

Bryan County Board of Commissioners, City of Richmond Hill and Development Authority of Bryan County – Joint Meeting – Lessons Learned – Best Practices – January 8, 2014

A joint meeting of the Bryan County Board of Commissioners, City of Richmond Hill and Development Authority of Bryan County was held on Wednesday, January 8, 2014 at 9:30 a.m. at the Richmond Hill City Center. The purpose of the meeting was to discuss Lessons Learned – Best Practices from bringing Casarstone to Bryan County. Chairman Burnsed called the meeting to order and opened with an invocation. Ray Pittman, County Administrator served as the facilitator for the meeting. The following topics were discussed:

➤ Communication

- There should be one point of contact
 - This should be the CEO of the Development Authority with the Development Authority Chairman as back up – All parties agreed to have CEO (Anna Chafin) serve as the single point of contact

➤ Partnership

- There should be communication with all partners
- There should be one point of contact
- There should be clear goals
 - Need to create a Strategic Plan - Anna Chafin to create committee to formulate
 - Need to create a Marketing Plan – Anna Chafin to create committee to formulate
 - Need to form committees
 - Need to have relationship with the City, County, TerraPointe & Development Authority
 - Need written agreements – Anna Chafin to follow-up (Best Management Practices)
- We have learned from Caesarstone and this experience will help expedite future deals.
- There is a need for trust
- CEO of Development Authority is to formulate a Partnership Plan
- There is a need for confidentiality
- Official commitments are those voted and approved by commission, council and boards.

➤ Teamwork

- We have gained experience that will help in future negotiations
- A Strategic Plan will cover a lot of issues and answer many questions going forward.
- A Marketing Plan (Play Book) will help with teamwork and rapid response
- We are also a part of the Georgia Team
- We should think regionally, not just county wide

- Expedited Responses
 - Time to Market – Need quick turn-around.
 - Called Meetings may be necessary
 - Board Responses need to be made quickly
 - When a question arises, the state has already vetted question
 - Site elimination is the process, not site selection
 - There is a sense of emergency during this site elimination process
 - When responding, the response should include a deadline and/or date which needs to be met
 - Always remember this project location is not the only option – other cities, states and counties are many times being considered at the same time.

- Decision Making
 - There should be teamwork
 - There should be one point of contact
 - Decision is a Multi-Partner decision
 - There is often a need to explain laws
 - There should be expedited answers
 - The Development Authority and TerraPointe needs to work out procedures for their working together

- Flexibility
 - Change is to be expected
 - Need a process which allows for flexibility

- Incentive Package
 - Caesarstone was a good deal for Bryan County
 - The community needs to be educated
 - There is a need for a Local Municipal Impact Software (LMIS)
 - There is a psychological impact to industry
 - There is a need for a Matrix creation to valuate incentives
 - CEO of Development Authority is to develop a model for the Matrix & LMIS

- Appropriate Incentive Package
 - Jobs is key for the Development Authority
 - The value of the job is important