## PUTNAM COUNTY BOARD OF COMMISSIONERS



117 Putnam Drive, Suite A ◊ Eatonton, GA 31024

## Agenda

Tuesday, October 17, 2017 ◊ 6:30 PM

<u>Putnam County Administration Building – Room 203</u>

## **Opening**

- 1. Welcome Call to Order
- 2. Invocation
- 3. Pledge of Allegiance

## **Zoning Public Hearing**

- 4. Request by Jarrell Jackson Colter, Jr. & Dan Turner Tomlin to rezone 36.710 acres at 104 Napier Road from AG-1 to AG-2 [Map 057, Parcel 003] (staff-P&D)
- 5. Request by Jarrell Jackson Colter, Jr. & Dan Turner Tomlin to rezone 120.582 acres at 114 Napier Road from AG-1 to AG-2 [Map 057, Parcel 005] (staff-P&D)

## **Regular Business Meeting**

- 6. Public Comments
- 7. Approval of Agenda
- 8. Consent Agenda
  - a. Approval of Minutes October 5, 2017 Called Meeting (staff-CC)
  - b. Approval of Minutes October 6, 2017 Regular Meeting (staff-CC)
  - c. Approval of Minutes October 6, 2017 Executive Session (staff-CC)
- 9. Authorization for Chairman to sign Tax Levy Resolution in connection with the Board of Education's issuance of \$8 million of general obligation bonds (staff-CA)
- <u>10.</u> Authorization for Chairman to sign Intergovernmental Agreement for Zoning Services (tabled at last meeting)
- 11. Discussion and possible action regarding Service Delivery Strategy (staff-CM)
- 12. Approval of additional Floating Docks at Oconee Springs Park (staff-CM)
- 13. Discussion and possible action regarding a contract with the Carl Vinson Institute for a study of Unification (SH)

### **Reports/Announcements**

- 14. County Manager Report
- 15. County Attorney Report
- 16. Commissioner Announcements

## **Closing**

17. Adjournment

The Board of Commissioners reserves the right to continue the meeting to another time and place in the event the number of people in attendance at the meeting, including the Board of Commissioners, staff, and members of the public exceeds the legal limits. The meeting cannot be closed to the public except by a majority vote of a quorum present for the meeting. The board can vote to go into an executive session on a legally exempt matter during a public meeting even if not advertised or listed on the agenda.

#### 2

## Backup material for agenda item:

4. Request by Jarrell Jackson Colter, Jr. & Dan Turner Tomlin to rezone 36.710 acres at 104 Napier Road from AG-1 to AG-2 [Map 057, Parcel 003] (staff-P&D)

Request by **Jarrell Jackson Colter, Jr. & Dan Turner Tomlin** to rezone 36.710 acres at 104 Napier Road from AG-1 to AG-2. **[Map 057, Parcel 003].** \*

#### PLANNING & DEVELOPMENT-LISA JACKSON STAFF RECOMMENDATION:

The applicants are requesting to rezone 36.710 acres at 104 Napier Road from AG-1 to AG-2. They would like to subdivide out 4 or 5 tracts with an average of 8 acres to a minimum of 5 acres for mini farms, and also keep a portion for personal and recreational use. The minimum lot size in the AG-1 district is 20 acres so in order to subdivide the property it must be rezoned to a conforming zoning district. The applicants would like to maintain an agriculture use for this property and the only option is the AG-2 district with a minimum lot size requirement of 5 acres. At most, there could only be six additional parcels created if rezoned to AG-2, which in my opinion would have minimal impact on Napier Road, the adjacent properties and the community. Therefore, the proposed AG-2 zoning district will have little to no adverse effect on any nearby roads or surrounding properties due to the small number of lots being proposed.

Staff recommendation is for approval to rezone 36.710 acres from AG-1 to AG-2.

#### PLANNING & ZONING COMMISSION RECOMMENDATION:

Planning & Zoning Commission's recommendation is for approval to rezone 36.710 acres from AG-1 to AG-2.

#### **PLANNING & ZONING COMMISSION MINUTES:**

Thursday, October 5, 2017

The Putnam County Planning & Zoning Commission conducted a public hearing on Thursday, October 5, 2017 at 6:30 PM in the Putnam County Administration Building, 117 Putnam Drive, Room 203, Eatonton, Georgia.

**Present:** James Marshall Jr., Chairman, John Langley, Tommy Brundage, Alan Oberdeck, Frederick Ward

**Staff Present:** Karen Pennamon and Jonathan Gladden

13. Request by Jarrell Jackson Colter, Jr. & Dan Turner Tomlin to rezone 36.710 acres at 104 Napier Road from AG-1 to AG-2. [Map 057, Parcel 0031. \*

Mr. Jarrell Jackson Colter, Jr. & Dan Turner Tomlin represented this request.
Mr. Colter stated the reason for the rezoning request is that under the current AG-

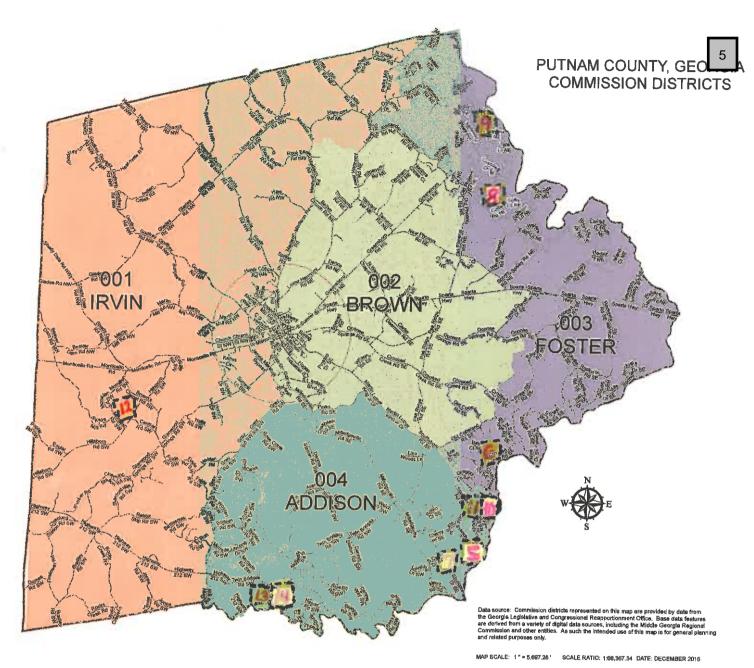
1 zoning class the property could not be divided into lots smaller than 20 acres. They are requesting to rezone 36.710 acres from AG-1 to AG-2 in order to subdivide it into smaller lots that are at least 5 acres in size. **Mr. Marshall** clarified that in their letter of intent they are proposing to subdivide between 4 or 5 tracts with an average of 8 acres. He added that the minimum lot size requirement in AG-2 is 5 acres. **Mr. Langley** stated he had visited the property and has no problems with the request. No one spoke in opposition to this request. Staff recommendation is for approval to rezone 36.710 acres from AG-1 to AG-2. **Mr. Langley** made a motion for approval. **Mr. Oberdeck** seconded. **All approved.** 

## Staff recommendation is for approval to rezone 36.710 acres from AG-1 to AG-2.

Motion for approval made by: John D. Langley

Seconded by: Alan Oberdeck

Commissioner	YES	NO	ABSTAIN	RECUSE
Tommy Brundage	х			
John D. Langley	x			
Alan M. Oberdeck	x			
Frederick Ward	x			
James Marshall, Jr.	x			



- Request by John Wright for a side yard setback variance at 128 Haralson Drive. Presently zoned R-2. [Map 112B, Parcel 065].
- 6. Request by Hazel W. Comer and Mary Jane DeLeeuw for a side and rear yard setback variance at 114 Crooked Creek Bay Road. Presently zoned R-2. [Map 110D, Parcel 061].
- 7. Request by John Williams for a side yard setback variance at 138 South Leisure Lane. Presently zoned R-1. [Map 086B, Parcel 009].
- Request by Michael and Tonya Miller for a side yard setback variance at 139 Mags Path. Presently zoned R-1. [Map 104A, Parcel 109].
- 9. Request by Charles Randolph Rich for a rear yard setback variance at 106 Clack Circle. Presently zoned R-1. [Map 102B, Parcel 022].
- 10. Request by Gary and Alicia Pierson for a rear yard setback variance at 110 Glad Cove. Presently zoned R-2. [Map 111C, Parcel 031].
- 11. Request by Dane Coleman for a rear yard setback variance at 107 Twisting Hill Drive. Presently zoned R-2. [Map 111C, Parcel 038].
- 12. Request by Andy Holder for a conditional use for an event center at 206 McMillian Road. Presently zoned AG-1. [Map 022, Parcel 001002].
- 13. Request by Jarrell Jackson Colter, Jr. & Dan Turner Tomlin at 104 Napier Road to rezone 36.710 acres from AG-1 to AG-2. [Map 057, Parcel 003]. \*
- Request by Jarrell Jackson Colter, Jr. & Dan Turner Tomlin at 114 Napier Road to rezone 120.582 acres from AG-1 to AG-2. [Map 057, Parcel 005]. \*

## PUTNAM COUNTY PLANNING & DEVELOPMENT

117 Putnam Drive, Suite B
Eatonton, GA 31024
Phone: 706-485-2776 • Fax: 706-485-0552
www.putnamga.com

## APPLICATION FOR REZONING

APPLICATION NO	2017-00920	DATE:8/29/2017
MAP 057	_ PARCEL 003	
1. Name of Applicant:	Jarrell Jackson	Colter, Jr. & Dan Turner Tomlin
2. Mailing Address:	107 Emma Drive	Milledgeville GA 31061
3. Phone: (home)	(office)	(cell) (478) 454 7169
4. The location of the Eatonton, GA	subject property, including s 31024	(ccil) (478) 454 7169
5. The area of land pro Parcel "A"	posed to be rezoned (stated in 36.710Acres Pla	n square feet if less than one acre): t Book 34, Page 136
	district desired: AG-	
7. The purpose of this r 20 Acres per	ezoning is (Attach Letter of Tract	Intent) To subdivide below
9. Existing zoning dietri	et elecuification afth	Desired use of property: Recreation erty and adjacent properties:  Sast: AG-1& C-2 West: AG-1
10. Copy of warranty dee	d for moof of ownership an	d if not owned by applicant, please attach a signed and or all property sought to be rezented.
11. Legal description and	recorded plat of the propert	y to be rezoned. (Attached)
12. The Comprehensive P	lan Puture Land Use Man c	ategory in which the property is located. (If more than
13. A detailed description	of existing land uses:	Open Land
14. Source of domestic was source is not an existing sy	ater supply: well, o	from provider.  County Water



## PUTNAM COUNTY PLANNING & DEVELOPMENT

117 Putnam Drive, Suite B Eatonton, GA 31024

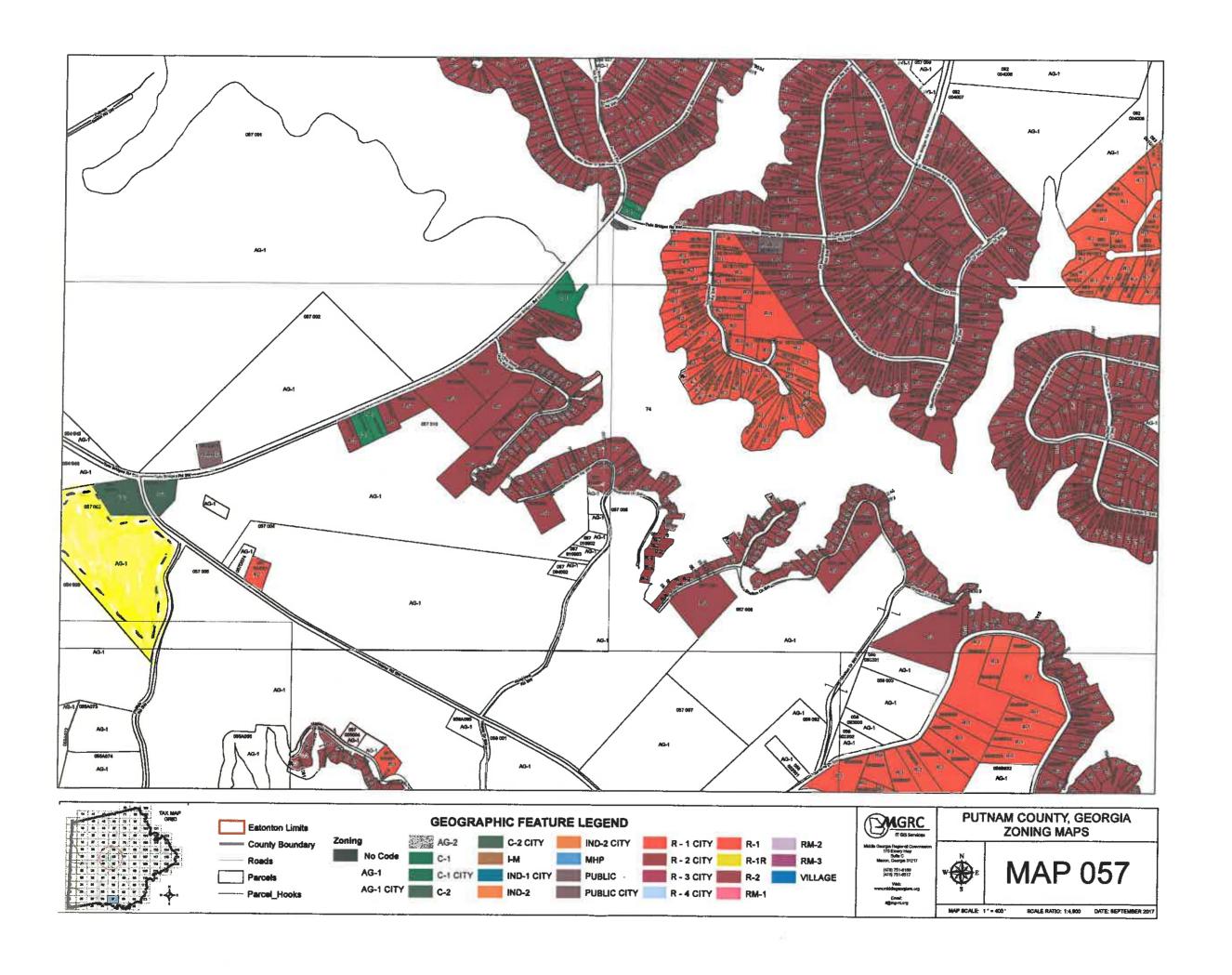
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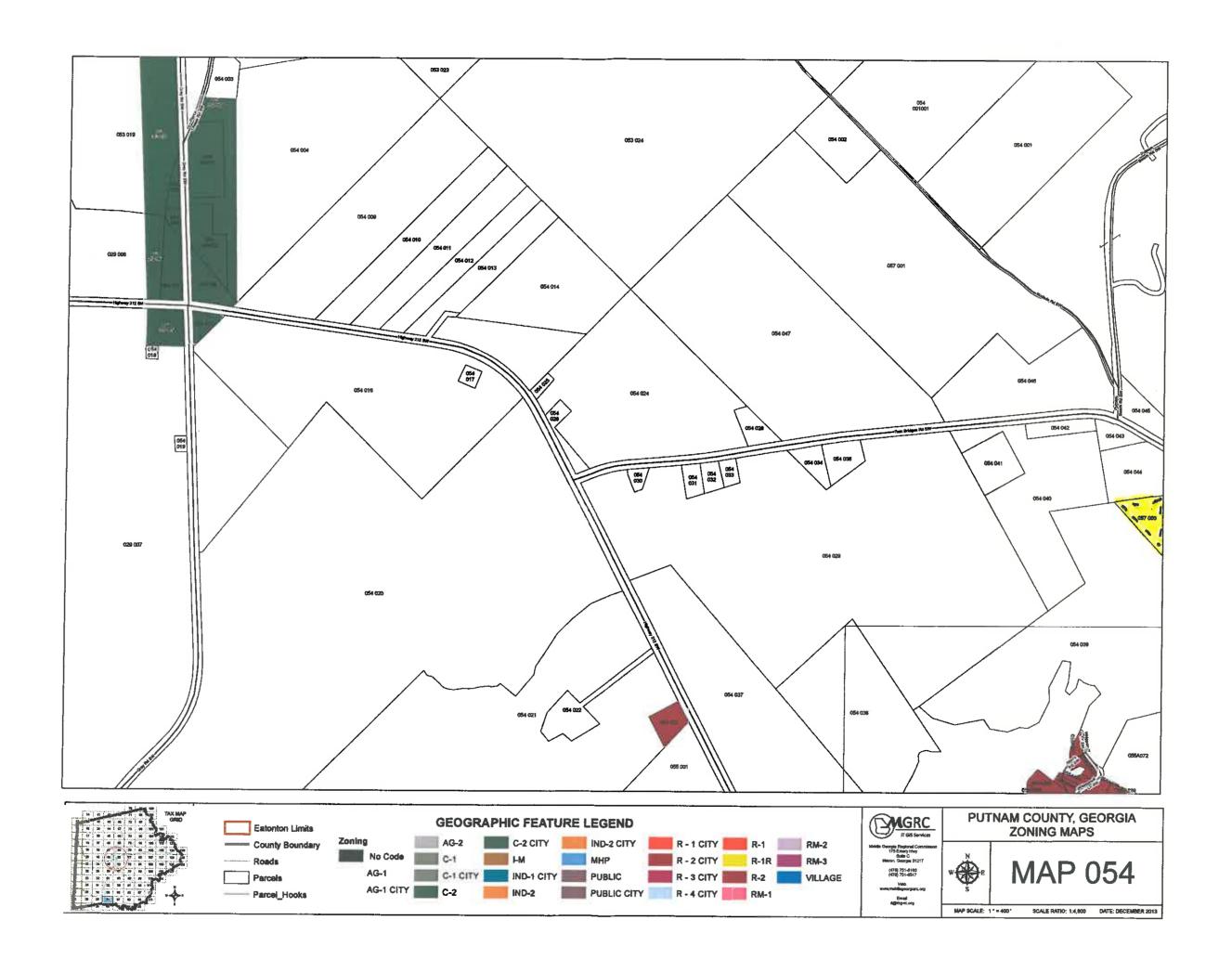
- 15. Provision for sanitary sewage disposal: septic system X, or sewer \_\_\_. If sewer, please provide name of company providing same, or, if new development, provide a letter from sewer provider.
- 16. Complete attachment of Disclosure of Campaign Contributions Form by the applicant and/or the applicant's attorney as required by the Georgia Conflict of Interest in Zoning Act (O.C.G.A. 36-67A).
- 17. The application designation, date of application and action taken on all prior applications filed for rezoning for all or part of the subject property. (Please attach on separate sheet.) N/A
- 18. Proof that property taxes for the parcel(s) in question have been paid. (Attached)
- 19. Concept plan. If the application is for less than 25 single-family residential lots, a concept plan need not be submitted. (See attachment.) N/A
- 20. Impact analysis. If the application is for less than 25 single-family residential lots, an impact analysis need not be submitted. (See attachment.) N/A

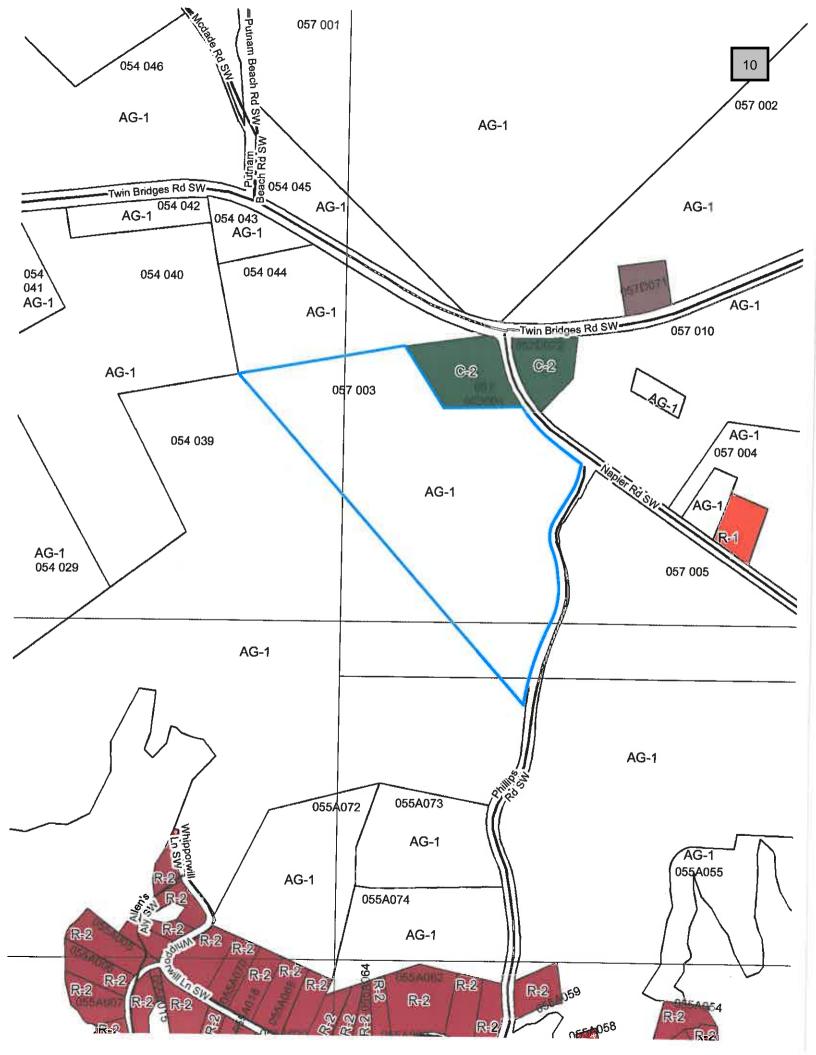
THE ABOVE STATEMENTS AND ACCOMPANYING MATERIALS ARE COMPLETE AND ACCURATE. APPLICANT HEREBY GRANTS PERMISSION FOR PLANNING AND DEVELOPMENT PERSONNEL OR ANY LEGAL REPRESENTATIVE OF PUTNAM COUNTY TO ENTER UPON AND INSPECT THE PROPERTY FOR ALL PURPOSES ALLOWED AND REQUIRED BY THE PUTNAM COUNTY CODE OF ORDINANCES.

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natere	(Property Owner) (Date)	BERT KING Signature (Applicant) (Date
	F/3/12	COMMISSION TO STATE OF THE PROPERTY OF THE PRO
ary Pi	iblic	PECEMBER 13, 2019 Notary Public
	2	
f		CONTY GENTC, LT
Į.	''/	Onice Use
	Paid: \$ 30000 (cash)	(check) (credit card)
ı İ	Receipt No. 29685	Date Paid: &- 30 -/ 7
	Date Application Received:	8-3-17
	Reviewed for completeness by: Submitted to TRC:	Return date:
	Date of BOC hearing:	Date submitted to newspaper:
	Date sign posted on property:	Picture attached: yes no





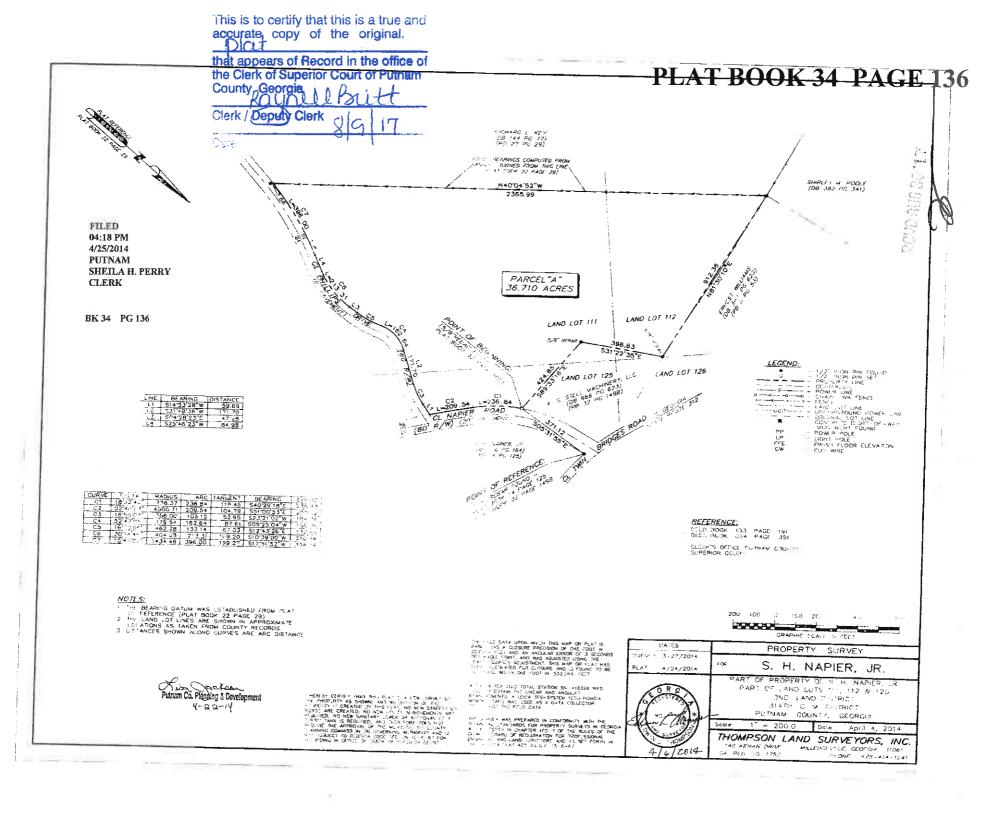




## Letter of Intent

With the present zoning on this tract it can not be divided and would have to remain at 36.7 acres. If this tract is re-zoned as Ag. 2 it would allow for this tract to be divided into 4 or 5 tracts with average of 8+/- acres. This would be considered higher and better use and fit in with present use in general area (mini farms). This tract was purchased in conjunction with an adjoining tract which has left several options for our intentions. However our intention is to sell a few tracts and keep a potion of tracts for personal and recreational use.

104 Naprer Rd Jal Ceth



## Backup material for agenda item:

5. Request by Jarrell Jackson Colter, Jr. & Dan Turner Tomlin to rezone 120.582 acres at 114 Napier Road from AG-1 to AG-2 [Map 057, Parcel 005] (staff-P&D)

Request by **Jarrell Jackson Colter, Jr. & Dan Turner Tomlin** to rezone 120.582 acres at 114 Napier Road from AG-1 to AG-2. [Map 057, Parcel 005]. \*

#### PLANNING & DEVELOPMENT-LISA JACKSON STAFF RECOMMENDATION:

The applicants are requesting to rezone 120.582 acres at 114 Napier Road from AG-1 to AG-2. They would like to subdivide it into smaller tracts to sell mainly 10 acre tracts, which will allow some land owners to buy adjoining property and allow for development of 5 to 20-acre mini farms. The applicant would also like to keep a portion for personal and recreational use. As indicated by the applicant, the market is not there for selling large 20 acre parcels and this rezoning will make his property more marketable. The applicants would like to maintain an agriculture use for this property and the only option is the AG-2 district which minimum lot size requirement is 5 acres. If, the applicant decides to create a subdivision with 5+ acre parcels, they will be required to follow the preliminary plat approval process which include creating interior subdivision roads developed to county standards. The surrounding properties are zoned AG-1 and R-2, therefore, the proposed AG-2 zoning district will have no adverse effect on the adjacent AG-1 and the impact on R-2 will reduce tremendously due to the limited allowed uses in AG-2 compared to AG-1. Therefore, the rezoning of this property from AG-1 to AG-2 will have no adverse effect on the nearby roads or surrounding properties.

Staff recommendation is for approval to rezone 120.582 acres from AG-1 to AG-2.

### PLANNING & ZONING COMMISSION RECOMMENDATION:

Planning & Zoning Commission's recommendation is for approval to rezone 120.582 acres from AG-1 to AG-2.

### **PLANNING & ZONING COMMISSION MINUTES:**

Thursday, October 5, 2017

The Putnam County Planning & Zoning Commission conducted a public hearing on Thursday, October 5, 2017 at 6:30 PM in the Putnam County Administration Building, 117 Putnam Drive, Room 203, Eatonton, Georgia.

**Present:** James Marshall Jr., Chairman, John Langley, Tommy Brundage, Alan Oberdeck, Frederick Ward

**Staff Present:** Karen Pennamon and Jonathan Gladden

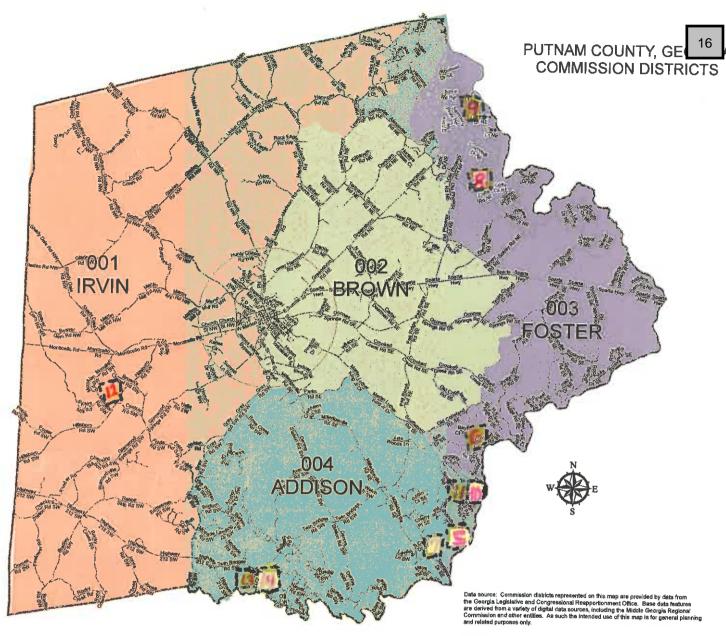
14. Request by Jarrell Jackson Colter, Jr. & Dan Turner Tomlin to rezone 120.582 acres at 114 Napier Road from AG-1 to AG-2. [Map 057, Parcel 0051. \* Mr. Jarrell Jackson Colter, Jr. & Dan Turner Tomlin represented this request. Mr. Colter stated the reason for the rezoning request is that under the current AG-1 zoning class the property could not be divided into lots smaller than 20 acres and they are anticipating cutting the property into roughly 17 lots. Mrs. Pennamon stated that if they decide to create a subdivision of 5 plus acre parcels they would be required to submit a preliminary plat approval process, which includes creating interior subdivision roads developed to county standards. Mr. Marshall asked if Mr. Colter was clear on that point. Mr. Colter asked for clarification. Mrs. **Pennamon** stated that cutting out 5 or more parcels the area would be considered a subdivision. Mr. Colter stated they have no intention to develop a subdivision and all the proposed locations would have road access/frontage. Mr. Ward asked if they would be building houses on the property. Mr. Colter responded no. He presented a plan and illustrated to the board what the lots would look like and where they would be located. Mr. Colter expressed concern on getting the property surveyed out and then a potential buyer wanting to buy more or less land than what was surveyed. Mr. Marshall explained the preliminary plat approval process is a required before selling the property for subdividing 5 or more parcels. Mr. Marshall further pointed out the subdividing could be amended at some point if the lines needed to change. Mr. Colter asked if what he presented would suffice. Mr. Marshall replied no as it was not a legal plat and informed Mr. Colter there is a two-step process. Mr. Marshall stated the first action is before the Commission currently and that is a request to rezone. Following the approval of rezoning by the Board of Commissioners Mr. Colter would have to then work with the Planning and Zoning staff and present a proposal on the request to meet the requirements for the new district that they were rezoned to in the form of a plat approval process showing the subdivision of land. No one spoke in opposition to this request. Staff recommendation is for approval to rezone 120.582 acres from AG-1 to AG-2. Mr. Langley made a motion for approval. Mr. Ward seconded. All approved.

## Staff recommendation is for approval to rezone 120.582 acres from AG-1 to AG-2.

Motion for approval made by: John D. Langley

Seconded by: Frederick Ward

Commissioner	YES	NO	ABSTAIN	RECUSE
Tommy Brundage	X			
John D. Langley	X			
Alan M. Oberdeck	X			
Frederick Ward	X			
James Marshall, Jr.	X			



MAP SCALE: 1" = 5,697.28" SCALE RATIO: 1:68,367.34 DATE: DECEMBER 201

- 5. Request by John Wright for a side yard setback variance at 128 Haralson Drive. Presently zoned R-2. [Map 112B, Parcel 065].
- 6. Request by Hazel W. Comer and Mary Jane DeLeeuw for a side and rear yard setback variance at 114 Crooked Creek Bay Road. Presently zoned R-2. [Map 110D, Parcel 061].
- 7. Request by John Williams for a side yard setback variance at 138 South Leisure Lane. Presently zoned R-1. [Map 086B, Parcel 069].
- Request by Michael and Tonya Miller for a side yard setback variance at 139 Mags Path. Presently zoned R-1. [Map 104A, Parcel 109].
- 9. Request by Charles Randolph Rich for a rear yard setback variance at 106 Clack Circle. Presently zoned R-1. [Map 102B, Parcel 022].
- 10. Request by Gary and Alicia Pierson for a rear yard setback variance at 110 Glad Cove. Presently zoned R-2. [Map 111C, Parcel 031].
- 11. Request by Dane Coleman for a rear yard setback variance at 107 Twisting Hill Drive. Presently zoned R-2. [Map 111C, Parcel 038].
- 12. Request by Andy Holder for a conditional use for an event center at 206 McMillian Road. Presently zoned AG-1. [Map 022, Parcel 001002].
- 13. Request by Jarrell Jackson Colter, Jr. & Dan Turner Tomlin at 104 Napier Road to rezone 36.710 acres from AG-1 to AG-2. [Map 057, Parcel 003]. \*
- 14. Request by Jarrell Jackson Colter, Jr. & Dan Turner Tomlin at 114 Napier Road to rezone 120.582 acres from AG-1 to AG-2. [Map 057, Parcel 005]. \*

## PUTNAM COUNTY PLANNING & DEVELOPMENT 117 Putnam Drive, Suite B

Eatonton, GA 31024
Phone: 706-485-2776 + Fax: 706-485-0552
www.putnamga.com

## APPLICATION FOR REZONING

APPLICATION NO	2017-00919	DATE:	8/29/2017
MAP 057	PARCEL 005		
1. Name of Applicant:	Jarrell Jackson (	Colter, Jr. 8	Dan Turner Tomlin
2. Mailing Address: _	107 Emma Drive M	lilledgeville	GA 31061
3. Phone: (home)	(office)_		(cell) (478) 454 7169
4. The location of the s Eatonton, GA	ubject property, including stre 31024	et number, if any	(cell) (478) 454 7169 Napier Road, SW,
5. The area of land prop Tract 1 12	posed to be rezoned (stated in s 0.582 AC Plat Bo	square feet if less that ook 35 Page	n one acre): 96
6. The proposed zoning	district desired: AG-2		
7. The purpose of this re 20 Acres per	zouing is (Attach Letter of Int Tract	ent) To subdiv	ide below
9. Existing zoning district Existing: AG1 North: AG-1	y: Open Land  t classification of the property outh: AG-1& R-2	and adjacent proper	West: AG-1 & R-2
notarized letter of agency f	from each property owner for a	f not owned by applicable property sought to	ant, please attach a signed and be rezoned.
11. Legal description and r	ecorded plat of the property to	be rezoned. (At	tached)
12. The Comprehensive Plone category applies, the an insert.): M. Ked	an Future Land Use Map cateless in each category are to be Se Fest de 441	gory in which the pro- illustrated on the cor	operty is located. (If more than accept plan. See concept plan
	of existing land uses:		
14. Source of domestic was source is not an existing syst	ter supply: well com tem, please provide a letter fro	om provider.	or private provider . If
		Co	unty Water

## PUTNAM COUNTY PLANNING & DEVELOPMENT

117 Putnam Drive, Suite B Eatonton, GA 31024

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15. Provision for sanitary sewage disposal: septic system	X or sewer	If sawer places provide normal
of company providing same, or, if new development, prov	ide a letter from sess	or provides

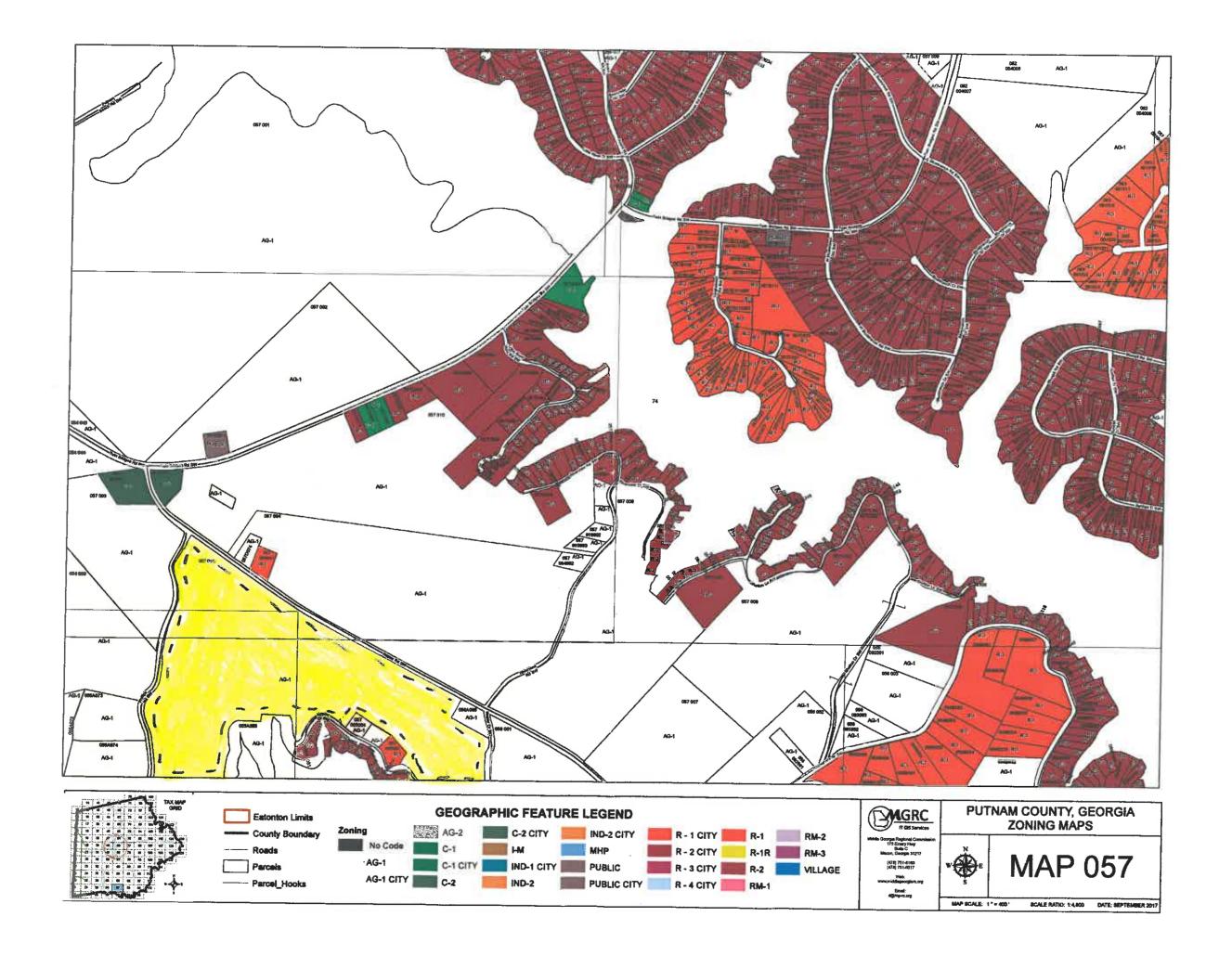
- 16. Complete attachment of Disclosure of Campaign Contributions Form by the applicant and/or the applicant's attorney as required by the Georgia Conflict of Interest in Zoning Act (O.C.G.A. 36-67A).
- 17. The application designation, date of application and action taken on all prior applications filed for rezoning for all or part of the subject property. (Please attach on separate sheet.)

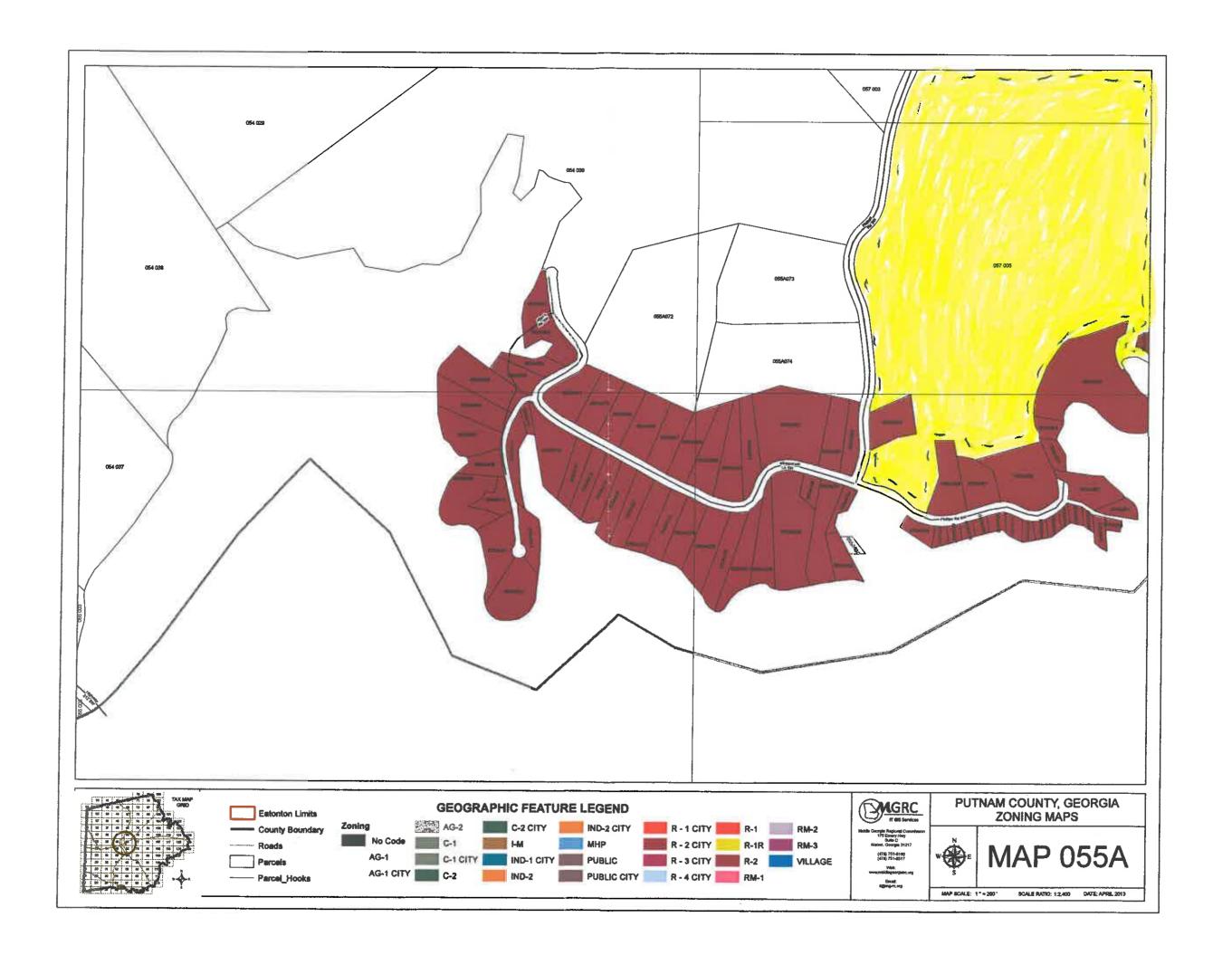
  N/A
- 18. Proof that property taxes for the parcel(s) in question have been paid. (Attached)
- 19. Concept plan. If the application is for less than 25 single-family residential lots, a concept plan need not be submitted. (See attachment.)
- 20. Impact analysis. If the application is for less than 25 single-family residential lots, an impact analysis need not be submitted. (See attachment.) N/A

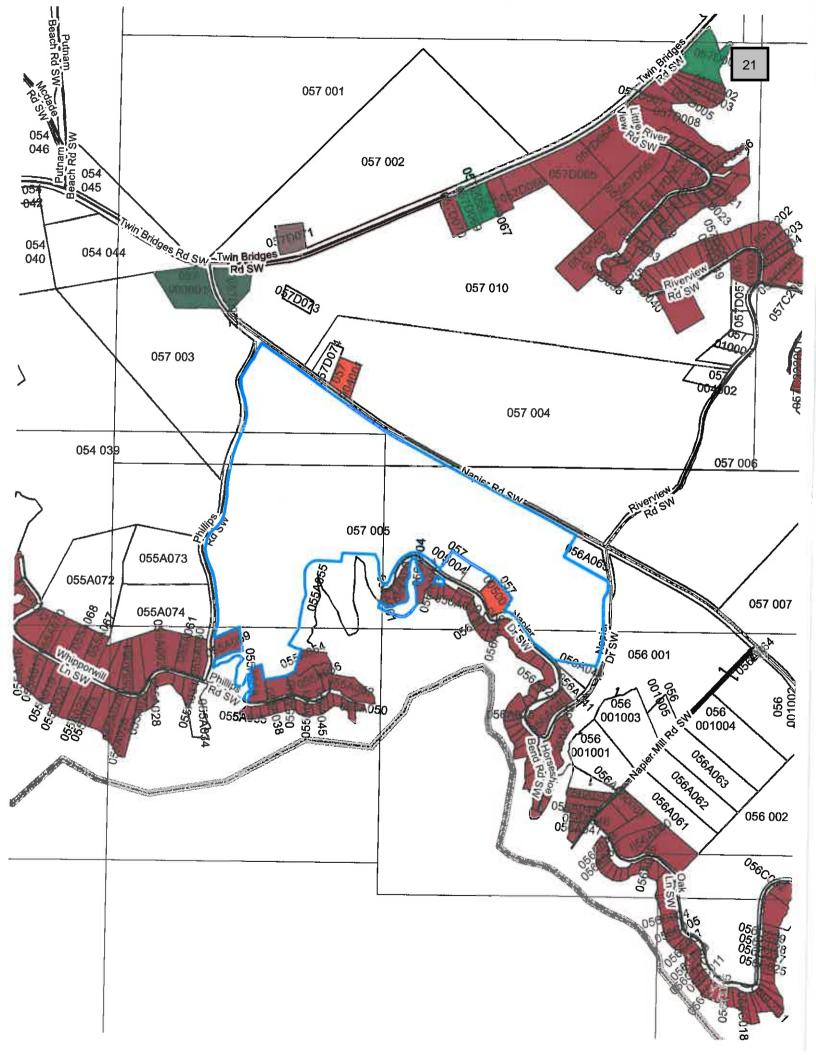
THE ABOVE STATEMENTS AND ACCOMPANYING MATERIALS ARE COMPLETE AND ACCURATE, APPLICANT HEREBY GRANTS PERMISSION FOR PLANNING AND DEVELOPMENT

PERSONNEL OR ANY LEGAL REPRESENTATIVE OF PUTNAM COUNTY TO ENTER UPON AND INSPECT THE PROPERTY FOR ALL PURPOSES ALLOWED AND REQUIRED BY THE PUTNAM COUNTY CODE OF ORDINANCES. BERTKING roperty Owne (Date) Signature (Applicant) (Date) "KNISSION" Notary Public DECEMBER 13, 2019 (check) (cash) Receipt No. Date Paid: Date Application Received: Reviewed for completeness by: Submitted to TRC: Return date: Date of BOC hearing: Date submitted to newspaper: Date sign posted on property: Picture attached: yes no







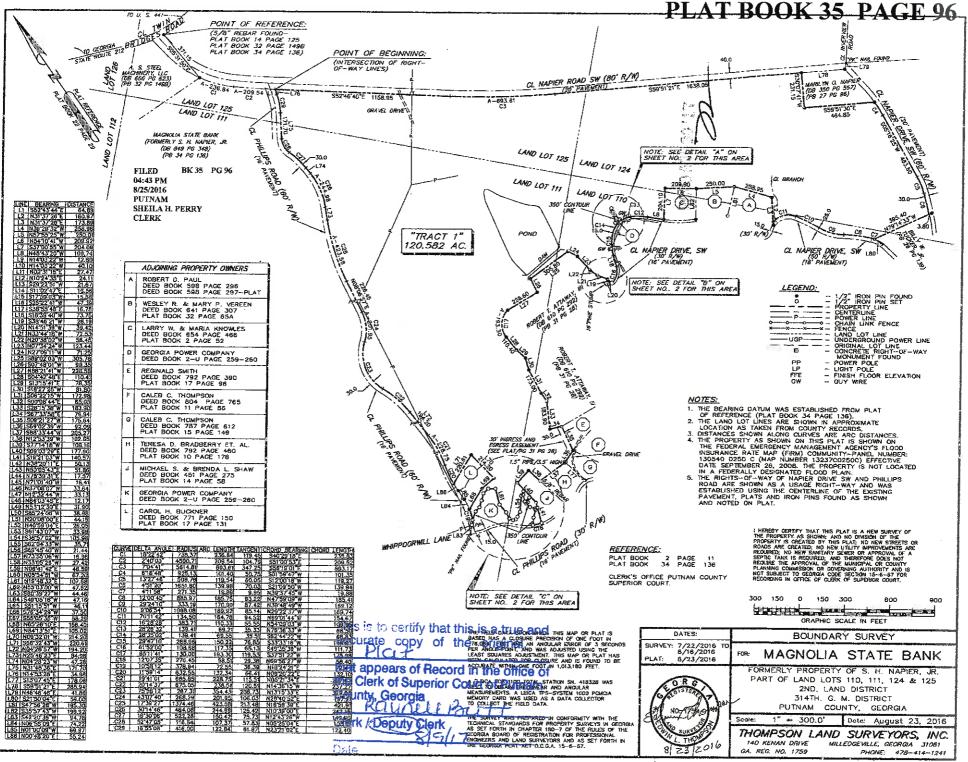


## Letter of Intent

Our intention is to divide this tract into smaller tracts so as to keep a portion for personal and recreational use. This change of zoning would allow for tracts to be less than 20 acres which would create an opportunity for some land owners to buy adjoining property that is more suitable for them. This could also allow for some 5 to 20 acre mini farms.

114 Napier Rd

Jal Ceth



## Backup material for agenda item:

- 8. Consent Agenda
  - a. Approval of Minutes October 5, 2017 Called Meeting (staff-CC)
  - b. Approval of Minutes October 6, 2017 Regular Meeting (staff-CC)
  - c. Approval of Minutes October 6, 2017 Executive Session (staff-CC)

## PUTNAM COUNTY BOARD OF COMMISSIONERS



117 Putnam Drive, Suite A ◊ Eatonton, GA 31024

## Minutes Thursday, October 5, 2017 ◊ 9:00 AM

<u>Putnam County Administration Building – Room 203</u>

The Putnam County Board of Commissioners met on October 5, 2017 at approximately 9:00 AM in the Putnam County Administration Building, 117 Putnam Drive, Room 203, Eatonton, Georgia

#### **PRESENT**

Chairman Stephen Hersey Commissioner Kelvin Irvin Commissioner Daniel Brown Commissioner Alan Foster Commissioner Trevor Addison

### STAFF PRESENT

County Attorney Barry Fleming County Manager Paul Van Haute County Clerk Lynn Butterworth

#### Opening

- r - <i>O</i>	
<ol> <li>Welcome - Call to Order</li> </ol>	
Chairman Hersey called the meeting to	order at approximately 9:00 a.m. (Copy of agenda made a
part of the minutes on minute book pag	ge)

### **Called Meeting**

2. Discussion and possible action regarding the DATE (Drug Abuse Education and Treatment) funds

Sheriff Howard Sills signed in to speak and explained what the DATE funds are and that he doesn't have control over that money. He further explained that these funds are different from the drug seizure and forfeiture money that he does control and use for only legal law enforcement concerns. He advised that his office did run a DARE program from 1999-2012 and that the DATE money funded a portion of the officer's salary and vehicle, but did not cover everything. Clerk of Court Sheila Perry signed in to answer any questions. She advised that she collects the funds and remits the money monthly to the Finance Department.

Chairman Hersey proposed to appoint a DATE Funds Advisory Committee to make recommendations to the County Manager as to appropriate expenditures from the DATE funds.

26

Motion made by Commissioner Foster, seconded by Commissioner Addison, to authorize the Chairman to create a committee of professionals and citizens of Putnam County at his discretion to review expenditures of DATE funds and bring recommendations back to the board of commissioners on how they may be spent in the best way.

Amended motion made by Commissioner Foster, seconded by Commissioner Addison, to also suspend further expenditures of FY18 DATE funds until hearing from the committee. Motion carried with Commissioners Irvin, Brown, Foster, and Addison and Chairman Hersey voting ves.

Original motion as amended carried with Commissioners Irvin, Brown, Foster, and Addison and Chairman Hersey voting yes.

## **Closing**

3. Adjournment

Motion made by Commissioner Addison, seconded by Commissioner Irvin, to adjourn the meeting. Motion carried with Commissioners Irvin, Brown, Foster, and Addison and Chairman Hersey voting yes.

Meeting adjourned at approximately 9:52 a.m.	
ATTEST:	
Lynn Butterworth County Clerk	Stephen J. Hersey Chairman

## PUTNAM COUNTY BOARD OF COMMISSIONERS



117 Putnam Drive, Suite A ◊ Eatonton, GA 31024

## Minutes Friday, October 6, 2017 ◊ 9:00 AM

Putnam County Administration Building – Room 203

The Putnam County Board of Commissioners met on Friday, October 6, 2017 at approximately 9:00 AM in the Putnam County Administration Building, 117 Putnam Drive, Room 203, Eatonton, Georgia

#### **PRESENT**

Chairman Stephen Hersey Commissioner Kelvin Irvin Commissioner Daniel Brown Commissioner Alan Foster Commissioner Trevor Addison

#### STAFF PRESENT

County Attorney Barry Fleming County Manager Paul Van Haute County Clerk Lynn Butterworth

## **Opening**

1. Welcome - Call to Order

Chairman Hersey called the meeting to order at approximately 9:00 a.m. (Copy of agenda made a part of the minutes on minute book page \_\_\_\_\_\_.)

2. Invocation

The invocation was given by Oconee Springs Park Manager Lonnie Campbell.

3. Pledge of Allegiance

The Pledge of Allegiance was led by Chairman Hersey.

## **Regular Business Meeting**

4. Public Comments

None

5. Approval of Agenda

Commissioner Irvin requested to add an item: "Discussion of FY19 budget adopted and voted on before 2018 millage rate"

Motion made by Commissioner Foster, seconded by Commissioner Addison, to approve the agenda as amended. Motion carried with Commissioners Irvin, Brown, Foster, and Addison and Chairman Hersey voting yes.

- 6. Consent Agenda
  - a. Approval of Minutes September 19, 2017 (staff)
  - b. Approval of 2017 Alcohol Licenses (staff)

Motion made	by Commissioner	Addison, se	econded by Co	mmissioner Irv	ın, to approve the
Consent Agei	nda. Motion carrie	d with Con	nmissioners Irv	in, Brown, Fos	ter, and Addison
and Chairma	n Hersey voting ye	s. (Copy of	alcohol licenses	made a part of	the minutes on
minute book p	pagesto	)	)		
7. Special Pr	esentation - Taxes,	Γrash, and C	onsolidation		
Mr. Billy Web	oster made a present	ation regard	ing the mill rate	differences bet	ween the city and
the county, the	e trash collection dif	ferences bet	ween the city a	nd the county, a	nd the insurance
premium tax.	No action was taken	n. (Copy of 1	presentation ma	de a part of the	minutes on minute
hook nages	to	)	-	-	

8. Discussion and possible action regarding Oconee Springs Park (staff) Susan Campbell commented on the tornado damage suffered by the park earlier this year and that improvements are being made and it is looking better. She provided an update that they are reconfiguring spaces to accommodate more visitors, but are still having to turn down lots of families (35 turned away over the Labor Day holiday due to lack of space.) She advised that they would like to register the springs as an historical site and need to build a new pavilion. She showed photos of a sample pavilion and the view of the lake from the proposed new location of the pavilion. No action was taken.

Meeting recessed at approximately 9:52 a.m. Meeting reconvened at approximately 10:07 a.m.

- 9. Discussion and possible action regarding BOC Retreat (KI)
- Commissioner Irvin expressed his desire to hold a BOC retreat to get together to communicate and go over concerns and try to make the team as strong as possible. Several possible locations were discussed and well as the need for a facilitator. Everyone agreed on a November 17, 2017 date from 10:00 a.m. to 2:00 p.m. County Manager Van Haute will check with Putnam County High School as a possible venue and will also check with the Middle Georgia Regional Commission for a facilitator. No action was taken.
- 10. Authorization for Chairman to sign Intergovernmental Agreement for Zoning Services (staff) Motion made by Commissioner Addison, seconded by Commissioner Irvin, to authorize the Chairman to sign the Intergovernmental Agreement for Zoning Services between the City of Eatonton and Putnam County.

Motion made by Commissioner Foster, seconded by Commissioner Irvin, to postpone this issue until the next regular meeting. Motion carried with Commissioners Irvin, Brown, Foster, and Addison and Chairman Hersey voting yes.

29

10a. Discussion of FY19 budget adopted and voted on before 2018 millage rate (KI) Commissioner Irvin distributed a tentative schedule prepared by Finance Director Linda Cook which is a possible way to accomplish adopting the budget before the millage rate. Chairman Hersey advised that the BOC needs to receive the proposed budget with enough time to amend it and come up with a budget ready to advertise before advertising the mill rate. Commissioner Irvin will work further with Finance Director Cook and present this again at a future meeting. No action was taken.

### **Executive Session**

11. Motion to Enter Executive Session as Allowed by O.C.G.A. 50-14-4, if Necessary, for Personnel, Litigation, or Real Estate

Motion made by Commissioner Addison, seconded by Commissioner Irvin, to enter Executive Session as allowed by O.C.G.A. 50-14-4 for Real Estate purposes. Motion carried with Commissioners Irvin, Brown, Foster, and Addison and Chairman Hersey voting yes.

Meeting closed at approximately 10:59 a.m.

12. Motion to Reopen Meeting and Execute Affidavit Concerning the Subject Matter of the Closed Portion of the Meeting

Motion made by Commissioner Foster, seconded by Commissioner Addison, to reopen the meeting and execute the affidavit concerning the subject matter of the closed portion of the meeting. Motion carried with Commissioners Irvin, Brown, Foster, and Addison and Chairman Hersey voting yes. (Copy of the affidavit made a part of the minutes on minute book page \_\_\_\_\_\_.)

Meeting reopened at approximately 11:24 a.m.

13. Action, if any, Resulting from the Executive Session

County Attorney Fleming advised that one real estate matter was discussed during the Executive Session with no final action being taken.

Motion made by Commissioner Addison, seconded by Commissioner Irvin, to declare land parcel #053C086, also known as lot 651 Sunrise Drive, as surplus and authorize the County Manager to place that lot for sale with sealed bids and a minimum bid amount of \$7,500. Motion carried with Commissioners Irvin, Brown, Foster, and Addison and Chairman Hersey voting yes. (Copy of Qpublic map made a part of the minutes on minute book page

## Reports/Announcements

14. County Manager Report

County Manager Van Haute reported that Advanced Disposal is considering a potential price increase centered around yard waste and debris being mixed with household trash and that they might want to talk to the commissioners sometime soon. He is also considering the use of vehicle stickers to mitigate out of county use of the recycle centers.

16. Commissioner Announcements

Commissioner Irvin: none

Commissioner Brown: none

Commissioner Foster: none

Commissioner Addison: none

Chairman Hersey: none

## **Closing**

17. Adjournment

Motion made by Commissioner Irvin, seconded by Chairman Hersey, to adjourn the meeting. Motion carried with Commissioners Irvin, Brown, Foster, and Addison and Chairman Hersey voting yes.

Meeting adjourned at approximately 11:35 a.m.

ATTEST:

Lynn Butterworth County Clerk Stephen J. Hersey Chairman

## PUTNAM COUNTY BOARD OF COMMISSIONERS



Office of the County Clerk
117 Putnam Drive, Suite A & Eatonton, GA 31024
706-485-5826 (main office) & 706-485-1877 (direct line) & 706-923-2345 (fax)
lbutterworth@putnamcountyga.us & www.putnamcountyga.us

The draft minutes of the October 6, 2017 Executive Session are available for Commissioner review in the Clerk's office.

## Backup material for agenda item:

9. Authorization for Chairman to sign Tax Levy Resolution in connection with the Board of Education's issuance of \$8 million of general obligation bonds (staff-CA)

#### LAW OFFICE

## HARBEN, HARTLEY & HAWKINS, LLP

340 Jesse Jewell Parkway Wells Fargo Center, Suite 750 Gainesville, Georgia 30501 (770) 534-7341 Fax: (770) 532-0399

September 15, 2017

## VIA E-MAIL and/or FIRST CLASS MAIL

Mr. Stephen Hersey, Chair (shersey@putnamcountyga.us)
Putnam County Board of Commissioners
117 Putnam Drive
Eatonton, Georgia 31024

Mr. Barry Fleming (bfleming@flemingnelson.com) County Attorney Fleming & Nelson LLP P. O. Box 2208 Evans, Georgia 30809

Re:

Tax Levy Resolution for Putnam County School District General Obligation Bonds, Series 2017

### Gentlemen:

This firm represents the Putnam County School District Board of Education and this letter is to request the County Commission review and adopt a tax levy resolution in connection with the Board of Education's issuance of \$8 million of general obligation bonds. We would request that this matter be placed on the County Commission's agenda for adoption at its regularly scheduled meeting on October 17, 2017. A finalized version of the resolution will be forwarded to you prior to October 17<sup>th</sup>.

As you know, timing is very important when dealing with bond issues and it is important that the Commission act at this meeting so the validation process can move forward and the refunding bonds close. The resolution simply binds the Commission to levy the millage rate determined necessary by the Board of Education to pay the principal and interest of the general obligation bonds.

I understand that any issue dealing with the millage rate can potentially receive a lot of attention from local residents and the media. I would like to answer any and all questions you or the Board of Commissioners has before that meeting. I am willing to attend the County Commission meeting if you feel that it is necessary or to have the superintendent or some other representative of the Board of Education present if you feel that will be helpful. On the other hand, if we can answer any questions prior to the meeting and if you are sure that the passage of

# HARBEN, HARTLEY & HAWKINS, LLP PAGE 2

the resolution will be routine, then I would see no reason for anyone to attend that meeting and we can obtain signed copies from you on the following day.

I will follow up with you prior to the October 17<sup>th</sup> meeting to confirm the arrangements, ensure there are no questions and forward the finalized Tax Levy Resolution to you for execution. In the meantime, if you should have any concerns, do not hesitate to give me a call.

Sincerely,

Cory O. Kirby

COK:cgr

cc: Mr. Eric Arena, Superintendent

#### TAX LEVY RESOLUTION

WHEREAS, pursuant to a bond resolution adopted on October 24, 2016 and supplemented by a supplemental bond resolution adopted on October 16, 2017 (collectively, the "Bond Resolution"), the Board of Education of Putnam County (the "Board of Education"), as managing and controlling body of the Putnam County School District (the "District"), a political subdivision of the State of Georgia, authorized the issuance of Putnam County School District (Georgia) General Obligation Bonds in the maximum aggregate principal amount of \$8,000,000 (the "Bonds"), for the purpose of providing funds to the District to pay or to be applied toward the cost of (i) acquiring miscellaneous new equipment, fixtures and furnishings for the school system, including but not limited to technology equipment and safety and security equipment, (ii) adding to, renovating, repairing, improving, and equipping existing school buildings and school system facilities, (iii) acquiring school buses and transportation and maintenance equipment, (iv) acquiring, constructing and equipping new school system facilities, including fine arts facilities and athletic facilities, (v) acquiring textbooks, e-books, and e-book readers for the school system, and (vi) paying expenses incident to accomplishing the foregoing, and for the purpose of payment of a portion of the interest on such debt; and

WHEREAS, the Board of Education, being charged with the duty of managing the affairs of the District, has determined that in order to pay the principal of and the interest on the Bonds as the same become due and payable, whether by maturity, redemption or otherwise, to the extent such principal and interest is not satisfied from the proceeds of the 1% sales and use tax for educational purposes on all sales and uses in Putnam County, Georgia ("Sales and Use Tax"), approved in the election held on May 24, 2016, it is necessary that there be levied an annual tax upon all the taxable property in said District sufficient to raise the amounts set forth below in each of the calendar years set forth below; and

WHEREAS, proper certificates and recommendations have been made that a direct annual tax for such purposes be made in the amounts and for the years hereinafter stated; and

**WHEREAS,** it is necessary that a tax be levied for the purpose of paying the principal of and interest on the Bonds due in each year, whether by maturity, redemption or otherwise, to the extent such principal and interest is not satisfied from the proceeds of the Sales and Use Tax; and

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Commissioners of Putnam County, and it is hereby resolved by authority of same, that there shall be and is hereby levied upon all the taxable property in the District subject to taxation for school bond purposes, a direct annual tax sufficient to raise in each of the calendar years preceding the calendar years set forth below the sums set forth below in order to pay the principal of and interest on the Bonds as follows:

Date	Principal	Interest	Total P&I	
04/01/2018	\$	\$110,394.44	\$ 110,394.44	
10/01/2018	1,500,000	128,200.00	1,628,200.00	
04/01/2019		105,700.00	105,700.00	
10/01/2019	1,580,000	105,700.00	1,685,700.00	
04/01/2020		82,000.00	82,000.00	
10/01/2020	1,610,000	82,000.00	1,692,000.00	
04/01/2021		57,850.00	57,850.00	
10/01/2021	1,640,000	57,850.00	1,697,850.00	
04/01/2022		25,050.00	25,050.00	
10/01/2022	1,670,000	25,050.00	1,695,050.00	
Total	\$8,000,000.00	\$779,794.44	\$8,779,794.44	

Said several sums are hereby irrevocably pledged and appropriated to the payment of the principal and interest on the Bonds as the same becomes due and payable, whether by maturity, redemption or otherwise, all to the extent such principal and interest is not satisfied from the proceeds of the Sales and Use Tax.

The said several sums shall be collected by the Putnam County Tax Commissioner in each of said years, and shall be annually paid into a fund to be maintained for and applied to the payment of principal and interest on the Bonds when due and provisions to meet the requirements of this paragraph shall be made annually thereafter, upon receipt of an annual certificate from the Board of Education certifying the rate of tax levy (if any) necessary to pay such debt service on the Bonds.

**BE IT FURTHER RESOLVED** by the authority aforesaid that all orders and resolutions in conflict with this resolution are hereby repealed.

Adopted by the Board of Commissioners of Putnam County, this 17th day of October, 2017.

Chairman, Board of Commissioners of Putnam County

ATTEST:

Clerk for the Board of Commissioners of Putnam County

(SEAL)

### **CLERK'S CERTIFICATE**

### **GEORGIA, PUTNAM COUNTY**

I, Lynn Butterworth, Clerk of the Board of Commissioners of Putnam County, do hereby certify that the foregoing is a true and correct copy of a resolution adopted by the Board of Commissioners of Putnam County in a public meeting duly assembled on October 17, 2017, and that the said resolution is of full force and effect and has been duly entered of record in the minutes of said Board, which are in my custody.

**WITNESS** my official signature and the seal of said Board of Commissioners, this 17th day of October, 2017.

Clerk for the Board of Commissioners of Putnam County

(SEAL)

# Backup material for agenda item:

10. Authorization for Chairman to sign Intergovernmental Agreement for Zoning Services (tabled at last meeting)

#### **AGREEMENT**

THIS AGREEMENT made and entered into this \_\_\_\_\_ day of \_\_\_\_\_\_\_\_, 2017 by and between the CITY OF EATONTON, a municipal corporation, (the "City") and PUTNAM COUNTY, a political subdivision of the State of Georgia (the "County"), by and through the Board of Commissioners of Putnam County.

WHEREAS O. C. G. A. Sections 36-70-1 <u>et seq</u>. mandates that local governments in each county in Georgia work with their county to develop a service delivery system that is both efficient and responsive to citizens in their county, the purpose of which is to minimize inefficiencies resulting from duplication of services and competition between local governments; and

WHEREAS, the City and County have reached agreement for the sharing of cost for administering and enforcement of zoning ordinances, building code, and building inspections in the incorporated and unincorporated areas of Putnam County:

NOW THEREFORE in consideration of the mutual covenants contained herein, the parties agree as follows:

- 1. The COUNTY shall provide the CITY all personnel and facilities for building inspections, issuance of permits, and administering the City of Eatonton Zoning Code.
- 2. The COUNTY shall receive as compensation for these services all fees received from City property owners and others. In addition, the CITY will provide to the County One Thousand dollars (\$1,000.00) per month for Planning and Development services.
- 3. Funding for the agreed upon services shall be provided from the respective general funds of the CITY and COUNTY.
- 4. This agreement shall remain in force and effect unless and until either party hereto provides to the other party thirty (30) days written notice of intent to terminate this agreement.
- 5. This agreement may be executed in duplicate original and each such duplicate shall constitute an original for all purposes.
- 6. This writing contains the entire agreement of the parties. This agreement may be modified only by another writing executed by both the parties hereto.
- 7. This agreement shall be construed according to the laws of Georgia.

- 8. Every provision of this agreement shall be severable from all other provisions. A finding by any court of the illegality or unenforceability of any provision or provisions hereof shall not operate to void this agreement but, instead, all provisions not specifically and explicitly held to be illegal or unenforceable shall continue in full force and effect.
- 9. It is the intent of the parties to be covered under the auspices of any applicable immunity granted by law. To the extent, if any, allowed by law, the CITY shall defend, indemnify, and hold harmless the COUNTY and its officers, employees, or agents from any liability, losses, or damages, including attorneys' fees and costs of defense, which CITY or its officers, employees or agents may incur as a result of any claim, demand, suit, or cause of action or proceeding of any kind or nature arising out of, relating to, or resulting from the negligent performance of this Agreement.

IN WITNESS WHEREOF, the duly authorized officials of the CITY and COUNTY have hereunto set their hands and seals with intent to be legally bound the day first above written.

Approved as to form:	
County Attorney	Approved by the Board of Commissioners Of Putnam County
	Stephen J. Hersey, Chairman
	Attest: Lynn Butterworth, Clerk
Approved as to form:	
City Attorney	— Approved by Mayor and Council of the City Of Eatonton
	Walter C. Rocker, Jr., Mayor City of Eatonton
	Attest: Sarah Abrams, Clerk

# Backup material for agenda item:

41

11. Discussion and possible action regarding Service Delivery Strategy (staff-CM)

# **PUTNAM COUNTY BOARD OF COMMISSIONERS**



117 Putnam Drive, Suite A ◊ Eatonton, GA 31024 Tel: 706-485-5826 ◊ Fax: 706-923-2345 ◊ www.putnamcountyga.us

## **AGENDA ITEM**

Date: 10/17/2017

To: BOC

From: Staff-CM

Subject: Discussion and possible action regarding Service Delivery Strategy

## **NOTES**

12. Approval of additional Floating Docks at Oconee Springs Park (staff-CM)



Bumper - Mainframe Face W/ B 189



Custon	ner		D	ealer			Miscell	aneous			
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Eato	nton, GA 31024			P: 1-706-52	3-0590		Job N	ame:			Park45
P: 70	706-485-8423 F: 1-706-756-2411			Body	of Water:						
ocon	eesprings@yahoo.c	om		matthewhea	adrick@yah	noo.com	Revis	ion: 0			R+-e
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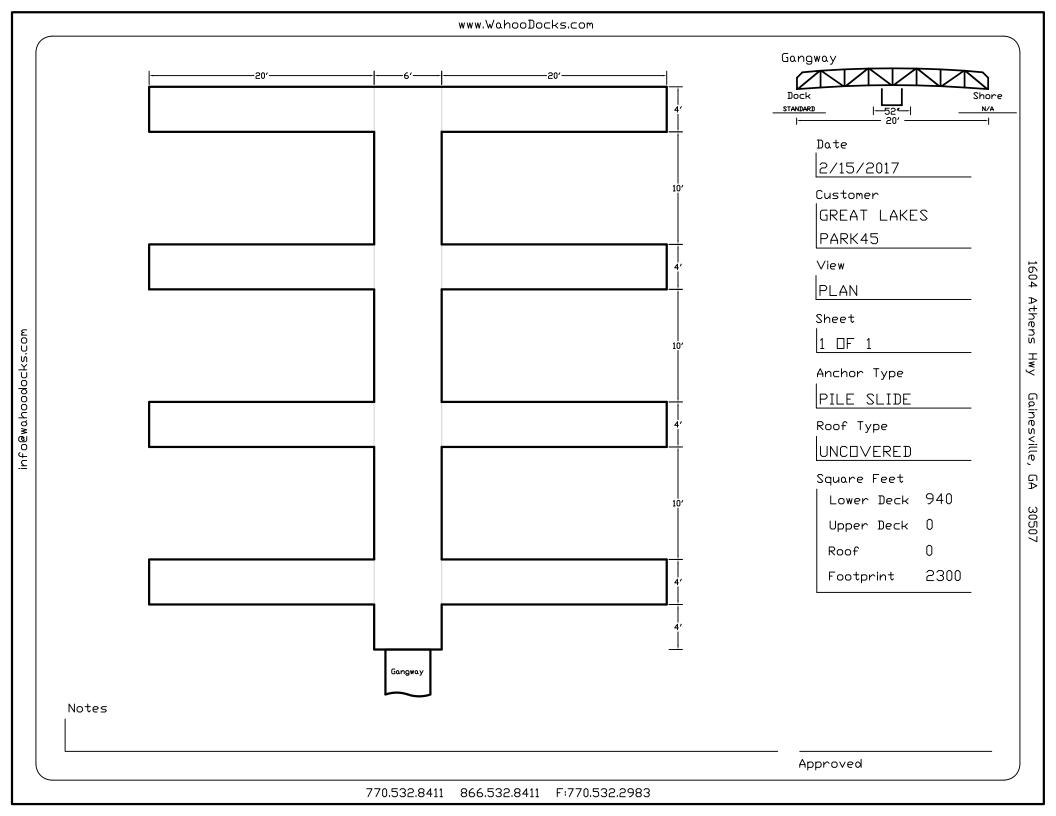
\$3,213.00 Installation

	Final:	\$20,312.86
	Delivery:	\$0.00
	Deposit:	\$20,312.86
Total	\$	40,625.72
Commercial Discount	\$	-2,703.44
Shipping	\$	950.00
Total Goods	\$	42,379.16

\$1,500.00

\$1,500.00

When signed and returned, this agreement represents a binding contract between Great Lakes & Land Company and the undersigned. These specifications represent the products to be manufactured on the agreed upon date. Buyer will be invoiced when the products are installed and the buyer agrees to pay within the terms of the invoice. Prices are valid for 30 days.



# Backup material for agenda item:

13. Discussion and possible action regarding a contract with the Carl Vinson Institute for a study of Unification (SH)



## PUTNAM COUNTY/ CITY OF EATONTON

CONSOLIDATION STUDY PROPOSAL

September 23, 2017

#### **BACKGROUND AND PURPOSE:**

The Carl Vinson Institute of Government proposes to assess the potential for Putnam County and the City of Eatonton to provide services effectively and efficiently as a consolidated government. While the study will not provide a specific recommendation for or against consolidation, it will identify opportunities and challenges associated with a consolidation into a city county unified government.

### **SCOPE OF WORK:**

The Institute of Government's goals for this study will be to:

- 1. Identify and describe current structures, services, processes, and staffing of the existing local governments and relevant constitutional offices.
- 2. Identify the known advantages and disadvantages of consolidated governments from a reading of the literature and other information gathered by Institute faculty over the course of studying consolidation during the last few decades.
- 3. Identify known problem areas in terms of governments consolidating and identifying the degree to which these areas exist in the present circumstances.
- 4. Identify the specific local opportunities and challenges to achieving savings and new efficiencies through consolidation.
- 5. Outline a feasible plan to inform the various stakeholders of the potential for implementing full or functional consolidation of the local governments.

In order to provide community decision makers with actionable information in a timely manner, the Institute of Government proposes to conduct a study of the key issues that would impact a consolidation effort

The study will evaluate the following key areas of potential costs and benefits:

Compensation and Benefits: Different governments can potentially have different systems of human resources, classification, compensation and employee benefits. When governments unify these systems must be reconciled. For both political and practical reasons, a reconciliation of compensation and benefits will typically involve moving employees from the program or compensation schedule that provides the lower level benefit to the program or schedule that provides the higher level of benefit. An analysis will typically cover employee benefit programs and parallel job classifications and involves matching individual employee data (e.g., number of persons with family health plans, number receiving educational benefits, etc.) with costs estimates for individual programs and job-specific salaries.

**Departmental streamlining**: It is often the case that the total number of departments needed to operate a consolidated government can be reduced in the consolidated situation or that excess capacity from merging departments can be applied elsewhere. The savings from this effort tend to be for fixed cost items (e.g., equipment, software, membership fees, overhead, etc.) that can be spread across a larger consolidated department. The cost of transitioning to these new consolidated departments can involve the need to purchase new equipment, signage, forms, etc.

**Coordination**: Consolidation can help reduce coordination costs among managers and staff who are responsible for intergovernmental coordination. These savings can be estimated based on interviews with department managers.

**Fiscal Capacity**: Cities and counties have different authorities to raise revenue from various sources. For example, cities can collect franchise fees that county governments cannot. Estimates of revenue capacity under consolidation can be made.

**Debt**: Debt by the current city or county government may receive special treatment under consolidation. Depending on the flexibility of the law in this regard, various scenarios of debt assumption can be outlined.

**Inter-Fund Transfers and Utilities**: It is sometimes the case that general local government operations are supported in part by a transfer of funds from public utilities or other enterprise operations. We identify and analyze these transfers and describe how they would be impacted under consolidation.

**Policy Development Analysis:** Consolidated governments and individual departments will need to reconcile the differences in the policies of the current municipal and county governments. The greater diversity in policies, the more difficult and costly this effort will be.

**Demographic Analysis**: Consolidation will typically result in changes to the demographics of the jurisdictions that provide for community governance. These changes can be described through an analysis of Census data.

### DATA GATHERING AND ANALYSIS

Institute faculty where appropriate will employ the following data gathering techniques:

- 1. Interviews and group discussion with department heads in the participating governments.
- 2. Interviews with local elected officials who would have a stake in the change in governance.
- 3. Analysis of existing documents, including comprehensive plans, service delivery agreements, fund distributions, budgets, and performance data.
- 4. Review existing state and federal laws that would impact the manner, timing and nature of a consolidation effort.

### **DELIVERABLES**:

Data collected will be analyzed and a written .pdf report will be produced.

### **PROJECT TIMELINE:**

The Institute of Government foresees this project beginning shortly after a final agreement has been reached and a contract signed by all parties. Dependent upon data provision and availability, the estimated completion time is ten months after the contract is signed.

#### PROPOSED FEE:

The Institute of Government proposes to complete the project for a flat fee of \$28,000.

### **CAPABILITIES OF THE INSTITUTE OF GOVERNMENT:**

The mission of the Institute of Government is to improve governance and the lives of people in Georgia. In carrying out this mission, the Institute can call on the wide-ranging knowledge base of the University of Georgia as well as on 90 years of direct service experience in providing technical assistance, training, research, and policy analysis to local and state governments in Georgia. The Institute of Government is among the most highly-rated university-based organizations designed specifically to span the gap between best practices research and the existing practice of government. The proposed lead researcher for this project is:

<u>Paula Sanford, Ph.D.</u> Paula specializes in public budgeting and finance but her work spans a variety of local government issues such as public-sector retirement programs, performance measurement, and comprehensive financial and organizational reviews. Her work entails offering applied research and technical assistance for local governments and national non-profit organizations. In addition, she provides training to local government officials in Georgia

and internationally. Prior to coming to the Institute of Government, Dr. Sanford taught public budgeting and financial management, organizational theory, and local government management at Northern Illinois University. Paula has also served as a senior budget analyst for the State of Nevada Department of Administration and as a policy advisor in the Governor's Office in the areas of natural resources, transportation, and the arts. She has published articles in the areas of public retirement reform, public budgeting and finance, organizational theory, and municipal annexation.

Jessica Varsa, M.R.P. Jessica has provided expertise to local governments since 2007 working in both public and private sectors. With a background in planning and public policy, Jessica contributes to local government research in the areas of fiscal, economic, and land use policy analysis. Prior to joining the Institute of Government in 2017, Jessica served as division chief of the Research and Strategic Planning Division at Baltimore City Department of Planning and oversaw a team responsible for quantitative and spatial analysis involving Baltimore's growth trends. Jessica also served as a senior research associate at Towson University's Regional Economic Studies Institute, spearheading land use planning and economic development projects for state and local governments in Maryland.

Harry Hayes, M.C.P. Drawing on 20 years of management experience in Georgia local government, Harry provides technical assistance and applied research on a wide range of operational and structural issues, including consolidation and issues related to intergovernmental service delivery arrangements such as those required under The Service Delivery Strategy Act (HB 489). He is a graduate of the Local Government Management Development Program and the Association County Commissioners of Georgia Leadership Academy and has conducted classes in the GMA and ACCG newly elected training programs. Harry was awarded his M.C.P. (City Planning) from the Georgia Institute of Technology and his B.S. in Urban Geography from the University of Georgia.

John O'Looney, Ph.D., Ed.D. John, a Public Service Associate with the Institute, has over 28 years' experience in the areas of service delivery organization, contracting, tax equity, and program and fiscal impact evaluation. His work has been recognized by the National Academy of Public Administration, the National Science Foundation and other research organizations and associations. John has also worked on studies of incorporation, governmental consolidation, court and human services organization, and program evaluation. He is nationally recognized for his research in the areas of services integration, organizational development, and E-government, and he is an expert on using technology, including geographic information systems, simulations and models, to analyze service delivery issues and to help engage stakeholders in public policy making. John received his B.A. from Yale

University and his M.A., Ed.D., and Ph.D. from the University of Georgia.