officials to turn in documentation to the card program administrator or other person processing accounts payable for the county.

¹⁷ The law requires an audit and review of purchases made with a p-card or credit card. The law does not specify who performs the audit. Depending upon whether the card program administrator has a card, the county may wish to appoint another person or outside auditor to audit the program.

VII. Violations.¹⁸

- a. An elected official shall reimburse the County for any purchases made with a County issued purchase card or credit card in violation of this ordinance or the user agreement.
- b. In the discretion of the county governing authority, failure to comply with the procedures outlined in this ordinance may result in:
 - i. A warning;
 - ii. Suspension of the elected official's authority to use a County purchase card or credit card; or
 - iii. Revocation of the elected official's authority to use a County i purchase card or credit card.
- c. Nothing in this ordinance shall preclude the county governing authority from referring misuse of a purchase card or credit card for prosecution to the appropriate authorities.

¹⁸ O.C.G.A. § 36-80-24(c)(8) requires the county to establish a procedure to deal with purchase card and credit card policy violations, including revoking card privileges. Some policies allow for small infractions to result in a warning, while larger or multiple infractions to result in suspension or termination of p-card or credit card privileges.

**Purchasing Card and/or Credit Card User Agreement between
_____ County and _____ Elected Officials**

This Purchasing Card and/or Credit Card User Agreement is between the Board of Commissioners of _____ County (hereinafter “County”) and _____ (hereinafter “Elected Official”), an elected official of _____ County for use of _____ County Purchasing and/or Credit Card (hereinafter “card”), issued by _____ (hereinafter “Bank”), in accordance with O.C.G.A. § 36-80-24(c)(2).

In exchange for the privilege of being issued a card for the purpose of purchasing goods and services directly related to the public duties of the authorized elected official of the County, Elected Official agrees as follows:

I. Authorized and Unauthorized Use.

- a. Elected Official agrees to use the card for goods and services directly related to Elected Official’s public duties, except for the following:¹⁹
 - i. _____
 - ii. _____
 - iii. _____
- b. Elected Official agrees to use the card for the purchase of goods and services authorized by the budget adopted by the Board of Commissioners.
- c. Elected Official shall not use the card for personal use or any use other than goods and service directly related to the official responsibilities of Elected Official.
- d. Elected Official shall not exceed the following transaction limit for the card:²⁰ _____
- e. Elected Official shall not subdivide a purchase in an effort to circumvent the transaction limit for the card.
- f. Elected Official shall not request or receive cash from suppliers or vendors as a result of exchanges or returns. All refunds or exchanges must be credited to the card account.

II. Obligations of Elected Official. Elected Official agrees to use the card in accordance with the terms and conditions of this Agreement, the Purchasing Card and Credit Card Ordinance for _____ County Elected Officials (“Ordinance”), incorporated herein by reference, as it may be amended from time to time, and any procedures developed in relation to the use of the card.

¹⁹ Include any items listed in the ordinance adopted by the board of commissioners.

²⁰ Insert the limitations included in the ordinance adopted by the board of commissioners.

- a. Elected Official agrees to cooperate with the Card Administrator in relation to the use of the card, including participation in training, submission of receipts and documentation, notification of lost or stolen cards, etc.
- b. Elected Official shall comply with the County's budget, purchasing policies and procedures when making purchases with the card.
- c. Elected Official shall notify the Card Administrator, if Elected Official's name or contact information changes, within thirty days of such change
- d. Elected Official shall protect the card at all times to prevent unauthorized use.
- e. Elected official shall immediately notify the Bank and Card Administrator if the card is lost or stolen.
- f. Elected Official shall surrender the card immediately upon request, expiration, resignation or removal from office.
- g. Elected Officials acknowledges that he or she is the only individual authorized to use the card.
- h. Elected Officials acknowledges that purchases by the County are exempt from Georgia sales tax. Elected Official shall provide any supplier or vendor with the County's tax exempt number (____ - _____).²¹

III. Receipts and Documentation. Receipts are required for all Card transactions. Elected Official shall provide receipts, invoices and other supporting documentation of all purchases made with the card as required by the Card Administrator. Substantiating documentation shall include the supplier or merchant information, quantity, description, unit price, total price, price paid without sales tax and an explanation of the purchase sufficient to demonstrate that the expense was in the performance of official County duties.

IV. Violations. In the discretion of the Board of Commissioners, failure to comply with the terms of this agreement or the ordinance may result in one or more of the following:

- a. Warning;
- b. Suspension of card privileges;
- c. Termination of card privileges;
- d. Collection of an amount equal to the total of any improper purchases, including but not limited to declaring such purchases as an advance on salary to the extent allowed by law; and/or

²¹ Insert County's Tax Exempt Number.

- e. Prosecution. Official understands and acknowledges that misuse of the card may be considered a crime. Suspected misuse of the card may be reported to the proper authorities for prosecution.

V. **Term.** This agreement shall be for effective for a period of _____ calendar year effective the _____ day of _____, 201_.²² Provided the Elected Official remains eligible for a county issued card, this agreement may be renewed for successive terms. Either party may terminate the agreement with _____ days notice. The card shall be promptly returned to the Card Administrator in the event of such termination. The Elected Official's obligations of this agreement shall survive the termination of this agreement.

COUNTY:

ELECTED OFFICIAL:

Chairman

Title

DATE:

DATE:

²² Insert the desired term of the agreement, as well as renewal terms.

Relevant Code Sections

O.C.G.A. § 16-9-30

As used in this article, the term:

(1) "Acquirer" means a business organization, government, financial institution, or an agent of a business organization, government, or financial institution that authorizes a merchant to accept payment by financial transaction card for money, goods, services, or anything else of value.

(2) "Automated banking device" means any machine which when properly activated by a financial transaction card and personal identification code may be used for any of the purposes for which a financial transaction card may be used.

(3) "Cardholder" means the person, government, or organization to whom or for whose benefit the financial transaction card is issued by an issuer.

(4) "Expired financial transaction card" means a financial transaction card which is no longer valid because the term for which it was issued has elapsed.

(5) "Financial transaction card" or "FTC" means any instrument or device, whether known as a credit card, credit plate, bank services card, banking card, check guarantee card, debit card, or by any other name, issued with or without fee by an issuer for the use of the cardholder:

(A) In obtaining money, goods, services, or anything else of value;

(B) In certifying or guaranteeing to a person or business the availability to the cardholder of funds on deposit that are equal to or greater than the amount necessary to honor a draft or check payable to the order of such person or business; or

(C) In providing the cardholder access to a demand deposit account, savings account, or time deposit account for the purpose of:

(i) Making deposits of money or checks therein;

(ii) Withdrawing funds in the form of money, money orders, or traveler's checks therefrom;

(iii) Transferring funds from any demand deposit account, savings account, or time deposit account to any other demand deposit account, savings account, or time deposit account;

(iv) Transferring funds from any demand deposit account, savings account, or time deposit account to any credit card accounts, overdraft privilege accounts, loan accounts, or any other credit accounts in full or partial satisfaction of any outstanding balance owed existing therein;

(v) For the purchase of goods, services, or anything else of value; or

(vi) Obtaining information pertaining to any demand deposit account, savings account, or time deposit account.

(5.1) "Financial transaction card account number" means a number, numerical code, alphabetical code, or alphanumeric code assigned by the issuer to a particular financial transaction card and which identifies the cardholder's account with the issuer.

(5.2) "Government" means:

(A) Every state department, agency, board, bureau, commission, and authority;

(B) Every county, municipal corporation, school system, or other political subdivision of this state;

(C) Every department, agency, board, bureau, commission, authority, or similar body of each such county, municipal corporation, school system, or other political subdivision of this state; and

(D) Every city, county, regional, or other authority established pursuant to the laws of this state.

(6) "Issuer" means the business organization or financial institution or its duly authorized agent which issues a financial transaction card.

(7) "Personal identification code" means a numeric or alphabetical code, signature, photograph, fingerprint, or any other means of electronic or mechanical confirmation used by the cardholder of a financial transaction card to permit authorized electronic use of that financial transaction card.

(8) "Presenting" means those actions taken by a cardholder or any person to introduce a financial transaction card into an automated banking device with or without utilization of a personal identification code or merely displaying or showing, with intent to defraud, a financial transaction card to the issuer or to any person or organization providing money, goods, services, or anything else of value or to any other entity.

(8.1) "Purchasing card," "PCard," or "P-Card" means a type of financial transaction card allowing persons, governments, or business organizations to use financial transaction infrastructure.

(9) "Receives" or "receiving" means acquiring possession of or control of or accepting a financial transaction card as security for a loan.

(10) "Revoked financial transaction card" means a financial transaction card which is no longer valid because permission to use it has been suspended or terminated by the issuer.

O.C.G.A. § 16-9-33

(a) A person commits the offense of financial transaction card fraud when, with intent to defraud the issuer; a person or organization providing money, goods, services, or anything else of value; or any other person; or cardholder, such person:

(1) Uses for the purpose of obtaining money, goods, services, or anything else of value:

(A) A financial transaction card obtained or retained or which was received with knowledge that it was obtained or retained in violation of Code Section 16-9-31 or 16-9-32;

(B) A financial transaction card which he or she knows is forged, altered, expired, revoked, or was obtained as a result of a fraudulent application in violation of subsection (d) of this Code section; or

(C) The financial transaction card account number of a financial transaction card which he or she knows has not in fact been issued or is forged, altered, expired, revoked, or was obtained as a result of a fraudulent application in violation of subsection (d) of this Code section;

(2) Obtains money, goods, services, or anything else of value by:

(A) Representing without the consent of the cardholder that he or she is the holder of a specified card;

(B) Presenting the financial transaction card without the authorization or permission of the cardholder or issuer;

(C) Falsely representing that he or she is the holder of a card and such card has not in fact been issued; or

(D) Giving, orally or in writing, a financial transaction card account number to the provider of the money, goods, services, or other thing of value for billing purposes without the authorization or permission of the cardholder or issuer for such use;

(3) Obtains control over a financial transaction card as security for debt;

(4) Deposits into his or her account or any account by means of an automated banking device a false, fictitious, forged, altered, or counterfeit check, draft, money order, or any other such document not his or her lawful or legal property; or

(5) Receives money, goods, services, or anything else of value as a result of a false, fictitious, forged, altered, or counterfeit check, draft, money order, or any other such document having been deposited into an account via an automated banking device, knowing at the time of receipt of the money, goods, services, or item of value that the document so deposited was false, fictitious, forged, altered, or counterfeit or that the above-deposited item was not his lawful or legal property.

(b) A person who is authorized by an issuer to furnish money, goods, services, or anything else of value upon presentation of a financial transaction card by the cardholder or any agent or employee of such person commits the offense of financial transaction card fraud when, with intent to defraud the issuer or the cardholder, he or she:

(1) Furnishes money, goods, services, or anything else of value upon presentation of a financial transaction card obtained or retained in violation of Code Section 16-9-31 or a financial transaction card which he or she knows is forged, expired, or revoked;

(2) Alters a charge ticket or purchase ticket to reflect a larger amount than that approved by the cardholder; or

(3) Fails to furnish money, goods, services, or anything else of value which he or she represents in writing to the issuer that he or she has furnished.

(c) Conviction of the offense of financial transaction card fraud as provided in subsection (a) or (b) of this Code section is punishable as provided in subsection (a) of Code Section 16-9-38 if the value of all money, goods, services, and other things of value furnished in violation of this Code section or if the difference between the value actually furnished and the value represented to the issuer to have been furnished in violation of this Code section does not exceed \$100.00 in any six-month period. Conviction of the offense of financial transaction card fraud as provided in subsection (a) or (b) of this Code section is punishable as provided in subsection (b) of Code Section 16-9-38 if such value exceeds \$100.00 in any six-month period.

(d) A person commits the offense of financial transaction card fraud when, upon application for a financial transaction card to an issuer, he or she knowingly makes or causes to be made a false statement or report relative to his or her name, occupation, employer, financial condition, assets, or liabilities or willfully and substantially overvalues any assets or willfully omits or substantially undervalues any indebtedness for the purpose of influencing the issuer to issue a financial transaction card. Financial transaction card fraud as provided in this subsection is punishable as provided in subsection (b) of Code Section 16-9-38.

(e) A cardholder commits the offense of financial transaction card fraud when he or she willfully, knowingly, and with an intent to defraud the issuer; a person or organization providing money, goods, services, or anything else of value; or any other person submits verbally or in writing to the issuer or any other person any false notice or report of the theft, loss, disappearance, or nonreceipt of his or her financial transaction card and personal identification code. Conviction of the offense of financial transaction card fraud as provided in this subsection is punishable as provided in subsection (b) of Code Section 16-9-38.

(f) A person authorized by an acquirer to furnish money, goods, services, or anything else of value upon presentation of a financial transaction card or a financial transaction card account number by a cardholder or any agent or employee of such person, who, with intent to defraud the issuer, acquirer, or cardholder, remits to an issuer or acquirer, for payment, a financial transaction card record of a sale, which sale was not made by such person, agent, or employee, commits the offense of financial transaction card fraud. Conviction of the offense of financial transaction card fraud as provided in this subsection shall be punishable as provided in subsection (b) of Code Section 16-9-38.

(g) Reserved.

(h) For purposes of this Code section, revocation shall be construed to include either notice given in person or notice given in writing to the person to whom the financial transaction card and personal identification code was issued. Notice of revocation shall be immediate when notice is given in person. The sending of a notice in writing by registered or certified mail or statutory overnight delivery in the United States mail, duly stamped and addressed to such person at his or her last address known to the issuer, shall be prima-facie evidence that such notice was duly received after seven days from the date of deposit in the mail. If the address is located outside the United States, Puerto Rico, the Virgin Islands, the Canal Zone, and Canada, notice shall be presumed to have been received ten days after mailing by registered or certified mail or statutory overnight delivery.

O.C.G.A. § 16-9-37

(a) Any person who has been issued or entrusted with a financial transaction card for specifically authorized purposes, provided such authorization is in writing stating a maximum amount charges that can be made with the financial transaction card, and who uses the financial transaction card in a manner and for purposes not authorized in order to obtain or purchase money, goods, services, or anything else of value shall be punished as provided in subsection (a) of Code Section 16-9-38.

(b) Any person who has been issued or entrusted with a financial transaction card by a government for specifically limited and specifically authorized purposes, provided such limitations and authorizations are in writing, and who uses the financial transaction card in a manner and for purposes not authorized shall be punished as provided in subsection (b) of Code Section 16-9-38.

O.C.G.A. § 16-9-38

(a) A person who is subject to the punishment and penalties of this subsection shall be fined not more than \$1,000.00 or imprisoned not less than one year nor more than two years, or both.

(b) A person subject to punishment under this subsection shall be guilty of a felony and shall be punished by a fine of not more than \$5,000.00 or imprisonment for not less than one year nor more than three years, or both.

O.C.G.A. § 36-80-24

(a) An elected official of a county, municipal corporation, local school system, or consolidated government shall be prohibited from the use of a government purchasing card or a government credit card unless:

(1) Such purchases are solely for items or services that directly relate to such official's public duties; and

(2) Such purchases are in accordance with guidelines adopted by the county, municipal corporation, local school system, or consolidated government.

(b) Documents related to such purchases incurred by such elected officials shall be available for public inspection.

(c) No such county, municipal corporation, local school system, or consolidated government shall issue government purchasing cards or government credit cards to elected officials on or after January 1, 2016, until the governing authority of such county, municipal corporation, local school system, or consolidated government, by public vote, has authorized such issuance and has promulgated specific policies regarding the use of such government purchasing cards or government credit cards for elected officials of such county, municipal corporation, local school system, or consolidated government. Such policies shall include the following:

- (1) Designation of officials who shall be authorized to be issued such government purchasing cards or government credit cards;
- (2) A requirement that, before being issued a government purchasing card or government credit card, authorized users shall sign and accept an agreement with the county, municipal corporation, local school system, or consolidated government issuing the government purchasing card or government credit card that such users will use such cards only in accordance with the policies of the issuing governmental entity;
- (3) Transaction limits for the use of such cards;
- (4) A description of purchases that shall be authorized for use of such cards;
- (5) A description of purchases that shall not be authorized for use of such cards;
- (6) Designation of a government purchasing card or government credit card administrator;
- (7) A process for auditing and reviewing purchases made with such cards; and
- (8) Procedures for addressing a violation of such purchasing card or credit card policies and imposing penalties for violations including, but not limited to, revocation of purchasing card or credit card privileges. Nothing in such procedures or any administrative action taken pursuant thereto shall preclude any other civil or criminal remedy under any other provision of law.



SPALDING COUNTY BOARD OF COMMISSIONERS DCA Planning Dates

Requesting Agency

County Manager

Requested Action

Discussion of DCA Planning Dates.

Requirement for Board Action

Is this Item Goal Related?

Summary and Background

Fiscal Impact / Funding Source




STAFF RECOMMENDATION**ATTACHMENTS:**




Description	Upload Date	Type
<input type="checkbox"/> Spalding and Griffin Due Dates	1/3/2017	Backup Material
<input type="checkbox"/> Original SDS Study 1999	1/4/2017	Backup Material
<input type="checkbox"/> Three Rivers Planning Due Dates	1/4/2017	Backup Material
<input type="checkbox"/> Legislative Toolkit	1/4/2017	Backup Material

Spalding County

[Home](#) [Spalding County](#)
[Change Community](#)

Planning Status

Status	Submittal Type	Next Date
	Comp Plan Update	10/31/2017
	CIE Update	10/31/2016
	Service Delivery Strategy	10/31/2017

 Compliant  Due in less than 120 days  Past Due

Planning Documents

Current Comprehensive Plans

Service Delivery Strategy

Data for Planning

[Quick Links for Spalding County](#)
[Quick Facts for Spalding County](#)
[Detailed Census Information Request](#)
[American Fact Finder for Spalding County](#)
[Community Indicators](#)
[County Snapshot for Spalding County](#)



Other Community Information

[Georgia.gov for Spalding County](#)
[New Georgia Encyclopedia for Spalding County](#)
[Annexation Reports for Spalding County](#)
[Georgia's Best Examples for Spalding County](#)
[Georgia Government Officials](#)

©2012 Georgia Department of Community Affairs






City of Griffin[Home](#)[City of Griffin](#)[Change Community](#)**Planning Status****Planning Documents**

Status	Submittal Type	Next Date
	Comp Plan Update	10/31/2018
	CIE Update	
	Service Delivery Strategy	10/31/2017

Current Comprehensive Plans

Service Delivery Strategy

 Compliant  Due in less than 120 days  Past Due**Data for Planning****Other Community Information**

Quick Links for Griffin City
Quick Facts for Griffin City
Detailed Census Information Request
American Fact Finder for the City of Griffin
Community Indicators
County Snapshots

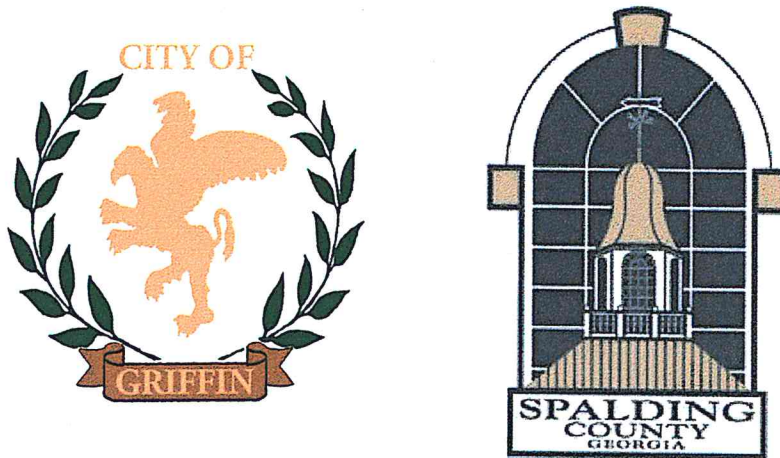
Georgia.gov for the City of Griffin
New Georgia Encyclopedia
Annexation Reports for the City of Griffin
Georgia's Best Examples for the City of Griffin
Georgia Government Officials

©2012 Georgia Department of Community Affairs



A SERVICE DELIVERY STRATEGY FOR THE CITY OF GRIFFIN AND SPALDING COUNTY

March 1, 1999



Prepared and Presented
by City and County Staff

Rick Chaffin, City Manager – Drew Whalen, City Attorney
Lisa Hutcheson, Administrative Assistant

Mike Ruffin, County Manager – Jim Fortune, County Attorney
William Wilson, Deputy County Manager

A SERVICE DELIVERY STRATEGY FOR THE CITY OF GRIFFIN AND SPALDING COUNTY

TABLE OF CONTENTS

Introduction.....	Pages 1-6
-------------------	-----------

Major Components of a Service Delivery Strategy-----	Page 2
Service Delivery Criteria-----	Page 2
Elimination of Unnecessary Duplication-----	Page 3
Elimination of Arbitrary Water & Sewer Rates-----	Page 3
Elimination of Double Taxation-----	Page 4
Compatibility of Adopted Land Use Plans-----	Page 4
Water & Sewer Extensions-----	Page 5
Resolution of Annexation Disputes over Land Use-----	Page 5
Adoption of the Service Delivery Strategy-----	Page 6
Alternative Dispute Resolution-----	Page 6
Sanctions for Noncompliance-----	Page 6
Amendments to HB 489-----	Page 7

Process Used to Study Service Delivery.....	Page 7
---	--------

Proposed Service Delivery Strategy.....	Page 7
---	--------

1. Services Not Affected by the Process-----	Page 7
2. Recreation-----	Page 7
3. Airport-----	Page 8
4. Solid Waste-----	Page 8
5. Planning, Zoning, Building, Code-----	Page 9
6. Tax Billing & Collection-----	Page 10
7. Sewer Expansion/Unincorporated-----	Page 10
8. Animal Control-----	Page 11
9. Correctional Institution-----	Page 11
10. Fire Departments-----	Page 11
11. Stormwater Management-----	Page 11
12. Roads and Bridges-----	Page 12
13. County Street Lighting-----	Page 12
14. Development Authorities-----	Page 13
15. Elimination of Arbitrary Rates-----	Page 13

Conclusion.....	Page 13
-----------------	---------

A SERVICE DELIVERY STRATEGY FOR THE CITY OF GRIFFIN AND SPALDING COUNTY

INTRODUCTION

The focal point of House Bill 489 is the development of a service delivery strategy. In fact, all of Georgia's 159 counties are required to submit an agreed-upon service delivery strategy to the Georgia Department of Community Affairs (DCA) by July 1, 1999. However, since the law provides a thirty-day period for DCA to review the adopted strategy, a copy of it, juxtaposed on the required state forms, should be submitted by Spalding County on or before June 1, 1999. The early submission thereof will insure that DCA verifies the completeness of the submission, a task that must also be completed on or before July 1, 1999.

Specifically, the law requires that local governments in each county adopt a resolution approving a service delivery strategy by July 1, 1999. The resolution must be adopted by:

- The county governing authority;
- The governing authority of each city located within the county that has a population of 9,000 or greater;
- The city which serves the county seat; and
- No less than half of the remaining cities that have a population of at least 500 persons within the county.

O.C.G.A. 36-70-25(c) requires that the latest decennial census be used to determine which cities in the county are required to adopt the agreement. The 1990 United States Census reported that the cities of Griffin, Orchard Hill and Sunnyside have populations of 21,347; 239; and 215 respectively.

Since the reported populations for Orchard Hill and Sunnyside do not meet the threshold set forth in House Bill 489, the adoption of Spalding County's Service Delivery Strategy by the City of Orchard Hill or the City of Sunnyside is not required for submission to DCA. However, the law clearly states, "The county and each municipality shall participate in the development of a strategy". Consequently, the appointed attorneys for the City of Griffin and Spalding County have opined that the approved service delivery strategy submitted to DCA will require input from the cities of Orchard Hill and Sunnyside.

Notwithstanding the above opinion, Spalding County, during the December 17, 1997 meeting that formally commenced this strategy-development process, communicated to the cities of Orchard Hill and Sunnyside that both jurisdictions would be given an opportunity to review the Griffin-Spalding County portion of the County's Service Delivery Strategy.

The County also agreed during that meeting to hold meetings with both communities in an effort to develop independent service delivery strategies for the cities of Orchard Hill and Sunnyside. Those negotiations will commence in March and will be conducted while the City of Griffin and Spalding County are reviewing the staff's recommendations relative to the Griffin-Spalding County portion of the County's Service Delivery Strategy. Interestingly, approval of any service delivery strategies for the cities of Orchard Hill and Sunnyside will require approval from the City of Griffin.

Major Components of a Service Delivery Strategy

O.C.G.A. 36-70-23 stipulates that all service delivery strategies must include the following components:

- An identification of all local government services presently provided or primarily funded by each general purpose local government and each authority within the county, or providing services within the County, and a description of the geographic area in which the identified services are provided by each jurisdiction;
- An assignment of which local government or authority will provide each service, the geographic area of the county in which the services are to be provided, and a description of any services to be provided by any local government to any geographic area outside its geographical boundaries. In the event two or more local governments within the county are assigned responsibility for providing identical services within the same geographic area, the strategy shall include an explanation of such arrangement;
- A description of the source of funding for each service; and
- An identification of the mechanisms to be utilized to facilitate the implementation of the services and funding responsibilities.

Service Delivery Criteria

The law requires that the strategy addresses and meets the following criteria:

- Elimination of unnecessary duplication;
- Elimination of arbitrary water and sewer rate differentials;
- Elimination of double taxation;
- Compatibility of adopted land use plans;
- Water and sewer extensions: consistency with adopted land use plans; and
- Resolution of annexation disputes over land use;

It is arguable as to whether there are other criteria that should have been addressed. And while the law does not prohibit the inclusion of any other criteria, a decision was reached early in the process by both staffs to address only those

criteria that the statute required. Any other decision would have reflected a motive that clearly falls outside of the stated goals that the law seeks to achieve.

The staffs did agree to rely upon, and have consistently consulted, the June, 1997 publication, *"Charting a Course for Cooperation and Collaboration: An Introduction to the Service Delivery Strategy Act for Local Governments,"* which was authored by the Association of County Commissioners of Georgia (ACCG), the Georgia Municipal Association (GMA), the Georgia Department of Community Affairs (DCA), and the Carl Vinson Institute of Government at the University of Georgia. Its importance to the formulation of this service delivery strategy cannot be overstated because it includes interpretations to which ACCG and GMA have agreed and recommended that their members follow.

Much of the information that is provided below for each of the six service delivery criteria was extracted from the above-cited publication. Consequently, agreement has been reached using the underlying principles and interpretations that have been communicated through that publication.

Elimination of Unnecessary Duplication

The delivery of government services in the most efficient, effective, and responsive manner was a constant priority among both staffs. Accordingly, all services were evaluated as to whether any "unnecessary duplication" was evident.

The law provides one exception that was consistently observed during this phase of the evaluation:

- When a city provides a service at a higher level than the same service provided by the county, the law states that such service shall not be considered a duplication of the county service.

Three examples of services that meet this exception are the County's Animal Control, Sheriff, and Solid Waste Collection services. In all three cases, the City of Griffin provides a higher level of service than Spalding County provides. Obviously, the statute contemplated that cities often desire a higher level of service among some functions than counties could ever justify on a countywide basis and respected a city's right make such a decision, rather than force an incompatible and costly consolidation of services.

Elimination of Arbitrary Water and Sewer Rate Differentials

The law prohibits the City of Griffin from charging water and sewer customers who live in unincorporated Spalding County a rate that is arbitrarily higher than the rate water and sewer customers pay who live inside its corporate limits. If the

County believes that justification for the rate differential does not exist, it may hold a public hearing, employ a qualified engineer to conduct a rate differential study, and challenge the reasonableness of the rates in the Spalding County Superior Court.

Elimination of Double Taxation

The law makes two important distinctions for this criterion:

- The cost of any service that counties provide primarily for the benefit of the unincorporated area of the county shall be borne by the unincorporated areas residents, individuals, and property owners who receive the service; and
- When a county and one or more cities jointly fund a countywide service, the county share of such funding shall be borne by the unincorporated residents, individuals, and property owners who receive the service.

Clearly, the intent of this provision is to question the fairness of taxing city property owners for services designed for, and provided exclusively to, rural residents. In most cases, counties may remedy this inequity by creating a special service district in which property taxes, insurance premium taxes, assessments, or user fees are levied. However, the law also permits any other legal remedy that demonstrates sufficient funds can be raised from unincorporated residents to offset all costs associated with the provision of the service.

It should be noted that some county services are available to all residents in spite of the fact that all residents may not use them. In fact, the statute does not require that all citizens in the county receive the same or even similar benefit from a service, which explains why the previously cited June, 1997 guide that was distributed to cities and counties supports the conclusion that indigent legal defense, public health and welfare, county roads (in incorporated and unincorporated areas of the county), the county jail, and the operation of county courts do not violate the spirit of this requirement. "These services," the publication concludes, "should be paid for out of the county general fund."

Compatibility of Adopted Land Use Plans

The law is unambiguous: "Local governments within the same county shall, if necessary, amend their land use plans so that such plans are compatible and nonconflicting, or as an alternative, they shall adopt a single land use plan for the unincorporated and incorporated areas of the county."

One important point needs to be made. Land use plan does not mean comprehensive plan. While both the City of Griffin and Spalding County have adopted comprehensive plans, the "land use plan" cited by the statute involves only the land use elements that are included within those plans. In other words,

the law does not require that other elements of the comprehensive plans be compatible.

Water and Sewer Extensions: Consistency with Adopted Land Use Plans

The law does requires that any "extraterritorial water and sewer extensions by any jurisdiction must be consistent with all applicable land use plans and ordinances".

Again, "land use plans" refers to the land use elements of the comprehensive plans. However, the statute also requires consistency with any ordinances that assist with the implementation of land use strategies, which means zoning ordinances, subdivision ordinances, and other regulatory ordinances that local governments use to control growth.

Resolution of Annexation Disputes over Land Use

A process was required to have been established by July 1, 1998 "to resolve land use classification disputes when a county objects to the proposed land use of an area to be annexed into a municipality within the county".

The cities of Griffin, Orchard Hill and Sunnyside and Spalding County have already adopted a joint resolution that complies with this criterion. The chief executive officers and clerks of each jurisdiction signed that resolution on July 1, 1998 and a copy of the executed resolution was forwarded to the DCA on August 10, 1998.

It should be noted that the cities of Orchard Hill and Sunnyside have not adopted comprehensive plans, land use plans, or zoning ordinances that set forth any land use classification systems over which a dispute may arise. However, both communities have agreed as part of the above-cited joint resolution to incorporate the agreed-upon procedures if, and when, either governing body adopts a zoning ordinance.

The City of Griffin and Spalding County each adopted ordinances to establish procedures for rezoning property that is located:

- Within the City of Griffin or unincorporated Spalding County;
- Contiguous to the City Limits; and
- For which a rezoning application or a petition of annexation has been filed.

Both of these ordinances were adopted with an effective date of June 30, 1998.

Adoption of the Service Delivery Strategy

It's already been mentioned that adopted service delivery strategy must be adopted by June 1, 1999 in order to permit DCA the required thirty days to review the document. This early submission will insure compliance with the July 1, 1999 statutory deadline and avoid the harsh penalties that accompany noncompliance.

That deadline may be extended for up to 120 days if the county, and all of the cities required to adopt the agreement, agree in writing to request the extension. Formal notification of DCA is required in order to avoid any penalties for noncompliance.

Alternative Dispute Resolution

If the City of Griffin and Spalding County cannot reach agreement on the service delivery strategy, the law requires that both jurisdictions seek to resolve their disputes through some method of alternative dispute resolution. Generally, this means mediation; however, other methods such as arbitration or case evaluation are also permitted.

If the method selected by the local governments is unsuccessful, the neutral party is required to prepare a report and provide it to each local government within the county.

The cost of alternative dispute resolution must be shared by the disputants on a pro-rata basis according to population. The county's share is based on its unincorporated population.

Sanctions for Noncompliance

O.C.G.A. 36-70-27 states, "On and after July 1, 1999, no state-administered financial assistance or grant, loan, or permit shall be issued to any local government or authority which is not included in a department-verified strategy or for any project which is inconsistent with such strategy".

It is not clear what existing state-administered financial assistance or grants, loans or permits will be affected by the failure of the county to submit a "department-verified strategy". Georgia Attorney General, Thurbert Baker, has been asked by DCA to render an opinion, which has not yet been released.

There is no question that state-administered financial assistance or grants, loans and permits **originating on or after July 1, 1999** will be affected. Local Assistance for Roads Projects (L.A.R.P.), Community Development Block Grants (CDBG), Inter-Modal Surface Transportation Efficiency Act (ISTEA) Grants, Department of Transportation funds for the Special Purpose Local Option Sales

Tax (SPLOST) projects, Georgia Environmental Facilities Authority (GEFA) Grants and Loans, and Georgia Department of Natural Resources' Environmental Protection Division (EPD) Permits are only a few examples of state-administered financial assistance that is at stake by a failure to comply.

Amendments to House Bill 489

No material amendments influencing the strategy-setting process will be introduced during this session of the State Legislature. While other amendments may be proposed during the current legislative session to clarify existing language, the House and Senate leadership have told ACCG and GMA that amendments that would alter the substance of any requirement will not be considered.

PROCESS USED TO STUDY SERVICE DELIVERY

The governing bodies of Spalding County and the cities of Griffin, Orchard Hill and Sunnyside met jointly on December 17, 1997 to initiate the process. Following a staff presentation on the law and its requirements, the boards agreed that their respective staffs should undertake first to study and identify existing services, the methods of funding, and implementation. Staff was further directed to determine whether areas of conflict existed between the future land use elements of the Comprehensive Plans of the County and City of Griffin, and to begin negotiation of a process to resolve land use disputes upon annexation. A subsequent joint meeting of the governing bodies was held on March 12, 1998. At this meeting, staff reported on its identification of services, with recommendation for those services that should not be affected by this process. It was decided that the staffs of Griffin and Spalding County would continue to meet and prepare a joint report for consideration by the governing bodies.

To date, staff met approximately fourteen times in furtherance of this assignment. The following details our joint findings, conclusions and recommendations:

PROPOSED SERVICE DELIVERY STRATEGY

Services Not Affected by the Process

In the process of identifying existing services, it was recognized that certain duties performed by Constitutional County officers could not be changed in this process. It was further recognized that, by law, the County has to perform certain services on behalf of its cities, which cannot be modified. Likewise, some City functions and services were agreed not to be modified in this process.

The following City of Griffin services were evaluated and recommended not to be changed:

- Administration
- Personnel
- Finance
- Police

In addition, due to the existence of an intergovernmental contract with Spalding County and the Spalding County Water & Sewage Facilities Authority, whereby the City sells treated water to the County Water System as a wholesale customer, no changes in that arrangement are recommended. City Electric and Gas Utilities are not affected by this process.

County services provided by the following County Officers/Departments shall remain unchanged:

- Tax Assessor
- Coroner
- Clerk of Court
- Probate Court
- District Attorney
- Superior Court
- State Court & Solicitor
- Adult and Juvenile Probation
- Health & Human Services
- Cooperative Extension
- Emergency Management
- Sheriff
- County Administration
- County Information Management Services
- County Janitorial Services
- Garage
- Board of Elections and Voter Registration

Recreation

The County operates excellent recreational facilities and conducts supervised recreation programs. Currently the City of Griffin owns and operates City Park, which includes an 18 hole Golf Course and Swimming Pool. The County Recreation Department, by agreement, operates and maintains two ballfields within City Park and the Recreation Center (gym). In addition, the City has three "pocket parks", located in high-density residential areas, which it owns and maintains.

It was agreed that ownership and operation of these facilities would remain unchanged. County facilities and services are available to all citizens and the County will continue to maintain the Recreation Center and fields at City Park. Use of the remaining City facilities is passive, since the City provides no supervised recreation programs. It should be noted that the City Golf Course maintenance and operation is being supported by City tax revenues, but recent improvements and marketing efforts may soon bring this facility to the point of being fully supported by user fees and charges.

The staffs recommend the County should continue to provide countywide programs of supervised recreation and fund these programs from its General Fund. The City will continue to maintain its City Park and Golf Course. Due to its age and condition, the swimming pool in City Park may be closed once the County opens its new aquatic center at Wyomia Tyus Park.

Airport

The City of Griffin and Spalding County hold joint title to the lands comprising the Griffin-Spalding County Airport as tenants in common. The Airport is operating successfully as a department of the City, funded by user fees and charges. The City and County have financed capital improvements on 50/50 contributions from their respective General Funds. Staff views these contributions as capital improvements to the facility, and not as funding for the provision of services. It is recommended that no change be made in the present manner of operation of the Airport or its funding.

Solid Waste

In accordance with the Georgia Solid Waste Management Act, the City and County continue to cooperate in joint planning for solid waste services. Currently, the County provides a countywide disposal service, financed through its General Fund, consisting of 5 collection stations. Any resident of the County is entitled to dispose of residential or household solid waste by bringing it to these stations.

The County currently requires businesses and industry, located in the unincorporated area, to privately contract for solid waste disposal. Under its current budget the cost to the County, paid from its General Fund, is approximately \$875,000 per year.

The City of Griffin offers a higher level of service, including mandatory curbside collection and trash/yard debris pickup in its residential neighborhoods. The City also operates a commercial/industrial collection service in competition with private companies. User fees and charges appear to cover these collection services, but some tax subsidization still remains, largely due to the removal of trash from rights-of-way, which cannot be recovered on a fee basis.

Staff recommends no change in the current method of service delivery, except that the City, by intergovernmental contract, be granted the County's consent to extend its collection services, both commercial and residential curbside pickup, outside the City limits, on a fee basis. Our study finds there is a desire for curbside collection, once a week, in the more densely developed neighborhoods of the unincorporated County.

Since the City operates a transfer station and receives favorable disposal rates at the Pine Ridge Landfill in Butts County, the County and City should work together with Pine Ridge on developing a governmental rate that may lower the County's disposal cost while fairly compensating the City for its cost of transporting waste to the landfill.

Planning, Zoning, Building Inspections and Code Enforcement

The City and County have compatible future land use and transportation elements in their Comprehensive Plans, both enforce statewide minimum construction codes, and currently share services provided by the County Board of Health. It is the staffs' consensus that a joint Planning and Zoning Commission, having only the power to make recommendations, may facilitate cooperation in assuring compatible future land use and development standards.

The County currently uses a combination of user fees and charges, and its General Fund, to provide these services. The County staff recognizes under the mandate of HB 489 it must increase user fees and charges to fully fund the cost of providing these services, rather than use taxes generated from within municipalities. Fines and penalties imposed on code violators may also be considered as offsetting the regulatory cost of the County's code enforcement program.

City staff recognizes that the provision of new development should be borne by the development community and not be a tax burden on existing residents and taxpayers. Thus, the City staff recommends substantial user and permit fee increases be imposed to cover its cost of these services. Use by the City of certified law enforcement personnel to provide a higher level of code enforcement should also be considered.

The Service Delivery Strategy law requires that future extensions of utilities, particularly in our case, sewer expansion into the unincorporated areas of the County, be compatible with the County's future land use plan. This requirement emphasizes the importance of the future land use element of the County's Comprehensive Plan and its role in the zoning review process. To assure uniformity and compatibility with its land use and transportation plans, both staffs believe joint planning to be a desirable goal, particularly if both jurisdictions adopt uniform zoning and land use procedures in their ordinances. Creation of a joint Planning & Zoning Board would serve this objective. The City of Griffin also

needs to explore the creation of a separate Board of Zoning Appeals to hear variances, special use applications, and petitions for enlargement of non-conforming uses, removing these administrative matters from the direct control of the Board of Commissioners.

Tax Billing and Collection

The County Tax Commissioner is a Constitutional officer, whose primary function is to bill and collect taxes owed to the County. By law, the Tax Commissioner also bills and collects for the consolidated school system. Since the City is required by law to bill based upon a tax digest provided by the County, it is both reasonable and feasible that the Tax Commissioner, through the advantage of computer services, also bill and collect the City's taxes.

Staffs, in conjunction with the Tax Commissioner, recommend an intergovernmental contract be entered as soon as possible, to fulfill this function. The cost to the County (services of Tax Commissioner's office) would be covered through payment of an administrative fee deducted from City taxes collected. Using FY99 operating costs and percentages based on 1998 taxes levied and collected, this service would cost the City approximately \$96,000 this year, a estimated saving of approximately \$24,000 under its direct cost. In addition, this change will allow the City to transfer two full-time employees to other duties in the Finance Department, with no immediate loss of employment.

It was further agreed that the Tax Commissioner, upon conducting a tax sale, will collect any City taxes due for a pro-rata amount of the actual cost of conducting the sale. The City will continue to be directly responsible for filing responses to bankruptcies, condemnations, and other litigation matters involving tax billing and collection.

Sewer Expansion into Unincorporated County

City and County staffs have engaged in active discussions regarding sewer since 1995. The parties jointly funded a Wastewater Management Plan, prepared in 1995, which was approved by the City, but never formally approved by the County. Since that time, the County has retained a consulting engineer, which led to an agreement in 1998 on sewer service districts. Staff recognizes that remaining work needs to be done as soon as possible on completing an intergovernmental contract which (a) formally approves the Wastewater Management Plan, (b) recognizes the agreed service districts, (c) establishes the method of funding sewer expansions, and (d) creates a timetable for extensions into the respective service areas in compatibility with the County's Comprehensive Plan. In addition, it has been agreed that the respective parties owning wastewater treatment facilities will treat each other's effluent on a cooperative basis for a fee.

Staff acknowledges this has been a slow process, but believes it is proceeding orderly and that progress is being made. The issues involved are vital for the future growth of Spalding County in an environmentally responsible manner, yet provision of sewer is quite expensive, and unlike extension of public water, requires precise engineering. Staff will continue to meet regularly to complete of the required contract for both Boards future consideration.

Animal Control

The City and County operate under an existing intergovernmental contract, which provides the City with services at the Animal Shelter. The City offers a higher level of service inasmuch as it enforces a citywide leash law for dogs. The County has limited areas where dogs are restrained. Staffs' recommendation is to continue the present arrangement without change in funding or method of service delivery.

Correctional Institution

Spalding County operates a Correctional Institution, which provides a source of inmate labor for County Public Works projects. Limitations on the availability of inmates at the current facility limits the number of inmates the County can make available to the City. Presently, Spalding County is seeking funding for an expanded facility. With the City's political support, if this occurs the County should have more inmates available to work on City projects. The City will have to hire certified guards and provide transportation for inmates to and from City projects as a condition for their use.

Fire Departments

The City and County Fire Chiefs met during the review process and conducted a self-study of their operations with a view toward functional consolidation. At this time, the departments operate very differently, due in large part to the City being mostly a compact, urban district and the County being more widespread with lesser density. Staffs recommend both Boards authorize funding for a joint study in FY2000 by an independent consultant. This study should address the question whether consolidation is feasible, or whether an automatic aid agreement should be entered.

Stormwater Management

Recent amendments to Federal and State laws will bring continued emphasis on local governments actively managing stormwater runoff and elimination of non-point pollution sources. The City in 1998 began operation of a stormwater management utility with a dedicated funding source to address its long-range problems. The County historically has not offered such service and addresses stormwater concerns only in relation to road and bridge projects.

The County has entered an intergovernmental agreement with the City providing that where drainage basins overlap the City's political boundaries, the parties will jointly plan and work together to manage the problem. The County will need to fund future stormwater management projects, such as regional detention ponds, solely from ad valorem taxes of the unincorporated area or other sources, such as SPLOST, except where improvements are a part of County road and bridge projects.

Roads and Bridges

Georgia's Transportation Code sets out three categories of road systems in this State. Problematic to this classification system is the fact that the "County Road System" can pass through incorporated areas and the County is statutorily liable for maintenance of its system. This was further complicated by a 1992 law amending the annexation procedures, which provides that when the municipality annexes both sides of a county road, ownership and maintenance passes to the municipality by operation of law. Historically, the City has provided maintenance and police jurisdiction over all streets and roads, off the State Highway System, upon annexation. Staff concluded that rather than attempt to identify each affected route by system, since most road resurfacing is being funded through use of LARP grants, we recommend that the City should maintain all roads within its jurisdiction, not on the State Highway System, and the County should maintain all roads outside incorporated areas (with the exception of Orchard Hill and Sunnyside, unless they contract with the County for maintenance), not on the State System.

The County, in reliance upon language found on page 10 of the joint 1997 guidebook, considers maintenance of roads and bridges to be a service made available county-wide to all residents, and even non-residents. Roads provide access for all users and facilitate trade and commerce. For this reason, the staffs concur that the provision of this service is countywide and may continue to be funded from General Fund.

It is further noted that in the last County Special Purpose Local Option Sales Tax, the County made available to the City substantial funding for stormwater improvements relating to the City Street System, including the City's share of the "local DOT match" for transportation improvement funding provided the City and County by the State Department of Transportation. Staffs strongly recommend that future SPLOST issues continue to recognize and fund the City's transportation needs and assure a fair share be allotted for this purpose.

County Street Lighting

The County recently enacted an ordinance authorizing a street assessment to be imposed on adjoining properties for the purpose of funding street lighting. The County will contract with electric providers within the affected electric service

territory (City of Griffin/MEAG Power, Georgia Power, Lamar EMC, Central Georgia EMC) for this service. As funding will be provided by direct assessment of the affected properties, this service should not impact the County's General Fund.

Development Authorities

The Griffin-Spalding Development Authority was formed by local constitutional amendment. The City and County Commissions appoint its Directors. The Authority serves as a joint county and municipal industrial development authority, whose mission is to attract industry and create employment opportunities in Spalding County. Currently, the City and County are parties to an Intergovernmental Contract with the Authority to levy taxes to cover debt obligations on the Authority's Series 1991 Bonds. The City is legally obligated to levy up to $\frac{1}{4}$ mill of tax annually and the County $\frac{3}{4}$ mill per year. In practice the City appropriates to the Authority $\frac{1}{4}$ its debt service and 50% of its operating budget; the County appropriates $\frac{3}{4}$ its debt service and 50% of operating budget. This contract expires upon maturity of the bonds in the year 2000.

Staff recommends that the current arrangement be maintained until the present bonds mature. Thereafter, the County alone should levy and pay over to the Authority up to 1.0 mill of county-wide ad valorem tax annually, pursuant to O.C.G.A. §48-5-220 (20), to fund its operations, including all repayment of any future debt obligations issued. This does not require any legislative change to the Authority's organizational documents.

The Downtown Development Authority of the City of Griffin is a statutory economic development authority, whose function is to promote trade and commerce within its boundaries. The DDA district is largely coterminous with the present downtown area of Griffin. In order to function effectively, this Authority must have a reliable source of funding. Staff recommends to its Board of Commissioners that this Authority be funded annually by the levy and collection of up to 1.0 mill of ad valorem tax, levied City-wide, with collections paid over to the Authority for operating purposes, including all repayment of any debt obligations it may incur.

Elimination of Arbitrary Water & Sewer Rates by City

HB 489 requires the City to eliminate arbitrary rate differentials charged to customers of its water and sewer systems outside its city limits. Currently, the City has approximately 400 water customers and about 3,300 sewer customers residing in the unincorporated areas of the County. Historically, these customers have been charged 1.5 times the rates imposed on "inside" City customers. The City has directed its consulting engineer to study and recommend whether a rational basis exists for this differential and the effect equating the rates may

have on customers of the systems as a whole. This study should be completed in time to make any necessary rate revisions by July 1, 1999.

CONCLUSION

In 1981, Roger Fisher and William Ury wrote the bestseller, *Getting to Yes*. Their book touted the use of negotiation strategies that eliminate a win-lose philosophy because of its destructive nature to the long-term relationships that are necessary to implement the agreements. "Standard strategies for negotiation," the authors pointed out, "often leave people dissatisfied, worn out, or alienated—and frequently all three."

We agree. Using a process to produce a clear winner or loser perpetuates an image that the City of Griffin and Spalding County cannot work together. The truth is many citizens still believe we have divided leadership and argue that city and county commissioners just can't seem to lay their personal aims and egos aside long enough to do what's right.

We disagree. In fact, we know that image is no longer true and see this process as an outward and highly visible opportunity to demonstrate the working spirit that has become the norm.

No good reasons are going to be available to explain away the sanctions that will be associated with an impasse or the corresponding reduction to service levels and the quality of life that our citizens will experience. Consequently, your staffs agreed early on in the process that the development of a workable service delivery strategy was going to require some give and take in order to produce recommendations with which everyone can live. In short, the best interest of our citizens demanded the use of a carefully structured process in which the interests and concerns of both jurisdictions were taken into account.

Three goals emerged that were consistently honored throughout the process:

- To improve, or at least not damage, near-and long-term relations between the city and the county; and
- To avoid service delivery arrangements that will unnecessarily spike city or county tax rates; and
- To produce a service delivery strategy that complies with the spirit and intent and House Bill 489, meets legitimate interests of both the city and county, resolves conflicting interests fairly, considers the best interests of city and county taxpayers, and makes good financial sense.

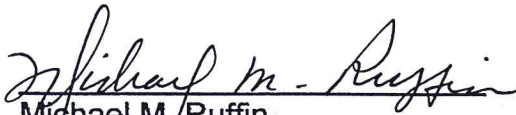
We have achieved these goals and are unanimous in our support for the adoption of this service delivery strategy. It complies with every provision of

House Bill 489 and will pass muster as it travels through the state's verification process.

Finally, it is our fervent hope that both commissions will accept the staff's recommendations so that we can move forward with other equally important work that awaits both jurisdictions in the months ahead. We look forward to working with you as you work to achieve the political consensus to accomplish that aim.

Respectfully submitted

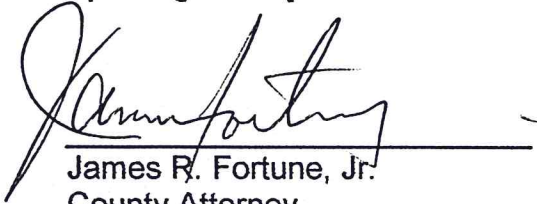
This the 1st Day of March, 1999



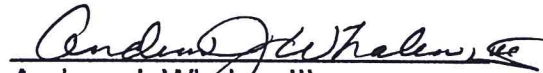
Michael M. Ruffin
County Manager
Spalding County



Rick Chaffin
City Manager
City of Griffin



James R. Fortune, Jr.
County Attorney
Spalding County



Andrew J. Whalen, III
City Attorney
City of Griffin

William Wilson Jr.

From: William Wilson Jr.
Sent: Wednesday, May 25, 2016 8:57 PM
To: Bart Miller; Don Hawbaker; Gwen Flowers-taylor; Rita Johnson; rtrayjr@aol.com
Cc: Jinna Garrison; Jim Fortune; Eric Mosley; Chad Jacobs; Kathy Gibson
Subject: Comp Plan, Service Delivery Strategy and CIE
Attachments: doc02810120160524153958.pdf

Commissioners,

Please find attached correspondence from Three Rivers RDC regarding the due dates for the documents mentioned above. As you may recall from the budget work session we budgeted approximately \$175K for the Comprehensive Plan for FY 2017 and Chad is working on an RFP now to be issued soon to choose a consultant to prepare this document. You will also notice that HB 489 or SDS (Service Delivery Strategy) must be completed by October 31 of 2017 as well. I will be at a GEBCorp Defined Contribution Pension Board of Trustees meeting the next two days and will discuss assistance that ACCG will be providing Counties with this process with Ross King at that meeting. This will be the third time we will be negotiating with the COG over Service Delivery and I anticipate this to be a very controversial negotiation. State law sets out explicit guidelines for these negotiations and I will be forwarding additional information to you concerning SDS in the near future.

Hope everyone has a great weekend and a safe and happy Memorial Day.

Don't forget the Memorial Day Ceremonies at Veterans Memorial Park on Monday at 11AM.

Hope to see you there.

Wm

William P. Wilson, Jr.
County Manager
Spalding County, GA
770.467.4224 direct
770.467.4227 fax
wwilson@spaldingcounty.com

"Never give up on a dream just because of the time it will take to accomplish it. The time will pass anyway."



PETER BANKS, Chairman
LANIER E. BOATWRIGHT, Executive Director

COUNTIES SERVED: Butts, Carroll,
Coweta, Heard, Lamar, Meriwether,
Pike, Spalding, Troup, and Upson

May 18, 2016

Ms. Rita Johnson, Chairperson
Spalding County Board of Commissioners
P. O. Box 1087
Griffin, GA 30224

RE: Comprehensive Plan Update - Due October 31, 2017 – (17 Months)

Dear Ms. Johnson:

As per the Qualified Local Government (QLG) Extension Deadline as provided by the Georgia Department of Community Affairs (DCA), Spalding County has a Comprehensive Plan Update due on **October 31, 2017**. In order to maintain qualified local government certification, and thereby remain eligible for selected state funding and permitting programs, each local government must prepare, adopt, maintain, and implement a comprehensive plan as specified in the Minimum Standards and Procedures for Local Comprehensive Planning that became effective March 1, 2014. I have attached a copy of these standards for your review.

A copy of your planning status deadlines is also attached for reference. Please be advised that, in order to meet the October 31, 2017 deadline for your Comprehensive Plan Update and maintain your QLG status, you must have completed the plan update, adopted it, and notified DCA of such adoption by the deadline. In order to expedite this process, Three Rivers Regional Commission (TRRC) must receive your completed update no later than August 1, 2017 for review and submittal to DCA.

Spalding County also has a Capital Improvements Element (CIE) Update that must be completed on an annual basis. This includes your Capital Improvements documents and an update of the County's Short-Term Work Program (now called the Community Work Program). This update is due October 31st of each year; and TRRC must receive your completed update no later than August 1st of each year for review and submittal to DCA for its review and approval. A transmittal resolution is required to initiate the review process, and an adoption resolution is required once the updated plan has been approved by DCA.

TRRC is under contract with DCA to perform an update of your comprehensive plan at no cost, as long as it is completed in accordance to the minimum standards as referenced above. Additional fees will apply for services rendered that go above the minimum standards for your community. If you desire for TRRC to perform the work on your plan update, please submit a written request to me no later than July 1, 2016. You may submit your request via mail or email. My contact information is as follows:

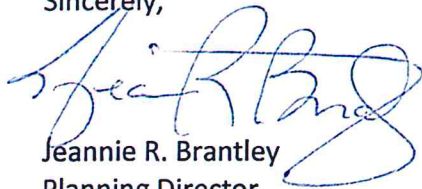
Jeannie R. Brantley, Planning Director
Three Rivers Regional Commission
P. O. Box 818
Griffin, GA 30224
jbrantley@threeriversrc.com

Please note that two public hearings and a stakeholder's committee is required for this update process. All hearings and committee meetings must be completed by the August 1, 2017 deadline.

I also advise that Spalding County and its municipalities have a Service Delivery Strategy Update due on **October 31, 2017**, as well. The SDS is due the same date the County's full Comprehensive Plan Update. We can assist the County and its municipalities in this process.

If you have any questions or need further information regarding this matter, please do not hesitate to contact me at 678-692-0510 or by email at jbrantley@threeriversrc.com.

Sincerely,



Jeannie R. Brantley
Planning Director

Attachments

SPALDING COUNTY



Community Planning Resources

Spalding County

Planning Status

Status	Submittal Type	Next Date
●	Comp Plan Update	10/31/2017
●	CIE Update	10/31/2016
●	Service Delivery Strategy	10/31/2017

● Compliant ● Due in less than 120 days ● Past Due

A low-angle photograph of the Georgia State Capitol dome, showing its golden surface and the Statue of Liberty on top. The sky is clear blue. A horizontal blue bar is positioned above the text.

2017 LEGISLATIVE *toolkit*

Table *of* Contents

A Message from the ACCG President	1
ACCG Policy Staff and Policy Council	2
2017 Top Five Legislative Priorities.	3
Legislative Priority Briefs	
<i>Next Generation of 9-1-1 Services</i>	4
<i>Reforms to the Title Ad Valorem Tax Program</i>	6
<i>Single County T-SPLOST Reform</i>	8
<i>Georgia Agriculture Tax Exemption Reform</i>	9
<i>Incorporation of New Cities, Annexation, and Deannexation</i>	10
2017 Legislative Agenda	12
Calendar of Events	13



Dear ACCG Members and Partners in County Government,

Georgia has become recognized as a national leader in business and in many policy areas. It is the collaboration between the State and its local governments that contribute to that success and notoriety. The collaborative efforts between the state's key government leaders, from all levels, produces a foundational partnership that is critical to positioning Georgia as a national model regarding public policy. In efforts to build upon that partnership, ACCG is providing its members and partners in county government with the 2017 Legislative Toolkit. The 2017 ACCG Legislative Toolkit will inform individuals about key issues of significance to counties with policy briefs on the association's top five priorities and the Legislative Agenda as defined by the entire ACCG membership.

As you will see in the enclosed document, ACCG's top priorities for the 2017 session include Next Generation of 9-1-1 Services; Reforms to the Title Ad Valorem Tax Program; Single County TSPLOST Reform; Georgia Agriculture Tax Exemption (GATE) Reform; and Incorporation of New Cities, Annexation, and Deannexation. The enclosed policy briefs include more detail on each issue including background information as it pertains to county governments, the status of the issue, and talking points. As there are a number of issues that will arise during the session that will impact counties, ACCG has also included the Legislative Agenda which outlines additional anticipated items it will actively pursue.

ACCG hopes this information will contribute to constructive and productive dialogue that will result in a benefit to Georgians everywhere. The association looks forward to continuing its work of advancing Georgia's counties while best serving in its role as a key player in the state's government arena. County officials and partners in county government are encouraged to use this toolkit throughout the legislative process. Please do not hesitate to contact a member of the association if they can be of any assistance as all public officials work to progress Georgia's position as a national model for effective and efficient government.



Sincerely,

Tommy Lyon
ACCG President and Elbert County Chairman

ACCG POLICY STAFF



Clint Mueller
Legislative Director
cmueller@accg.org



Kathleen Bowen
Legislative Associate
Natural Resources
and the Environment
Federal
Transportation
kbowen@accg.org



Todd Edwards
*Associate Legislative
Director*
General County
Government
tedwards@accg.org



Nicole Logan
*Administrative
Assistant*
nlogan@accg.org



Debra Nesbit
*Associate Legislative
Director*
Health and Human
Services / Public
Safety and the Courts
dnesbit@accg.org



Brad Vaughan
Legislative Associate
Economic
Development
Revenue and Finance
bvaughan@accg.org



Ross King
*ACCG
Executive Director*

ACCG POLICY COUNCIL

OFFICERS

Tommy Lyon – *Elbert County Chairman*
ACCG President

Allen Poole – *Haralson County Chairman*
First Vice President

Harry Lange – *Harris County Chairman*
Second Vice President

Joan Garner – *Fulton County Commissioner*
Third Vice President

Terrell Hudson – *Dooly County Chairman*

Billy Pittard – *Oglethorpe County Chairman*

PAST PRESIDENT

Charlotte Nash – *Gwinnett County Chairman*

SECTION PRESIDENTS

Aaron Mumford – *Glynn County Attorney*

Guy Singletary – *Emanuel County Administrator*

Danielle Austin – *Barrow County Clerk*

EXECUTIVE DIRECTOR

Ross King – ACCG Executive Director

POLICY COMMITTEE CHAIRS AND VICE CHAIRS

Alpha Benefield

Charlton County Commissioner
Health and Human Services Committee Vice Chair

Liz Hausmann – *Fulton County Vice Chairman*
Federal Committee Vice Chair

Henry Craig – *Baldwin County Commissioner*
Revenue and Finance Committee Vice Chair

Ben Hendrix – *Barrow County Commissioner*
Public Safety and the Courts Committee Chair

Lynette Howard

Gwinnett County Commissioner
Economic Development and Transportation
Committee Chair

J. Briar Johnson – *Pike County Chairman*
Economic Development and Transportation Committee
Vice Chair

Scotty Shepherd

Macon-Bibb County Commissioner
Public Safety and the Courts Committee Vice Chair

Cindy Mills – *Forsyth County Vice-Chair*

General County Government Committee Chair

Brittany Pittman

Murray County Sole Commissioner
Revenue and Finance Committee Chair

Jeff Rader – *DeKalb County Commissioner*
Federal Committee Chair

Doug Sherrill – *Lumpkin County Commissioner*
Natural Resources and the Environment Committee
Vice Chair

Tommy Stalnaker – *Houston County Chairman*
Natural Resources and the Environment Committee Chair

Dale Provenzano – *Glynn County Commissioner*
General County Government Committee Vice Chair

Doreen Williams

Rockdale County Commissioner
Health and Human Services Committee Chair

2017

TOP 5 LEGISLATIVE PRIORITIES

Next Generation of 9-1-1 Services

Rapidly changing technology will require greater coordination and centralization of activities involving Georgia's 9-1-1 system. ACCG calls for the creation of a Local Government 9-1-1 Authority that will provide leadership to maximize existing revenue sources which fund 9-1-1 systems by providing parity in 9-1-1 fees assessed to all devices and methods by which a 9-1-1 center may receive communication.

Reforms to the Title AD Valorem Tax Program

ACCG believes a number of reforms to the current title ad valorem tax (TAVT) system are necessary to ensure that local governments realize the full benefit of this key revenue source. ACCG therefore calls for parity in treatment between new and used cars regarding valuation for tax purposes, eliminating a key avenue for abuse by vehicle sellers. ACCG also calls for the end to the annual statewide cap on the dollar amount of revenue local governments receive from TAVT.

Single County T-SPLOST Reform

Beginning July 1, 2017, every county will have access to a new tool for funding a broad array of transportation needs. To gain the support of local voters, local officials should have maximum flexibility in designing a program that meets their local needs. ACCG is seeking several changes to the Single County T-SPLOST legislation to add flexibility and to allow local governments to customize the Single County T-SPLOST referendum for their constituents.

Georgia Agriculture Tax Exemption Reform

The Georgia Agriculture Tax Exemption (GATE) Program has a significant impact on local sales tax revenues, and the broad language in the law invites abuse of the exemption. The Department of Agriculture also lacks a number of key tools to investigate and prevent abuse of GATE cards. To help eliminate the potential for abuse of the exemption, ACCG believes new legislation should tighten enforcement of, eligibility for, and use of GATE cards and require detailed annual reporting regarding GATE's fiscal impact on local governments and the state.

Incorporation of New Cities, Annexation, and Deannexation

While annexation and incorporation may be appropriate, these processes may be abused when their primary objectives are circumventing a county's land use plan, zoning or other ordinances, or shifting limited fiscal resources while not assuming appropriate service delivery responsibilities. ACCG seeks meaningful changes to add more structure, predictability, and impact assessment to the incorporation process.

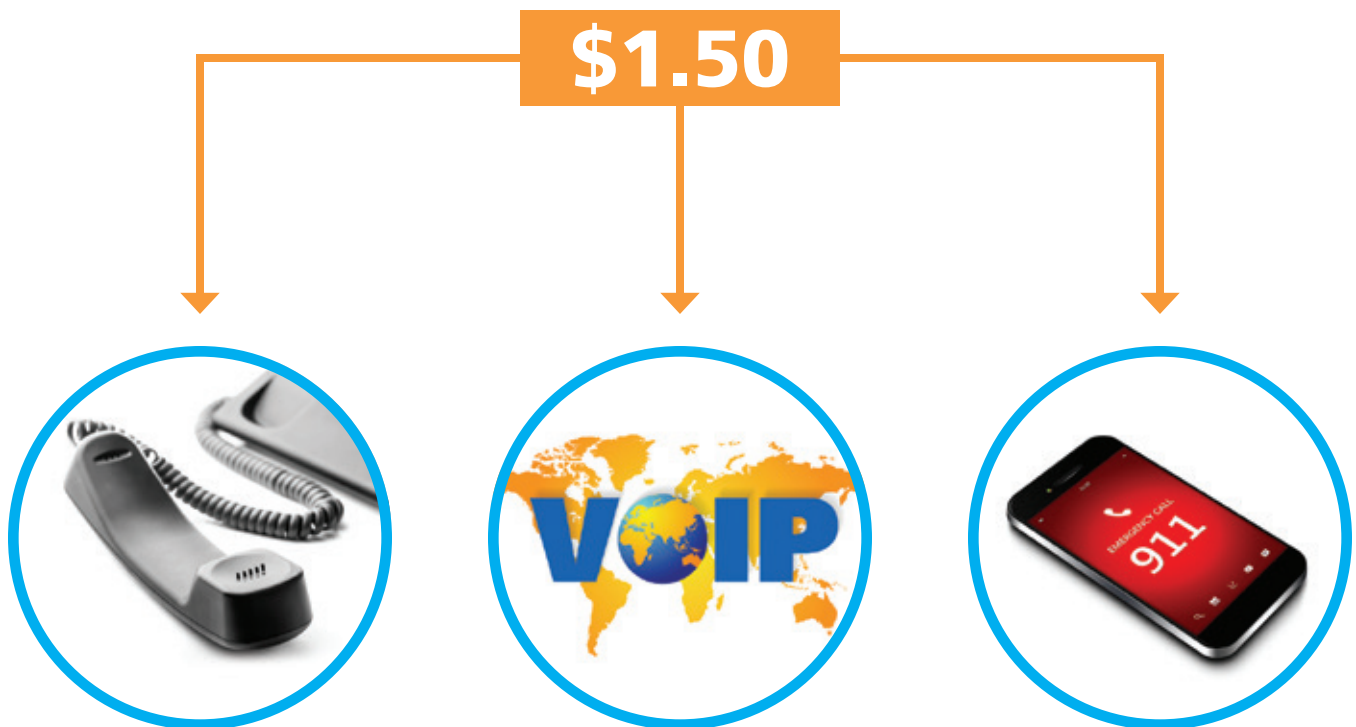


ISSUE: Next Generation *of* 9-1-1 Services

BACKGROUND

The original funding structure for 9-1-1 in Georgia was a surcharge of \$1.50 added to the bill for landline phone services. The advent of wireless phone service resulted in additional 9-1-1 fees, and finally prepaid cell phone service providers were assessed a 75 cent fee because of their increased use. Initially, the prepaid cell phone fee generated additional revenues for the operation of 9-1-1 centers, but this has changed. Landline services have nearly become obsolete as mobile phones are now the primary phone used by a vast majority of consumers and voice over internet providers (VoIP) have increased in popularity. Further impacting the revenue stream for 9-1-1 centers, most cellular providers are transitioning to a prepaid model for which the 9-1-1 fee is only 75 cents, half of the \$1.50 monthly fee assessed on all other phone lines.

With the implementation of next generation 9-1-1 service, it is likely the current funding model will undergo additional changes. Thus, developing a funding model based on next generation 9-1-1 may be premature. Adjusting the current model during transition will provide additional resources for the operation of the 9-1-1 centers.



COUNTY INTEREST


Public safety is one of the many essential services counties provide to their constituents. The factors regarding the current 9-1-1 funding model have severely impacted revenue going to the 9-1-1 centers for operational expenses. Wireless providers currently have the ability to bill public safety answering points (PSAP's) up to 45 cents of the \$1.50 fee for cost recovery for the infrastructure. This represents almost a third of the 9-1-1 fees received for the operation of the 9-1-1 center diverted away from the centers.

STATUS

A stakeholder group consisting of telecom representatives, county commissioners and representatives have met numerous times and have tentatively agreed on legislation that would create a Local Government 9-1-1 Authority. The proposed Local Government 9-1-1 Authority would provide statewide coordination, centralized collection of 9-1-1 fees, and auditing.

TALKING POINTS

- The inequity in prepaid wireless rates should be eliminated making the 9-1-1 fee \$1.50 per month for all types of services.
- The cost recovery provision for billing PSAP's should be eliminated. Wireless providers should retain the ability to charge their subscribers a cost recovery fee, but not the PSAP's.
- The creation of a Local Government 9-1-1 Authority will provide statewide coordination, auditing of telephone service suppliers conducting business in Georgia, and centralized collection of 9-1-1 fees that will be remitted back to the jurisdiction for which they were collected.



The creation of a Local Government 9-1-1 Authority will centralize collections and help ensure fees are remitted back to the appropriate jurisdiction.



ISSUE: Reforms *to* Title Ad Valorem Tax Program

BACKGROUND

Legislation passed by the Georgia General Assembly in 2012 created the Title Ad Valorem system, also known as TAVT, for certain motor vehicles purchased after March 1, 2013. TAVT is calculated on a vehicle's taxable value, which is determined by establishing the vehicle's fair market value (FMV), subtracting the value of any trade-in vehicle from that amount, and then multiplying the difference by the applicable tax rate. ACCG believes two issues with TAVT should be addressed by legislation in 2017: allocation of TAVT revenue between local governments and the state and valuation of used vehicles and trade-ins for tax valuation purposes.

Revenue Share

The local percentage share of TAVT revenue automatically increases on an annual basis until 2022 but is overridden in a given year if actual local revenues on a statewide basis exceed or fall short of the "local target collection" by 1 percent or more. When local revenues exceed the target, the state reduces the local percentage share of TAVT for the following year.



Valuation of Used Vehicles & Trade-Ins

The FMV of a used vehicle is the value listed in the Department of Revenue assessment manual. Trade-in value is the value of the traded-in vehicle as stated in the bill of sale. For used vehicle sales, this system invites dealers to inflate the reported sale value of used vehicles and trade-ins to eliminate most or all of the taxable value of the purchased vehicle.

COUNTY INTEREST

Vehicle taxes, including TAVT, comprise roughly 11 percent of county revenue on a statewide basis. The current TAVT allocation method has produced additional vehicle tax revenue for a few local governments but a reduction in tax revenue for most. Local governments would likely benefit from a shift to a straight percentage allocation and elimination of the annual targets and adjustments. They would be assured of receiving a set percentage of the TAVT revenue generated in their jurisdictions without regard to fluctuations in statewide TAVT collection. Eliminating avenues for abuse by used vehicle sellers would also protect TAVT as a key revenue source for local governments and the state.

STATUS

ACCG expects legislation addressing several TAVT issues to be introduced in 2017.

TALKING POINTS

- Eliminate the annual local revenue targets and adjustments in favor of a simple percentage allocation between local governments and the state.
- Value used vehicles at their actual sale price, or limit the value of a trade-in to no more than the vehicle's Department of Revenue value.
- Increase penalties for falsified bills of sale submitted to tax authorities.
- Clarify the auditing and fraud investigation and reporting roles of local governments and the Department of Revenue.



ISSUE: Single County T-SPLOST Reform

BACKGROUND

The Transportation Investment Act of 2010 (TIA) provided an opportunity for regions throughout Georgia to impose a 1 percent sales tax to fund transportation improvements within their region. Only three of the 12 regions were successful in passing the tax in a regional referendum leaving 113 counties comprising the other nine regions without this additional funding source.

To provide another transportation funding option for these counties, the General Assembly passed a single county transportation sales tax option during the 2015 legislative session. This funding option allows individual counties to levy an additional sales tax solely dedicated for transportation purposes.

Beginning July 1, 2017, all counties that have not passed a Regional Transportation Sales Tax will be allowed to hold a referendum to levy a Single County T-SPLOST. The Single County T-SPLOST can be levied at a fractional rate up to 1 percent in .05 percent increments if there is an intergovernmental agreement with the qualified cities within the county. If there is no intergovernmental agreement in place, the tax can be levied up to .75 percent. The Single County T-SPLOST tax can be in effect for a maximum duration of five years.

COUNTY INTEREST

Georgia counties own and maintain 83 percent of the state's public roads and have traditionally spent a large portion of their general funds and regular SPLOST funds on transportation. Increasing options and providing flexibility to counties for funding transportation helps ensure that local officials, working with their constituents, have the tools necessary to build and maintain a transportation network necessary to attract economic development and serve the needs of their citizens.

STATUS

Through discussions with counties that are considering this new funding mechanism, ACCG has found that improvements can be made to the existing law to make the Single County T-SPLOST more viable for some counties.

TALKING POINTS

- Remove dates in the law that may make it difficult for counties to conduct a Single County T-SPLOST referendum on the November 7, 2017, election date.
- Allow counties that passed a fractional Single County T-SPLOST for less than 1 percent to hold a second referendum for the remaining balance before the existing tax expires as current law only allows counties to have one T-SPLOST in place at a time. Unforeseen needs or opportunities may require additional transportation revenue before counties are allowed to hold a new T-SPLOST referendum.
- Allow counties to fund state transportation projects as granted in the standard SPLOST law.
- Authorize counties to collect any fractional portion dedicated to transit for a maximum period of 20 years. In order to receive federal funds, transit projects typically need to show a dedicated funding mechanism for a minimum of 20 years.

ISSUE: Georgia Agriculture Tax Exemption Program Reform

BACKGROUND

At the beginning of 2013, the Georgia Agriculture Tax Exemption, also known as the GATE program, was implemented to allow agriculture producers and the businesses that support them to purchase business products without paying sales taxes on them. The GATE legislation consolidated a number of separate agricultural tax exemptions into a single program, and it charged the Department of Agriculture with administering the program. The legislation also greatly expanded eligibility for the exemption and the purchases to which it applies.

COUNTY INTEREST

The GATE program—through which over 36,000 exemption cards have been issued—is having a significant impact on local sales tax revenues, particularly in rural communities that are heavily dependent on agriculture. County officials also remain concerned that GATE cards are abused by holders and merchants, as the Department of Agriculture lacks a number of key tools to investigate and prevent abuse of GATE cards, including the ability to receive taxpayer information from the Department of Revenue.

STATUS

Legislation implementing a number of ACCG's proposed reforms came close to passage in 2016, and ACCG anticipates that reform legislation will be reintroduced in 2017.

TALKING POINTS

- Provide a clear definition of agriculture producer, and eliminate the exemption for businesses that provide services to agriculture producers.
- Move the administration of the program from the Department of Agriculture to the Department of Revenue like other exemption programs.
- Require GATE applicants to file documentation to prove the required volume of farm activity. Applicants should also provide a social security or tax ID number that can be used to cross reference their income tax returns and should submit a primary business classification (NAICS) code that is identical to the one used on their income tax return.
- Increase the annual income threshold needed to qualify for the exemption.
- Replace the annual application renewal period with a three year renewal period.
- Require sellers to keep detailed records of exempt sales and report such information to the state through a unified system.
- Require the state government to provide information to applicants regarding proper use of the exemption and to make annual reports to the General Assembly regarding GATE administration and enforcement.



ISSUE: INCORPORATION *of* NEW CITIES,

BACKGROUND

The Georgia General Assembly has passed legislation to allow for the creation of 12 new municipalities since 2005, and there were seven incorporation bills introduced during the 2015-2016 legislative session alone. Georgia's new city wave shows every indication it will continue, and the implications will be far reaching. State law has few requirements on new incorporation, and ACCG believes the current statute should be enhanced to provide additional predictability and impact assessment.

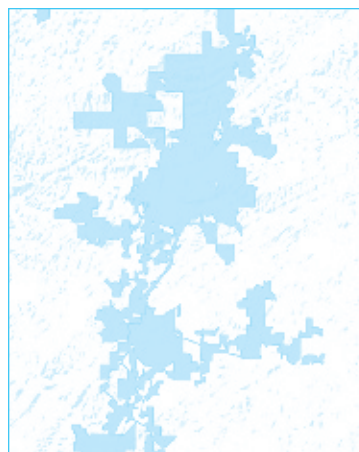
ACCG does not oppose annexation or the creation of new cities, respecting home rule and recognizing that some citizens may find value in incorporating. However, the association believes that legislators, counties, cities and the public would be better served by having additional information on which to base incorporation decisions and prepare for their impact. Studies on incorporation should not just weigh the feasibility of the new city, but also the impact on counties, existing cities, unincorporated residents, revenue distribution and service delivery.

COUNTY INTEREST

Annexation and incorporation not only impact those within the attendant city, but can also have significant land use, planning, infrastructure and service delivery impact on counties, other cities and unincorporated taxpayers.

STATUS

Both the state House and Senate conducted study committees on Annexation, Deannexation and Incorporation during the summer and fall of 2015. Resulting from those studies, the Senate passed SB 375 during the 2016 legislative session which would have revised the state's new city incorporation process. The legislation did not make it out of the House and will have to be re-introduced. No recent legislation has been introduced on annexation or deannexation.

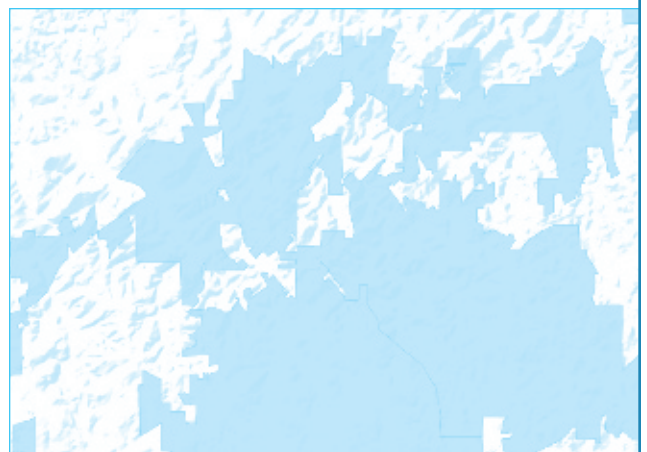


Actual Georgia city boundaries.

ANNEXATION *and* DEANNEXATION

TALKING POINTS

- Codify more of the steps and procedures governing the incorporation of new cities, rather than relying on legislative rules (e.g. the referendum, feasibility study and two-year process) alone.
- Expand the current incorporation feasibility study to examine a proposed city's impact on:
 - the entire county and its existing municipalities,
 - the county's ability to continue funding both unincorporated and county-wide services,
 - existing and proposed future service delivery responsibilities, and
 - existing pension obligations which may be left unfunded.
- Prohibit the creation of unincorporated islands within the boundaries of a newly incorporated municipality or between an existing and the new city.
- Reinstate the “3-mile” provision in state law to help avoid disputes between and among cities during the incorporation process.
- Revise the current annexation dispute resolution process to:
 - extend the period by which counties may object to a proposed annexation,
 - extend the grounds under which counties may object to an annexation, and
 - strengthen the signature verification process to validate an annexation.
- Ensure that property rights are respected by authorizing a property owner to deannex from a municipality under the same conditions as they would annex, without the city having unilateral veto authority.



2017–18 LEGISLATIVE AGENDA

ACCG works on behalf of counties and their communities to provide public policy development and legislative advocacy on issues that come before the Georgia General Assembly and the U.S. Congress. As part of ACCG's policy development process, county officials identify specific, actionable items for the association's lobbyists to further. These items, called the Legislative Agenda, are recommended by the ACCG Policy Council, approved by the Board of Managers and voted upon by the ACCG membership at the Legislative Leadership Conference as part of the County Platform.

In addition to the Top Five Legislative Priorities, the following issues are significant to Georgia's counties and will be actively pursued by ACCG.

STATE

- **Class Action Litigation Regarding Tax Refunds and Use of Tax Proceeds** - ACCG's new platform statement on class action litigation calls for parity in treatment between the state and its political subdivisions. State law currently prohibits the use of class actions when bringing a tax refund suit against the Georgia Department of Revenue. In light of the growing use of this mechanism to bring costly tax-related litigation against cities, schools, and counties, ACCG asks the General Assembly to extend the same protection to local governments that the state currently enjoys.
- **Emergency Medical Services (EMS)** – State law should require that Centers for Medicare & Medicaid and all payors honor the assignment of benefits for EMS services. When a patient signs an assignment of benefits, the payment should be remitted to the EMS provider.
- **Medicaid Benefits** - The Department of Community Health and the Department of Human Services should allow for the continuation of Medicaid benefits for offenders prior to conviction, and for the suspension of benefits for those convicted instead of cancellation of benefits.
- **Regional Transit Governance and Funding** - ACCG supports the creation of new options for funding and financing rural and urban transit. ACCG supports consolidation of transit operations to improve efficiency. ACCG also supports a governance structure that includes the county government proportional to their level of funding.
- **Service Delivery** – With many Service Delivery Strategy (SDS) negotiations and possible conflicts occurring in the next few years, the General Assembly may attempt to revise the SDS Act. ACCG will work to avoid adverse SDS revisions and close loopholes in order to minimize conflict during negotiations and dispute resolution. ACCG's proposed changes will mirror definitions and principles detailed in the joint ACCG/GMA SDS handbook.

FEDERAL

- **Tax Exempt Municipal Bonds** - Tax exempt municipal bonds are vital tools to local governments seeking to bring economic development and job growth to their communities. ACCG urges Congress to preserve the tax exempt status of municipal bonds and to oppose any attempt to cap or eliminate the exemption, for doing so would increase the borrowing costs of public entities which will ultimately be shifted to the tax payer in the form of rate and tax increases.
- **Marketplace Fairness Act (Sales Tax on Remote Sales)** - ACCG urges Congress to require remote sellers to collect sales tax and distribute the funds back to the consumer's state. Once the state receives the sales tax, the state should be required to remit the appropriate sales tax revenue to local governments within their state. Such legislation to assist state and local governments to uniformly collect existing sales taxes should be expedited and not be tied to broader federal tax reform, as it has no impact on the federal tax burden.

UPCOMING EVENTS

2017 Session of the General Assembly Begins

January 9

Atlanta/Fulton County, GA

Newly Elected Commissioners Day at the Capitol

February 9

Atlanta/Fulton County, GA

2017 District Days at the Capitol

County officials are encouraged to attend on the date that best fits their schedule.

February 22 • March 1 • March 8

Atlanta/Fulton County, GA

2017 NACo Legislative Conference

February 25–March 1

Washington, D.C.

2017 ACCG Annual Conference

April 28– May 1

Savannah/Chatham County, GA

2017 NACo Annual Conference

July 21–24

Columbus/Franklin County, OH

ACCG Main Office

191 Peachtree Street NE, Suite 700

Atlanta, GA 30303

Tel: (404) 522-5022 | FAX: (404) 525-2477

E-mail: info@accg.org



facebook.com/georgiacounties



[@GACounty](https://twitter.com/GACounty)



SPALDING COUNTY BOARD OF COMMISSIONERS

Issues to discuss with Zoning Attorney

Requesting Agency

County Manager

Requested Action

Discussion and review of:

- Proposed Proactive Code Enforcement Policy
- Community Improvement Districts (CID's)
- Tax Allocation Districts (TAD's)

Requirement for Board Action

Is this Item Goal Related?

Summary and Background

Fiscal Impact / Funding Source

STAFF RECOMMENDATION

ATTACHMENTS:

Description	Upload Date	Type
<input type="checkbox"/> Proactive Code Enforcement Policy	12/28/2016	Backup Material
<input type="checkbox"/> Cumberland CID Article	1/3/2017	Backup Material
<input type="checkbox"/> Griffin TAD1 and TAD2 Information	1/3/2017	Backup Material
<input type="checkbox"/> Tax Allocation Districts - How They Work	1/9/2017	Backup Material
<input type="checkbox"/> Tax Allocation Districts - FAQ's	1/9/2017	Backup Material

SPALDING COUNTY
CODE ENFORCEMENT PROGRAM POLICY

Goal:

The goal of the Spalding County Code Enforcement Program is the consistent, fair and timely enforcement of the regulatory provisions of the Spalding County Code, prioritized to protect the public's health and safety. Voluntary compliance is encouraged. The program is only a guideline.

Code Enforcement Complaint Commencement:

Code enforcement may commence upon a complaint received from a resident, neighbor or County official which alleges that a condition which violates the Spalding County Code exists on a particular parcel. Code enforcement may also commence upon the observation of an open and obvious condition on a parcel observed in Plain View by the Code Enforcement Officer. Initiation of a complaint of violation of the Spalding County substandard housing code shall follow the procedures in Spalding County Code Section 9-3109.

A complaint may be received in any written form. A verbal complaint may be received but it must be documented in writing by Spalding County personnel. The observation of a condition in Plain View by the Code Enforcement Officer must be documented in writing either on a complaint form or citation.

Plain View:

A condition in violation of the Spalding County Code on a parcel observed by the Code Enforcement Officer from a public road right of way or sidewalk or from adjoining property for which consent to entry by the Code Enforcement Officer has been given.

Code Enforcement Priorities:

Complaints shall be prioritized based on the severity of the alleged violation and the severity of risk posed to the public's health, safety and welfare from the condition.

- **High Priority:** a complaint alleging a condition which poses an immediate or readily apparent threat to the health, safety and welfare of the public and/or the environment. Action on a high priority complaint should occur before the conclusion of the next business day following within twenty four (24) hours of receipt. If a high priority complaint cannot be handled by the Code Enforcement Officer, it should be immediately referred to an appropriate governmental agency with authority to handle the alleged violation.

- **Standard Priority;** the allegation of any condition which is not a high priority but which alleges the existence of a condition on the property which violates the Spalding County Code.

Priority of complaints shall be determined by the ~~Assistant County Manager~~ or his designee ~~Community Development Director~~.

Fourth Amendment Protections:

Code enforcement activities must comply with the property owner's right to be protected from unreasonable searches and seizures under the Fourth Amendment to the U.S. Constitution. A Code Enforcement Officer may search any parcel as to which a complaint has been received if:

- The property owner or occupant consents;
- A search warrant has been issued by an appropriate judicial authority;
- The condition on the parcel is observed in Plain View by the Code Enforcement Officer
- A business subject to a permit, license or other regulation for which consent to inspection is a required condition; or
- An emergency exists which the Code Enforcement Officer believes poses an immediate danger to human life.

Inspections:

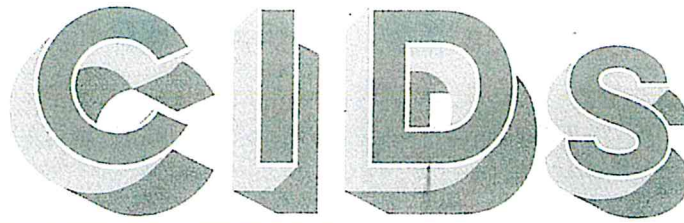
When a complaint has been received or a condition that violates the Spalding County Code is observed on the property in Plain View, the Code Enforcement Officer shall conduct an initial inspection on the property to identify the existence of any violation(s). The initial inspection shall be documented in writing, accompanied by photographs of any condition present on the property that may be in violation of the Spalding County Code. If no violation is found, the complaint is concluded. If a violation is found and prior to the issuance of a citation, the Code Enforcement Officer may issue a warning and direct that corrective action be undertaken and completed within ten (10) days thereof. A second inspection may be conducted in the discretion of the Code Enforcement Officer.

Violations:

If the inspection by the County Enforcement Officer finds a violation of the Spalding County Code, a citation that identifies the condition and the applicable section of the Spalding County Code that has been violated will be issued. The citation may be resolved by voluntary compliance or proceed through standard judicial process.

Persons Responsible for Code Violations:

Responsibility for compliance with the Spalding County Code shall rest with the owner, occupant or tenant of any parcel or portion thereof, as well any other person, such as an architect, contractor, builder, agent or any employee who may have assisted or contributed to the existence of a condition present on the parcel that violates the Spalding County Code.



GEORGIA'S VITAL ECONOMIC DEVELOPMENT TOOL

by Cindy Morley

Editor's Note: The General Assembly has created Community Improvement Districts through local legislation, and they have a significant track record for funding public services ranging from street/infrastructure construction and maintenance to the building of parks, transportation and water systems. Creation is contingent on consent from a majority of property owners within the district that would be subject to its taxation. Georgia has 25 active CIDs engaging in worthy projects. Staff writer Cindy Morley focuses on three of the oldest in metro Atlanta.

IT BEGAN WITH THE CUMBERLAND CID

After 20 years serving as executive director of the Cumberland Community Improvement District (CID), Malaika Rivers has become known across the country as an expert in CIDs and public/private partnerships.

And why not? She oversees one of the largest-ever public/private partnerships—and it includes the burgeoning Cobb County development surrounding SunTrust Park. In 2017 the Atlanta Braves will relocate from downtown Atlanta to a brand-new, \$1-billion ball-park and mixed-use facility on 60 acres of undeveloped land right in the heart of the Cumberland CID. In a show of support, the CID board and its investors made an upfront commitment of \$10 million toward public infrastructure related to the Braves project.

"The value of public/private partnerships cannot be understated. The eyes of the world are looking at Georgia and its public/private partnerships through CIDs," says Rivers.

The Cumberland CID was the first established in the Peach State in 1988, after state lawmakers approved legislation creating the community improvement districts. Then-lawmakers Johnny Isakson and Roy Barnes played a key role in creating the enabling legislation, working alongside developer John Williams, a visionary who knew traffic would be the key factor influencing growth in the state.

At the time, commercial real estate assets in the Cumberland area totaled \$1.2 billion. Today, this number has more than doubled to \$2.7 billion. The Cumberland CID has raised over \$130 million, and has constructed more than a half-billion dollars of capital projects in their 6.5-mile district.

Rivers says the Cumberland CID has played a large

role in this growth by helping encourage private-sector investment in public infrastructure in order to protect and grow property values.

Indeed, Community Improvement Districts (CIDs) are an increasingly popular method of promoting economic growth. CIDs have influenced the development of the metro Atlanta region significantly—one was just established two years ago in the Hartsfield-Jackson Airport

area—and have expanded to other parts of the state. They grew out of a business improvement district (BID)—which emerged in the United States as an organizational mechanism for property owners to address problems such as economic decline, by levying an additional property tax (or other fees). Both BIDs and CIDs provide supplemental services such as landscaping, street cleaning, public safety and transportation improvements.

However, Georgia CIDs are more autonomous than the other types of BIDs. CIDs have a wider scope of eligible services that they can provide. They are a geographically defined, self-taxing district where commercial property owners voluntarily pay additional taxes to fund projects. The Cumberland CID collects about \$6 million a year.

CIDs were developed as a mechanism for funding certain projects and services like street and road construction, bridges, landscaping, new parks, water and sewage systems, signage, and public transportation systems.

"Our role is to provide the prep work to bring projects to fruition," said Rivers. "We are not meant to take the place of governing authorities, but to work with them to advance critical projects. We work hand-in-hand with the state and local governments." *continued on page 20*



Malaika Rivers



As a part of the Northwest Managed Lanes Project, the CID-funded Akers Mill Ramp will offer safe and direct access to and from the managed lanes on Interstate 75.

THE BUCKHEAD CID

Another major CID— this one located in the city of Atlanta's Buckhead area— has also achieved tremendous success since its inception in 1999, according to Executive Director Jim Durrett.

"We have been transforming Peachtree Road into an attractive complete street that accommodates all people regardless of mode of transportation," says Durrett, who has been at the helm for the past seven years.

In 17 years of existence, the Buckhead CID has spent \$13 million on the project, and has leveraged an additional \$48 million. The CID is responsible for rebuilding Charlie Loudermilk Park and improving the streetscapes in the area, spending \$2.5 million in CID funds, and leveraging another \$3.4 million from other sources. They have also partnered with Livable Buckhead and the PATH foundation to design and construct PATH400, a 5-mile multi-use greenway that is currently under construction. The CID has contributed over \$2 million to this effort, with additional funding coming from the PATH Foundation, the Georgia Transportation Infrastructure Bank and other donors.

"We also partnered with MARTA, SRTA, the FTA and the City of Atlanta to design and construct the new northern entrance into the Buckhead MARTA station, creating a pedestrian bridge over GA 400. We spent \$1.2 million, with the rest of the funding coming from the other partners," Durrett said.

The Buckhead CID is ready to begin a number of new projects, he says, including additional improvements to streets, eliminating bottlenecks, and better accommodating traffic, while making Buckhead a more walkable urban place.

"Piedmont Road between Peachtree and Lenox Road

(the Buckhead Loop) is a major focus of ours, as are East Paces Ferry and Lenox Road," said Durrett. "We are examining the concept of constructing a park over GA 400 and the Buckhead MARTA station that could become the significant gathering place that the Buckhead business district has been missing."

THE NORTH FULTON CID

Fulton County is Georgia's most populous county, with over one million inhabitants, and north Fulton has a dynamic CID working on a number of major projects under the direction of Executive Director Ann Hanlon. All projects are in different phases of study, concept, engineering, and construction.

Its largest currently under construction is the Encore Parkway Bridge Replacement and Streetscape Improvements. This \$17 million development will transform the North Point community into a better connected, pedestrian-friendly area. This project also includes the first east/west connection to Alpharetta's Big Creek Greenway.

"It is a true partnership between the North Fulton CID, City of Alpharetta, Georgia Department of Transportation, Atlanta Regional Commission, and State Road and Tollway Authority," said Hanlon, who has served as Executive Director since 2014.

"The bridge is on schedule and expected to open to traffic in November of this year, and will be fully completed next spring."

Another project in the construction phase is Northwinds Parkway Extension. This new roadway will connect Kimball Bridge Road to Old Milton Parkway, and run adjacent to Gwinnett Tech's Alpharetta Campus. The project was initially identified in the North Fulton CID's master plan, Blueprint North Fulton back in 2008. The North Fulton CID, partnering with the City of Alpharetta and Georgia Department of Transportation, is completing the northern half of the connection, while the southern half will be completed by private developers. The entire connection will be open to traffic next year, according to Hanlon.

Currently in design stage is Phase 2 of Windward Parkway. The North Fulton CID completed Phase 1 in 2012, which included adding a right turn lane and receiving lane at the GA 400 northbound Windward Parkway exit.

Phase 2 will also occur at the Ga 400 northbound Windward Parkway exit and will turn the current double left turn into a triple left turn. A receiving lane will be added headed westbound and will turn into a right turn lane at Deerfield Parkway. Right of way acquisition is expected to begin later this year and construction will start late next year.

Priorities for the future: "delivering our projects slated for completion on time and continuing our expansion efforts," said Hanlon. "While the CID does not directly participate in development, we help build the infrastructure in the community that makes good development possible."

Cindy Morley is a staff writer for James.

William Wilson Jr.

From: William Wilson Jr.
Sent: Monday, October 24, 2016 8:11 AM
To: Bart Miller; Don Hawbaker; Gwen Flowers-taylor; Rita Johnson; rtrayjr@aol.com
Cc: Jim Fortune; Kathy Gibson; Jinna Garrison; Eric Mosley; Chad Jacobs
Subject: FW: CIDs Article
Attachments: CIDs Article doc20161021101047.pdf

All:

Information from Newton on Cumberland CID which might work better for North Hill Street Development than a TAD.

Wm

From: Newton Galloway [mailto:ngalloway@gallyn-law.com]
Sent: Saturday, October 22, 2016 11:04 AM
To: Chad Jacobs <cjacobs@spaldingcounty.com>; William Wilson Jr. <wwilson@spaldingcounty.com>
Cc: Steven Jones <sjones@gallyn-law.com>
Subject: Fwd: CIDs Article

--

Newton M. Galloway
Galloway & Lyndall, LLP
The Lewis Mills House
406 North Hill Street
Griffin, Georgia 30223
(770) 233-6230
(770) 233-6231 (facsimile)
ngalloway@gallyn-law.com

Revenue Disbursement Summary

Spalding

Page 1 of 1

From : 01/01/2016 To: 12/31/2016

Tax Account	Collection				Refund				Net Collection			Commission	Disburse Total
	Count	Amount	Interest	Total	Count	Amount	Interest	Total	Amount	Interest	Total		
110 STATE TAX	8,713	10,898.94	1,779.89	12,678.83	688	-1,033.93	-59.92	-1,093.85	9,865.01	1,719.97	11,584.98	-315.97	11,269.01
120 COUNTY M&O	36,471	20,952,975.77	35,873.30	21,188,849.07	692	-339,410.32	-11,298.59	-350,708.91	20,613,565.45	224,574.71	20,838,140.16	698,735.72	21,536,875.88
140 COUNTY SCHOOL M&O	35,844	24,214,517.22	84,906.15	24,499,423.37	692	-408,393.73	-13,561.48	-421,955.21	23,806,123.49	271,344.67	24,077,468.16	601,937.15	23,475,531.01
160 FIRE DISTRICT	24,875	3,290,298.36	42,467.86	3,332,766.22	399	-54,726.58	-1,866.06	-56,592.64	3,235,571.78	40,601.80	3,276,173.58	.00	3,276,173.58
200 CITY - GRIFFIN	11,672	3,831,757.72	43,025.47	3,874,783.19	290	-60,101.02	-2,112.37	-62,213.39	3,771,656.70	40,913.10	3,812,569.80	-95,314.73	3,717,255.07
201 GRIFFIN TAD #1	150	17,208.68	124.52	17,333.20	42	-661.16	.00	-661.16	16,547.52	124.52	16,672.04	.00	16,672.04
202 GRIFFIN TAD #1 COUN	150	34,648.76	239.57	34,888.33	42	-1,333.57	.00	-1,333.57	33,315.19	239.57	33,554.76	.00	33,554.76
203 GRIFFIN TAD #2	91	79,448.09	189.07	79,637.16	55	-3,922.93	-54.22	-3,977.15	75,525.16	134.85	75,660.01	.00	75,660.01
204 GRIFFIN TAX INCENTIV	8	1,467.88	385.19	1,853.07	0	.00	.00	.00	1,467.88	385.19	1,853.07	.00	1,853.07
205 GRIFFIN TAD #2 COUN	90	169,561.83	382.76	169,944.59	35	-3,676.36	-16.56	-3,692.92	165,885.47	366.20	166,251.67	.00	166,251.67
210 CITY- SUNNY SIDE	130	9,710.78	433.60	10,144.38	0	.00	.00	.00	9,710.78	433.60	10,144.38	-253.59	9,890.79
220 CITY - ORCHARD HILL	144	36,495.98	126.24	36,622.22	3	-51.07	.34	-50.73	36,444.91	126.58	36,571.49	-914.28	35,657.21
230 NON FILING PENALTY	59	3,604.23	4.94	3,609.17	0	.00	.00	.00	3,604.23	4.94	3,609.17	.00	3,609.17
610 STREET LIGHTS	3,068	177,633.16	725.57	178,358.73	86	-1,583.15	-26.98	-1,610.13	176,050.01	698.59	176,748.60	.00	176,748.60
920 COLLECTION FEE	0	92,994.95	.00	92,994.95	0	.00	.00	.00	92,994.95	.00	92,994.95	.00	92,994.95
930 FIFA FEE	0	16,342.81	.00	16,342.81	0	48.33	.00	48.33	16,391.14	.00	16,391.14	.00	16,391.14
940 GED AMOUNT	0	32,773.32	.00	32,773.32	0	-266.46	.00	-266.46	32,506.86	.00	32,506.86	.00	32,506.86
950 LATE PAYMENT PENAL	0	308,131.25	.00	308,131.25	0	-3,198.36	.00	-3,198.36	304,932.89	.00	304,932.89	.00	304,932.89
960 TITLE FEE	0	3,618.51	.00	3,618.51	0	.00	.00	.00	3,618.51	.00	3,618.51	.00	3,618.51
970 ADVISTISE AMOUNT	0	12,124.03	.00	12,124.03	0	-120.00	.00	-120.00	12,004.03	.00	12,004.03	.00	12,004.03
980 ADMINISTRATOR FEE	0	116,027.60	.00	116,027.60	0	-1,064.00	.00	-1,064.00	114,963.60	.00	114,963.60	.00	114,963.60
990 MAIL FEE	0	22,987.94	.00	22,987.94	0	-800.00	.00	-800.00	22,187.94	.00	22,187.94	.00	22,187.94
Final Total:	121,465	53,435,227.81	10,664.13	54,045,891.94	3,024	-880,294.31	-28,995.84	-909,290.15	52,554,933.50	581,668.29	53,136,601.79	.00	53,136,601.79

Report Selection Criteria:

Digest Type: All From Year: All From Register: All Property Type: All Authority : All
 Bill Source: All To Year: All To Register: All Real Estate Type: All

Revenue Disbursement Summary

Spalding

Page 1 of 1

From : 01/01/2015 To: 12/31/2015

Tax Account	Collection				Refund				Net Collection			Commission	Disburse Total
	Count	Amount	Interest	Total	Count	Amount	Interest	Total	Amount	Interest	Total		
110 STATE TAX	33,684	68,951.03	2,860.43	71,811.46	766	-295.47	-55.49	-350.96	68,655.56	2,804.94	71,460.50	-1,839.79	69,620.71
120 COUNTY M&O	37,589	20,880,389.58	67,073.80	21,147,463.38	766	-49,660.69	-4,390.99	-54,051.68	20,830,728.89	262,682.81	21,093,411.70	712,052.57	21,805,464.27
140 COUNTY SCHOOL M&O	36,929	24,141,593.46	31,259.43	24,472,852.89	766	-58,706.74	-5,775.96	-64,482.70	24,082,886.72	325,483.47	24,408,370.19	610,210.24	23,798,159.95
160 FIRE DISTRICT	25,546	3,597,541.56	48,491.75	3,646,033.31	401	-9,497.29	-654.35	-10,151.64	3,588,044.27	47,837.40	3,635,881.67	.00	3,635,881.67
200 CITY - GRIFFIN	12,075	3,910,404.06	51,882.12	3,962,286.18	363	-8,476.66	-1,160.65	-9,637.31	3,901,927.40	50,721.47	3,952,648.87	-98,816.43	3,853,832.44
201 GRIFFIN TAD #1	201	12,950.52	427.84	13,378.36	47	-402.08	-41.75	-443.83	12,548.44	386.09	12,934.53	.00	12,934.53
202 GRIFFIN TAD #1 COUN	201	25,558.96	770.01	26,328.97	47	-713.42	-72.56	-785.98	24,845.54	697.45	25,542.99	.00	25,542.99
203 GRIFFIN TAD #2	99	51,619.50	105.09	51,724.59	9	.00	.00	.00	51,619.50	105.09	51,724.59	.00	51,724.59
204 GRIFFIN TAX INCENTIV	16	2,064.10	741.67	2,805.77	1	.00	11.42	11.42	2,064.10	753.09	2,817.19	.00	2,817.19
205 GRIFFIN TAD #2 COUN	99	104,423.48	199.96	104,623.44	0	.00	.00	.00	104,423.48	199.96	104,623.44	.00	104,623.44
210 CITY- SUNNY SIDE	160	13,342.79	615.52	13,958.31	1	4.15	7.50	11.65	13,346.94	623.02	13,969.96	-349.29	13,620.67
220 CITY - ORCHARD HILL	128	33,305.49	188.08	33,493.57	1	-20.32	.00	-20.32	33,285.17	188.08	33,473.25	-836.82	32,636.43
230 NON FILING PENALTY	11	47.30	3.29	50.59	2	7.32	.00	7.32	54.62	3.29	57.91	.00	57.91
610 STREET LIGHTS	2,892	205,168.65	6,813.38	211,982.03	144	-1,475.55	-39.05	-1,514.60	203,693.10	6,774.33	210,467.43	.00	210,467.43
920 COLLECTION FEE	0	77,147.07	.00	77,147.07	0	.00	.00	.00	77,147.07	.00	77,147.07	.00	77,147.07
930 FIFA FEE	0	22,278.86	.00	22,278.86	0	110.56	.00	110.56	22,389.42	.00	22,389.42	.00	22,389.42
940 GED AMOUNT	0	47,825.96	.00	47,825.96	0	-201.91	.00	-201.91	47,624.05	.00	47,624.05	.00	47,624.05
950 LATE PAYMENT PENAL	0	422,672.06	.00	422,672.06	0	-5,187.48	.00	-5,187.48	417,484.58	.00	417,484.58	.00	417,484.58
960 TITLE FEE	0	1,600.00	.00	1,600.00	0	.00	.00	.00	1,600.00	.00	1,600.00	.00	1,600.00
970 ADVISTISE AMOUNT	0	6,411.38	.00	6,411.38	0	24.16	.00	24.16	6,435.54	.00	6,435.54	.00	6,435.54
980 ADMINISTRATOR FEE	0	118,982.91	.00	118,982.91	0	-4,985.25	.00	-4,985.25	113,997.66	.00	113,997.66	.00	113,997.66
990 MAIL FEE	0	42,210.50	.00	42,210.50	0	.00	.00	.00	42,210.50	.00	42,210.50	.00	42,210.50
Final Total:	149,630	53,786,489.22	11,432.37	54,497,921.59	3,314	-139,476.67	-12,171.88	-151,648.55	53,647,012.55	399,260.49	54,346,273.04	.00	54,346,273.04

Report Selection Criteria:

Digest Type: All From Year: All From Register: All Property Type: All Authority : All
 Bill Source: All To Year: All To Register: All Real Estate Type: All

Tax Allocation Districts: How They Work

David L. Sjoquist

April 16, 2014

Note: many of these slides were developed by Carolyn Bourdeaux.

Overview

- Background
- What is a Tax Allocation District (TAD)?
- Benefits, costs, and risks
- Tactics to hedge against risks

Background

- First used in California in 1952
- Georgia's Redevelopment Powers Law passed in 1985
- First TAD financing in Georgia in 1998
- Law amended in 2004 to give increased flexibility
- Number of TAD districts in existence:
 - 9 in 2002*
 - 26 in 2007*
 - 64 in 2013

*Livable Communities Coalition: Survey and Analysis of Tax Allocation Districts (TADS) in Georgia, Bleakly Advisory Group, 2007

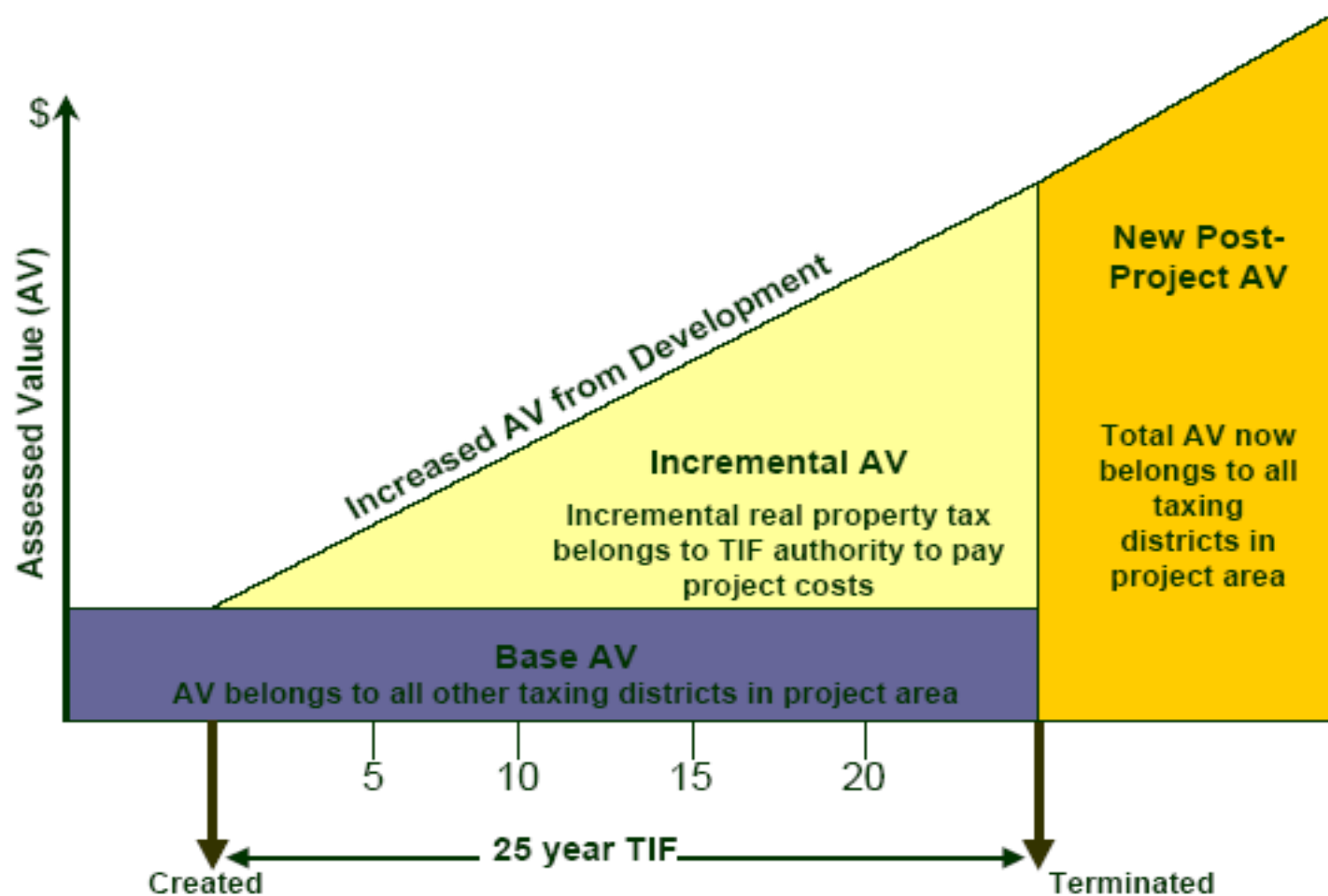
Legislative findings and purpose

It is found and declared that **economically and socially depressed areas exist** within counties and municipalities of this state and that these areas contribute to or cause unemployment, limit the tax resources of counties and municipalities, and create a greater demand for governmental services and, in general, have a deleterious effect upon the public health, safety, morals, and welfare. It is, therefore, in the public interest that **such areas be redeveloped to the maximum extent practicable** to improve economic and social conditions therein in order to abate or eliminate such deleterious effects. To encourage such redevelopment, it is essential that the counties and municipalities of this state **have additional powers** to form a more effective partnership with private enterprise to overcome economic limitations that have previously impeded or prohibited redevelopment of such areas. It is the purpose of this chapter, therefore, to **grant such additional powers** to the counties and municipalities of this state, and it is the intention of the General Assembly that this chapter be liberally construed to carry out such purpose.

What is a TAD/TIF?

- Tax allocation districts capture incremental property tax revenue increases in a specified geographic area.
- The anticipated or actual incremental increases are then used to finance activities to promote economic development.
- The economic development in turn should stimulate increased growth in tax revenues.
- The most significant financing innovation is the use of anticipated revenue increases to back debt.
- Generally, the tax increment is the total from all overlapping jurisdictions.

Exhibit 1. TIF Assessed Value (AV) Over Project Life



Source: Craig Johnson. 2002. Tax Increment Financing. Boston, MA: National Association of Realtors. p. 5.

<u>Jurisdiction</u>	Tax Rate per \$1000 AV	TAD Period Assessed Value			Post-TAD Period Assessed Value
		\$ 1,000,000 Base Year	\$ 1,100,000 Base Year +1	\$ 1,200,000 Base Year +2	\$ 1,500,000 Base Year +3
Initiating Juris	\$10.50	\$ 10,500	\$ 11,550	\$ 12,600	\$ 15,750
Participating Juris 1	\$9.00	\$ 9,000	\$ 9,900	\$ 10,800	\$ 13,500
Participating Juris 2	\$21.25	\$ 21,250	\$ 23,375	\$ 25,500	\$ 31,875
Participating Juris 3	\$5.00	\$ 5,000	\$ 5,500	\$ 6,000	\$ 7,500
Total	\$45.75				
Base year revenues		\$ 45,750	\$ 45,750	\$ 45,750	\$ 68,625
Incremental tax revenue		\$ -	\$ 4,575	\$ 9,150	\$ -
Total		\$ 45,750	\$ 50,325	\$ 54,900	\$ 68,625

Example: Atlantic Station

AV per acre:

\$44,833 for the TAD vs \$236,402 for the City

Annual Percentage Increase:

65.4% for the TAD vs. 8.2% for the City

Public Expenditure: \$253.1 million (through March 2007)

Private Investment: \$1,603.3 million

Source: *Livable Communities Coalition: Survey and Analysis of Tax Allocation Districts (TADS) in Georgia, Bleakly Advisory Group, 2007

Have to prepare a redevelopment plan.

It must contain:

- Boundaries of the TAD
- A “but for” finding
- Proposed uses of real property post-TAD
- Describe the redevelopment projects, their cost, and method of funding
- Describe any expected relocation payments
- A statement of conformity to existing plans and ordinances.
- Estimated base assessed value and the estimated assessed valuation after redevelopment

Benefits

- Economic development can “pay for itself”
 - Localities leverage *anticipated revenues* from redevelopment to stimulate growth
- Debt does not count against local debt ceiling and does not have to be backed by full faith and credit
- Allows overlapping jurisdictions to pool resources
- Allows access to redevelopment powers, such as eminent domain
- Tool to promote growth in areas that otherwise would not redevelop

Costs

1. Initial investment in infrastructure or other activities to support economic development
2. Increased demand for public sector services from growth
Particularly an issue for school districts.
3. “Opportunity cost” of public services that could have been provided with the revenues diverted to economic development
Note: Additional revenues might not be available without economic development investment from TAD
4. Problems of gentrification and equity in application of TAD

Assume: AV of \$500 million and tax rate of 10 mills

Year	Rev (No TAD; No growth in AV)	Rev (No TAD; 3% growth in AV)	Rev (TAD; 10% growth in AV)
1	\$5.0 million	\$5.00 million	\$5.00 million
2	\$5.0 million	\$5.15 million	\$5.50 million
3	\$5.0 million	\$5.41 million	\$6.05 million
4	\$5.0 million	\$5.57 million	\$6.66 million
5	\$5.0 million	\$5.74 million	\$7.32 million

Risks

1. Benefits from investment fail to materialize:
Private sector partners renege on agreement
2. Insufficient revenues to cover debt obligations
3. Insufficient revenues to cover the increases in demand for public services
4. Long term erosion of tax base
5. Public sector bears unnecessary burden of costs of development (i.e., private sector receives unearned windfall)
6. Displacement of low and moderate income families

Tactics to Hedge Against Risks

1. Benefits fail to materialize

- Rigorous assessments of feasibility of project
- Ensure private sector involvement
- Structure public-private agreements appropriately (share risk with private sector)
 - Require up front private sector investment
 - Equity kickers
 - Pre-negotiate benefits with penalties for not delivering
 - Audit and evaluate

2. Insufficient revenues to cover debt obligations

- Use other revenue streams to back TAD debt
 - Sales tax increments
 - Property tax revenues
- Expand size of the TAD to encompass high growth areas
- Regular reassessments to capture appreciation in value of property

[Note: These may conflict with measures to prevent erosion of tax base.]

3 & 4. Insufficient revenues to cover demand for public services; erosion of tax base

- Conduct analysis that includes fiscal impact of project on public services
- Special provisions to reimburse school districts
- Guard against TADs becoming a long term drain on local fiscal resources
 - Recapture excess incremental revenues coming from a TAD
 - Set time limits on TADs
 - Bound the area of TADs
- Place TAD in overall local planning frame work
 - Create “economic development budget” that accounts for accumulated development initiatives

5. Public sector bears unnecessary costs and risks

- Establish need for development in area: “but for” the TAD development would not occur
 - finding of blight
 - significant environmental damage
- Establish important public purpose that would otherwise not be served by private sector
- Review path of growth and redevelopment
 - Midtown v. Atlantic Steel
- Cost-benefits analysis

6. Displacement of low and moderate income families

- Finding of blight important
- Require low-moderate income housing to be protected/developed in TAD
- Protect existing home owners

Frequently Asked Questions about Tax Allocation Districts in Georgia

What is a Tax Allocation District and how does it work?

Georgia's Redevelopment Powers Law was adopted by the general assembly in 1985 and gives local governments (cities and counties) the authority to sell bonds to finance infrastructure and other redevelopment costs within a specially defined area, a tax allocation district or TAD. The bonds are secured by a "tax allocation increment" which is the increase in the property tax revenues resulting from redevelopment activities occurring. As public improvements and private investment take place in a TAD, the taxable value of property increases. The city/county collects those revenues, putting the increase due to the new investment into special fund to pay off bonds or loans that financed the public improvements in the district.

Do I pay a higher tax rate if my property is in a TAD district?

No, the millage rate in a TAD is the same as outside the district. There is no additional assessment charge in TAD like there would be in a CID or special taxing district.

What happens to the property taxes already being collected in the TAD district when it's formed?

The taxes collected by the city, county and school system as of the date the TAD is formed continue to go to those taxing districts over the life of the TAD.

How is it decided which tax increments go into the TAD Special Fund to pay off bonds?

Georgia law allows for ad valorem taxes on real estate, personal property (i.e. business machinery and equipment) and some sales taxes to be pledged as increments to repay TAD bonds. In most cases communities only pledge tax increments on real estate when setting up TADs. As a result, local budgets often continue to receive new revenues from within TADs from personal property value growth, new business licenses, etc.

What happens if redevelopment stimulates new retail sales in a TAD district?

The increased revenue from the portion of local sales taxes collected from new retail sales such as SPLOST, and ESPLOST, flows to the local governments and school districts. Some communities in Georgia have pledged LOST proceeds from new retail development to repay TAD bonds, but that is rare.

Where can cities and counties form TAD districts?

The Redevelopment Powers Law limits communities to including a maximum of 10% of the community's Tax Digest in all TADs it creates. When forming a TAD a city or county designates a specific geographic area that has the potential for redevelopment but suffers from blight, or underinvestment, or a lack of infrastructure.

Who is using TADs in Georgia and around the Country?

In Georgia more than 60 counties and cities have had local referendums authorizing the use of tax allocation districts, with additional cities seeking approval of the General Assembly to use these powers this year. Over \$500 million in TAD bonds have been issued in the state. TADs are operational in Atlanta (10), Smyrna, Gainesville, Acworth, Albany, Macon, Augusta, Savannah, Gwinnett County (5) East Point (2), Marietta, Bulloch County (Statesboro), Clayton County, Duluth and many other Georgia cities and counties. Nationally all 50 states and the District of Columbia have some form of tax increment financing, which we call TADs in Georgia. This is the most widely used redevelopment tool in the nation with a long and successful track record.

What does the TAD referendum authorize?

The Redevelopment Powers Law requires that local communities authorize by referendum the use of tax allocation districts in their communities. Approval of the

referendum gives local governments the right to form one or more TADs, but it does not form any districts or grant the incentive to a project or projects.

How is a TAD area created?

If the TAD referendum passes, the local governments are authorized to form one or more TAD districts consistent with the requirements of Georgia's Redevelopment Powers Law. That is accomplished by designating a TAD boundary and preparing a TAD Redevelopment Plan to act as the business plan for the operation of the district. The plan is discussed at two public hearing and then must be approved by a resolution of the local government. Once the resolution is passed, the taxable value in the TAD is "certified" as the base value of the district.

If a City decides to create a TAD, how do the County and/or School District become involved?

Upon approving the creation of a TAD, the local government will typically ask the county and school board review the plan and determine if they want to "consent" to commit their portion of the future property tax increments to the TAD by formal approval of the Redevelopment Plan. The terms of consent are usually spelled out in an intergovernmental agreement between the taxing jurisdictions.

How long does a TAD stay in effect and can it ever be dissolved once it is created?

The length of the TAD is determined by the redevelopment plan and approved in the resolution passed by the local government. In most but not all cases, TADs are initially approved for 30 years so they can be effectively used to secure bond financing. It is typical for intergovernmental agreements between cities, counties and school boards to include provisions for ending the agreement and returning tax increments in the event that expected redevelopment does not take place, bonds are not issued by a designated

deadline or bonds are issued but paid off faster than expected. These types of provisions provide flexibility to dissolve TADs prior to the stated termination date if warranted.

How do private developers benefit from TADs?

Creating a TAD allows for future tax revenues generated by a redevelopment project to be used to help pay for some of the costs of building the project. Usually, TAD bonds are used to either pay for public improvements to enhance a project or to help reduce the higher costs and risks of investing within a blighted area. TADs are often used to help pay for demolition of existing buildings, expensive water or sewer upgrades, parking structures, new roads, streetscape improvements or other extra costs that otherwise make private redevelopment financially unfeasible.

How does a developer get access to TAD funds and how are taxpayers protected if the developer doesn't perform?

Once the TAD is created and the consent agreements are in place, the local government can then evaluate applications from private developers who wish to undertake redevelopment projects and access TAD funds to help defray project costs. If a local government agrees to contribute TAD funds to a project, the terms are negotiated in an agreement with the developer. The "development agreement" specifies the obligations and performance requirements of the developer in order to qualify to receive the funds, particularly if bonds are involved. Underwriters of TAD bonds require extensive development agreements to protect bondholders and ensure that projects are completed as proposed. As an added protection, TAD funds are usually released to developers in phased payments over time as construction is completed and the taxable value of the property is increased.

How effective are TADs at leveraging new private investment?

The TAD incentive generally covers between 5% and 12% of total project costs, associated with site preparation, and public infrastructure such as streets, sidewalks,

utility improvements and parking decks. A 2007 comprehensive study of TADs in Georgia indicated that there has been \$5.80 of private investment for every dollar of TAD investment in a project.

How have TADs been impacted by the Great Recession?

Because of many safeguards built into the structure of the Redevelopment Powers Law and the deliberative nature of how TADs are created and underwritten, there have been no defaults of TADs as a result of the Great Recession.

What would happen to taxpayers if there was a default on a TAD bond?

TADs are revenue bonds and not general obligations of the local government. Therefore taxpayers are not at risk in the unlikely event of a default. Investors who finance TAD bonds understand this and typically charge a higher interest rate than on municipal bonds which are guaranteed by taxpayers.

What is the “Halo Effect” related to TADs?

One of the chief benefits of TADs and tax increment financing in general is the “halo effect” that often results from implementing a successful TAD redevelopment project. The halo effect refers to the increase in investment activity and property tax digest which can occur in an area surrounding and outside of a successful TAD. Halo effects can occur either because new economic activity is attracted to an area where it did not previously exist, or major barriers to private investment (such as vacant blighted buildings) are finally removed. Since people like to invest where other investments are occurring, property values in areas surrounding a successful TAD also tend to increase over time. Surrounding investments and resulting new taxes from the halo effect can partly offset or sometimes exceed the “loss” of tax increments dedicated to the TAD itself. Significant halo effects have been observed in and around TAD projects in Atlanta, East Point, Acworth and other jurisdictions



SPALDING COUNTY BOARD OF COMMISSIONERS

Other Retreat topics

Requesting Agency

County Manager

Requested Action

Other topics of discussion:

- T-SPLOST
- Other

Requirement for Board Action

Is this Item Goal Related?

Summary and Background

Fiscal Impact / Funding Source

STAFF RECOMMENDATION**ATTACHMENTS:**

Description	Upload Date	Type
<input type="checkbox"/> T-SPLOST Info	1/3/2017	Backup Material
<input type="checkbox"/> GMA & TSPLOST	1/9/2017	Backup Material

William Wilson Jr.

From: Terry Colling
Sent: Monday, July 11, 2016 8:54 AM
To: William Wilson Jr.; Don Hawbaker; Dick Morrow; B J. Martin; Eric Mosley; Kenny L. Smith; Doug S. Hollberg
Cc: Kathy Gibson; Jinna Garrison; Jim Fortune; 'Stephanie Winhdham'
Subject: RE: Fulton will hold a T-SPLOST this Nov

The only election we have scheduled for 2017 is the City of Griffin (districts 1, 3, 5 & 6) on November 7th. The code does allow for a special election to be held in odd-numbered years on the third Tuesday in September. This would be September 19th in 2017. If we held the TSPLOST in September, then we would be conducting (and paying for) two elections in a 7 week time period.

From: William Wilson Jr.
Sent: Saturday, July 09, 2016 10:46 AM
To: Don Hawbaker <dhawbaker@spaldingcounty.com>; Dick Morrow <dick612@bellsouth.net>; B J. Martin <bmartin@pcgeng.com>; Eric Mosley <emosley@spaldingcounty.com>; Kenny L. Smith <ksmith@cityofgriffin.com>; Doug S. Hollberg <dhollberg@cityofgriffin.com>
Cc: Kathy Gibson <kgibson@spaldingcounty.com>; Jinna Garrison <jgarrison@spaldingcounty.com>; Jim Fortune <jfortune@beckowen.com>; 'Stephanie Winhdham' <swindham@beckowen.com>; Terry Colling <tcolling@spaldingcounty.com>
Subject: RE: Fulton will hold a T-SPLOST this Nov

All:

The way I read the information on TSPLOST2, the earliest we could call for an election would be July 1, 2017. I will check with Terry Colling on election dates in 2017 where this could be on a ballot. I am attaching a handout from ACCG on the TSPLOST2 for your review.

It is not too early to think about this and we should probably start discussing it as the Cities and County had minimal amounts on the SPLOST for Transportation purposes.

Wm

William P. Wilson, Jr.
County Manager
Spalding County, GA
770.467.4224 direct
770.467.4227 fax
wwilson@spaldingcounty.com

*"Never tell people HOW to do things.
Tell them WHAT to do, and they will surprise you with their ingenuity."*
General George S. Patton

From: Don Hawbaker

Sent: Saturday, July 09, 2016 9:04 AM

To: Sinclair & Leslie Hollberg <sinclairhollberg@gmail.com>; Dick Morrow <dick612@bellsouth.net>; B J. Martin <bmartin@pcgeng.com>; William Wilson Jr. <wwilson@spaldingcounty.com>; Eric Mosley <emosley@spaldingcounty.com>; Kenny L. Smith <ksmith@cityofgriffin.com>

Subject: Fulton will hold a T-SPLOST this Nov

Anyone interested in discussing this at the GSATC meeting?

http://www.myajc.com/news/news/local-govt-politics/fulton-mayors-agree-to-call-for-vote-on-transporta/nrtTs/?utm_source=Copy+of+Copy+of+Copy+of+Georgia+is+Purple+if+what+you+mean...+-+GaPundit+for+Jul&utm_campaign=GaPundit+Todd+Rehm+Georgia+Politics+04202015&utm_medium=email

Don Hawbaker
Spalding County Commissioner
404 668 3790

William Wilson Jr.

From: Public Finance Officers <PUBLIC-FINANCE-OFFICERS@LISTSERV.ACCG.ORG> on behalf of Mueller, Clint <CMueller@ACCG.ORG>
Sent: Thursday, August 11, 2016 5:18 PM
To: PUBLIC-FINANCE-OFFICERS@LISTSERV.ACCG.ORG
Subject: Re: T-SPLOST question

Here is the language in the law that spells out the allocation between the county and the cities if there is no intergovernmental agreement. After reading this, I am sure you will have additional questions.

In the event an intergovernmental agreement has not been entered into, then distribution of the proceeds shall be as follows: (1) The state auditor shall determine the most recent three fiscal years for which an audit under Code Section 36-81-7 has been made; (2) Utilizing the audit information under paragraph (1) of this subsection, the county and each qualified municipality shall receive a proportional amount of proceeds of the tax based upon the amount of expenditures made for transportation in the most recent three fiscal years. The proportional amount for the county and each qualified municipality shall be determined by dividing the average expended on transportation during the most recent three fiscal years by the county or qualified municipality by the aggregate average expended on transportation by the county and all qualified municipalities in the special district during the most recent three fiscal years. Amounts expended on transportation include transportation maintenance and operation costs and shall correspond with classifications and subclassifications specified in the local government uniform chart of accounts under subsection (e) of Code Section 36-81-3 within section 4200, including noncapital expenditures within sections 4210-4270, and shall be reported in the local government audit. Total general fund expenditures by the local government within these categories shall be specified in the footnotes of the audited financial statement. If such transportation expenditures include maintenance and operation costs to support local government airport and transit operations, reported in functions 7561 and 7563 of the uniform chart, the general fund costs for those functions shall be included in the footnotes of the local government's audited financial report; and (3) Following the determinations made pursuant to paragraph (2) of this subsection and at least 30 days prior to the referendum, the state auditor shall certify the appropriate distribution percentages to the commissioner and the commissioner shall utilize such percentages for the distribution of proceeds for the term of the tax.

From: Public Finance Officers [mailto:PUBLIC-FINANCE-OFFICERS@LISTSERV.ACCG.ORG] **On Behalf Of** Mueller, Clint
Sent: Thursday, August 11, 2016 3:50 PM
To: PUBLIC-FINANCE-OFFICERS@LISTSERV.ACCG.ORG
Subject: Re: T-SPLOST question

I assume by the term "new" you are referring to the single county TSPLOST that is available now for the metro Atlanta counties and will be available to all counties July 1, 2017. If you have an intergovernmental agreement with ALL your cities, you can allocate it any way you choose and levy up to the full 1%. If you cannot achieve a signed agreement with all your cities, you can proceed under the allocation formula spelled out in the law and you can only levy a sales tax rate up to .75%. The allocation formula is too complicated for me to fully cover in this response, but it aligns closely with each jurisdiction proportional share of average annual transportation expenditure made in your county over the last five years, excluding capital expenditures. This should work in the favor of most counties since they tend to have higher annual expenditures in their road department budget than most cities. I will send the code section where this is spelled out in the law shortly.

Sent from my iPhone

On Aug 11, 2016, at 2:36 PM, Wayne Putnal <wputnal@CCBOC.COM> wrote:

Is there a publication anywhere that states how the new local T-SPLOST can be allocated? Is the allocation between the county and cities within follow SPLOST law, allocation by IGA or population, or is there a different methodology to the allocation?

Thanks,

Wayne Putnal, CPA
Finance Director
Colquitt County Board of Commissioners
P.O. Box 517
101 E. Central Avenue, Rm 206 (31768)
Moultrie, GA 31776
229-616-7486
229-616-7403 (Fax)

This email has been scanned for spam and viruses by Proofpoint Essentials. Click [here](#) to report this email as spam.

This email has been scanned for spam and viruses by Proofpoint Essentials. Click [here](#) to report this email as spam.

Appendix B

Transportation Funding (HB 170 & 106)

The General Assembly adopted the conference committee report to HB 170 by a large margin on Tuesday evening. The committee report retained a few changes from HB 170 such as the fee for alternative fuel vehicles, the elimination of the zero emission car tax credit, and the repeal of the jet fuel exemption. Below are the remaining provisions in the bill agreed to by the conferees and adopted by both chambers:

Changes to State Revenue:

- A 26 cents-per-gallon state excise tax on gasoline and a 29 cents-per-gallon state excise on diesel.
- The indexing formula was changed to include a variation of CAFÉ standards and Consumer Price Index (CPI) through July 1, 2018, with future indexing being tied only to the CAFÉ formula in the bill.
- Addition of an annual highway impact fee for heavy vehicles at a rate of \$50 for vehicles weighing between 15,500-26,000lbs and \$100 for vehicles weighing more than 26,001lbs.
- A \$5 per night hotel/motel fee for each calendar day a room, lodging, or accommodations are rented or leased. There is an exception for extended stay rentals.
- Includes additional oversight by the General Assembly by requiring GDOT to annually submit a 10 year strategic plan outlining the use of department resources for the upcoming fiscal years.
- Creates a Special Joint Committee on the Georgia Revenue Structure (Tax Reform).

Changes to Local Governments:

The conference report leaves the current rate and sales tax base for all local sales taxes alone but caps the average retail price for fuel that the local sales taxes can be collected on at a rate of \$3.00 per gallon of motor fuel, including diesel. By comparison, local sales taxes are currently being collected on an average price of \$2.59 per gallon for gasoline and \$3.16 per gallon for diesel.

Authorizes a region to self-start the process for TIA by adopting a resolution from a majority of the counties located within the region and allows for the rate to be a fractional rate of .05 percent up to a max of 1 percent.

Changes in HB 106 to Single County TSPLOST

- Beginning in July of 2017, any county not currently in a TIA region, may impose a single county TSPLOST for transportation purposes at a fractional rate of .05 percent up to a max of 1 percent for a period not to exceed 5 years.
 - Counties in the metro Atlanta region may impose the single county TSPLOST beginning in July of 2016.
- If the county fails to enter an IGA with its municipalities, it can still impose the tax but at a max rate of .75 percent.
- If there is an IGA, the project list must contain Statewide Strategic Transportation Plan projects that make up at least 30% of the projected revenue.
- A county must have a regular SPLOST or MARTA tax in effect in order to levy a single county TSPLOST.
- Only one single county TSPLOST can be in effect at a given time.
- The single county TSPLOST is not subject to the 2% local sales tax cap.



678-686-6291
Cell: 404-561-8636



Joel Wiggins
jwiggins@gmanet.com
678-686-6270
Cell: 404-971-2690

Officials to the Capitol

that Georgia's cities are well representative lobbyists for Georgia cities are encouraged to join GMA at the Capitol. Please contact Kenyetta Williams at com if you plan on visiting the Gold

a few short blocks from the Capitol. Briefing:

staffers can provide city officials which bills are moving, which provide copies of GMA's policy one-pag-

is? Don't know where a legislator's meeting? GMA can help make sure city e right time.

h its member cities, especially during uring the session GMA sends out two

Alert is usually sent out each Friday summary of the legislation that GMA

out on Tuesdays during the session key legislation, the budget and other alert city officials to upcoming legisla- be of interest to them. GMA members eive the first Session Notes of 2017 and ving it throughout the session should e email.

ily, GMA's legislative tracking list the ite-up of the bill, GMA's position, the as well as links to the full text of the e resource can be found at www.gma-

ction Alert asking city officials to con- ill. City officials who receive an Action r her legislators. Officials who speak to portance to cities are asked to inform so that they can tailor their advocacy

Tweaking the Single County 'T-SPLOST'

GMA's government relations team anticipates that legislation will be introduced to adjust the T-SPLOST law to allow more than one T-SPLOST in each county as long as the amount levied does not exceed 1 percent.

GMA will also support a proposed change to the law that allows any portion of a T-SPLOST for transit and rail projects to be levied for a maximum of 20 years.

"Mobility for people and goods is achieved only through investments in transportation capital," said GMA's Director of Governmental Relations Tom Gehl. "After years of documented underfunding of transportation infrastructure, in 2010 the legislature passed the Transportation Investment Act to allow the 12 regions in the state to vote on a one percent sales tax for ten years to fund transportation projects."

Three regions passed the tax in 2012, and the tax revenue collected to-date in those regions is \$505,957,924.

"While this was extremely positive for those three regions whose voters chose to make those investments, nine regions of the state still lacked an infusion of funds," Gehl said.

Without going into extensive detail, the approval granted in these special districts is a fractional sales tax up to a minimum of one percent for a period of up to five years.

In the fall of 2015 after the passage of House Bill 106, which established an option for single county-level T-SPLOSTs in counties that aren't in Transportation Investment Act regions, Fulton County Deputy Manager Todd Long, formerly the state DOT planning director, convened county and city leaders in Fulton to discuss the possibility of calling for a T-SPLOST to address their transportation needs. At the same time, the Metropolitan Rapid Transit Authority (MARTA) was making the case for additional funding for their transit operations. There emerged a schism in these talks related to how MARTA could access additional funding based upon the provisions of HB106.

Voters of Fulton County and the cities within the county approved a .75 percent, five-year tax for "Congestion Relief/Roadway Projects; Operations & Safety; Maintenance; Pedestrian/Bike-Landscape and Streetscape Projects." It is estimated that the tax will generate \$570 million in five years. (If passed, the sales tax rate will be 7.75 percent.)

Atlanta voters approved a .4 percent, five-year tax to fund major projects like completing the Atlanta BeltLine 22-mile loop, 15 complete streets projects, major pedestrian and bicycle improvements across the city, and high-tech traffic signal optimization. Estimates are that the tax will generate over \$380 million over the lifespan of the tax.

The transportation funding challenge may have been solved at the state level, but many city and county leaders will look to the T-SPLOST option as the local mobility difficulties remain.



SPALDING COUNTY BOARD OF COMMISSIONERS 2017 Goals

Requesting Agency

County Manager

Requested Action

Identify Goals and Objectives for Calendar 2017.

Requirement for Board Action

Is this Item Goal Related?

Summary and Background

Fiscal Impact / Funding Source

STAFF RECOMMENDATION