

**STATE OF GEORGIA
COUNTY OF HENRY**

The Henry County Board of Commissioners and Leadership Staff held a Strategic Planning Retreat on January 29-31, 2025, at the Macon Marriott City Center located at 240 Coliseum Drive, Columbus, GA 31217.

Board Members Present:

Carlotta Harrell, Chair
Johnny Wilson, District 1 Commissioner
Neat Robinson, Vice Chair /District 2 Commissioner
Dee Anglyn, III, District 3 Commissioner (1/30/25 – 1/31/25 only)
Michael Price, District 4 Commissioner
Kevin J. Lewis, District 5 Commissioner

Staff Present: Cheri Hobson-Matthews, County Manager; Kevin Johnson, Deputy County Manager; Rachael Mack, County Attorney; Stephanie Braun, County Clerk and Jasmin Head, Deputy County Clerk

Executive Directors: Shannon Sagnet, Roque Romero-Muniz, David Smith, Hutch Purvis, Jonathon Penn, and Toussaint Kirk

Directors/Assistant Directors: Tim Daly, Russ Hassell, Melissa Robinson, Meredith Butler, Holly LaFontaine, Leigh Phillips, Lynn Planchon, Chris Matthews, Jamie Pownall, Greg Brown, Ivy Adams, Susan Harris, Donna Holder, Shawn Norris, Kamau As-Salaam, Rhett Wheeler, Santos Bowles, Ryan Morrison, Jason Bolton, Victoria Rogers, Pat Wilson, Bert Bivins, Ashley Larrow, Scott Morris, Taleim Salters, Chetara McKinney, Herb Dillon, Shamsul Baker, Mike Ireland, Tamika Kendrick, Amanda Maddox, Keith Shumate, Anthony Militello, Courtenay Johnson, Amanda Reeves, Joey Smith, Billy Pettie, Michael Hill and Josue DeJesus.

Leadership Staff: Dr. Chalonda Smith, Chief of Staff to Chair Harrell; Ashley Larrow, Chief of Staff to the County Manager; Kayla Correa, Executive Assistant to County Manager; David Bedford, Security; and Ronivek Martin, Communications.

Speakers: Marcia Hampton, City Manager of Douglasville; Steve Ledbetter, County Manager of Spalding County; Mill Graves, Director of Community Partnerships for Retail Strategies; and Ashley Abercrombie, ACCG Director of Property and Casualty Programs

Strategic Plan Consultants: K.L. Scott and Associates, LLC; Hannah Lee, Project Manager; Danielle Bragg, Project Consultant; David Lawson, GIS Consultant; Adrian Atkins, Chief Human Resource Officer and Managing Partner.

Day 1 March 25, 2024 - Commenced at 10:22 a.m.

Senior Leadership Training

(Presenter: Mrs. Marcia Hampton, City Manager of Douglasville)

Mrs. Marcia Hampton introduced herself and shared insights on **C.A.R.E.—Credibility, Accountability, Responsibility and Empathy.**

She began with **credibility**, emphasizing that true credibility comes from within, not through comparison with others. Quoting Theodore Roosevelt, she reminded the audience, *"Comparison is the thief of joy."* She also cited Brené Brown: *"Trust is the product of vulnerability that grows over time and requires work, attention, and full engagement."*

On **accountability**, Ms. Hampton stressed the importance of curiosity in leadership, referencing Brené Brown's words: *"When we dare to lead, we don't pretend to have the right answers; we stay curious and ask the right questions."* She also mentioned BKR's advice: *"Stop focusing on being smart and start learning how to be smart."* She pointed out that many people avoid seeking information because they fear the accountability that comes with it.

Discussing **responsibility**, she quoted Spiderman's famous words: *"With great power comes great responsibility."*

Regarding **empathy**, she referenced *To Kill a Mockingbird*: *"You will never really understand a person until you consider things from his point of view—until you climb into his skin and walk around in it."*

Ms. Hampton also highlighted the importance of **remaining calm in leadership**, stating, *"Calm is a superpower."* She shared that maintaining composure is key to effectively addressing challenges. Additionally, she emphasized the need to protect one's energy and encouraged everyone to identify what they love to do.

She concluded by stressing that unity and collective effort are essential for progress. Throughout her presentation, she answered questions about her leadership experiences and strategies for handling various situations.

Break: 11:20 a.m. – 11:32 a.m.

Deputy County Manager Kevin Johnson addressed the Board to provide an update on the Leadership Team's progress over the past two days. On Monday, January 27, 2025, the team identified key challenges and outlined a path forward to find solutions. He shared that they developed a new vision, which they plan to present to the Board. To encourage reflection, he posed a question to the Board: What is their "why" for serving on the Henry County Board of Commissioners and leading this team?

Chair Harrell shared that her family is what motivates her each morning. Having been a part of this community for a long time, she deeply cares about its residents. With a background in public safety, she sees her role as ensuring that everyone has access to opportunities and resources. She is committed to bringing the community together, advocating for affordable housing and serving as a dedicated voice for the people.

Strategic Plan Consultants from K.L. Scott and Associates, LLC—Hannah Lee, Project Manager; Danielle Bragg, Project Consultant; David Lawson, GIS Consultant; and Adrian Atkins, Chief Human Resource Officer and Managing Partner—introduced themselves to the Commissioners.

Vice Chair Robinson stated that her "why" is to be a voice for the voiceless. She expressed that many people, including employees, often lack the chance to openly voice their opinions or share their ideas. She aims to demonstrate her love for service to truly make a difference.

Commissioner Wilson stated that his "why" is commitment and a dedication to serving the people.

Commissioner Price expressed his gratitude for serving District 4 and his appreciation for the support of staff. As a fifth-generation Henry County resident, he hopes to unite the community for the greater good. He also shared his deep appreciation for the opportunity to help others.

Commissioner Lewis stated that his "why" is family. He emphasized his commitment to supporting initiatives that benefit all districts, viewing the county as a whole rather than focusing solely on one district. His vision is for Henry County to be recognized as one of the best places to live by 2045.

Lunch Break: 12:05 p.m. – 12:32 p.m.

Wayfinding Signage Presentation

(Presenter: Executive Director Toussaint Kirk)

Mr. Kirk presented various signage options for placement throughout Henry County, introducing three different designs for consideration. Discussions focused on the appearance of the signs, which will remain optional.

Deputy County Manager Kevin Johnson announced that a formal committee would be established to oversee the selection process. This committee, composed of representatives from impacted departments, will evaluate the options based on factors such as cost, durability, functionality and aesthetics. To facilitate the selection process, an email will be sent to volunteers and departments for follow-up and coordination.

Senior Leadership Training

(Presenter: Steve Ledbetter, County Manager for Spalding County)

Mr. Steve Ledbetter provided an overview of his experience, emphasizing the importance of buy-in and service in leadership. With over two decades of research and firsthand experience observing corporate leaders drive meaningful change, he shared key insights on how leadership rooted in service can transform organizations.

Referencing the servant leadership models of Robert Greenleaf and John Kotter, Mr. Ledbetter stressed that true leadership is not about wielding power but about serving others and inspiring them to reach their full potential.

The Importance of Employee Buy-In

He explained that employee buy-in refers to the level of commitment, support and acceptance employees have toward an initiative, project, or organizational change. True buy-in goes beyond mere compliance—it fosters genuine engagement and motivation, ultimately driving success.

Key Aspects of Employee Buy-In:

- **Understanding** – Employees clearly grasp the purpose and benefits of the initiative.
- **Agreement** – They align with the goals and recognize the initiative's value.
- **Commitment** – They are willing to invest time and effort to support implementation.
- **Ownership** – Employees feel responsible for the success of the initiative.

Mr. Ledbetter emphasized that achieving true employee buy-in is essential for successful organizational change, leading to higher engagement, increased productivity, and improved overall morale.

Break: 2:00 p.m. – 2:15 p.m.

Strategic Planning Presentation

(Presenter: Hannah Lee, Strategic Plan Consultant)

Hannah Lee provided an overview of the discussions from Monday and Tuesday. She explained that on Monday, the leadership team developed a vision, which was then presented to department leaders on Tuesday. Today, senior leadership will share the vision with the Board. She emphasized that while the strategic plan offers many benefits, it is crucial to first understand its background.

County Growth and Challenges

Lee highlighted Henry County's significant growth over the past few decades and its recognition for various attributes. However, recent discussions have underscored concerns about infrastructure and the county's ability to keep up with the necessary services for its expanding and diverse population.

How a Strategic Plan Makes a Difference

A well-defined strategic plan can:

1. **Unify stakeholders** to develop a shared vision and goals for Henry County's future.
2. **Ensure community voices** are incorporated into county planning efforts.
3. **Establish a clear direction** for long-term growth and development.

Long-Term Benefits of the Strategic Plan

- Creates a structured framework for sustaining and improving services.
- Positions the county to attract future investments.

Key Factors for Successful Implementation

1. **Clear Objectives, Direction, and Communication** – Leadership must present a unified message and well-defined goals.
2. **Long-Term Commitment** – Maintaining focus on the county's trajectory and allocating necessary resources.
3. **Accountability and Performance Measurement** – Ensuring teams are responsible for delivering results.
4. **Board Leadership** – Recognizing the Board's influence on countywide decisions.

Strategic Planning Process: Four Essential Tasks

1. **Community Education** – Informing residents about the plan and clarifying the type of feedback needed.
2. **Participation Program** – Encouraging public involvement in shaping the county's direction.
3. **Comprehensive Plan Development** – Structuring a detailed roadmap for future growth.
4. **Plan Finalization** – Gathering input and ensuring the plan is realistic and achievable by 2045.

Chair Harrell inquired about the Community Education task, expressing concern that many residents may not fully understand what kind of feedback is being sought. Lee agreed, emphasizing the importance of educating residents to ensure meaningful input. Chair Harrell suggested incorporating a "Government 101" component to help citizens better understand local government functions. Lee confirmed that this could be included.

Board Visioning Exercise

Hannah Lee introduced an exercise for Board members to consider:

- **Magic Wand:** What are three meaningful changes that would benefit Henry County today?
- **Magic Ball:** What are three things you hope to see for Henry County in 2045?

Board Member Responses

Chair Harrell

- **Magic Wand:** Fully fund infrastructure needs, improve interdepartmental communication, and reduce homelessness.
- **Magic Ball:** Establish a unified "One Henry" vision, enhance mobility through parks and community linkages and fully implement the strategic plan by 2025.

Deputy County Manager Kevin Johnson emphasized the need for improved communication, particularly regarding homelessness and affordable housing. He also announced Amanda Reeves' promotion as Director of Community Relations.

Vice Chair Robinson

- **Magic Wand:** Expand pedestrian walkway connectivity, improve rail infrastructure and develop a county convention center.
- **Magic Ball:** Attract top-tier businesses, increase golf cart accessibility and enhance residents' overall quality of life.

Commissioner Wilson

- **Magic Wand:** Implement a moratorium on new construction until infrastructure catches up, require a five-acre minimum lot size for new residential developments and strengthen county control over annexations.
- **Magic Ball:** Address homelessness, improve transportation and designate an entertainment district. He also proposed establishing a regional airport within the next 20 years.

Chair Harrell responded by noting that annexations significantly impact fire services, as the county's fire department often responds to areas where municipal police services are unavailable. She emphasized the need for better collaboration with city governments to ensure informed decision-making. Regarding the regional airport, she suggested aiming for a 10-year rather than a 20-year timeline and supported the idea of an entertainment district near the airport. She also mentioned discussions with the Chairwoman of Clayton County regarding available land near the proposed site.

Commissioner Price

- **Magic Wand:** Address affordable housing to combat homelessness, reduce traffic congestion and increase veteran support while fostering greater citizen engagement.
- **Magic Ball:** Improve countywide connectivity, enhance transportation and infrastructure and develop a thriving entertainment district.

Commissioner Lewis

- **Magic Wand:** Prioritize the development of an additional hospital, support multiple entertainment districts rather than just one, and encourage leaders to think beyond district-specific needs for a countywide impact.
- **Magic Ball:** Enhance healthcare services, improve Board-staff communication, and increase resident engagement. He acknowledged the high cost of text message alerts but stressed the importance of keeping citizens informed. Additionally, he emphasized developing the 19/41 corridor as part of an entertainment district while working toward securing a regional airport.

Unveiling the Vision Statement

Kevin Johnson invited the senior leadership team forward. County Manager Matthews introduced the proposed vision statement, emphasizing that while the county's foundational pillars remain intact, leadership has developed a new vision for the Board's review and feedback:

"To be the foundation for a vibrant, innovative, connected and exceptional community."

Before concluding, County Manager Matthews provided instructions regarding dinner arrangements. Day one of the retreat adjourned at 4:28 p.m.

Day 2 January 30, 2025, Commenced at 9:07 a.m.

Hannah Lee, a consultant from K.L. Scott & Associates, came forward to introduce an icebreaker activity. She provided context for everyone in the room, explaining that on Monday, the senior leadership team collaborated to develop a vision statement:

"To be the foundation for a vibrant, innovative, connected, and exceptional community."

She noted that this vision statement was shared with department leaders on Tuesday. By Wednesday, when the Board arrived, the vision was presented to them, and they expressed their satisfaction with it. Lee stated that a final rough draft would be prepared, with the goal of securing directional approval for its implementation.

As part of the icebreaker, each table was tasked with selecting a song that would serve as the theme for the 2045 vision.

Since **Commissioner Anglyn** was absent the previous day, he took the opportunity to share what motivates him as a leader.

- He expressed excitement about serving as a leader and emphasized that his primary goal is to be a resource for staff, offering support in various ways.
- For his constituents, his motivation comes from protecting and improving Henry County, a place he holds dear.

When asked what gets him out of bed every morning, he outlined seven key purposes that drive him:

- His relationship with God – Serving with faith as his foundation.
- His relationships with family and loved ones – Staying connected to those who matter most.
- His career as a financial advisor – Helping others achieve financial stability.
- His role as a commissioner – Ensuring he represents both the staff and the community effectively.
- His sense of adventure and exploration – Seeking new experiences.
- His passion for athletics – Staying active and engaged.
- His love for golf – A personal pursuit that brings him joy.

Commissioner Anglyn's "Magic Wand" and "Magic Ball" Responses

- **Magic Wand (Immediate Changes):**
 1. Improve infrastructure in Henry County.
 2. Develop Master-Planned Communities.
 3. Preserve the small-town feel while accommodating growth.
- **Magic Ball (Vision for Henry County in 2045):**
 1. His son living and thriving in Henry County.
 2. The successful implementation of Master-Planned Communities.
 3. A well-defined financial strategy for identifying the next major industrial development to support the county's tax base.

Strategic Planning Discussion

Hannah Lee then came forward to present a PowerPoint on strategic goal setting. She emphasized that today's session would focus on defining key goals for the county's future. The objective is to think big and establish long-term strategies that will guide Henry County's progress toward 2045.

The six **strategic themes** that emerged from discussions on goals and priorities are:

1. **Public Safety and Community Well-being**
2. **Sustainable Infrastructure and Transportation**
3. **Operational Efficiency and Resource Management**
4. **Economic Development and Workforce Growth**
5. **Leadership and Staff Development**
6. **Government Innovation and Public Engagement**

Overarching Goal Creation (Group Activity)

Time: 9:48 a.m. – 11:35 a.m.

As the next step, participants engaged in a group activity to develop overarching goals for each strategic theme:

1. **Public Safety and Community Well-being – Chief Mike Ireland** presented his group's goal: *Fostering the well-being and safety of all.*
2. **Operational Efficiency and Resource Management – Director Jamie Pownall** presented their goal: *Providing exceptional internal and external customer service.*
3. **Leadership and Staff Development – Deputy Director of Human Resources, Victoria Rodgers**, presented their goal: *Cultivating, retaining and empowering the region's top talent.*
4. **Sustainable Infrastructure and Transportation – Executive Director Roque Romero** presented his group's goal: *Ensuring Henry County has reliable, modern, and sustainable infrastructure that is consistently updated to support long-term growth and development.*
5. **Economic Development and Workforce Growth – Assistant Director of Planning and Zoning, Kamua As-Salaam**, presented their goal: *Positioning Henry County as a self-sustaining economic hub within the metro region.*
6. **Government Innovation and Public Engagement – Executive Director Jonathan Penn** presented his group's goal: *Building public trust, awareness and understanding by engaging multiple generations.*

Hannah Lee came forward and stated that at this point, the Board would have the opportunity to provide feedback on the proposed goals. She asked whether these goals align with the Board's vision for the county's future.

Chair Harrell asked if they were limited to just the six goals currently being discussed. **Hannah Lee** clarified that they were not, and by the end of the process they should have between five to seven overarching goals.

Chair Harrell noted that fiscal and financial stewardship was missing from the discussion. She emphasized that the Board of Commissioners' primary responsibility is to set the budget and ensure responsible fiscal management of taxpayers' dollars.

As discussions continued, the draft goals were adjusted based on feedback from both staff and commissioners. Chair Harrell suggested modifying the second goal statement to: *"Ensure sustainable and fiscally responsible services."*

Further discussions took place regarding refinements to the county's strategic goals.

Lunch Break: 12:10 p.m. -1:15 p.m.

Hannah Lee came forward and stated that the county goals would be revised based on the discussions. She then provided a recap of the morning's discussions.

County Manager then addressed the Board, stating that staff would now begin their presentations.

Executive Director Hutch Purvis introduced the Facilities Team, explaining that they would be discussing capital projects.

Lynn Planchon, Capital Director, presented an overview of completed projects under **SPLOST V**:

- **District 2:** Fire station and Village United Park improvements
- **District 3:** Heritage Senior Center fitness room, Gray Barham Park upgrades, McDonough Library grant match
- **District 4:** Police precinct, Mickie D. Cochran Park improvements
- **District 5:** Nash Farm Park event space

SPLOST V Capital Projects in Progress:

- **District 5:** Recreation Center at North Mt. Carmel Park – Estimated completion: March 31, 2025
- **Countywide:** Aquatic Center & Water Park – Estimated completion: May 2026
- **District 1:** Fire Station #5 – Design & Land Acquisition in Progress
- **District 4:** Fire Station – Land Acquisition Complete
- **District 4:** Bud Kelley Park Disc Golf Course – Design Complete; Construction Bid Documents in Progress
- **District 4:** J.P. Moseley Park Pickleball Courts – Design RFP in Progress

Ms. Planchon also announced that **SPLOST VI capital project collections** would begin on **April 1, 2025**.

- Below is the **SPLOST VI Project List**:

PROJECT DESCRIPTION	CAPITAL BUDGET
PUBLIC SAFETY:	\$ 39,500,000
Fire Rescue Facilities	\$ 11,000,000
Fire Rescue Equipment	\$ 5,000,000
E911/EMA Facility	\$ 1,000,000
New Animal Shelter	\$ 22,500,000
SENIOR SERVICES:	\$ 20,000,000
Hidden Valley Senior Center - Replacement	\$ 18,500,000
New Senior Center (Design)	\$ 1,500,000
PARKS & RECREATION:	\$ 20,438,800
Comprehensive Parks Master Plan Recommendations - Pickleball Courts, New Playgrounds, Sports Field Upgrades (Including Lighting), Concession/Restroom Facility Upgrades, General Park Upgrades.	\$ 20,438,800
PUBLIC WORKS:	\$ 5,000,000
Airport Upgrades	\$ 5,000,000
ASSET & INFORMATION TECHNOLOGY:	\$ 4,000,000
Technology Upgrades -WIFI in Parks, Cyber Security	\$ 2,000,000
Fleet Replacement	\$ 2,000,000
COUNTY FACILITIES:	\$ 7,900,000
**Locust Grove Tag Office	\$ 5,400,000
***Community Resource Center	\$ 2,500,000
CAPITAL PROJECT GRAND TOTAL:	\$ 96,838,800

**City of Locust Grove Participation

***Partnership with Cities

Mr. Hutch Purvis presented updates on current court facility upgrades. He stated that improvements have been made in Superior Court; however, the Judicial Center has reached full capacity and an additional judge will need to be added. The start date for the new judge is set for January 2026. He also noted that during jury trials, every available parking space is occupied with no additional parking currently available.

Mr. Purvis discussed the Central Energy Plant, stating that 40 acres of land has been identified as a potential site. He mentioned that Mr. Greg Brown has been in discussions with Georgia Power about potential incentives for energy savings through a partnership. Regarding parking solutions, he highlighted the need for parking decks near Red Hawk Ball Field, which has three courthouses in its vicinity.

Mr. Purvis provided updates on the planned jail expansion, which will include an additional 31,000-square-foot, two-story jail pod, along with a helipad for helicopter operations.

Commissioner Lewis inquired whether vertical expansion was being considered for the jail. Mr. Purvis confirmed that they are factoring in the need for additional space.

Commissioner Lewis also asked if the new Judicial Complex design had been completed. Mr. Purvis responded that it has not, and **County Manager Matthews** explained that the project must be completed in phases due to the complexity and scale of construction.

Mr. Purvis outlined the phased plan:

1. Superior Court will be built first.
2. Once completed, the District Attorney's office will be moved into the newly built facility.
3. The old DA building on the square will then undergo necessary upgrades.
4. Juvenile and Magistrate Courts will be relocated to the former Superior Court building once renovations are complete.

Commissioner Anglyn raised concerns about the main parkway leading to the county buildings, suggesting improvements to make the entrance more visually appealing. Mr. Purvis acknowledged this and stated that Executive Director Roque Romero is working on a roundabout near Industrial Boulevard as part of the beautification efforts. Plans also include replacing signage and enhancing landscaping.

Mr. Purvis then addressed the administration building needs, proposing the construction of an annex administration building on the east side of the current administration parking lot. This three-story building will offer 16,000 square feet per level, accommodating multiple county departments.

Mr. Purvis emphasized the county's partnership with Trane, an HVAC company, to explore sustainable energy solutions. Over the past two years, the county has implemented various energy-saving measures. He estimated that constructing a central energy plant—utilizing geothermal and solar components—could save the county approximately \$1.2 million annually in energy costs.

Mr. Scott Morris and Mr. Greg Brown, Facilities Maintenance, then provided further details on the Central Energy Plant:

- The facility will be approximately 15,000 square feet.
- The design process is currently 30% complete.
- Mr. Brown confirmed ongoing discussions with Georgia Power regarding the solar portion of the project.
- Additionally, they have reached out to Snapping Shoals EMC to gather cost estimates.

Break 2:37 p.m. – 3:13 p.m.

Mr. Bert Bivins, Deputy Director of SPLOST, provided an update on the SPLOST V projects set for completion this year. The following projects are scheduled for completion:

- **Knight Drive** – Construction completion (SPLOST V)
- **McDonough Parkway @ SR 20** – Construction completion
- **Flippen Road Extension** – Construction completion
- **Fairview Road Sidewalks** – Construction completion
- **Burg Road** – Construction commencement and completion
- **Dutchtown Road** – Construction commencement and completion
- **SR 81 (Phase I)** – Right-of-way acquisition completion
- **Henry Parkway @ Henry Connector** – Construction contract to be awarded

Mr. Bivins announced that **SPLOST VI funds** will begin to be collected in April 2025, with 20 projects requiring design work. He explained that each project follows a three-phase process:

1. **Design**
2. **Right-of-way acquisition**
3. **Construction**

Below is a breakdown of the projects currently in the design phase, along with their respective timelines for right-of-way acquisition and construction completion.

Road Widening Projects

- **Willow Lane Widening**
 - **Design Procurement:** January 2025
 - **Design Phase:** April 2025 – April 2027
 - **ROW Acquisition:** 2027
 - **Construction Start:** 2028
- **Keys Ferry Extension**
 - **Design Procurement:** January 2025
 - **Design Phase:** April 2025 – April 2027
 - **ROW Acquisition:** 2027
 - **Construction Start:** 2027

- **Jonesboro Road Widening (Phase II) – Design Only**
 - **Design Procurement:** January 2025
 - **ROW & Construction:** To be funded in TSPLOST II
- **Oak Grove Road Widening (Design & ROW Acquisition)**
 - **Design Procurement:** February 2025
 - **Design Phase:** April 2025 – April 2027
 - **ROW Acquisition:** 2027
 - **Construction:** TSPLOST II
- **Jodeco Road Widening (Design Only)**
 - **Design Procurement:** February 2025
 - **Design Phase:** May 2025 – May 2027
 - **ROW & Construction:** TSPLOST II
- **Hampton-Locust Grove Road Widening (Design & Partial ROW Acquisition)**
 - **Design Procurement:** March 2025
 - **Design & Partial ROW Acquisition:** July 2025 – July 2027

Intersection & Roadway Improvement Projects

- **Mt. Carmel @ North Mt. Carmel (Design, ROW & Construction)**
 - **Design Procurement:** March 2025
 - **Design Phase:** July 2025 – July 2026
 - **ROW Acquisition:** 2026
 - **Construction Start:** 2026
- **Peeksville Road @ Old Jackson Road (Design, ROW & Construction)**
 - **Design Procurement:** March 2025
 - **Design Phase:** August 2025 – August 2026
 - **ROW Acquisition:** 2026 – 2027
 - **Construction Start:** Q3 2027

- **Racetrack Road @ Travis Blvd (Design, ROW & Construction)**

- **Design Procurement:** April 2025
- **Design Phase:** September 2025 – September 2027
- **ROW Acquisition:** 2025 – 2026
- **Construction Start:** Q4 2027
-

Bridge & Additional Road Widening Projects

- **Bridges Road (Design Only)**

- **Design Procurement:** April 2025
- **Design Phase:** June 2025 – June 2027
- **ROW & Construction:** TSPLOST II

- **East Lake Road Widening (Design Only)**

- **Design Procurement:** April 2025
- **Design Phase:** June 2025 – June 2027
- **ROW & Construction:** TSPLOST II

- **Patrick Henry Parkway (Shared with City of Stockbridge – Design Only)**

- **Design Procurement:** May 2025
- **ROW & Construction:** TSPLOST II

- **Jonesboro Road (From I-75 to McDonough Parkway – Design Only)**

- **Design Procurement:** July 2025
- **Design Phase:** September 2025 – December 2027
- **ROW & Construction:** TSPLOST II

- **Chambers Road @ McCullough Road (Design Only)**

- **Design Procurement:** September 2025
- **ROW & Construction:** TSPLOST II

- **Mount Olive Road @ Chambers Road (Design Only)**

- **Design Procurement:** September 2025
- **ROW & Construction:** TSPLOST II

- **Daily Mill Road Bridge (Design, ROW & Construction)**
 - **Design Procurement:** September 2025
 - **ROW Acquisition:** 2025 – 2026
 - **Construction Start:** 2027
- **Peeksville Road @ Leguin Mill Road (Shared with City of Locust Grove – Design, ROW & Construction)**
 - **Design Procurement:** 2025
 - **Design Phase:** 2025 – 2026
 - **Construction Start:** 2027

Deputy Director Bert Bivins presented the Transportation Special Purpose Local Option Sales Tax (TSPLOST) project timeline, highlighting key road widening and extension projects, their current status and estimated completion dates.

- **McDonough Parkway Extension**
 - **Status:** Currently in construction
 - **Estimated Completion:** Q1 2026
- **Rock Quarry Road Widening**
 - **Status:** Construction contract to be awarded in **March 2025**
 - **Estimated Construction Start:** 2025
- **SR 81 Widening**
 - **ROW Acquisition:** 85% complete
 - **Estimated Construction Start:** Q4 2025
- **Mill Road Widening**
 - **ROW Acquisition:** 70% complete
 - **Estimated Construction Start:** Q3 2025
- **Bill Gardner Road Widening**
 - **ROW Acquisition:** 35% complete
 - **Estimated Construction Start:** Q1 2026
- **Jonesboro Road Widening**
 - **ROW Acquisition:** 40% complete
 - **Estimated Construction Start:** Q1 2026
- **Fairview Road Widening (Phase III)**
 - **ROW Acquisition:** 20% complete
 - **Estimated Construction Start:** Q1 2026

Mr. Bivins presented the SPLOST VII timeline listed below.

- **January 2030** – Improve transparency and effectiveness of Townhall Meetings
- **July 2030** – Prepare documents for SPLOST VII Referendum
- **November 2030** – SPLOST VII on the ballot for voters

- **April 2031** – SPLOST VII collections commence.
- **Project Timeline:**
 - **2031 to 2036** – Project List (No IGA)
 - **2031 to 2037** – Project List (With IGA)

Mr. Bivins stated that this timeline aligns with the county's 10-year plan.

Break 3:37 p.m. -3:50 p.m.

Executive Protection Presentation

- **Captain Anthony Militello** announced that the Executive Protection Team is now under the Henry County Police Department and presented the division's organizational chart.
- **Investigator David Bedford** discussed the new Safety Officers and their training initiatives, including:
 - Responsibilities and training goals
 - Safety committee collaboration
 - Lecture sessions, discussions, and Power DMS
 - Scenario-based drills and tabletop discussions
 - Monthly safety bulletins

The Safety Officers were identified in October 2024, and a training calendar has been established to ensure structured development and preparedness.

Deputy County Manager Kevin Johnson provided a briefing summarizing all key discussions from the retreat.

County Manager Matthews then asked each department to reflect on:

- What they plan to take back to their respective teams
- The next internal steps for implementation

Common responses included a commitment to sharing the vision and enhancing communication across departments.

Day Two of the retreat concluded with adjournment at 4:50 p.m.

Day 3 January 31, 2025, Commenced at 9:15 a.m.

The County Manager introduced **Ashley Abercrombie**, the Property and Casualty Insurance Program Director for Advancing Georgia's Counties (ACCG), as the morning's speaker. Ms. Abercrombie provided the Board with an update on the County's current insurance posture. Ms. Abercrombie noted that Henry County joined the program in 1992 as a guaranteed cost member, meaning the County initially had no deductible.

Ms. Abercrombie explained that PTSD is covered under workers' compensation if caused by a physical trauma accident. She also discussed the cancer program, noting that it has a cap limit. Additionally, Ms. Abercrombie highlighted the loss control program, which aims to foster a safety culture and raise awareness. Ms. Abercrombie mentioned that details about the program were included in the packet. Ms. Abercrombie also noted that if the County earns its safety discount, it could save 7.5% on workers' compensation and 5% on property and liability premiums.

Break: 10:20 a.m. – 10:28 a.m.

Retail Strategy

(Presenter: Mill Graves, Vice President, Retail Strategies, South Central Region)

Mill Graves, VP of Retail Strategies/South Central Region, highlighted the importance of confidentiality within their organization. He stressed the need for better communication with the Board regarding their ongoing efforts and sought recommendations on how to improve this process. He explained that the partnership was established to enhance the quality of life, attract better retail and create new jobs. Their goal is to serve as an extension and advocate for the county. Collaboration is essential to staying informed about developments in each district. Graves noted that his team consists of four members who manage Georgia clients. He outlined key elements of strategic recruitment and business attraction, including data review, real estate analysis, peer analysis, prospect categories and an initial target list. Over the next six months, the goal is to engage in 10 to 15 strong, active conversations regarding retail strategy.

Chair Harrell inquired about strategies for attracting entertainment and asked for recommendations. Graves responded that entertainment venues seek visibility and that securing a strong anchor tenant is the first step. Chair Harrell then asked about the next steps. **County Manager Matthews** explained that staff is utilizing Basecamp to collect and track information, generating reports on their progress. **County Manager Matthews** noted that the extracted data will be incorporated into the weekly reports for commissioners. She also mentioned that the Board appears to want a more district-focused approach. To address this, they will review the agreement and explore amendments to incorporate that aspect.

Mr. Graves agreed that an amended agreement would likely be necessary, particularly to refine the structure of the recruitment and communication process.

Midyear Budget Presentation

(Presenter: David Smith, Executive Director)

David Smith, Executive Director of Financial Services, presented the midyear budget recommendations which will be submitted to the Board in February. He noted that personnel needs had not been addressed in the past three years. This year, all departments were asked to submit personnel requests and report any operational expenditures trending over budget.

Mr. Smith highlighted the need to allocate contingency funds for fire apparatus due to delays in capital repairs. He also recommended a debt service payment of \$2.8 million. Regarding personnel requests, Ivy Adams reported that 140 requests were submitted, totaling approximately \$2.8 million. However, only 15 departments were included in the approved recommendations.

Chair Harrell emphasized the importance of pre-bid meetings to provide local businesses with opportunities to participate in the bidding process. She suggested these meetings would help smaller companies prepare and potentially partner with prime contractors. She stressed that better communication of bidding opportunities was necessary.

The County Manager asked whether pre-bid meetings should be required for all projects or only those exceeding a certain dollar threshold. She noted that pre-bid meetings are already conducted for construction projects.

Mr. Smith acknowledged the need for improved outreach and suggested workshops to better inform businesses about upcoming opportunities. While pre-bid workshops are consistently held when required, he noted that bid information posted on the County website often goes unnoticed.

Commissioner Lewis inquired about communication efforts, expressing concern that businesses perceive Henry County as having selective bidding practices. Mr. Smith clarified that the County has engaged with many large minority-owned businesses across various sectors. However, some businesses become frustrated after submitting proposals that are not accepted and may choose not to bid again. He encouraged businesses to seek guidance from the County to ensure their future proposals meet requirements.

Commissioner Anglyn asked about the \$2.8 million debt service balance. Mr. Smith explained that this amount covers only the first year. While sufficient funds exist to cover current debt, the County plans to issue approximately \$100 million in debt in March, increasing the annual debt load to around \$8 million. Anglyn asked whether these funds would be allocated as a separate line item. Smith confirmed that, for example, \$4 million had already been set aside in the fund balance for road projects. Anglyn agreed but stressed the importance of clearly designating funds for debt service to ensure they are not redirected elsewhere.

Smith recommended refraining from additional expenditures at this time and revisiting funding requests at the start of 2026.

The County Manager then requested an update on the audit. Smith stated that all necessary documents had been submitted to auditors, who were now reviewing and testing capital assets and other key items. He noted that auditors may request additional information, but they currently have everything needed. The goal is to have a final draft completed by mid-February, leading to a finalized audit report.

Day Three of the retreat concluded with adjournment at 1:40 p.m.

Carlotta Harrell, Chair

Stephanie Braun, County Clerk