

March 9-10, 2023

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**STATE OF GEORGIA
COUNTY OF HENRY**

The Henry County Board of Commissioners and Leadership Staff held a Strategic Planning Retreat on March 9-10, 2023, at the Foxhall Conference Center located at 8000 Capps Ferry Rd., Douglasville, GA 30135.

Carlotta Harrell, Chair
Johnny Wilson, District 1 Commissioner
Dee Clemmons, District 2 Commissioner (*Not Present*)
Dee Anglyn, III, District 3 Commissioner
Vivian Thomas, District 4 Commissioner
Kevin J. Lewis, Vice Chair/District 5 Commissioner

Staff Present: County Manager, Cheri Hobson-Matthews; County Attorney, Nancy Rowan; Stephanie Braun, County Clerk, and Jasmin Head, Deputy County Clerk

Cluster Leaders: Shannon Sagnot, Roque Romero-Muniz, Hutch Purvis, Jonathon Penn, Toussaint Kirk, and Chief Mark Amerman

Directors/Assistant Directors: Stacey Wallace, Harold Cooper, Melissa Robinson, Meredith Butler, Holly LaFontaine, Ameika Pitts, Lynn Planchon, David Simmons, Chris Matthews, Jamie Pownall, Jesse Dobbs, Jody Swords, Bernita Campbell, Susan Harris, Donna Holder, Shawn Norris, Traci Terrell, Kamau As-Salaam, Prentiss Redding, Brett Hanes, Taleim Salters, Chetara McKinney, Herb Dillon, Shamsul Baker, Mike Ireland, Jonathan Burnette, Tamika Kendrick, Amanda Maddox, Kevin Johnson, Keith Shumate, and Angie Sorrow

Facilitator: Sharon Subadan, MPS, ICMA-CM, CPM CEO, Carron Solutions LLC

Speakers: Anna Roach, Executive Director of Atlanta Regional Commission, and Josh Fenn, Executive Director of Henry County Development Authority

Day 1 Commenced at 9:00 a.m.

Sharon Subadan introduced herself as the facilitator for the BOC retreat. Ms. Subadan went over the rules of engagement and welcomed everyone.

Chair Harrell gave her welcome remarks to the staff.

Ms. Subadan asked everyone to participate in an icebreaker activity.

Break from 9:40 am until 9:53 am

Development Authority: (Presenter: Josh Fenn, Executive Director)

Mr. Fenn provided an update on the Henry County Development Authority regarding the topics listed below (*see PowerPoint Exhibit for details*).

1. Mission and Vision
2. Growing Jobs and Investment (Recruit, Retain and Grow)
3. Henry County Development Authority Board of Directors and Staff
4. Economic Growth: 2022 Highlight
5. Economic Growth: FY '23
6. New Jobs for Henry County
7. HCDA Performance Metrics (HCDA All Time Record)
8. 2022 Additional Highlights
9. 2022 Additional Highlights: Established Industry
10. Why Establish Industry
11. Their "Narrative" of us (Henry County is only good for Supply Chain and Logistics)
12. HCDA is changing the Narrative
13. 2022 Target Industries RFI's (from 2018)
14. Project Location Highlights: Zinus; Renewal by Andersen; Bowery Farms; and Jodeco Med One (Atlanta Heart)
15. Why Industrial and Commercial Development?
16. Tax Digest 2019 vs. 2022
17. Industrial Digest Value Growth 2019-2022
18. Office Year End 2022
19. Retail 2022 Year End
20. Industrial 2022 Year End
21. 2023 Industrial
22. The Mega Projects \$1B+
23. The Ask
24. Retail Market Study
25. Retail Market Study Steps Forward
26. Workforce Development Partners
27. FY 24 Budget Request Workforce Dev.
28. New Track. Major Results
29. Henry County's INC 5000
30. Other goals set by HCDR for 2023

Classification and Compensation Overview: (Presenter: Harold Cooper, Director of Human Resources)

Mr. Cooper provided an overview of Evergreen's classification and compensation study outlining the topics below (*see PowerPoint Exhibit for details*). The four outcomes of the study are updated job descriptions, an updated classification system, new pay plan & an implementation plan, and recommendations at various funding levels based on operational needs, retention, and affordability. In addition, a separate pay plan is recommended for public safety classifications to address significant challenges of parity, recruitment, and retention in public safety.

1. Study Goals
2. Key Project Steps
3. Project Outcome
4. Classification System
5. Market study
6. Key Terms
7. New Pay Plan
8. Implementation of New Plan
9. Implementation Options
10. Implementation Option Impact
11. Class Year Parity Impact

The Consultant will present this information to the board and the public on March 21, 2023.

Lunch Break 12 pm-1 pm

Atlanta Regional Commission's Perspective & Goals (Presenter: Anna Roach, Executive Director and CEO of the Atlanta Regional Commission)

Ms. Roach stated the challenges that often cross jurisdictions and require a regional approach (i.e. transportation, economic development, air quality, workforce development, and water resources), and explained that we needed to work together to accomplish these goals. ARC goals are to have healthy, safe, livable communities; strategic investments; operational excellence; diverse stakeholder engagement; and economic competitiveness. (*see PowerPoint Exhibit for details*).

1. Planning Matters
2. Henry County: On the Move
3. Focus: Better Mobility
4. ARC Local Impact-Henry Transportation 2022 \$253 Million in transportation funds
5. Focus: Livable Communities
6. ARC-Local Impact- LCI in Henry 312 million
7. Aging and Health- By 2050 1 in 4 metro Atlanta residents will be age 60 or older.
8. ACR-Local Impact-Aging Services in Henry \$789,767
9. The bold vision that ARC has developed is One Great Region.
10. Mission- Fostering thriving communities for all within the Atlanta region through collaborative data-informed planning and investments.
11. ACR Goals
12. Regional Priority-House has increased by 50 percent in 5 years.
13. Regional Priorities - Climate and Resiliency; Equity; Transportation and Infrastructure Act

Board and Staff relationship: Commission-Manager form of Government: (Presenter: Sharon Subadan)

Ms. Subadan provided an overview of the Commission Manager form of government and shared relationship-building techniques to enhance Commission/staff relationships. *(see PowerPoint Exhibit for details).*

Break at 2.41 pm (5 min)

Facility Needs: Proposed Facility Replacement Plan (Hutch Purvis, Cluster Lead; and Johnathon Penn, Cluster Lead)

Mr. Penn provided an update on the Aquatic Center and Mr. Purvis provided a PowerPoint Presentation (topics listed below) regarding a Facility Replacement Plan that included required space needs. A three-phase approach was presented, along with approximate costs and options. Land options were also discussed, which included the current status of the County-owned golf course. *(see PowerPoint Exhibit for details, which includes phased approach).*

<u>Facility</u>	<u>Estimated Cost</u>
1. New Courthouse (Superior, State, Magistrate, Juvenile, Probate	\$200,000,000
2. Tax Commissioner's Building McDonough	10,000,000
3. Tax Assessors/SPLOST Building McDonough	10,000,000
4. New E-911 Center	30,000,000
5. New Public Safety Training Center w/ Firing Range and Driving Pad	35,000,000
6. New Jail Pods	20,000,000
7. New Fire Station #1	4,000,000
8. New Fire Station #5	3,000,000
9. New Parks & Recreation Crew/Equipment Bldg.	3,000,000
10. New Fire Fleet Service Building	<u>3,000,000</u>
TOTAL:	\$319,000,000

Team building activity began: Build the TEAM and Build the Community

Bike building scavenger hunt: 4 TEAMS – Rediscover (1); Revision (2); Rebuild (3); Retreat (4)

End of Day 1- 5:16 pm

Day 2 Commenced at 9:17 a.m.

Re-Cap Day One: Sharon Subadan/Facilitator

Ms. Subadan reviewed what we learned on March 9, 2023. She covered how to work as a team and learn to communicate effectively with the public.

Planning and Zoning (Ordinances and Development Discussion) – (Toussaint Kirk, Cluster Lead and Kamau As-Salaam, Assistant Director)

Mr. Kirk provided a zoning presentation with specific discussions regarding car washes, wineries/event centers, multi-family development standards, a sidewalk bank, underground detention ordinance to include the status of current moratoriums.

An update on House Bill 1405 was provided, and a proposal to consider changes to Zoning Compliance fees was also discussed. The Comprehensive Plan update schedule was provided as a reminder to all participants. *(see attached PowerPoint Exhibit for details).*

1. ULDC Amendments: Car Wash Facilities; Winery/Event Centers; Multifamily Development Standards; Sidewalk Bank; Underground Detention Ordinance; and Near Future ULDC Plans
2. House Bill 1405
3. Zoning Compliance Review Fee
4. Comprehensive Plan Update

Building and Plan Review (Presented by: Prentiss Redding Jr, Director, and Brett Hanes, Assistant Director)

Mr. Redding and Mr. Hanes presented building and plan review information. *(see PowerPoint Exhibit for details on the topics listed below):*

1. Fee Schedule update- The fees haven't been updated since 2015. The building department is looking to increase and provided a comparison chart.
2. ULDC Update – Reorganization of Building Department Ordinances
3. Implement a Lithium-Ion Battery Ordinance (joint ordinance update between Building & Plan Review and Henry County Fire Rescue) – will bring before the Board during March 21, 2023 Meeting
4. State Legislation Monitoring (HB 514; HB 517; HB 574; HB 461; SB 188; and SB 213)
5. 2023-2024 BPR Department Goals

** Taleim Salters, Director of Transit, came forward to add that he would also like to increase fees for transit. He will be coming to the board in the near future to ask for said increase in the bus fee.

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Strategic Plan Update: “Henry Cares, Henry Committed” (Presented by Shannon Sagnet, Cluster Leader and Johnathan Penn, Cluster Leader) (see PowerPoint Exhibit for details).

Mr. Penn began with the purpose, mission and promise:

- Purpose: To create a sustainable culture of commitment and caring;
- Mission: To provide exceptional service to enhance the quality of life for all citizens through the efficient use of resources;
- Promise: Our promise is to be responsive and provide quality customer service and transparency in how we serve the needs of our community.

There will be an initial training for Department Heads and Supervisors, and then all employees will sign up for training.

The Henry Committed Video was played which will also be sent to all employees.

Group Exercise (chair aerobics) began at 11:33 am

Retreat Adjournment 12:15 pm

Carlotta Harrell, Chair

Stephanie Braun, County Clerk