

Minutes – Board of Commissioners
2025 Spring Retreat
Friday, April 4, 2025
Costley Mill Event Center
2599 Salem Church Road
Conyers, Georgia 30013
9:00 a.m. – 4:00 p.m.

1. **Call to Order:** Chair Van Ness called this meeting to order at 9:10 a.m. for the purpose of the items on the agenda. The agenda is attached hereto and is hereby made a part of these minutes. Those present were:

JaNice Van Ness, Chair and CEO	David Corbin, Terminus, Financial Consultant
Tuwanya Smith, Commissioner	Derek Marchman, Marchman Consultant
Doreen Williams, Commissioner	Christopher Causey, Constituent Liaison
Qader Baig, County Attorney	Catrene Carter, Constituent Liaison
Sue Sanders, COO	LaShawn Gardiner, Director of Planning and Development
Michelle Irizarry, CFO	Lara Parker, Deputy Director of Planning and Development
Jennifer Rutledge, Director of Government Affairs	John Nix, Attorney, Development Authority
Toni Holmes, Director of Human Resources	Kevin Hannah, CREDC
Melissa Mims, Director of Public Relations	Rita Braswell, CREDC
Dr. Stephen Boyle, Development Authority	Kelley Bennett, Development Authority

All presentations and information are attached hereto and are hereby made a part of these minutes.

2. **Greetings and Review of Agenda:** Sue Sanders, COO

3. **Discussion of Projects – Board of Commissioners/Development Authority/CREDC:**

- Sigman Road property: County will retain the money to decide how to develop the 35-acre property
- The Board agreed to formally rescind the MOU on a Board agenda – April 22, 2025
- An RFQ will be prepared by CREDC/Development Authority for review by the Board in 30 days
- RFQ to be developer-focused; Coordinate with someone like Carter Development in a public-private partnership like Sugar Hill; it was suggested to perhaps use a TAD; Blend of retail/restaurants/high-end housing on the top (target segment of the population seniors/young professionals) with an entertainment-draw like a performing arts center/theater
- Convention center space was discussed, as well as having a hotel attached; Possibly send out a survey to citizens; No specialty foods options here
- Sell the property around the development to pay for expenses – Commissioner Williams
- Put out RFQ and then consider a consultant to market; create a project team to oversee the project (CREDC/Development Authority/County staff)
- Terraces of Fieldstone – John Nix gave an overview (must pay property taxes)

4. **Finance Update/Rate Recommendations – Michelle Irizarry, CFO, and David Corbin, Terminus, Financial Consultant:**

- Policy to use HOST dollars for capital expenditures – dedicated way to track HOST funds being spent for capital – David Corbin, Terminus, to draft document
- Professional services in BOC over – CFO to get info to the BOC
- BOC should amend the budget throughout the year; budget for vacant positions; quarterly sweeps of the budget; monthly reports by Finance; budget amendment to accompany all agenda items that are not budgeted including PAs
- \$10 million in vacancies not funded
- Personnel grants should be reviewed as to whether they should be absorbed into the General Fund after grant ends
- Budget \$111 million and spent \$8 million more than budgeted; collected \$128 million for 2024
- HB581/HB92: Resolution for April BOC agenda estimated rollback millage rate is 18.251; current millage is 18.69; hold Town Hall on the topic

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- Water/Sewer proposed rate increase: 7% = \$2.3 million in increased revenue each year
- Ways to reduce contractual dependency – bring services in-house/hire employees
- Stormwater proposed rate increase of 18% in 2025; 10% in 2026 and then 2% each year in the years to follow
- Need public education and messaging regarding stormwater and where the money is spent
- Put money in the next SPLOST to fund stormwater – follow masterplans

5. Board Priorities and Goals Discussion:

- State lobbying contract: terminate contract with Peachtree Government Relations and send 30-day letter while we explore options, perhaps explore in the Fall
- Renewing contract with Patty Daley federal legislative contract – Coordinate time/date for Daley Policy Group to come out for an update in April; hold a DC fly-in; have federal district rep meetings
- Marketing – update look for the County; progressive up-to-date look; update business cards; materials to hand out; lifestyle piece in magazines; upscale-looking
- Finance to assess and give a cost-analysis of fees associated with public/community events
- Lunchtime concerts; lunch on the lawn at Wheeler Park and invite young adults
- Each program/event should have a sponsor to help offset the expenses
- Goals: marketing; engaging small businesses; level II entrepreneur academy; partner with the Chamber for guest speakers and using the resources we have in strengthening our small businesses; fiscal responsibility; tv ads; billboards
- Tangible/defined goals: Signs at BOC meetings; labeling agenda with budgeted items; BOC email blast rebranded; give more rewards or higher pay on the front-end for employees; most rewards for employees are on the back-end such as retirement; tiered retirement program; cafeteria plan for benefits; enhanced benefits packages; place classes for senior citizens on the website
- Budget goals: travel for the BOC
- How to be more collaborative with the local entities: Hold a BOC Town Hall at the hospital; coordinate with the school for Stepping-Up program for youth
- Collaborate with the Sheriff's Office on initiatives with the BOC

6. Unified Development Ordinance (UDO) Session – CPL, Contractor

- Attachment and recommend 20 people to serve on a stakeholder's committee; request to expedite the process; create villages; incorporate younger people and families; work with the local high schools to get input from children who might be interested in going into the fields of planning/engineering
- Building around the assets we already have
- Assessorly Dwelling units/density/diversity/creativity/tiered amenity package/alternative parking for R-1; walkable; aesthetic options; avoid cookie-cutter developments; retain trees
- Classification for Data centers and technology parks
- More flexibility within the table of permitted uses; new businesses; guide to where infrastructure currently exists; urban farming
- Talking points at the State of the County (PR) about the UDO process

7. Board Comment and Discussion: The Board thanked everyone for their work in putting this together.

8. Adjournment: The Board adjourned this meeting at 4:35 p.m.

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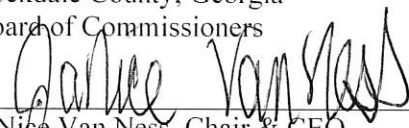
Approved this 8th Day of April 2025.

ATTEST:



Jennifer O. Rutledge, County Clerk/
Director of Government Affairs

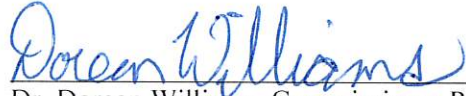
Rockdale County, Georgia
Board of Commissioners



JaNice Van Ness, Chair & CEO



Tuwanya C. Smith, Commissioner Post I



Dr. Doreen Williams, Commissioner Post II

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1. Call to Order
2. Greetings and Review of Agenda – Sue Sanders, COO
3. Discussion of Projects – Board of Commissioners/Development Authority/CREDC

Break
4. Finance Update/Rate Recommendations – Michelle Irizarry, CFO, and David Corbin, Terminus, Financial Consultant
5. Board Priorities and Goals Discussion

Break
6. Unified Development Ordinance (UDO) Session – CPL, Contractor
7. Board Comment and Discussion
8. Adjournment



Board of Commissioners Spring Retreat



April 4, 2025
Costley Mill Park
9 AM to 4 PM



Agenda

9:00 – 9:05 AM	Greeting and Review of Agenda	Chief Sanders
9:05 – 10:30 AM	Discussion of Projects	BOC/Development Authority/CREDC
10:30 – 10:45 AM	Break	
10:45 AM – 12:30 PM <i>(time includes working lunch)</i>	Finance Update/HB581 Rate Recommendations	CFO Irizarry/Terminus Director Peek/Director Simpkins
12:30 – 2:15 PM	BOC Priorities/Goals	BOC
2:15 – 2:30 PM	Break	
2:30 – 3:50 PM	UDO Session	CPL
3:50 – 4:00 PM	Wrap Up	BOC



Development Authority/CREDC

- Discussion of Projects
 - 2527 SW Sigman Road/MOU
 - Terraces of Fieldstone



2527 SW Sigman Road

MOU to transfer \$432,050 to Development Authority for CREDC to oversee Predevelopment Work

- Not Fully Executed
 - Signed by BOC on 12/10/24
 - Not Signed by Development Authority or CREDC
- Next Steps?



Terraces of Fieldstone Additional Covenants

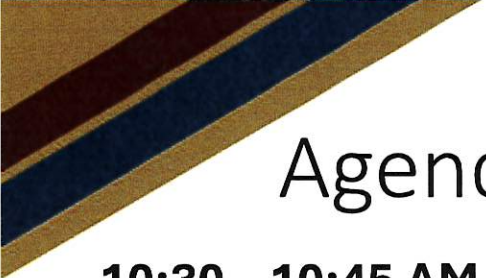
1. Additional Maintenance Covenants of Borrower.

(a) In addition to the Obligor's covenants to maintain the Facility as provided in the Master Trust Indenture, the Borrower hereby agrees that it shall:

- (i) maintain the front entrance gate of the Facility in a manner and standard of repair, operation and appearance comparable to the gated residential community known as Centennial Village located on Centennial Parkway, Conyers, Georgia or similar gated community as may be chosen at the discretion of the Authority;
- (ii) also maintain, in a like manner and standard, the Facility and related structures, including exterior and interior repairs, painting, upkeep and maintenance and replacement when necessary of HV/AC units, plumbing and exterior lighting;
- (iii) also maintain, in a like manner and standard, all paved or asphalted parking areas, walkways, streets and drives, landscapes, fencing and amenities in and around the Facility;
- (iv) maintain, in a like manner and standard, all mail facilities;
- (v) allow the Authority, by its agents or members, to inspect the Facility and related improvements inclusive of individual units, quarterly, subject to tenant's rights and cooperation and to conduct unannounced periodic inspections of the project grounds; and
- (vi) submit to the Authority on a quarterly basis, on or before the first day of the second month of each quarter, a report showing occupancy of the units, the number of units which were the subject of dispossession proceedings for the quarter, the number of units in which the tenants were holding over and not paying rent and the budget expended for the maintenance, upkeep and repair mandated by this memorandum during the previous quarter.

(b) In the event the Authority discovers a failure by the Borrower to meet the foregoing criteria, the Authority shall notify the Borrower, its successors or assigns in writing. Upon receipt of such written notice, the Borrower shall engage in corrective action to address the items referenced in the notice and shall provide a written response setting forth the corrective action to be taken and a timetable to complete the work described. In the event the Borrower does not provide a written response to the notice and commence corrective action within thirty (30) days after receipt of written notice from the Authority, the Authority may undertake all corrective action, in the discretion of the Authority, necessary to meet the foregoing criteria and all costs and expenses associated with such action taken by the Authority shall be borne by the Borrower.





Agenda

10:30 – 10:45 AM

Break

10:45 AM – 12:30 PM

(time includes working lunch)

Finance Update/HB581
Rate Recommendations

CFO Irizarry/Terminus
Director Peek
Director Simpkins

12:30 – 2:15 PM

BOC Priorities/Goals

BOC

2:15 – 2:30 PM

Break

2:30 – 3:50 PM

UDO Session

CPL

3:50 – 4:00 PM

Wrap Up

BOC





2025 Board of Commissioners Retreat - Finance

Finance Overview

Presented by Michelle Irizarry, Chief Financial Officer





Agenda

1. Capital Improvement Plan (CIP) funding previously referred to as HOST
2. Contingency Line Item
3. 2024 Year End Overview – Unaudited
4. 2023 Special Purpose Local Option Sales Tax (SPLOST) Collection
5. Grants
6. HB581 and HB 92
7. Closing

Capital Improvement Fund

HOST Revenues	\$23,999,647
Interest Revenue	\$ 520,667
Capital Transfer in	\$4,600,000
Total Revenue	<u>\$29,120,313</u>
Total Expenditure	<u>\$27,283,855</u>





Capital Expenditures - \$3,284,209

Statement of Revenue and Expenditure For the year ended 2024
Capital Improvement Fund (HCST)
(Unaudited)

Account	Description	Ending Balance
330-1515-313300-03	Homestead option sales and use taxes	\$23,999,646.53
330-1515-361000-03	Interest Revenues	\$520,666.53
330-1515-391100-03	Operating Transfers In - General Fund	\$4,600,000.00
	Total Revenue	\$29,120,313.06
330-1300-521200-01	Professional Services	\$55,874.34
330-1535-521200-05	Professional Services	\$196,386.45
330-2180-521300-23	Host-Clerk of Superior Ct - Technical Ser	\$59,250.00
330-1510-531600-03	Small Equipment	\$3,660.89
330-7410-531600-39	Small Equipment	\$47,677.88
330-6120-541200-61	Site Improvements	\$154,145.74
330-3326-541205-30	Site Improvements	\$36,550.25
330-4900-541205-42	Site Improvements - Fleet Services"	\$32,749.63
330-1505-541300-11	Buildings	\$63,978.47
330-6180-541300-61	Buildings	\$40,000.00
330-7410-541300-39	Building Improvements	\$7.70
330-4900-542105-42	Machinery	\$21,885.87
330-2151-542205-21	Superior Court 1 - Vehicles	\$4,091.16
330-3310-542205-30	Vehicles	\$88,300.02
330-3020-542205-04	Vehicles	\$13,184.52
330-4225-542205-30	CIT - Vehicles	\$30,451.48
330-2151-542305-21	Superior Ct 1 - Furniture & Fixtures	\$39,633.00
330-1510-542401-03	Computers - Software	\$17,795.00
330-1510-542405-03	Computers	\$13,978.35
330-2180-542505-23	Equipment	\$103,578.25
330-3326-542505-30	Equipment	\$251,125.00
330-3500-542505-31	Other Equipment - Fire	\$13,750.00
330-3920-542505-04	HQST- EMA- Other Equipment	\$848,687.64
330-5500-542505-55	Sanitor Services - Other Equipment	\$8,190.86
330-6120-542505-61	Other Equipment	\$10,876.00
330-4221-581200-41	Capital Lease	\$511,915.77
330-4510-581200-42	Capital Lease	\$113,272.00
330-4900-581200-42	Capital Lease - Fleet Vehicle Lease	\$495,213.67
330-9000-611100-03	Operating Transfers Out-General Fund	\$23,999,646.53
		\$27,283,855.47
	Operating Income/ (Loss)	\$1,836,457.59

Strategic Plan and
Scanning/Indexing
Computers, Software, Radios,
Tower
HVAC, Generator, Walk In Cooler,
Renovations
Heavy Equipment and Vehicle
Leases
Roof Replacement, Floor
Replacement , Walking Bridge
Repair

Contingency Line Item

Contingency - 100-1510-579000-03							
Approved Budget	Feb	Mar	Apr	Ending Balance	Department	Description	Account(s)
\$ 420,505.00				\$ 420,505.00			
	\$ 192,275.00			\$ 612,780.00	BOC	Personal Services	100-1300-51XXXX-01
	\$ (100,000.00)			\$ 512,780.00	Finance	Boys & Girls Club	100-9000-572000-03
	\$ 184,205.82			\$ 696,985.82	Parks & Rec	Personal Services	100-61XX-51XXXX-61
	\$ 40,000.00			\$ 736,985.82	Cooperative Extension	Community Garden Contract Recission	100-7130-521200-71
	\$ 120,000.00			\$ 856,985.82	Economic Development	Reduce CREDC Allocation	100-7520-572015-75
	\$ 49,271.00			\$ 906,256.82	General Services	Reduce by amount paid from CIP	100-1565-522200-11
	\$ (54,314.00)			\$ 851,942.82	General Services (Fleet)	Increase line for RSCO vehicle repairs	100-4900-522201-42
	\$ 101,488.07			\$ 953,430.89	Finance	Class & Pay Plan Updates	100-1510-51XXXX-03
	\$ 113,921.62			\$ 1,067,352.51	Public Relations	Class & Pay Plan Updates	100-1570-51XXXX-10
	\$ 331,467.74			\$ 1,398,820.25	Fire & Rescue	Class & Pay Plan Updates	100-35XX-51XXXX-31
	\$ 48,705.60			\$ 1,447,525.85	EMA	Class & Pay Plan Updates	100-3920-51XXXX-04
	\$ (8,328.88)			\$ 1,439,196.97	Chief Superior Court	Class & Pay Plan Updates	100-2152-51XXXX-22
	\$ (11,784.27)			\$ 1,427,412.70	Transportation	Class & Pay Plan Updates	100-41XX-51XXXX-41
	\$ (53,952.05)			\$ 1,373,460.65	Drug Testing Lab	Class & Pay Plan Updates	288-2301-51XXXX-25
\$ 420,505.00	\$ 316,480.82	\$ 636,474.83	\$ -	\$ 1,373,460.65			





General Fund Expenditures – 2024 Unaudited

Rockdale County, Georgia
Budget Expenditure Analysis
As of December 31, 2024
December Budget Analysis

Tab	Department...	Dept	Approved Budget FY 2024	Expended Year-to-Date	Remaining Budget Balance	Remaining Percentage
1	Board of Commissioners	1200-01	2,632,041	2,786,113	(150,072)	-5.69%
2	Elections	1400-02	1,202,928	1,559,219	(354,292)	-29.43%
3	Department of Finance	1510-03	14,696,561	11,110,642	3,585,919	24.40%
4	Technology Services	1535-05	5,487,979	5,044,021	443,958	8.08%
5	Human Resources	1540-06	2,025,615	1,072,436	62,279	3.06%
6	Tax Commissioner	1545-07	1,137,597	1,193,048	(55,051)	-4.84%
7	Tax Assessor	1550-08	1,169,336	1,140,622	27,716	2.37%
8	Public Relations	1570-10	883,429	760,352	103,077	11.84%
9	Superior Court I - Mumford	2151-21	427,542	412,323	15,220	3.56%
10	Superior Court II - Blitts	2152-22	418,646	396,404	22,242	5.31%
11	Clerk of Courts	2180-23	2,608,185	2,491,020	117,165	4.49%
12	District Attorney	2200-24	2,402,636	2,573,648	(171,012)	-7.12%
13	State Court	2301-25	717,386	485,959	232,027	32.34%
14	State Court II	2303-25	436,105	400,956	35,153	8.06%
15	Magistrate Court	2400-26	646,357	688,111	(41,754)	-6.43%
16	Probate Court	2450-27	794,647	771,942	22,905	2.88%
17	Juvenile Court	2600-28	1,379,930	1,369,116	10,814	0.78%
18	Public Defender	2800-29	1,118,684	653,306	465,378	41.60%
19	Sherriff	30	29,464,147	31,456,812	(1,992,665)	-6.76%
20	Animal Services	3510-04	1,103,799	1,037,484	66,215	6.00%
21	Pine Rescue	31	14,707,133	16,304,666	(1,597,533)	-10.86%
22	BMA	2920-04	940,544	936,556	3,988	0.42%
23	BMS	3000-32	519,000	461,587	57,413	11.06%
24	Coroner	3700-33	404,459	344,175	60,284	14.89%
26	Planning & Development	39	2,326,762	2,042,760	282,002	12.11%
27	Transportation	41	3,759,529	3,375,050	384,479	10.23%
28	General Services	42	7,461,451	8,267,007	(746,156)	-10.00%
29	Agencies	Health	393,500	387,500	6,000	1.52%
30	Senior Services	5500-55	1,593,456	1,446,456	146,999	9.22%
31	Parks & Recreation	61	4,516,349	4,457,182	59,167	1.31%
32	Libraries	6500	1,116,297	1,116,480	(183)	-0.02%
33	Cooperative Extension	7130-71	497,036	473,389	23,647	4.74%
34	Economic Development	7520-75	250,000	250,000	-	0.00%
35	Capital Contribution to CIP	8000		4,600,000	(4,600,000)	-100.00%
36	Deficit Funding to E-911 and Testing Lab	8000	800,000	1,106,407	(208,407)	-26.16%
37	Capital Contribution to write off Storm Water Receivable	5000		5,225,266	(5,225,266)	-100.00%
General Fund Total			111,336,211	126,243,244	(8,907,033)	-8.00%



2024 Highlights & Concerns

- Overages in Personal Services, Professional Services and Supplies
- 2024 Payment was not the full amount for the PFA or the Sigman Road Property
- Does not represent the \$1.2m in approved new positions
- Does not reflect \$10m in vacancies
- Finished the year out with a about \$8 million Contribution to Fund Balance



2023 SPLOST

The ballots to be used at said election shall have written or printed thereon substantially the following:

- () Yes Shall a special one percent sales and use tax be continued in the special district of Rockdale County for a period of time of six years for the raising of approximately \$89,100,000 for the purpose of funding (a) (i) roads, bridges, sidewalks and transportation, (ii) Sheriff, (iii) fire & E911, (iv) parks & recreation/senior and (v) courthouse, all for the benefit of Rockdale County and (b) (i) public safety, (ii) roads, bridges, sidewalks and transportation, (iii) parks & greenspace and (iv) equipment and vehicles, all for the benefit of the City of Conyers, Georgia? If imposition of the tax is approved by the voters, such vote shall also constitute an approval of the issuance of general obligation debt of Rockdale County in the maximum principal amount of \$20,000,000 for the purposes of funding all or a portion of any of the County projects.
- () No

<u>County Projects</u>	<u>Estimated Cost</u>
Roads, Bridges, Sidewalks and Transportation	\$35,199,846
Sheriff	5,346,000
Fire & E911	8,019,000
Parks & Recreation/Senior	4,455,000
Courthouse	19,602,000

<u>City Projects</u>	<u>Estimated Cost</u>
Public Safety	\$ 5,108,228
Road, Bridges, Sidewalks and Transportation	7,909,514
Parks & Greenspace	1,812,597
Equipment and Vehicles	1,647,815

2023 SPLOST Collections

SPLOST Collections began April 2023

Monthly Collection Goal: \$1, 237,500

Average Monthly Collection: \$1,941,762

Collections cease March 2029 if subsequent SPLOST is not presented and passed.

	Monthly Remit	Sales Tax GOAL	Sales Tax ACTUAL	Variance
1	Apr-23	\$ 1,237.5	\$ 1,962.0	\$ 724.5
2	May-23	\$ 1,237.5	\$ 1,990.6	\$ 753.1
3	Jun-23	\$ 1,237.5	\$ 2,124.8	\$ 887.3
4	Jul-23	\$ 1,237.5	\$ 2,073.9	\$ 836.4
5	Aug-23	\$ 1,237.5	\$ 1,928.2	\$ 690.7
6	Sep-23	\$ 1,237.5	\$ 1,957.0	\$ 719.5
7	Oct-23	\$ 1,237.5	\$ 1,994.4	\$ 756.9
8	Nov-23	\$ 1,237.5	\$ 1,877.5	\$ 640.0
9	Dec-23	\$ 1,237.5	\$ 2,167.6	\$ 930.1
	TOTAL	\$ 7,425.0	\$ 11,998.6	\$ 4,573.6
10	Jan-24	\$ 1,237.5	\$ 1,817.3	\$ 579.8
11	Feb-24	\$ 1,237.5	\$ 2,076.7	\$ 839.2
12	Mar-24	\$ 1,237.5	\$ 1,936.9	\$ 699.4
13	Apr-24	\$ 1,237.5	\$ 1,983.8	\$ 746.3
14	May-24	\$ 1,237.5	\$ 2,063.4	\$ 825.9
15	Jun-24	\$ 1,237.5	\$ 2,108.5	\$ 871.0
16	Jul-24	\$ 1,237.5	\$ 2,045.9	\$ 808.4
17	Aug-24	\$ 1,237.5	\$ 1,992.6	\$ 755.1
18	Sep-24	\$ 1,237.5	\$ 1,885.5	\$ 648.0
19	Oct-24	\$ 1,237.5	\$ 1,941.1	\$ 703.6
20	Nov-24	\$ 1,237.5	\$ 1,927.0	\$ 689.5
21	Dec-24	\$ 1,237.5	\$ 2,220.5	\$ 983.0
	TOTAL	\$ 14,850.0	\$ 23,999.1	\$ 9,149.1
22	Jan-25	\$ 1,237.5	\$ 1,814.6	\$ 577.1
23	Feb-25	\$ 1,237.5	\$ 1,957.5	\$ 720.0
24	Mar-25	\$ 1,237.5		\$ -
	TOTAL	\$ 25,987.5	\$ 39,769.8	\$ 15,019.8



Grants

Rockdale County Grant Program

RC manages approximately \$25.6m grant programs

- Courts
- Law Enforcement
- Transportation
- ARPA

These funds enable essential programs and road work that would otherwise be challenging, if not impossible to fund. Any disruption could result in hard decisions.





HB 581

HB581, or **the Save the Homes Act**, went into effect Jan. 1, 2025. The bill was signed into law in April and ratified in November to provide a statewide floating homestead exemption, ad valorem tax provision and the option for a new Floating Local Option Sales Tax (FLOST).

- The floating homestead exemption will be initially set at the 2024 base year value for homesteaded properties. Each year after that the assessed value will increase by rate of inflation. To make up for any revenue loss from the change in homestead exemption, Counties can add up to 1% in sales tax, if approved by voters.
- Taxing jurisdictions were given a deadline of March 1, 2025, to opt out of HB581. Rockdale County Government elected not to opt out of this law.



HB 92

HB 92 is HB 581 (2024) Cleanup:

- 5-Acre Limit;
- Changes to Estimated Rollback Rate;
- Additional Opt Out in 2027; Disclaimer on Tax Bill for Governments that Opted Out;
- Ability to Rescind Opt Out for Five Years

A BILL to be entitled an Act to amend Code Section 48-5-44.2 of the Official Code of Georgia Annotated, relating to base year homestead exemption, so as to postpone the date by which local governing authorities are authorized to opt out of such homestead exemption; to provide for related matters; to repeal conflicting laws; and for other purposes.



Closing

Thank You

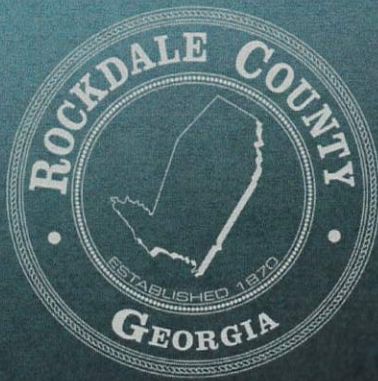


2023 – Clean Audit and unassigned fund balance is at the required 35%
2024 unaudited still supports this

- GFOA Distinguished Budget Presentation Award for our 2024 Budget Book.
- GFOA Certificate of Achievement for Excellence in Financial Reporting
- Finance is always looking for opportunities to enhance revenues
- Sales Tax Collections holding steady – we will continue to monitor
- Grants are still being funded – we will continue to monitor
- Budget Book 2025 prepared and submitted to GFOA for award.
- Volume of payroll 26 pay periods and over 1,000 paid each pay period. Other payments: Vendor invoices approximately 15,000 Checks approximately 9,300 processed, contracts approximately 218, and approximately 1,078 PO's

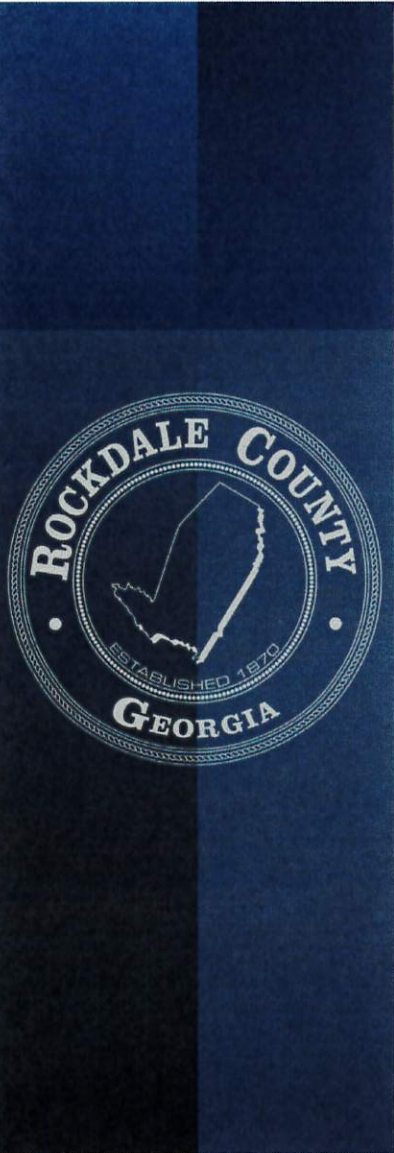
ROCKDALE WATER RESOURCES

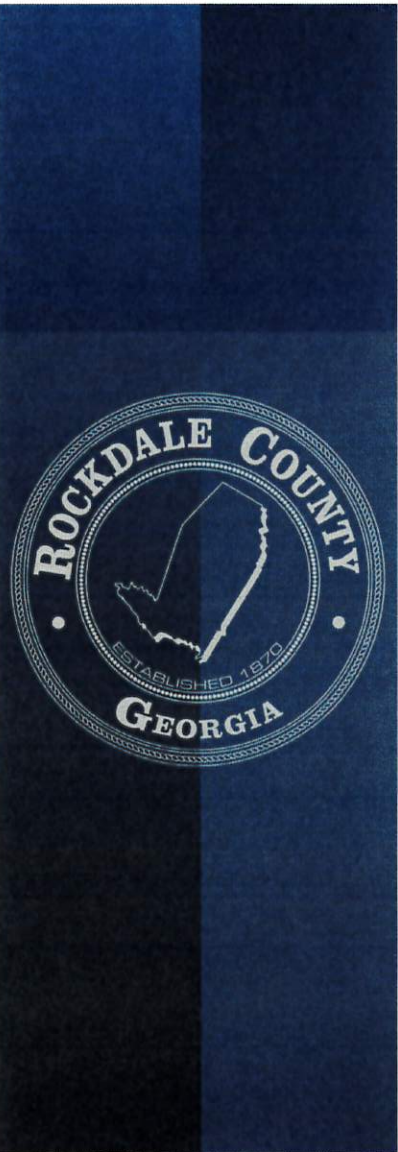
RATE REVIEW



Overview

- Rockdale Water Resources' first tiered volumetric residential rate has increased by \$1.18 from 2010 to 2024. During this same time-period the sewer rate has increased by \$4.25
- The Board of Commissioners authorized a rate increase that was implemented from 2018 to 2022
- There has been no additional rate increases since 2022





Historical Rates

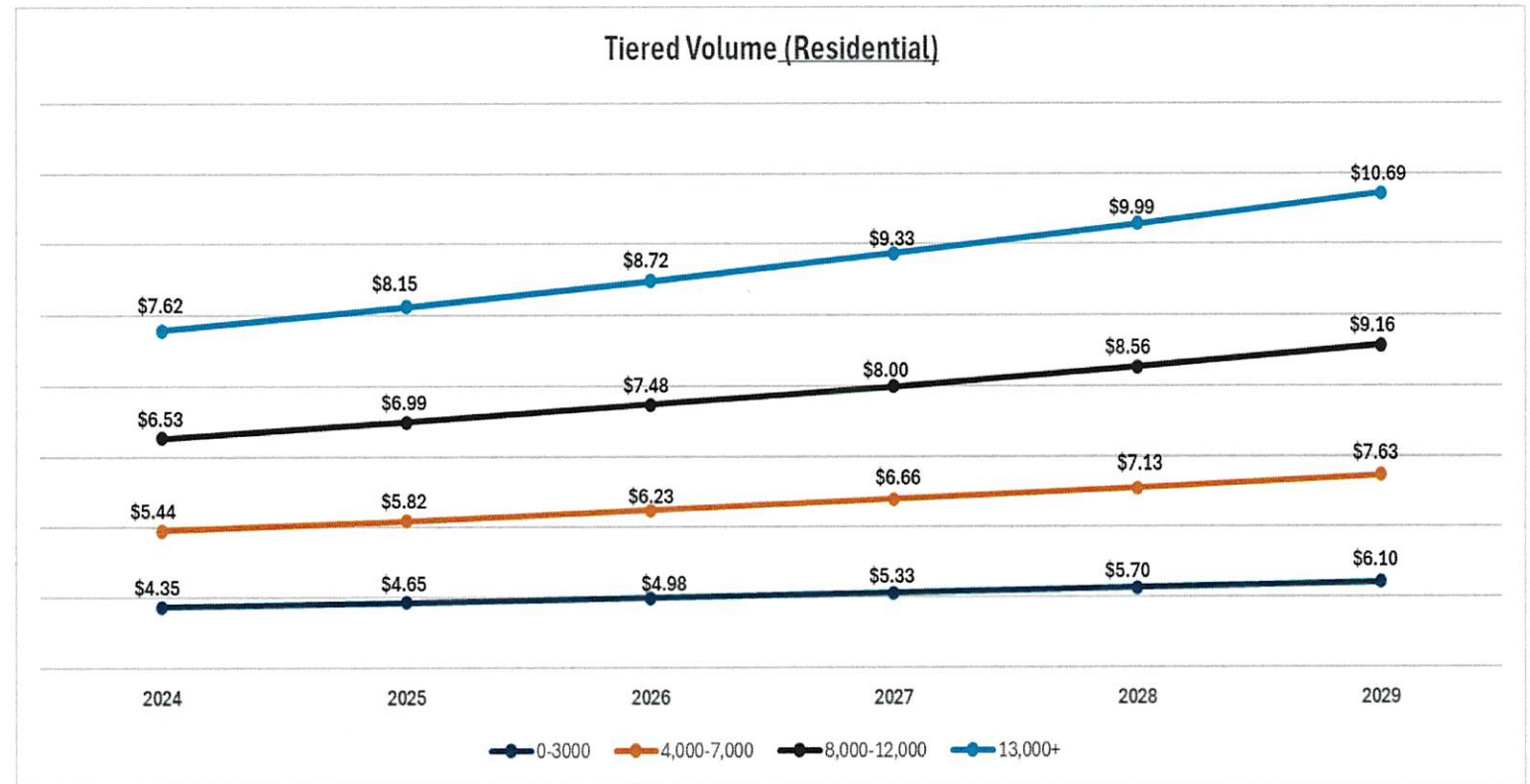
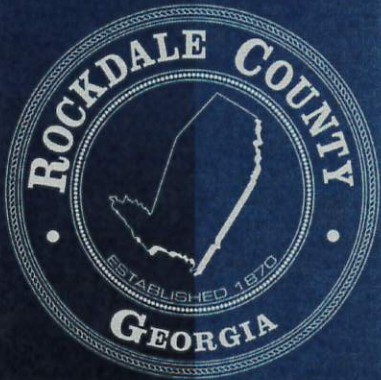
Residential																	
Volume in Gallons	2010	2011	2012	Volume in Gallons	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
0-6000	\$3.17	\$3.17	\$3.17	0-3000	\$3.25	\$3.25	\$3.25	\$3.25	\$3.25	\$3.45	\$3.66	\$3.88	\$4.11	\$4.35	\$4.35	\$4.35	\$4.35
7,000-12,000	\$3.26	\$3.26	\$3.26	4,000-7,000	\$3.74	\$4.07	\$4.07	\$4.07	\$4.07	\$4.31	\$4.57	\$4.84	\$5.13	\$5.44	\$5.44	\$5.44	\$5.44
13,000+	\$4.02	\$4.02	\$4.02	8,000-12,000	\$4.39	\$4.88	\$4.88	\$4.88	\$4.88	\$5.17	\$5.48	\$5.81	\$6.16	\$6.53	\$6.53	\$6.53	\$6.53
				13,000+	\$5.20	\$5.69	\$5.69	\$5.69	\$5.69	\$6.03	\$6.40	\$6.78	\$7.19	\$7.62	\$7.62	\$7.62	\$7.62

Sewer Rates (Res & Non-Res)	2010	2011	2012	Any Volume	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Any Volume	\$4.10	\$4.10	\$4.10		\$4.72	\$5.43	\$6.24	\$6.24	\$6.24	\$6.61	\$7.01	\$7.43	\$7.88	\$8.35	\$8.35	\$8.35	\$8.35

Non-Residential	2010	2011	2012	Any Volume	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Any Volume	\$3.21	\$3.21	\$3.21		\$3.74	\$4.07	\$4.07	\$4.07	\$4.07	\$4.31	\$4.57	\$4.84	\$5.13	\$5.44	\$5.44	\$5.44	\$5.44

Irrigation	2010	2011	2012	Any Volume	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Any Volume	\$4.02	\$4.02	\$4.02		\$5.20	\$5.69	\$5.69	\$5.69	\$5.69	\$6.03	\$6.40	\$6.78	\$7.19	\$7.62	\$7.62	\$7.62	\$7.62

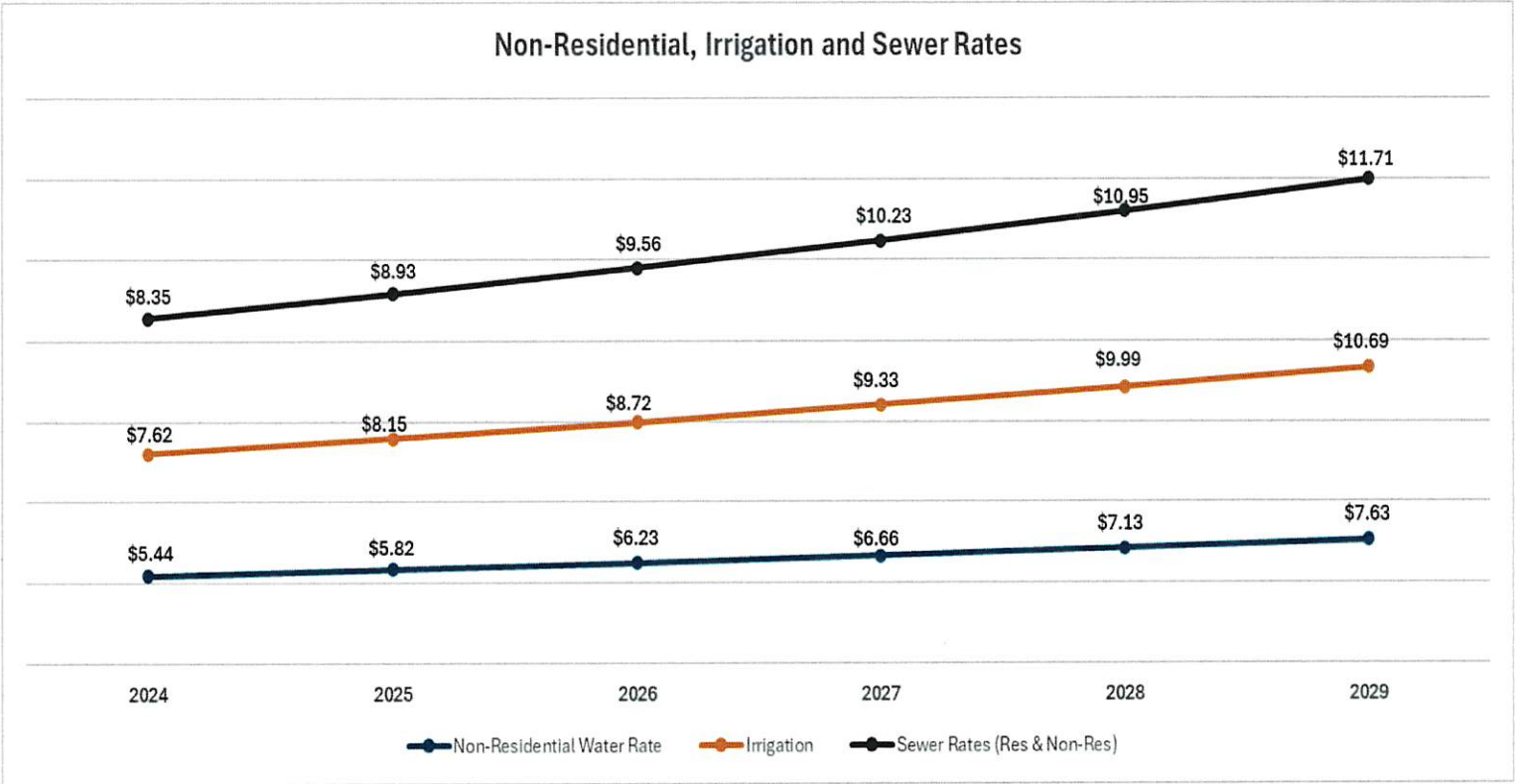
Proposed Residential Rate Increase



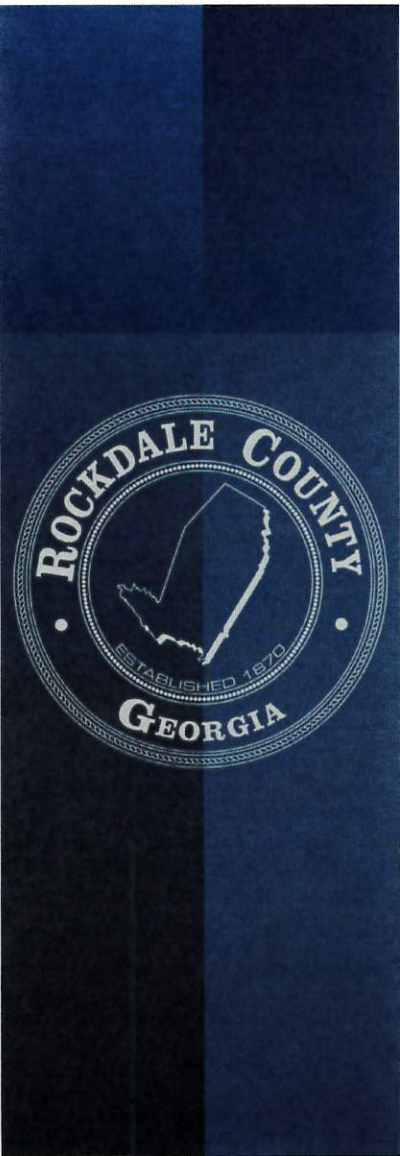
*Based on a 7% Rate Increase



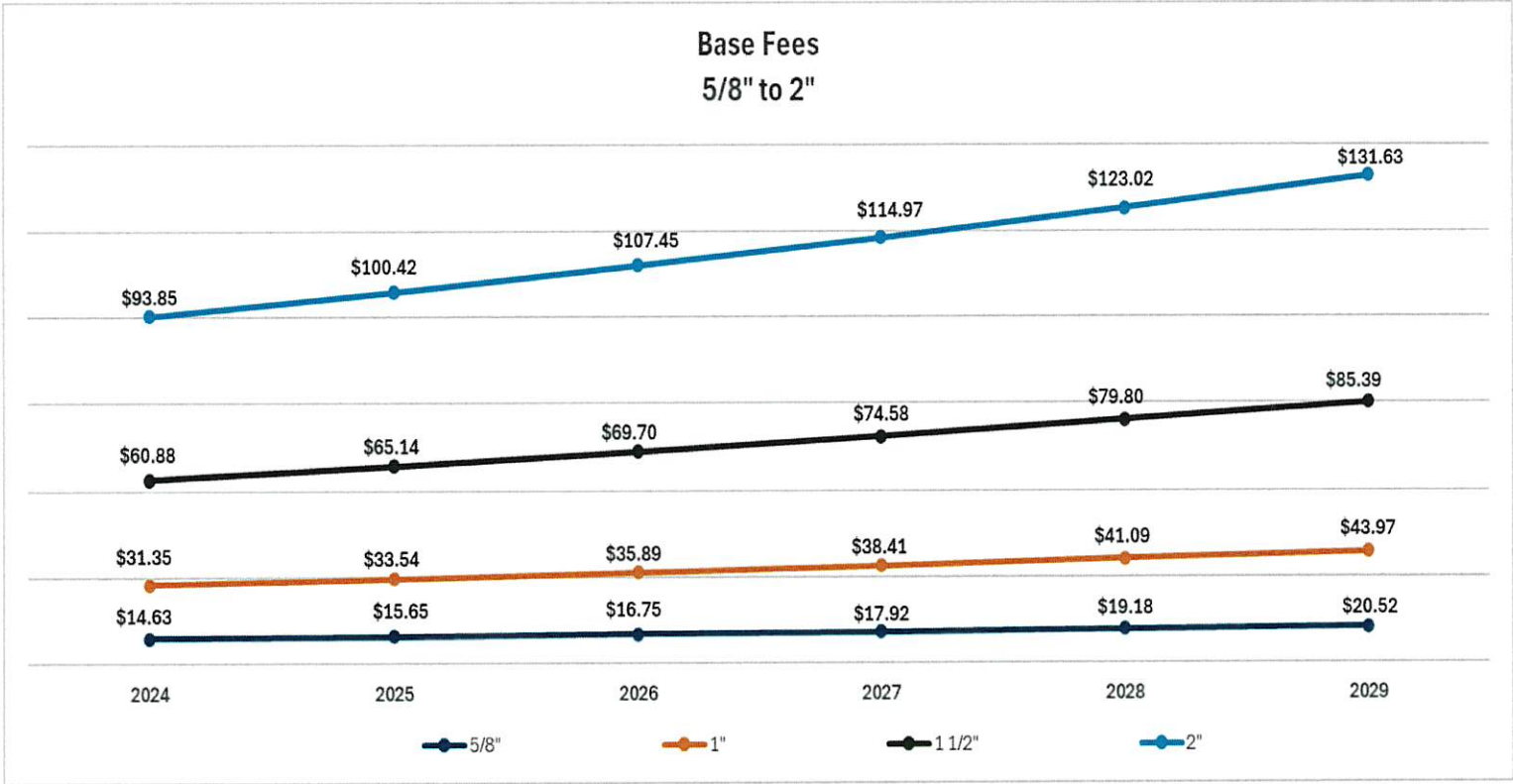
Proposed Increase for Other Rates



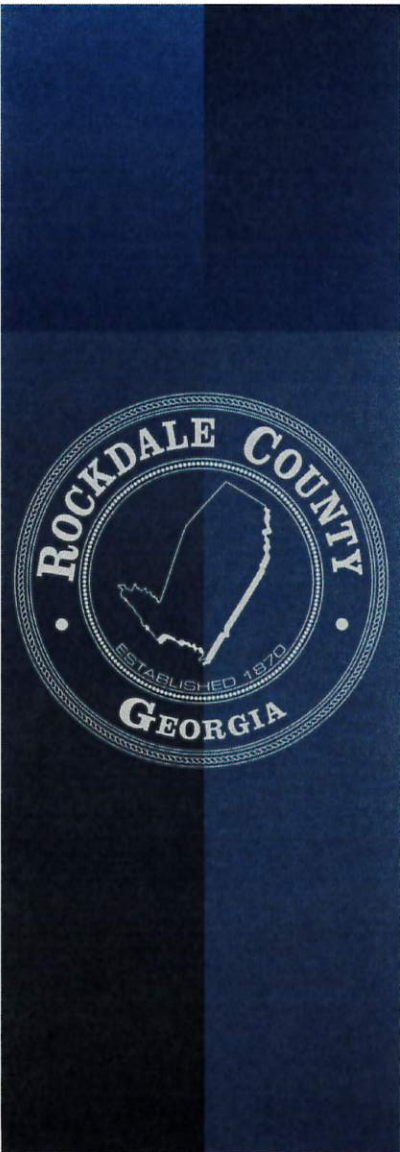
*Based on a 7% Rate Increase



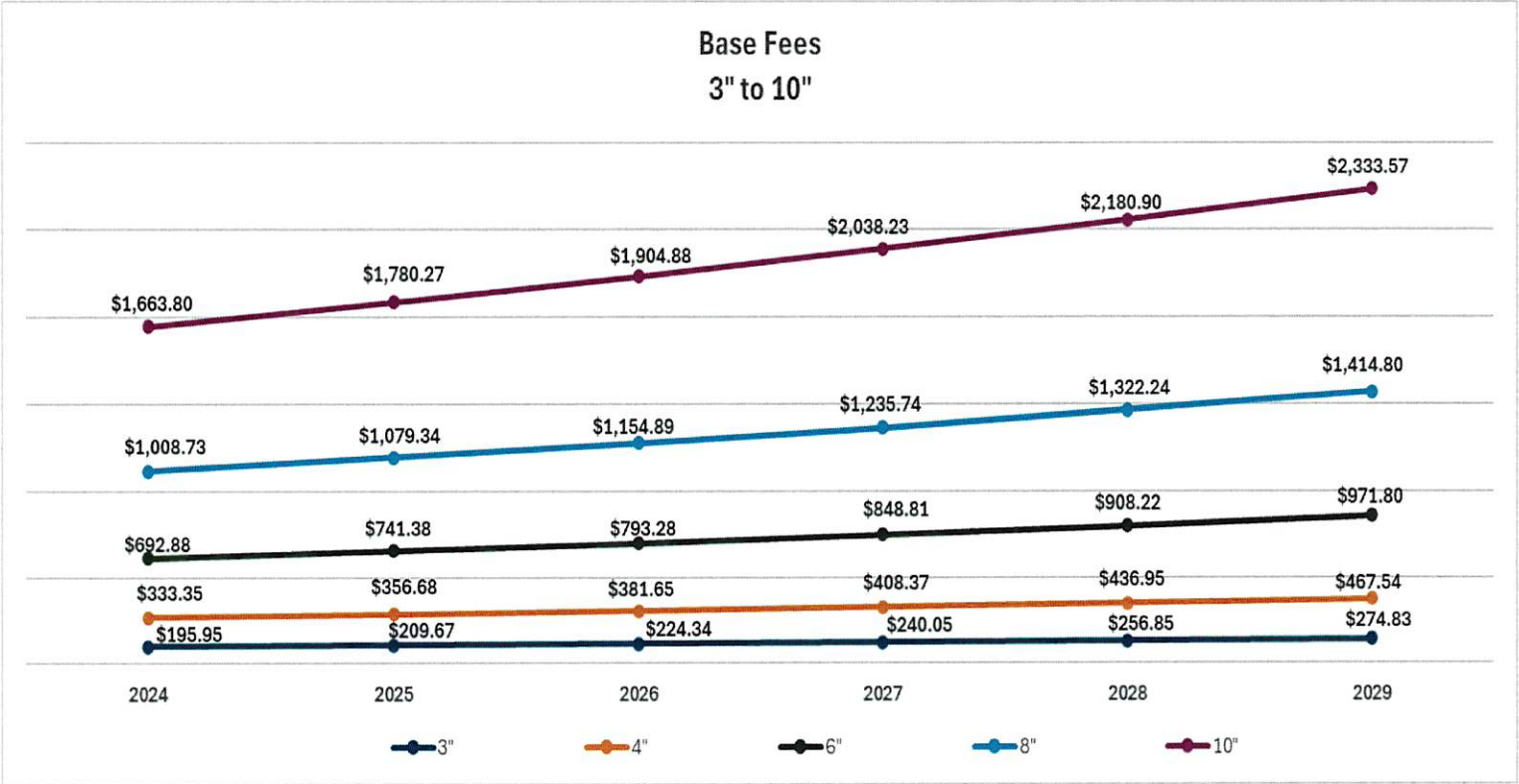
Base Fee Increase (Small Meters)



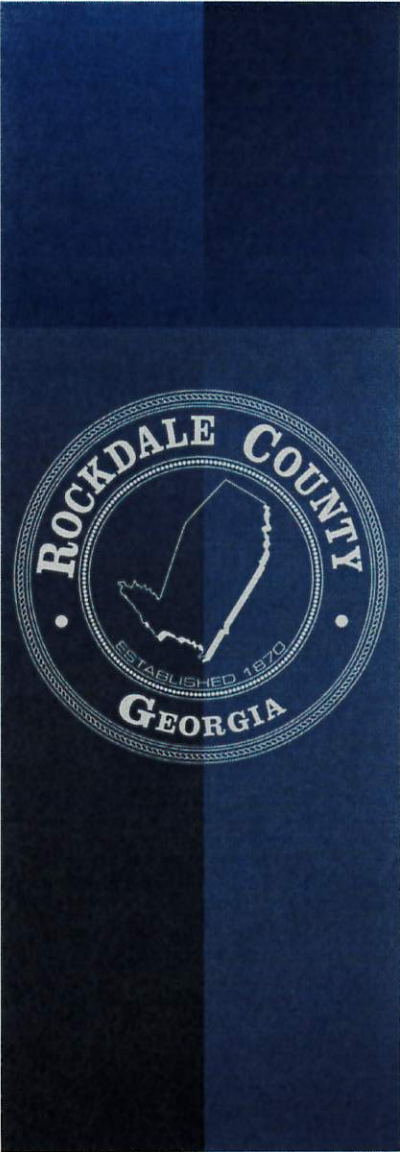
*Based on a 7% Rate Increase



Base Fee Increase (Large Meters)



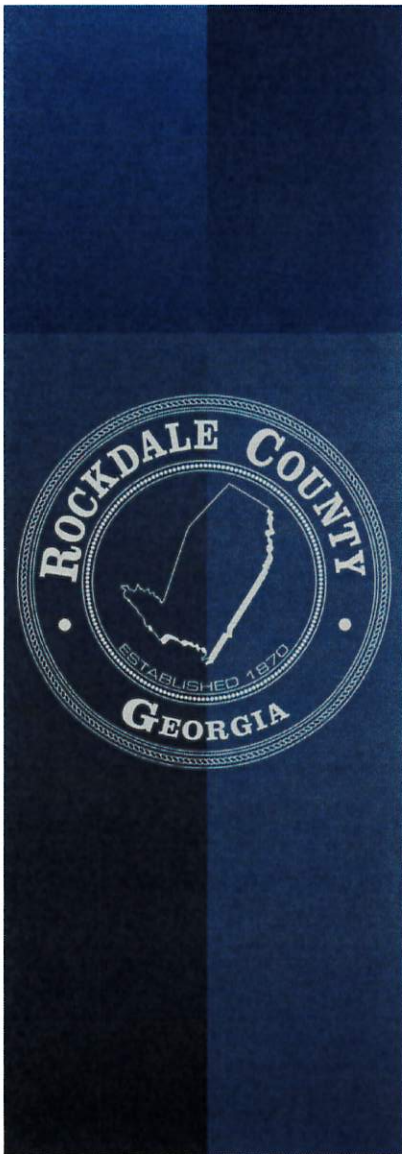
*Based on a 7% Rate Increase



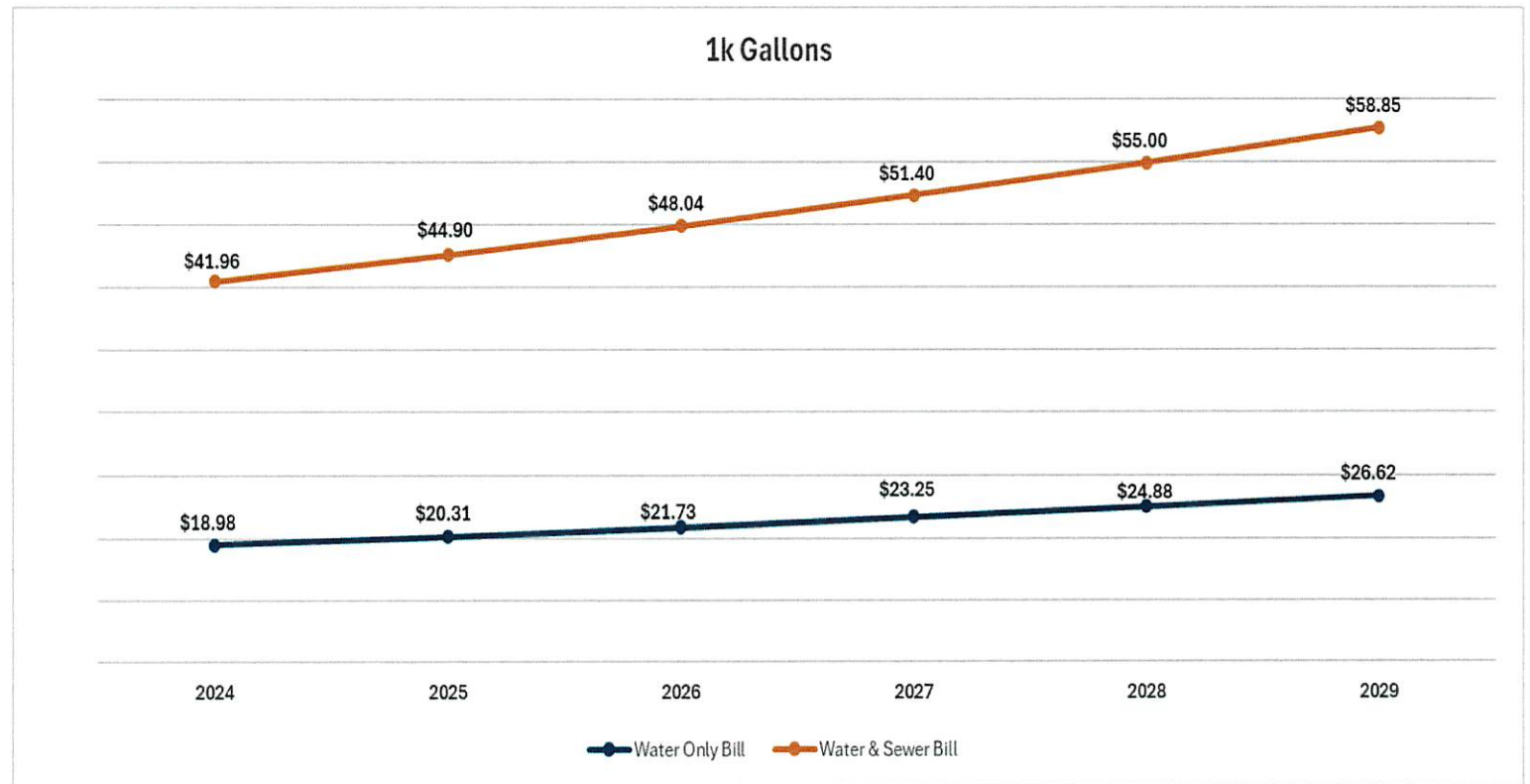
Impact to Water Bills

Rockdale Water Resources modeled three scenarios to illustrate the impact to a customer's overall bill year over year based on their monthly consumption

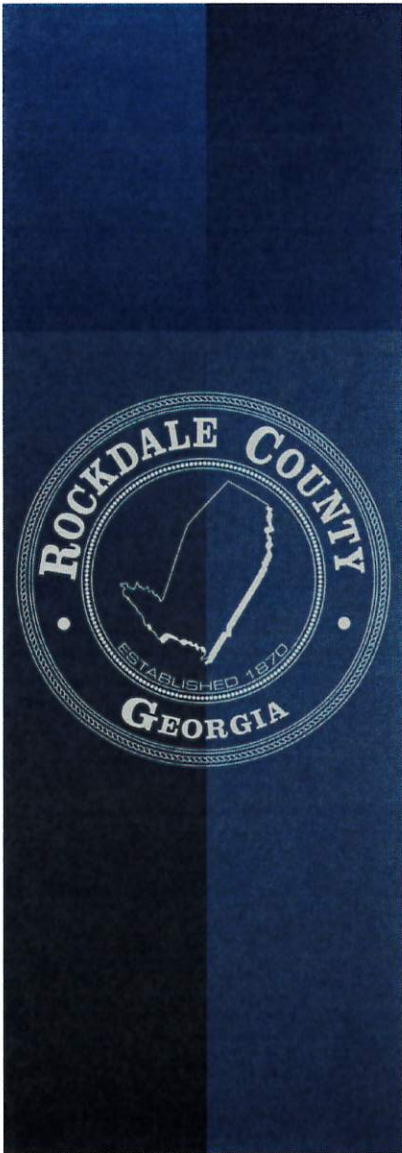
- Scenario 1- Households that use 1k gallons
- Scenario 2- Households that use 3k gallons
- Scenario 3- Households that use 5k gallons



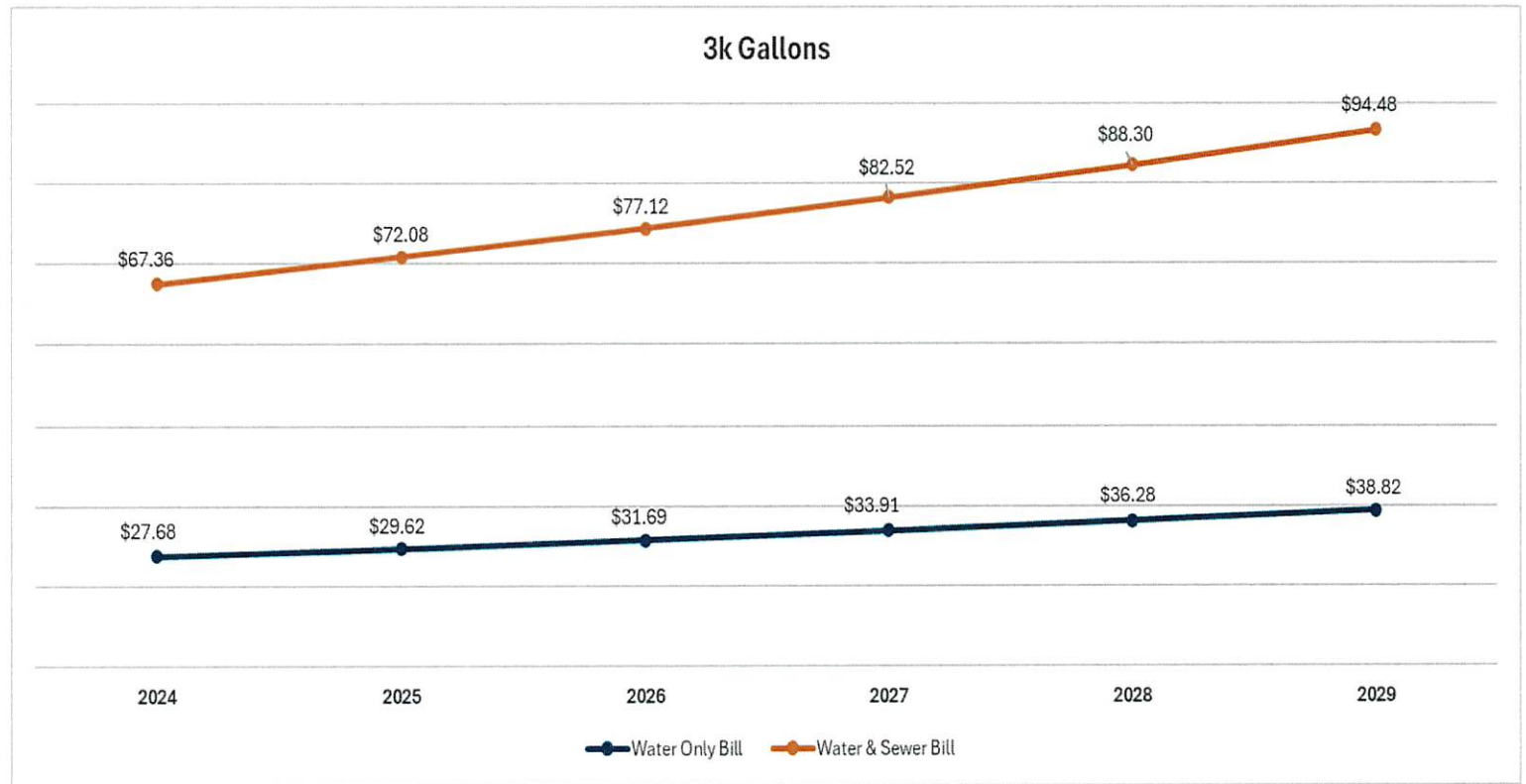
Scenario 1: Water Bill Analysis



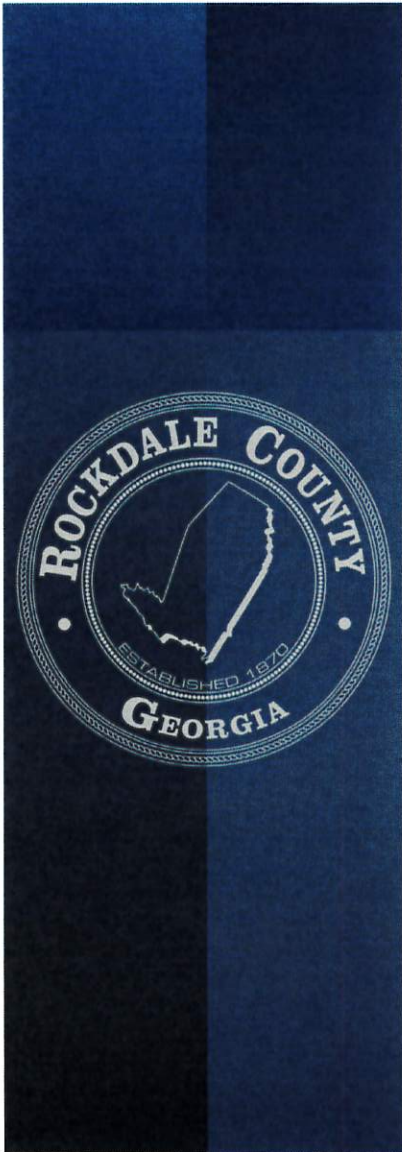
*Based on a 7% Rate Increase



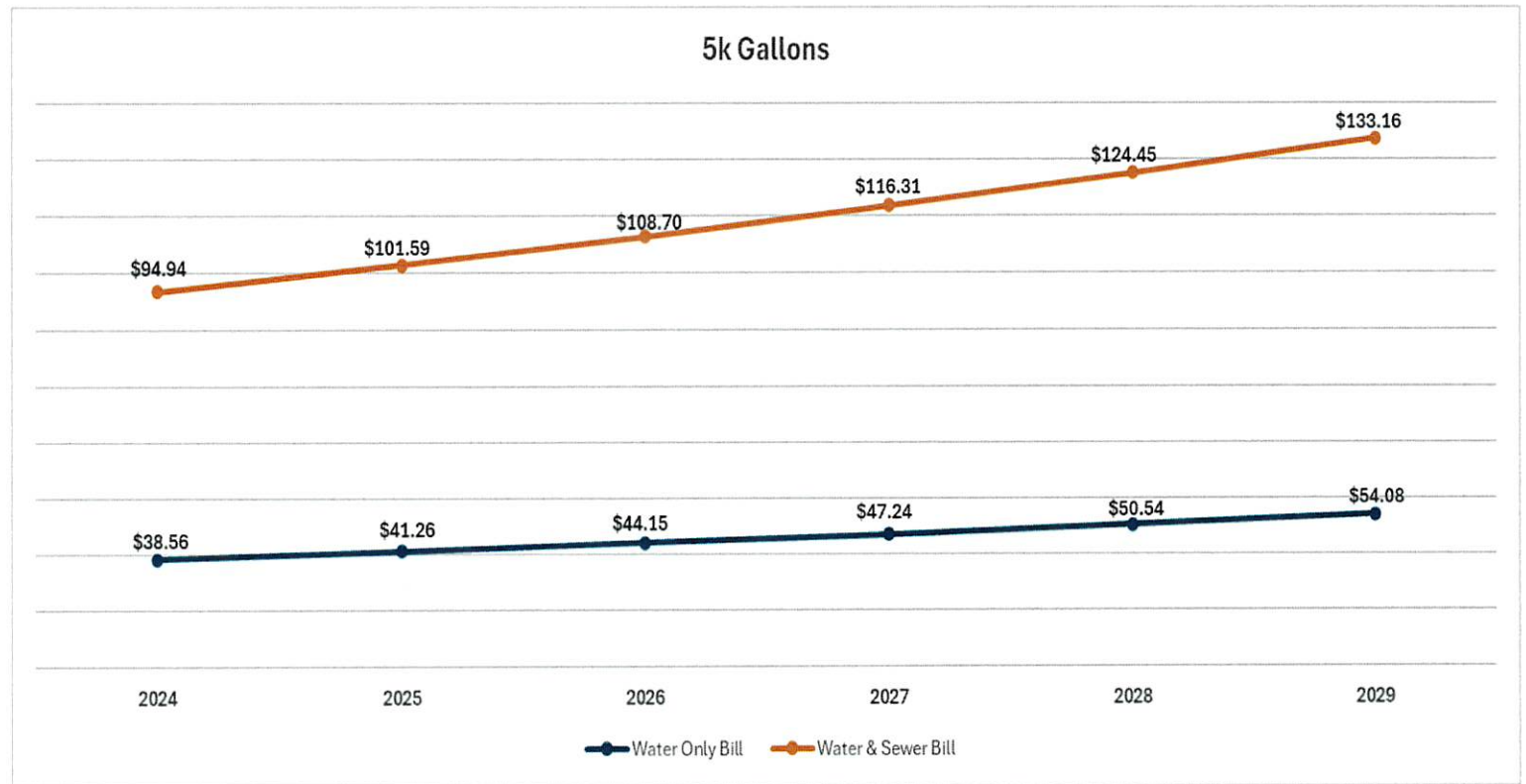
Scenario 2: Water Bill Analysis



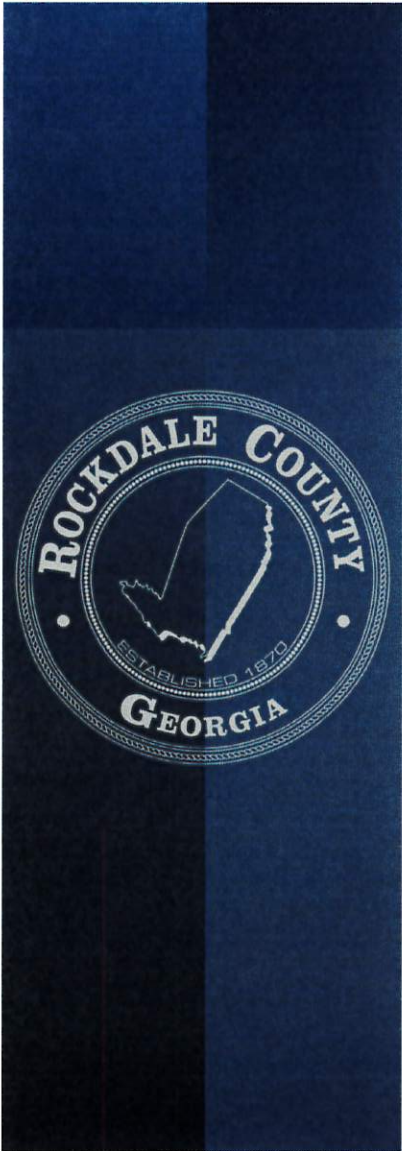
*Based on a 7% Rate Increase



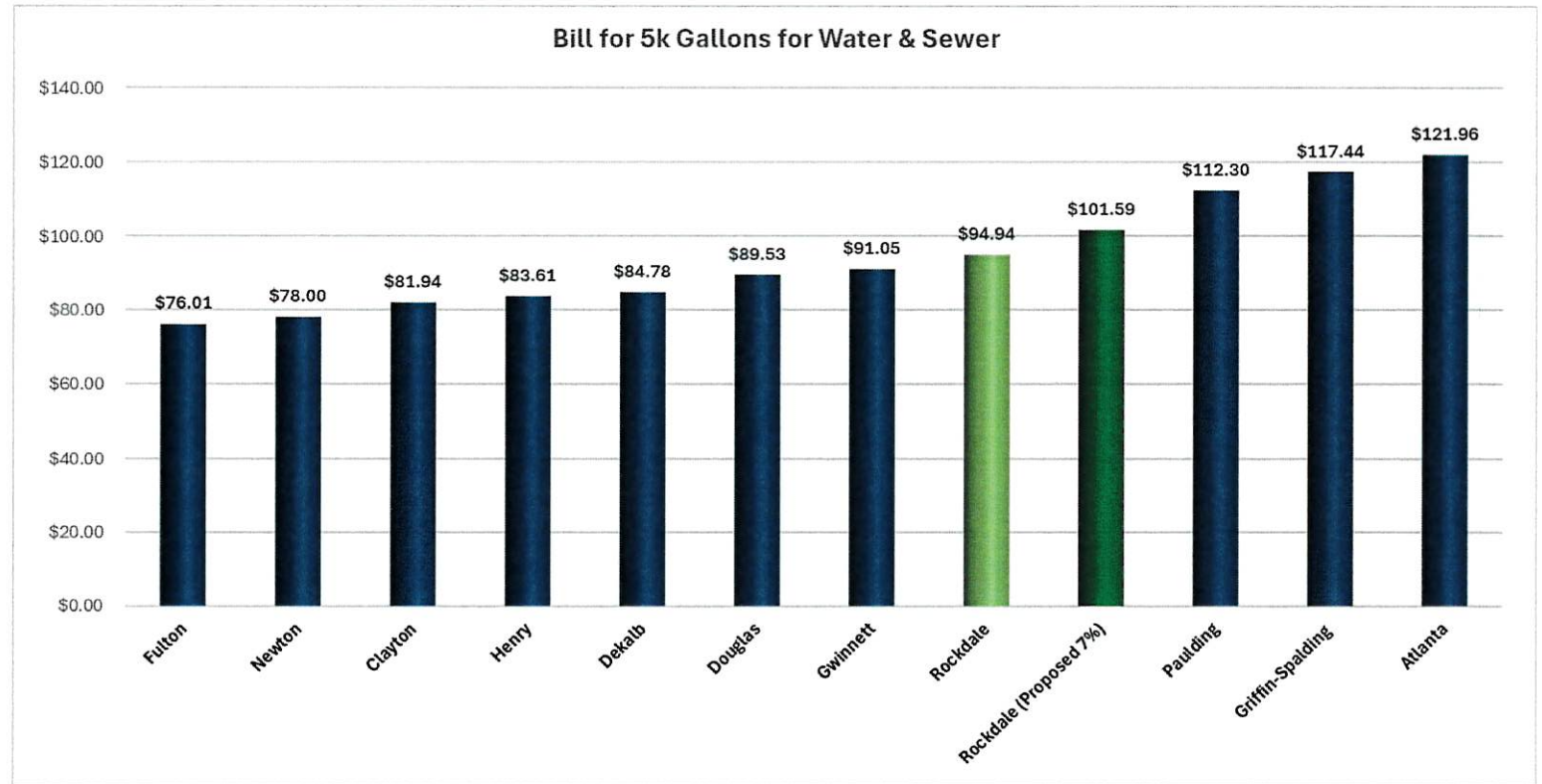
Scenario 3: Water Bill Analysis



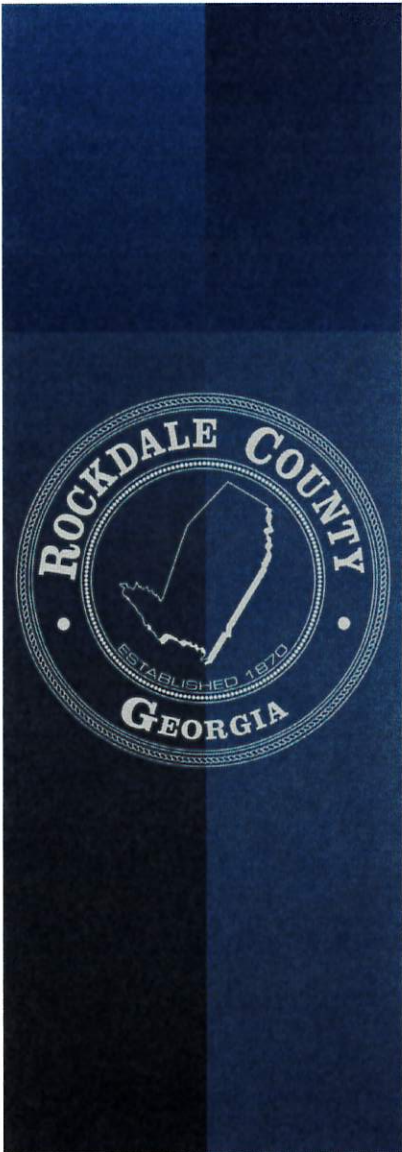
*Based on a 7% Rate Increase



Bill Comparison Across Counties



- Rockdale's population size does not provide the cost advantages that larger counties have when modeling water rates



Metropolitan Rate Increases

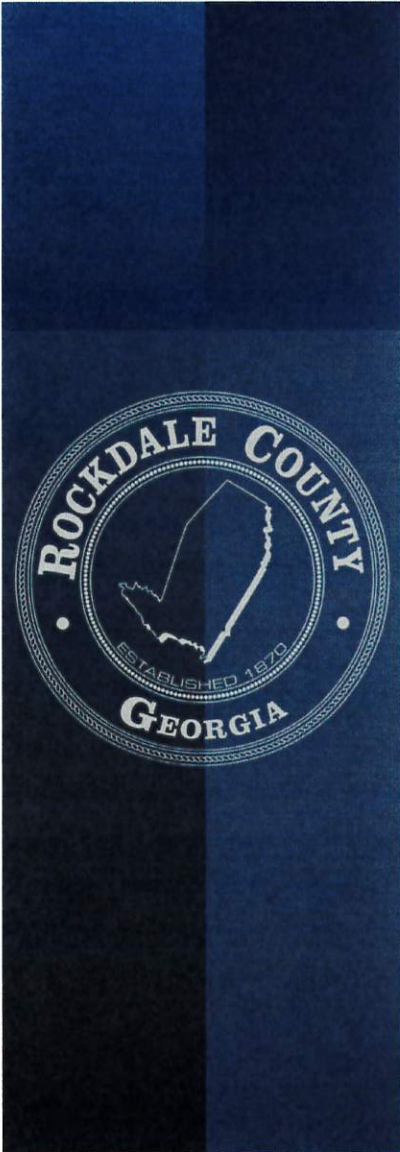
Approved Rate Increases between FY24-FY25

- Gwinnett
- Henry
- Cobb
- Clayton
- Fulton
- Douglas
- Newton
- Social Circle

Rate Increase Under Review

- Dekalb

** City of Atlanta leverages the Municipal Option Sales Tax (MOST), a 1 cent sales tax, to avoid raising water rates by 25%*



Summary

1. Infrastructure Maintenance & Upgrades

- Replacing aging pipes, pumps, and treatment facilities is essential to prevent leaks and service disruptions.
- Increase in state (GDOT) mandated Capital Improvement Projects
- Reviewing and upgrading technology can lead to more efficient water treatment, water operations, meter reading and distribution processes.

2. Rising Operational Costs

- The costs of electricity, chemicals, and labor necessary for treating and distributing water have increased significantly. Compliance with stricter environmental regulations demands advanced treatment methods also contribute to additional expenses.

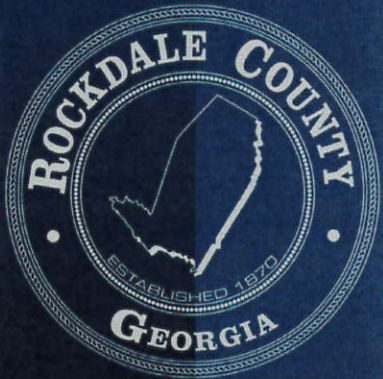
Summary

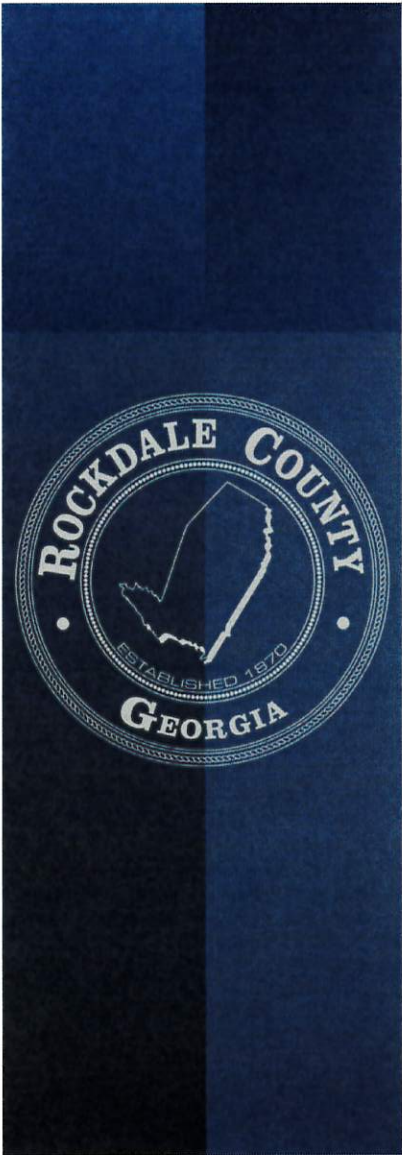
3. Debt Repayment & Financial Stability

- It is vital for RWR to maintain financial stability without relying heavily on external funding sources.

4. Impacts to Enterprise and Community

- Gradual rate adjustments help maintain financial stability, ensuring the water system can continue to operate and invest in necessary infrastructure without sudden, drastic cost increases for residents
- Keeping up with incremental increases helps prevent deferred maintenance costs from accumulating, which could lead to more expensive emergency repairs and service disruptions in the future.





Recommendation

With consideration of all factors and a forward-looking approach, we recommend implementing a 7% Base Fee and Volumetric Rate Increase over the next five years.

We also propose a comprehensive rate review in year four of the proposed rate increase to safeguard economic stability and ensure we maintain the ability to support future infrastructure needs and long-term sustainability.



Stormwater Management

Re-investment Proposal



STORMWATER
MANAGEMENT

FY25 Goals & Initiatives

Department's Reimagine Rockdale Strategic Plan

Access Update all ordinances related to SW Management, Land Disturbance, Site Development, and Construction.

Equity Improving the SW Utility rate system to ensure equal distribution of utility maintenance costs amongst Rockdale citizens using property specific impervious surface calculations.

Innovation Utilizing alternative technologies such as shotcrete and chemical pipelining in the rehabilitation of stormwater infrastructure to reduce costs.



Introduction

The Rockdale County Stormwater Management Department is committed to protecting our community from flooding, improving water quality, and maintaining vital drainage infrastructure. However, our ability to provide these essential services is increasingly strained due to aging infrastructure, growing maintenance needs, and the necessity of updating our long-term stormwater management strategy. To address these challenges, we must consider a rate adjustment to ensure a sustainable and effective stormwater program.

Key Reasons for the Stormwater Rate Increase



1. Updating the Stormwater Master Plan

Our Stormwater Master Plan serves as a roadmap for managing stormwater efficiently and mitigating flood risks. However, this plan requires updates to reflect current conditions, new regulatory requirements, and community growth. Without an updated plan, we risk inefficiencies in prioritizing projects, leading to increased costs and potential service disruptions. A rate adjustment will provide the necessary funding to conduct this update, ensuring we have a clear and effective strategy for the future.

2. Critical Infrastructure Projects on Hold

Several necessary stormwater infrastructure projects are currently delayed due to budget constraints. These projects include:

- Repairing deteriorating stormwater pipes and culverts that pose a risk of collapse.
- Improving drainage systems in flood-prone areas to protect homes and businesses.
- Addressing erosion issues that threaten roads, properties, and water quality.

Delaying these projects increases long-term costs and leaves our community vulnerable to stormwater-related hazards. A rate increase will allow us to move forward with these vital projects.

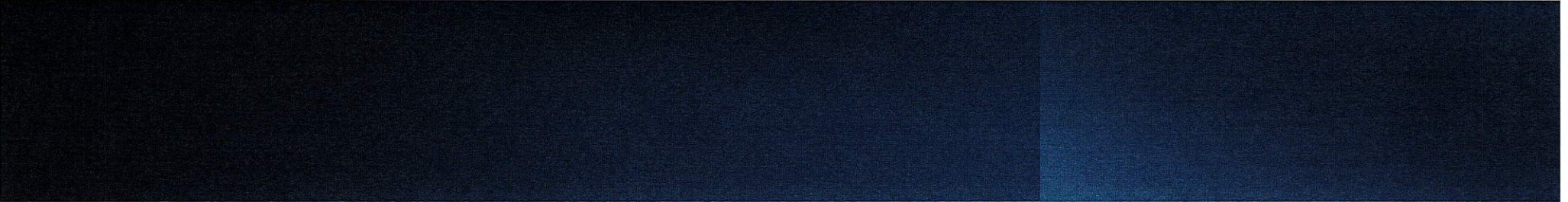


3. Stormwater Equipment Needs

Proper stormwater management requires specialized equipment for maintenance, repairs, and emergency response. Our current equipment inventory is aging, and some critical tools are unavailable due to funding limitations. Without functional and modern equipment, maintenance efforts are inefficient, leading to higher costs and increased response times during storm events. Additional funding will help us acquire and maintain the necessary equipment to improve service reliability.

4. Falling Behind Scheduled Infrastructure Improvements

A previous rate study established a schedule for necessary rate adjustments to keep pace with infrastructure needs and regulatory requirements. Unfortunately, we have fallen behind this schedule, resulting in deferred maintenance and delayed improvements. If we continue on this path, we risk compounding problems that will be more costly to address in the future. Adjusting rates now will help us catch up and prevent more significant financial burdens down the road.



Conclusion

A stormwater rate increase is not just about covering costs—it's about protecting our community, ensuring reliable infrastructure, and maintaining compliance with environmental regulations. By investing in an updated stormwater master plan, advancing critical projects, acquiring necessary equipment, and aligning with expert recommendations, we can provide a safer and more resilient stormwater system for Rockdale County.

We understand that any rate adjustment impacts our residents, and we are committed to transparency in how these funds will be used. However, delaying action will only lead to higher costs and greater risks in the future. Now is the time to make this necessary investment in our county's stormwater infrastructure.

PROPOSED RATE INCREASE

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Rate increase		18%	10%	2%	2%	2%	2%
Proposed Rates	\$114.00	\$134.47	\$148.56	\$151.62	\$154.66	\$157.75	\$160.90

Description	Cost	Comments and Justification	2026	2027	2028	2029	2030	Five Year
Infrastructure Improvements (Streets, Sidewalks Pipelines)								
Zingara Road	\$750,000		\$750,000					\$750,000
Clubland Circle	\$500,000				\$500,000			\$500,000
Lester Court / Lester Road	\$500,000				\$500,000			\$500,000
Honey Creek	\$300,000				\$300,000			\$300,000
Norton Road	\$1,500,000			\$1,500,000				\$1,500,000
Westwood Drive	\$700,000					700,000		\$700,000
Woodwood Road	\$900,000			\$900,000				\$900,000
Dennard Road	\$600,000		\$600,000					\$600,000
East Shore Drive	\$1,000,000		\$1,000,000					\$1,000,000
Sigman Road	\$400,000		\$400,000					\$400,000
Randolph Court	\$260,000		\$260,000					\$260,000
Carr Road @ River Circle	\$150,000			\$150,000				\$150,000
Hi Roc Lake Spillway	\$800,000					\$800,000		\$800,000
Abbott Road	\$700,000			\$700,000				\$700,000
Cedar Ln / Shady Ln	\$460,000						\$460,000	\$460,000
Pine Knoll Lane	\$250,000						\$250,000	\$250,000
Richard Road	\$100,000						\$100,000	\$100,000
Eastview Road @ Oak Knoll Drive	\$100,000						\$100,000	\$100,000
Fieldstone Drive	\$300,000						\$300,000	\$300,000
Sweet Water Trail	\$200,000						\$200,000	\$200,000
Plantation Blvd	\$700,000					\$700,000		\$700,000
Christian Circle	\$200,000					\$200,000		\$200,000
1460 Country Lane Drive	\$200,000			\$200,000				\$200,000
Almond Road & Mt. Zion Road	\$600,000				\$600,000			\$600,000
666 Kingston Lane	\$700,000				\$700,000			\$700,000
1760 Old Covington Highway NE	\$200,000					\$200,000		\$200,000
East Adrian Circle	\$100,000						\$100,000	\$100,000
2800 Clearwater Terrace	\$400,000					\$400,000		\$400,000
2643 Westchester Parkway	\$700,000						\$700,000	\$700,000
1609 Cherry Hill Lane	\$200,000				\$200,000			\$200,000
1520 Cherry Hill Road	\$200,000			\$200,000				\$200,000
1911 Marie Hill Drive	\$400,000					\$400,000		\$400,000
1750 Grenade Road	\$50,000		\$50,000					\$50,000
1220 McDaniel Hill Road	\$500,000				\$500,000			\$500,000
2062 Wilson Road	\$200,000		\$200,000					\$200,000
South Hicks Circle	\$300,000						\$300,000	\$300,000
Lakeridge Drive Dam	\$100,000						\$100,000	\$100,000
Christian Circle	\$200,000						\$200,000	\$200,000
4751 Habersham	\$201,585			\$201,585				\$201,585
1481 Cherry Hill	\$128,860				\$128,860			\$128,860
621 Jefferson Drive	\$83,801					\$83,801		\$83,801
1460 Country Lane Drive	\$68,601						\$68,601	\$68,601
582 Clubhouse Drive	\$281,235				\$281,235			\$281,235
1408 Chelsea Downs	\$47,980		\$47,980					\$47,980
3719 Windy Hill	\$57,850		\$57,850					\$57,850
1210 Lambeth Way	\$102,801			\$102,801				\$102,801
4632 Woodlake Lane	\$72,627				\$72,627			\$72,627
127 Presidents Circle	\$86,801					\$86,801		\$86,801
2322 Deerfield Chase	\$123,800						\$123,800	\$123,800
2104 Highland Club Drive	\$121,750						\$121,750	\$121,750
667 Cochise Trail	\$66,900						\$66,900	\$66,900
Total Infrastructure Improvements	\$17,864,591		\$3,365,830	\$3,954,386	\$3,282,722	\$3,570,602	\$3,191,051	\$17,864,591

Project Examples



4751 Habersham Way SE

Replace a deteriorated 36" CMP

A&S Paving Estimate Amount
\$201,585.00



1481

Cherry Hill Rd SW

Replace a deteriorated
30" RCP and a 30" CMP

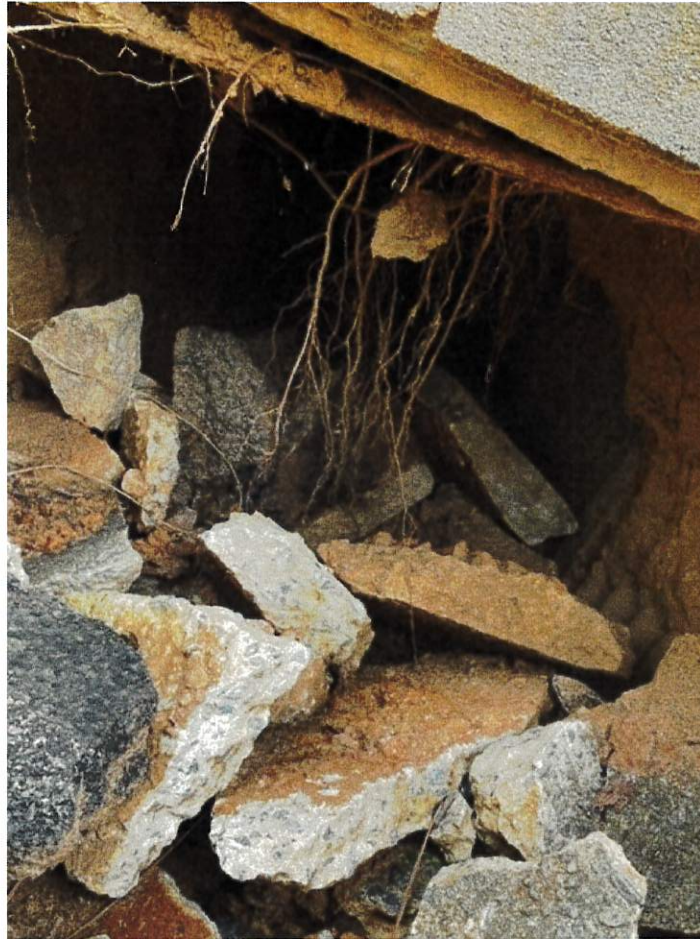
We can go with either of the
two
estimates

A&S Paving Estimate

\$128,860.00

Proshot Estimate

\$54,900.00



582 Clubhouse Drive SE

Replace a deteriorated 30" CMP

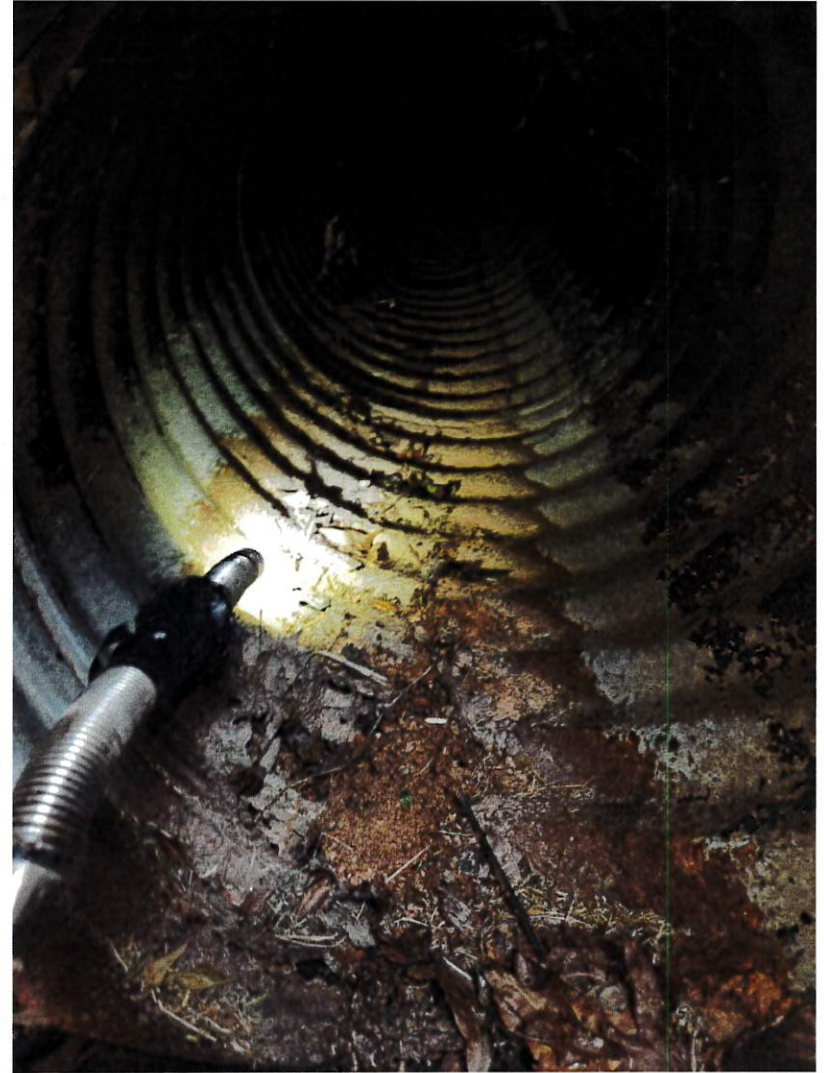
A&S Paving Estimate
\$281,235.00



3719 Windy Hill
Drive SE

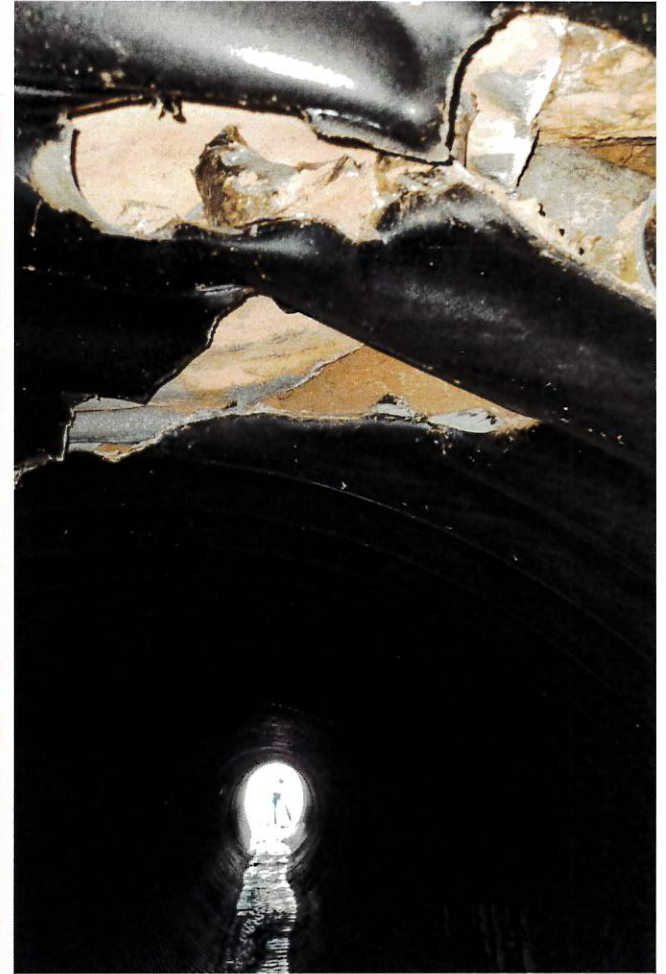
Shotcrete
deteriorated 48"
CMP

Proshot Estimate
\$57,850.00



1460 Country Lane NE
Shotcrete -deteriorated 72" CMP

Proshot Estimate
\$ 68,600.00



867 Cochise Trail

Chemical Line a deteriorated 30"
CMP

Proshot Estimate

\$66,900.00



2322 Deerfield Place
\$123,800.00

A&S Paving – Replace
18" deteriorated CMP





Thank you



BOC Priorities/Goals

- Project Management/Marketing RFP
- Lobbyists
- BOC Goals



BOC Goals



The Board of Commissioners strives to:

- **Operate in a transparent manner to connect to the people.**
- **Become more efficient as a government by realizing potential budget savings while also still providing necessary government services.**
- **Become more collaborative with our partners – City, School System, Development Authority, Chamber, CREDC and Hospital.**



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Agenda

2:15 – 2:30 PM

Break

2:30 – 3:50 PM

UDO Session

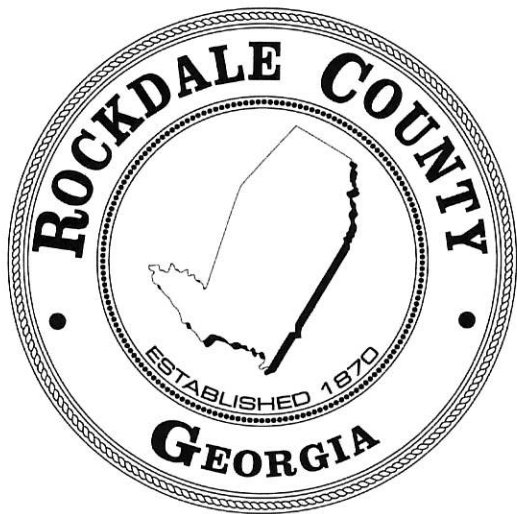
CPL

3:50 – 4:00 PM

Wrap Up

BOC





Unified Development Code (UDC) Update

Apr 04, 2025



Consultant Team



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Purpose: What is a UDC?

A Unified Development Code (UDC) consists of land use and development regulations, such as:

- Zoning
- Land Subdivision
- Environmental Protection
- Sign Codes

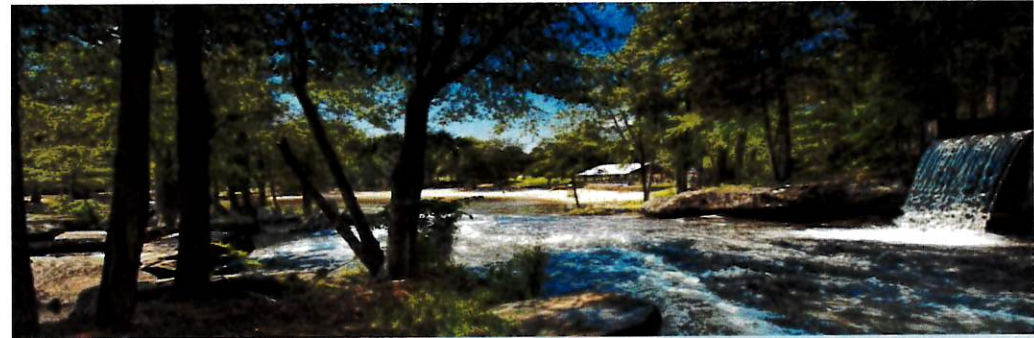
Zoning Code Function:

- Preserve, promote, & protect public health
- Fair and consistent decision-making framework
- Advance Comprehensive Plan's Vision & Goals



Vision and Goals

- **Develop** County facilities and citizen resources to promote better access to services and recreational and cultural resources, especially for youth and seniors.
- **Create and maintain** a diverse and sustainable economy that supports and attracts quality jobs and a robust commercial tax base while meeting the requirements of a healthy environment and high quality of life.
- **Assure** housing availability across all demographic sectors, with a focus on safe and sustainable communities, both economically and environmentally.
- **Protect** the County's water, air, and soil to curtail pollution, preserve the water supply, and minimize land disturbance in sensitive areas.
- **Shape** the distribution, location, and extent of development to ensure services are delivered efficiently and effectively while quality of life and livability is protected, preserved, and enhanced.
- **Modernize** the County's transportation system to maximize convenience and safety, with deliberate advocacy for current and future environmental concerns



Task 1. Project Coordination

Work

- Host Kick Off Meeting(s)
- Set Communication Plan
- Discuss Operations and Needs
- Finalize Public Engagement Plan

Deliverable(s)

- Recurring Project Team Calls
- Project Schedule
- Event Material Drafts (as event approaches)





CITY OF
OAKWOOD
MICHIGAN 2023-2024 REPORT

DIRECTION AND FINDINGS REPORT - DRAFT

City of Oakwood Unified Development Code (UDC)



SECTION 04 - Diagnostic Report

Usability

Usability refers to the general public's ability to understand and interact with a regulation. Usability may be built into a regulation through the use of clear, concise language. Oakwood's code is currently published on the city's website. A traditional publishing platform commonly used by municipalities across the country. Due to the platform's limited search capabilities, code navigation across the site requires the digital equivalent of opening every door in house as one searches for the code content itself. Not only is the code itself difficult to navigate, but the graphics, tables, and other visual elements such as embedded references, external links, and graphics. Users must wade through complex layers of zoning sub-categories and text blocks in order to find development standards of interest. The modern public is accustomed to user-centric technologies with advanced search features (e.g., Google, Amazon, etc.). Review of newer publication platforms, self-hosted webpages, or at minimum the integration of new narrative and visual (graphics) with the code document can provide a role of improvements for future usability.

Design Standards

Oakwood's current standards define "design standards" as "specific, legally enforceable minimum standards to which a building or structure is held in developing any land or building." Prior to 2021, Oakwood's "design guidelines" are "informal advisory documents that encourage specific types or styles of development or building construction in order to promote a vision." The current code establishes elevated architectural standards across three main categories: highly visible corridors, where conditions have been identified as appropriate for flagging redevelopment projects and new civic or mixed-use activity centers. However, despite the establishment of a Design Review Committee and Oakwood's Code of Ordinances, the current standards and guidelines are referred to as external documents. Such documents should be integrated into primary code.

Outside of these existing sections, Oakwood's current traditional land use approach is largely unregulated residential and non-residential use. Regulations facilitate traditional stick-built housing in detached configurations, with few allowances for density in places of worship, schools, and other non-residential residential housing types. However, despite this focus on residential products, design standards (e.g., regulations for height, density, materials, product size, lot placement) for such construction are placed under the umbrella of zoning districts. This approach is inherently challenging to achieve fairly comprehensive and regularly fine-tune - when approaching a project, the public has to wade through a complex set of rules, a distinct challenge. A more user-centric approach may include a more user-centric approach to zoning districts, with a more user-centric approach to zoning districts. Lastly, the current code may benefit from a more user-centric approach to zoning districts, with a more user-centric approach to zoning districts. Building scale, form, views, massing, technological integration, access to air and natural lighting, building orientation, and how a building is perceived from the street.



SECTION 02 - Priorities

The following priorities have been identified as a set of priority goals to guide the development of the ordinance that reflects the priorities of the community. These priorities will be used throughout the process to generate and reflect on the proposed regulations.

PRIORITY 1: USER-FRIENDLY REGULATIONS

Improve the user experience by using clear, concise language, and graphics to enhance the user's ability to understand and interact with the regulations.

PRIORITY 4: AUDIT EXISTING PROCESSES, SERVICES, AND INFRASTRUCTURE

Determine current baseline liability for growth and development, audit existing infrastructure, and identify funding sources to support the existing infrastructure, and expansion of essential water, sewer, wastewater, broadband, emergency services, and other infrastructure.

PRIORITY 2: PROCEDURAL UPDATES

Improve efficiency of land development processes to address rising demand for housing, infrastructure capacity, and community services, including rapid population growth.

PRIORITY 5: ADDRESSING INDUSTRIAL, LAND USE, AND ZONING

Review and update existing regulations to address the needs of the community, including the needs of the industrial, land use, and zoning sectors.

PRIORITY 3: STRENGTHEN ARCHITECTURAL AND SITE DEVELOPMENT STANDARDS

Ensure the development of high quality and distinctive development, new construction should enhance Oakwood's sense of place and the community's existing natural beauty, not detract from it.

PRIORITY 6: ACCESS TO OPEN SPACE

Review and update existing regulations to address the needs of the community, including the needs of the open space, recreation, and other sectors.

SECTION 03 - Best Practices

Zoning Tools

Use the most of the various zoning tools to the use of various types of zoning, the mechanisms for regulating growth and development. There are three main types observed across the country. Euclidean, based on distinct separation by land use type. Form-based, based on a more commitment to specific design types for growth, without regard for the land use that inhabits the structure, and hybrid, a combination of both.

Hybrid, a combination of both Euclidean and Form-based zoning that maintains the benefits of both with high prioritization of mixed-use developments, where portions of the community may be regulated by one tool more than the other. These zoning tools can be incorporated into any Unified Development Code to support the number of land use and built environment projects desired by the community.

Graphics

Illustrations, tables, diagrams, etc., should be incorporated into regulations to the extent that they are augmenting the content of the written regulations. When the graphics are not supplementing the written regulations or are repetitive throughout the regulations, they should be used with caution to prevent confusion and superfluous content. Additionally, where graphics do provide meaningful clarity, they should be clearly prioritized and placed where the regulations to which they are used for interpretation in the event of a conflict.

Organization

We find that the best organized regulations have a clear and intuitive hierarchy that serves as a guide to the user. The hierarchy is organized by the type of regulation (administrative and regulatory), zoning districts, sign regulations, and development regulations, and then by the specific provisions and definitions within each.

When regulations are organized in a clear and intuitive hierarchy, the user can find the information they need quickly and easily. This is important for the user's ability to understand and interact with the regulations. In our work with communities to understand and address the needs of the community, we have found that a clear and intuitive hierarchy is most effective for the user's benefit.

Task 2. Data Collection

Work

Obtain Necessary Materials

Policy Document Assessment

- Rockdale County Comp. Plan (2023)
- City of Conyers Comp. Plan (2023)
- Rockdale In Motion: Comp. Transportation Plan (2018)
- Metropolitan Transportation Plan (2024)
- Rockdale County Parks & Recreation Master Plan (2020)
- Advancing Rockdale: Rockdale/City of Conyers Economic Development Strategy (2021)
- Conyers/Rockdale Transit Development Plan (2023)

Deliverable(s)

Directions & Findings Report (Part 1)



Task 3. Ordinance Assessment

Work

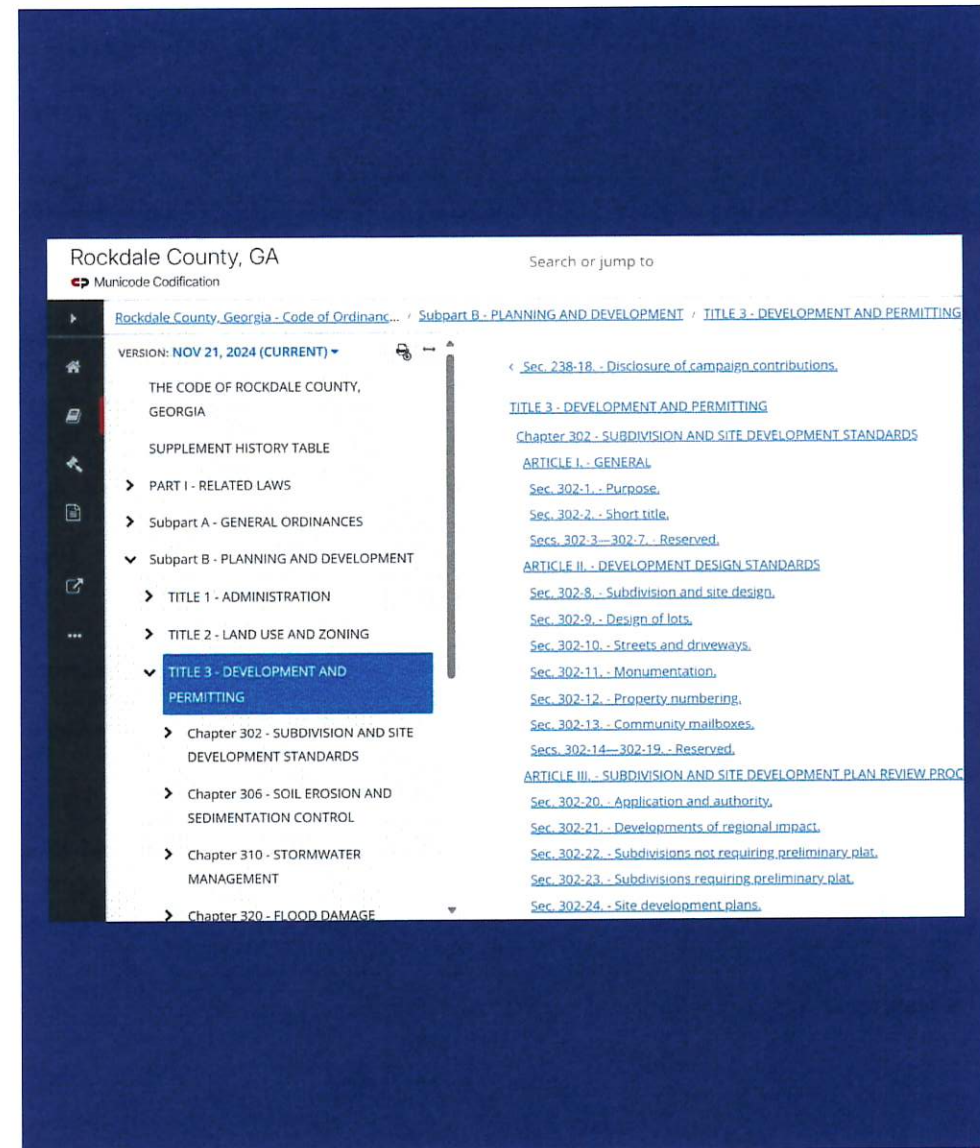
Develop Annotated Outline

Preliminary Ordinance Recommendations

- Rockdale County Zoning Ordinance (2004)
- Olde Town Conyers Design Guidelines (2008)
- Flood Damage Prevention and Flood Plain Management
- Soil Erosion and Sedimentation Control
- Solid Waste
- Stream Buffer Protection

Deliverables

Directions and Findings Report (Part 2)





Tuwanya Smith
Commissioner, Post 1



Janice Van Ness
Chair & CEO



Doreen Williams
Commissioner, Post 2



Task 4. Draft Code

Work:

- Integrate DF Report edits
- Develop new zoning tools (as needed)
- Release drafts for Project Team Review
- Integrate requested revisions*

Deliverables

- UDC Drafts (chapter by chapter)
- Visualizations



Task 5. Adoption

Work

Hand off final UDC and native files

CPL to attend and deliver final presentations:

- Board of Commissioners – 1st Read
- Rockdale Planning Commission (PH)
- Board of Commissioners - PH
- Board of Commissioners – 2nd Read Voting

Deliverables

Native Files of All Items
CPL Presentations (x 3)
Post-Adoption Support

Schedule

[illegible]

Public Engagement Plan

Our public involvement approach prioritizes inclusivity, collaboration, and clear communication to ensure all stakeholder voices are heard and valued. We start with you—the experts on your community—to determine the best engagement strategies, from traditional open houses to creative events like pub crawls with tactical urbanism. Every engagement effort comes with the following guarantees:

- **Close the Loop:** Engagement goes beyond gathering feedback—it's about synthesizing input and showing the community how their voices shape decisions.
- **Digital Dialogue:** We offer and promote online engagement tools—interactive surveys, mapping, and idea exchanges—ensuring inclusive participation beyond in-person meetings.
- **Innovate:** Public engagement should be meaningful and engaging. We use diverse methods like workshops, surveys, focus groups, and interactive presentations to keep the process dynamic and accessible.

The public engagement strategy will include the following:

- **Public Meetings:** We will hold two (2) public meetings to cover key milestones, including the kickoff, input on development regulations, and final recommendations.
- **Stakeholder Engagement:** We prioritize ongoing collaboration with key stakeholders to ensure regulations reflect the county's unique needs.



Discussion

General:

- What aspects of the current development ordinance work well?
- What aspects of the current development ordinance need improvement?
- Are there any specific code enforcement challenges you'd like the code to help address?
- Are there other municipalities that you'd like Rockdale County to emulate?
- What outcomes would make the updated UDC a success for you?

Land Uses:

- What land uses/businesses are needed for balanced tax digest purposes?
- What land uses/businesses are needed for quality-of-life purposes?
- Which areas or corridors of the county should be prioritized for re-development or conservation?
- What projects do you want to see more of ?
- What projects do you want to see less of?
- Would you like the new UDC to proactively incentivize a greater variety of housing types?
- What are your thoughts on planned or mixed-use development(s)?



Discussion

Trends:

- What code or development related concerns are constituents are sharing with you?
- What type of rezoning, variance, or special use requests are you seeing most frequently?
- Are there certain zoning conditions you add to most requests?
- Do you feel that the current ordinance allows enough flexibility for innovative site design?
- Do you prefer direct project oversight or are you comfortable providing staff more discretion over minor relief requests?
- What resources can Rockdale County provide to better support applicants through the plan review and permit approval process?
- When given the option, do you prefer standards to be more flexible or more stringent?
- What criticisms are you comfortable receiving to achieve the vision outlined in the adopted Comprehensive Plan?



NEXT STEPS

- Kick -Off w/Staff (04/09)
- Rockdale State of the County (04/23)
- **Initiate Task 2.-Data Collection**

