

SPOTLIGHT on Paulding County Government: Jerry Shearin, Chairman of the Board of Commissioners

Our current Chairman of the Board of Commissioners Jerry Shearin has been in office for six years. One interesting note is that he is the first Chairman who has ever been elected for a second consecutive term in office in the history of Paulding County.

Recently, Planning for Paulding, Inc. was able to meet with the Chairman to discuss some of the goals and accomplishments of the Board of Commissioners.

Q: What do you consider to be the successes of the Board of Commissioners during your tenure as Chairman?

Shearin: Well, there have been many successes. We've done a lot of bold things.

We've been able to continue some of the programs begun by my predecessor, Bill Carruth. We completed Bill Carruth Parkway (formerly the West Hiram Parkway), which has alleviated a lot of the traffic on Highway 278 and Highway 92.

We were able to assist with the coming expansion of Chattahoochee Technical College by lobbying on its behalf. Of course, the completion of the Paulding County Regional Airport will be one of the most economically invigorating projects in the history of



**Jerry Shearin, Chairman of
the Board of Commissioners**

the county. I will venture to say that it will be more economically invigorating than all other opportunities combined.

Also, I am very pleased about the recent announcement concerning the planned acquisition of 7,200 acres of wildlife management area in the northwest corner of the county. There will be a bond referendum on the ballot in November [Tuesday, November 14th] for citizens to vote on the bond. The total cost to purchase the land is \$45 million with \$15 million paid over 15 years through the bond referendum, \$15 million paid through federal government and private funding, and the remaining \$15 million paid through state government and grant funds. This land will remain green space for all time. I envision it being used for hunting, fishing, hiking, camping, and more. Residents have the opportunity to ensure that we maintain treetops rather than having more rooftops going up on this acreage.

Additionally, I think we have some of the best parks around... the Braly Sports Complex, Mount Tabor Park, the new equestrian arena at Paulding Meadows [Earl Duncan Park], Taylor Farm Park, Homer Leggett Park on the Silver Comet Trail... More than one million people have already ridden on the Silver

Continued... See Shearin on page 2.

Opportunity to Vote on School Bond Referendum

On Tuesday, September 19th, a special election will be held for a school bond referendum for \$125 million to enable the Paulding County School District to build four or five new elementary schools and a new middle school. Residents can vote early beginning Monday, September 11 continuing through Friday, September 15. Regular voting will be conducted on Tuesday, September 19th.

This special election has been privately funded so that no taxpayer expense will be incurred. (See related information on page 5.)

Opportunity to Vote on Land Acquisition

On Tuesday, November 14, citizens will have the opportunity to vote on a \$15 million bond referendum to be used for the acquisition of 7,200 acres of conservation land. The total cost of the 7,200 acres is \$45 million. The county is expected to contribute \$15 million (through the bond referendum). Of the remaining \$30 million, \$15 million will be obtained through federal government and private funding and \$15 million will be obtained through state government and grant funds. Acquiring the land will help to ensure water quality, protect wildlife habitat and provide recreational opportunities for county residents.

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Special points of interest:

- Saint Laurence education has begun its fifth year of tutoring with the Boys & Girls Club of Paulding County. "In the first week we saw more children that in any week in previous years," said Director Alen Brown. With increased demand, volunteers are needed. For more information, call 770-422-3826.
- The Dallas Livable Centers Initiative is underway. The initiative will result in the development of a plan to encourage investment and growth while accenting the history of the downtown area.
- The National Children's Alliance presented the 2006 Group Volunteer Leadership Award to the Paulding County Builders Association for work on the Child Advocacy Center.

Planning for Paulding, Inc. Funding Partners

Diamond Level

*



Platinum Level

Gold Level

*Community Trust Bank
Georgia Power Company
*HomeTown Bank

Silver Level

Jeriel Investment, Inc.
*Temco Associates

Bronze Level

Cobb EMC
Regions Bank
Rountree Law Firm

Friends Level

Arrowhead Development
Ellis Astin Grading Company
Elrod Garden Center
Georgia State Bank
Park West Realty, Inc.
Paulding Quick Bail
Raker Construction Co.
Jaydee Austin Smith
SouthTrust Bank
Sunbelt Fasteners, Inc.

* Indicates **Commitment to Success Partners** who have pledged support over five years.

Shearin (continued from page 1)

Comet Trail since it opened in 2000. We're also developing another trail head – Tara Drummond Park – just about a mile and a half west of the Paulding County Chamber of Commerce.

Q: What are some of your future plans for the county?

Shearin: We are more than half-way through the permit process for the Richland Creek Reservoir. This will be a drinking water reservoir located in the farthest northwest corner of the county, near the Bartow County line. We have set an aggressive timeline and hope to have the permit by 2008. Right now, we're ahead of schedule.

We will also construct a new government complex on more than 60 acres just off Highway 278. All [county] government offices will be housed there. We will also have out-parcels for private sector development. I hope to see restaurants and other businesses like a drycleaners and service station locate there. We will have architectural controls and maintain a nostalgic look. We'll have a fountain. We'll also have a roundabout and other traffic calming devices. We expect to complete the project by December of 2008.

Q: With the construction of a new government complex, what will become of the current Paulding County Courthouse and other government offices that are located in downtown Dallas?

Shearin: We will possibly convert the current courthouse into government meeting space. We will be able to hold various meetings there such as the Board of Commissioners, Airport Authority, Industrial Building Authority, Planning and Zoning, Board of Health, Library

Board, Department of Family and Children's Services meetings, and more. And, we will most likely sell the other governmental buildings in the downtown Dallas area.

Q: Are you concerned about the economic health of the downtown Dallas area if the courthouse is no longer located there?

Shearin: We hope to establish a connecting corridor that will link the downtown area with the coming Paulding County Regional Airport, the new government complex, and the new Paulding Physician's Center which will be located on the future WellStar Paulding Hospital Campus [Editor's note: The anticipated groundbreaking of the Paulding Physicians' Center will take place in late 2006 with completion expected in the fourth quarter of 2007]. I'd like to see a trolley service for the corridor.

Q: Speaking of economic health... Paulding County has a high percentage of residents [68%] who commute outside the county to work. Several agencies within the county, such as the Chamber of Commerce and the Industrial Building Authority, are working to attract business to the county. Bringing more businesses into the county would mean that residents would have jobs available nearby and our tax base would be more balanced – less dependent upon residential homeowners. What are the reasons that a business would want to locate in Paulding County?

Shearin: First of all, we need to stop focusing on what we don't have – an interstate or a river – and begin to focus on what we do have. We have access to Interstate 20 and Interstate 75. We also have access to U.S. 27. We are near the intermodal rail

yard in Austell.

We are the least developed county in the metro Atlanta area. We have land available for development at a reasonable cost. And, our quality of life is superior to almost every other metropolitan Atlanta community.

Q: What do you mean by "quality of life"?

Shearin: Well, we have a less hurried environment here. Our parks system is among the best in the state. We have a great school system and continuing education through Chattahoochee Technical College. Our people here are some of the friendliest people you'll find. They are our greatest natural resource.

Q: Jerry, what is your vision for the county?

Shearin: We've got to achieve balance. Paulding has come from a county of cotton producers to a county of timber producers to become a residential power house. I want the county to become the greatest county in metro Atlanta. I want to attract a job base that allows people to work where they live. I want the best park system in Georgia. I envision balanced communities with plenty of green space where we have good jobs, great parks, and smiling citizens who aren't filled with road rage. We need to tip our hats to the past, too... remember our roots. Honor the past while embracing the future.

Planning for Paulding: Thank you, Commissioner Shearin.

Planning for PAULDING

September 2006

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	VOTE 19	20	21	22	23
24	25	26	27	28	29	30

- 9/4 — Dallas City Council Meeting, City Hall, 7 p.m.
- 9/7 — Chamber of Commerce First Thursday Forum, Community Center at 11 a.m.
- 9/7 — Dallas Livable Centers Initiative, City Hall, 7 p.m.
- 9/9 & 9/10 — Paulding Meadows Arts & Crafts
- 9/12 — Board of Commissioners Meetings, 10 a.m. work session and 2 p.m. board meeting
- 9/12 — Board of Education Meeting, 6:15 p.m.
- 9/13 — Planning for Paulding Steering Committee Meeting, Chamber of Commerce, 4 p.m.
- 9/15 — Collaborative for Children and Families, Chamber of Commerce, 10 a.m.
- 9/15 — Domestic Violence Task Force Meeting, Chamber of Commerce, noon
- 9/16 — Kids Day America, a health, safety and environmental awareness day. Noon—3 p.m. at Paulding Co. Chiropractic
- 9/16 — CASA Information Meeting. Call 770-505-0065 for more information
- 9/19 — VOTE on School Bond Referendum
- 9/19 — Dallas Historical Preservation Commission Meeting, City Hall at 7 p.m.
- 9/20 — Airport Authority Meeting and Industrial Building Authority Meeting at the Chamber of Commerce, 11 a.m. and noon
- 9/26 — Board of Education Meeting, 8:15 a.m.
- 9/26 — Board of Commissioners Meetings, 10 a.m. work session and 7 p.m. board meeting
- 9/28 — Planning for Paulding Faith-Based Alliance Meeting, New Unity Christian Fellowship Church, 9:30 a.m.
- 9/30 — Olde Towne Hiram Day, 10 a.m.-8 p.m.

- 10/2 — Dallas City Council Meeting, City Hall at 7 p.m.
- 10/3 — Hiram City Council Meeting, City Hall, 6:30 p.m.
- 10/3 — Home Builders' Association Meeting and Fish Fry, Paulding Meadows, 5 p.m.
- 10/5 — Chamber of Commerce First Thursday Forum, 11 a.m.
- 10/7 — Movie Under the Stars, *Ice Age: The Melt Down* at Taylor Farm Park, 6:30 p.m.
- 10/10 — Board of Education Meeting, 6:15 p.m.
- 10/10 — Board of Commissioners Meetings, 10 a.m. work session and 2 p.m. board meeting
- 10/11 — Planning for Paulding Steering Committee Meeting, Chamber of Commerce, 4 p.m.
- 10/17 — Dallas Historical Preservation Commission Meeting, City Hall, 7 p.m.
- 10/18 — Airport Authority Meeting and Industrial Building Authority Meeting at the Chamber of Commerce, 11 a.m. and noon
- 10/19 — Planning for Paulding Faith-Based Alliance Meeting, 9:30 a.m., Location to be determined.
- 10/20 — Collaborative for Children and Families, Chamber of Commerce, 10 a.m.
- 10/20 — Domestic Violence Task Force Meeting, Sheriff's Dept., noon
- 10/24 — Board of Education Meeting, 8:15 a.m.
- 10/24 — Board of Commissioners Meetings, 10 a.m. work session and 7 p.m. board meeting
- 10/28 — Trick or Treat Village at Paulding Meadows, 2 p.m.-7 p.m.

October 2006

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Our County Government

The Board of Commissioners

The Paulding County Board of Commissioners is comprised of:

Jerry Shearin, Commission Chairman
Larry Ragsdale, Post I Commissioner
Don Powell, Post II Commissioner
Hal Echols, Post III Commissioner
Wayne Kirby, Post IV Commissioner
Beverly Cochran, Executive Assistant

The Board of Commissioners is responsible for ensuring that the county government runs efficiently and effectively. The commissioners work with other members of county government to manage the operations and budget for the county and set county policies. The Chairman of the Board of Commissioners essentially performs the same role as a CEO of a company. The four commissioners represent geographic areas of the county.

The Board of Commissioners works with the County Administrator, Pat Westbrook, to ensure that county services are delivered. A finance department, headed by Director Tabitha Pollard, and County Attorney Lani Skipper advise the Board of Commissioners and handle financial and legal matters for the county.

Services delivered by our county government include the county court systems, sheriff's office, parks and recreation programs, animal control, voter registration, the department of transportation, 9-1-1 services, planning and zoning, issuing of various licenses and permits (alcoholic beverage licenses, sign permits, building permits), and performing various inspections (building inspections).

The Tax Commissioner and Board of Tax Assessors

Tax Commissioner Bill Watson is responsible for registering vehicles and billing and collecting ad valorem and property taxes.

The Board of Tax Assessors, which is appointed by the Board of Commissioners, is responsible for conducting appraisals and determining fair market property values. The fair market value of your property is multiplied by the rate of assessment, which is 40%. This percentage is set by state law. The result is the assessed value. Exemptions, such as the Homestead Exemption, are deducted from the assessed value to get the net taxable value. Homestead exemption applies to only one property in the state of Georgia, the primary residence.

Tax Dollars for Education

The Board of Education adopts a budget and recommends the millage rate needed to meet the school systems' budget requirements for the year. There are two rates recommended – one for maintenance and operations (M&O) and the other for bond indebtedness. This recommendation is given to the Board of Commissioners.

Tax Dollars for Government

The Board of Commissioners sets a budget and millage rate needed to meet the needs of the county government. Again, there are two rates recommended – one for maintenance and operations (M&O) and the other for bond indebtedness. The Board of Commissioners then reviews both the school boards needs and the county government's needs and adopts a millage rate which in essence is the rate of taxation. This millage rate includes the required millage rate of .25 mills for the state.

How Your Property Taxes are Determined

Let's use an example of a \$150,000 home:

[Please note that this is an example and not binding in any way.]

$\$150,000$ (fair market value) * $.40$ (rate of assessment) = $\$60,000$ (assessed value)

$\$60,000$ (assessed value) - $\$2,000$ (homestead exemption) = $\$58,000$ (net taxable value)

(Note: The \$2,000 homestead exemption is the standard exemption and typically applies to persons under age 65 who are not disabled.)

Next, your net taxable value is multiplied by millage rates to determine your tax bill. The millage or "mill" rate is the amount of tax paid per dollar of the assessed property value. This is called the mill rate because the number is expressed in mills - one mill is 1/10th of a cent (\$.001). So, 24.22 mills, our current mill rate in Paulding County, is \$.02422. Mill rates are set by Board of Commissioners. Part of the mill rate — .25 mills — is allocated to the state.

$\$58,000$ (net taxable value) * $.02422$ (mill rate) = $\$1,404.76$ (total tax bill)

Continued... See County Government on page 6.

Paulding County School District's Strategic Plan

The Paulding County School District recently adopted a new strategic plan with the following mission statement:

"The mission of the Paulding County School District is to pursue a higher standard of educational excellence that provides every student with challenging academic and social experiences for future success."

There are four key objectives the school district would like to address:

1. 100% attendance for students, faculty, and staff everyday.
2. 100% of students will successfully complete a rigorous K-12 program of study.
3. 100% of students will meet or exceed state curriculum standards at each grade level.
4. 100% of students will complete K-12 without a discipline referral.

There are multiple strategies that the school district will em-

ploy in order to attain the four key objectives. The strategies include conducting a comprehensive student assessment program, setting benchmarks for students, and providing learning plans that are differentiated for each student's needs. There is also a desire to increase the technology available to students and to ensure that there are equitable resources at each school within the district. An attendance incentive program is in the works. "Recruiting and retaining top-quality teachers and staff is also a priority," says Superintendent of Paulding County Schools Trudy Sowar.

The Paulding County School District is not just concerned with the academic performance of its students, though. In an effort to ensure the development of the whole person, the school district will deliver a character education program.



Superintendent of Paulding County Schools, Trudy Sowar

And, to help students with the move from elementary to middle school, and from middle to high school, the school district is also developing a transition program.

As you know, learning doesn't just occur in the classroom. The school district plans to offer learning opportunities to students through enhanced before and after school programs. Superintendent Trudy Sowar says she also would like to see an increase in parental involvement and plans to offer parent resource centers at each school.

Assistant Superintendent Yvette Hill says that she would like to see our students achieve test scores in the top 10% of scores in Georgia. The strategies that Ms. Sowar, Ms. Hill, and their staff have developed will certainly help students reach that goal.

"Ask anyone," says Ms. Sowar, "from the superintendent to the bus driver. It's not about the adults... it's about the children. We want to see them succeed."

As a Parent, What Can You Do to Help?

1. Encourage your child to attend school everyday.
2. Familiarize yourself with the school calendar, including important testing dates and conference opportunities.
3. Volunteer in your child's classroom or in other areas such as the media center or front office (even in middle and high school).
4. Reinforce classroom teaching by asking your child about the day's activities.
5. Establish a regular study schedule.
6. Read with your child and encourage individual reading.
7. Communicate with and support school staff. Most schools and many teachers have Web sites and area available via e-mail, too.

School Bond Referendum Information provided by the Committee for Excellence for Our Kids

On Tuesday, September 19th, a special election will be held for a school bond referendum for \$125 million to enable the Paulding County School District to build four or five new elementary schools and a new middle school. Residents can vote early beginning Monday, September 11 continuing through Friday, September 15. Regular voting will be conducted on Tuesday, September 19th.

This special election has been privately funded so that no taxpayer expense will be incurred. The Committee for Excellence for our Kids offers the following

information regarding the bond referendum:

Paulding County Facts and Figures

- Student population has increased over 35% in the past five years.
- We are projected to grow over 8,000 students in the next five years.
- We need 100 new classrooms each year or a new classroom every other day.
- 30% of Paulding County's population is under the age of 18.

Why do we need a bond referendum?

- We need six elementary schools, two middle schools and one high school to meet this projected growth.
- We plan to build four or five elementary schools and one middle school with available revenues from this bond.

What about the Special Purpose Local Option Sales Tax?

- SPLOST dollars have funded the construction of six elementary schools, two middle schools and two high schools since 1997. This number

includes the North Paulding Complex (elementary, middle and high school off Harmony Grove) and an additional elementary school.

- This does not include renovations, addition, modifications, modular units and other capital improvements.

What about state dollars for schools?

- State dollars do not fund land acquisition and preparation, athletic facilities, furniture and equipment for new schools.

Continued...
See School Bond on page 7.

Our County Government (continued from page 4)

In 2006, the Paulding County mill rate is 24.22 allocated as follows:

Paulding Count Property Tax Rates 2006

	County M&O	County Bond	County Total	School M&O	School Bond	School Total	State	Total
Mill rates	6.80	0.20	7.0	16.409	.557	16.97	0.25	24.22
Dollars			\$406.00			\$984.26	\$14.50	\$1,404.76

So, approximately 29% of your tax dollars are used for county government while the other 70% are used to fund the school system. The operations and budget for the Paulding County Government is managed by the Board of Commissioners, while the operations and budget for the Paulding County School System is managed by the Paulding County School Board. However, the funds for both are collected through the Tax Commissioners Office.

To put this information in perspective, for 2005, Paulding County had the lowest mill rate of 16 metro area counties.

Metro Area Counties' Property Tax Rates 2005

	County M&O	County Bond	School M&O	School Bond	Other	Other	State	Total
Henry	11.24		19.4	3.06	2	1	0.25	36.95
Rockdale	14.61	0.25	21.44				0.25	36.55
Fulton	11.58	0.06	17.83	0.28	4.73		0.25	34.73
Jackson	9.14		18.4	3.7	1.5		0.25	32.99
Gwinnett	10.14	0.49	19.25	1.3	0.84		0.25	32.27
Fayette	8.28		18.75	3.6			0.25	30.88
Clayton	7.78		18.92		3.9		0.25	30.85
Newton	9.73		18.21	1	0.83	0.48	0.25	30.5
Cobb	6.85	0.22	19	0.9	2.65		0.25	29.87
Floyd	7.97		19		1.89	0.66	0.25	29.76
Bartow	8.5		19.19				0.25	27.94
Douglas	7.35		18.4	0.9			0.25	26.9
Cherokee	4.74		18.45	0.9	2.5		0.25	26.84
Coweta	5.15		18.59		2.5		0.25	26.49
Polk	10.12		15.28				0.25	25.65
Carroll	6.5		18.1				0.25	24.85
Paulding	6.5	0.5	16.41	1.12			0.25	24.78

Our County Government (continued from page 6)

Also, over the last six years, our mill rate has either declined or remained the same:

Paulding County Property Tax Rates 2001-2006

	County	School	State	Total
2001	7.35	20.30	0.25	27.90
2002	7.10	18.47	0.25	25.82
2003	7.10	17.53	0.25	24.88
2004	7.10	17.53	0.25	24.88
2005	7.00	17.53	0.25	24.78
2006	7.00	16.97	0.25	24.22

At the same time, our county has been growing tremendously. Paulding County is the tenth fastest growing county in the nation. According to U.S. census data, Paulding grew from a population of 81,568 in 2000 to a population of 112,411 in 2005. That is 138% growth.

For more information about Paulding County government visit www.paulding.gov.

School Bond Referendum

(continued from page 4)

- State funding pays only about half of the actual cost of construction.

What will we do if we don't pass the bond referendum?

- We will have no option but to move to double sessions.

What are double sessions?

- One model would have half the students attending school from 7:00 a.m. to 12:00 p.m. with the second half attending from 1:00 p.m. to 6:00 p.m.
- Another option would have half the students attending school on Monday, Wednesday and Friday with the other half attending Tuesday, Thursday and Saturday.

How will this impact homeowners?

- The owner of a \$100,000 house will see an approximate \$95 increase.
- The owner of a \$200,000 house will see an approximate \$195 increase.

What can I do?

- Talk to friends and neighbors about the importance of this bond referendum.
- Encourage everyone to vote on Tuesday, September 19 between 7:00 a.m. and 7:00 p.m.

Information from the Committee for Excellence for Our Kids – Susan Brock, Chairman; C.B. Fair, Treasurer 160 Confederate Ave., Dallas, GA 30132

Planning for Paulding, Inc. Welcomes New Vision Partners

- Tamikio Bohler — Local landlord and homeowner
- C&M Bank of Hiram
- DC Bank, Dallas — sponsoring the Public Safety Officers Appreciation Dinner on Saturday, September 16th
- Georgia Heritage Bank
- Harris, Brown & Associates — Meeting auto, home, life and business insurance needs for our community
- Higher Ground Community Initiative — “Building a Stronger Community One Family at a Time”
- Paulding Co. Chiropractic — Dr. Anthony R. White sponsoring Kids Day America — “Dedicated to Children’s Health, Safety, and Environmental Awareness” — Saturday, September 16th from Noon until 3 p.m. at 55 East Paulding Drive in Dallas
- The Pulse of Paulding — Local community magazine. Visit www.pulseofpaulding.com for a free subscription

**By and For the Citizens of
Paulding County**

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What is Planning for Paulding, Inc. ?

Planning for Paulding Inc., is a non-profit (501(c)(3)) community organization comprised of citizens, organizations, businesses, civic groups, government entities, churches, etc. who are dedicated to ensuring the best possible future for Paulding County and its citizens.

What does Planning for Paulding, Inc. do?

Planning for Paulding Inc. worked with county residents as they identified issues of concern and developed a long-term strategy for addressing those issues. This long-term strategy is supported by mid-term strategies that concentrate on six key areas: economic development, education, infrastructure, quality of life, government, and private sector leadership. Planning for Paulding, Inc. brings together stakeholders from within the community and challenges them to make the vision for the county come to life.

**Planning for Paulding Invites You to
Help Us Realize the Vision for Paulding County**

Name

Phone

Organization/Business Name

Fax

Address

E-mail

City, State, ZIP

Web site

I am interested in becoming involved with Planning for Paulding. My areas of interest are: (Mark all that apply.)

I am interested in supporting Planning for Paulding with the following gift:

- Economic Development
- Education
- Government
- Infrastructure
- Quality of Life
- Private Sector Leadership

Giving Level	Amount
<input type="checkbox"/> Diamond	\$100,000 >
<input type="checkbox"/> Platinum	\$50,000 - \$99,999
<input type="checkbox"/> Gold	\$25,000 - \$49,999
<input type="checkbox"/> Silver	\$10,000 - \$24,999
<input type="checkbox"/> Bronze	\$5,000 - \$9,999
<input type="checkbox"/> Friend	\$0 - \$4,999

Detach and return to:
Planning for Paulding, Inc.
P.O. Box 368
Dallas, Georgia 30132

Gift enclosed Bill me

I would like to become a "Commitment to Success" Partner and allocate my gift over a five-year period.

PLANNING FOR PAULDING

KEY BENCHMARK REVIEW

MARCH 5, 2007

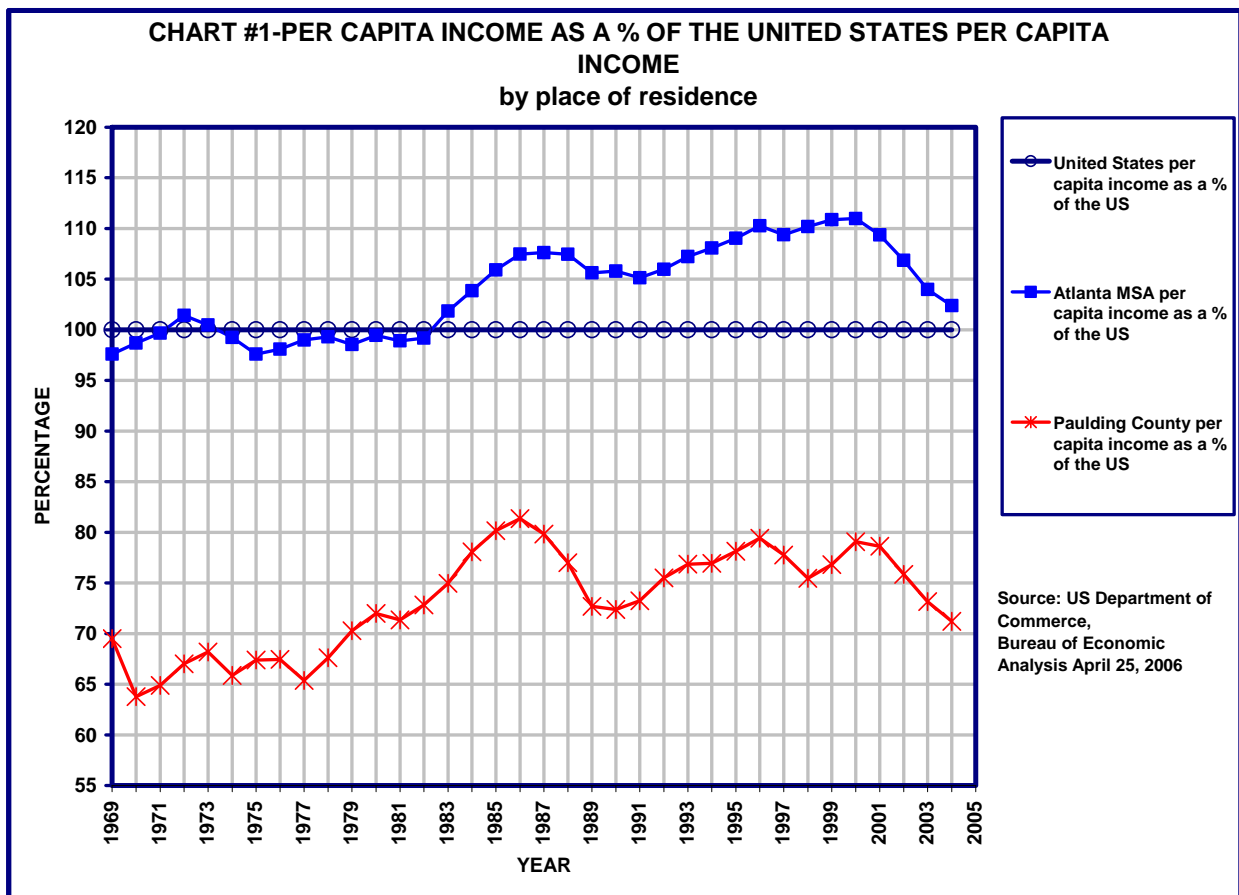
The Key Benchmarks will be used to measure and provide accountability for *PLANNING FOR PAULDING* each year. Achieving the Key Benchmarks that cut across all the strategies requires Vision Partners working together in an unprecedented way on the strategies in the six *interdependent* Foundations: Economic Development, Education, Quality of Life, Infrastructure, Government, and Private Sector Leadership. Each year, the benchmarks will measure 1) when we are successful and can celebrate, or 2) when we fall short of the benchmarks and the Vision Partners need to review, revise and refocus their Strategy Benchmark and Action Steps to accomplish strategies required for success. We invite new organizations to sign on as a Vision Partner and help with this process to create the future for Paulding County.

KEY BENCHMARKS

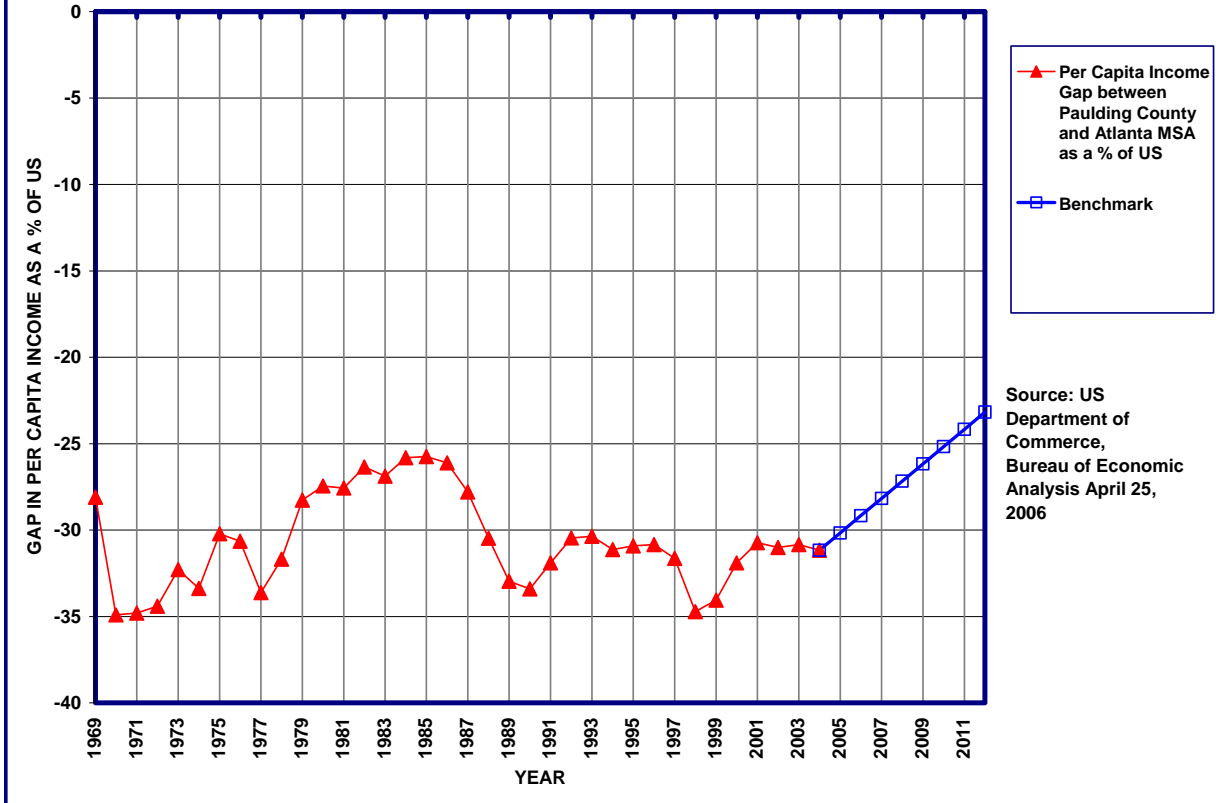
1. Per Capita Income-Reduce the gap between Paulding County and the Atlanta MSA as a percent of the US by at least 1% per year beginning in 2004.

- ✓ Per Capita Income is defined as total income of individuals divided by total population of the county.
- ✓ Income includes **earnings** from work, **wealth earnings** from dividends, interest and rent, and **transfer payments** from the government such as welfare and social security.
- ✓ Paulding County's per capita income as a % of the United States has been declining since 1986. (see Chart #1 below)
- ✓ **The gap between Paulding and the Atlanta MSA was 27% in 1986 and 31% in 2004.** (see Chart #2 on next page) **The gap has been 31% for four years. Paulding PCI as a % of the US has moved in concert with the Atlanta MSA since 2000. The Atlanta decline has been consistent with declines in other Metro Atlanta areas with a concentration of information and technology.**
- ✓ Percent decline in PCI as a % of US

	2000-2004
Atlanta MSA	9
Austin MSA	11
Raleigh MSA	9
San Jose, CA MSA	32



**CHART #2-PAULDING COUNTY PER CAPITA INCOME GAP KEY BENCHMARK
by place of residence**



	2000	2001	2002	2003	2004	2005	2006	2007
Per Capita Income Gap between Paulding County and Atlanta MSA as a % of US	-31.9	-30.7	-31.0	-30.8	-31.2			
Benchmark					-31.2	-30.2	-29.2	-28.2
United States per capita income as a % of the US	100.0	100.0	100.0	100.0	100.0			
Paulding County per capita income as a % of the US	79.1	78.6	75.9	73.1	71.2			
Atlanta MSA per capita income as a % of the US	111.0	109.4	106.9	104.0	102.4			
Paulding Per capita personal income (dollars)	23,601	24,037	23,370	23,030	23,536			
Atlanta Per capita personal income (dollars)	33,122	33,435	32,925	32,739	33,838			
US Per capita personal income (dollars)	29,845	30,574	30,810	31,484	33,050			

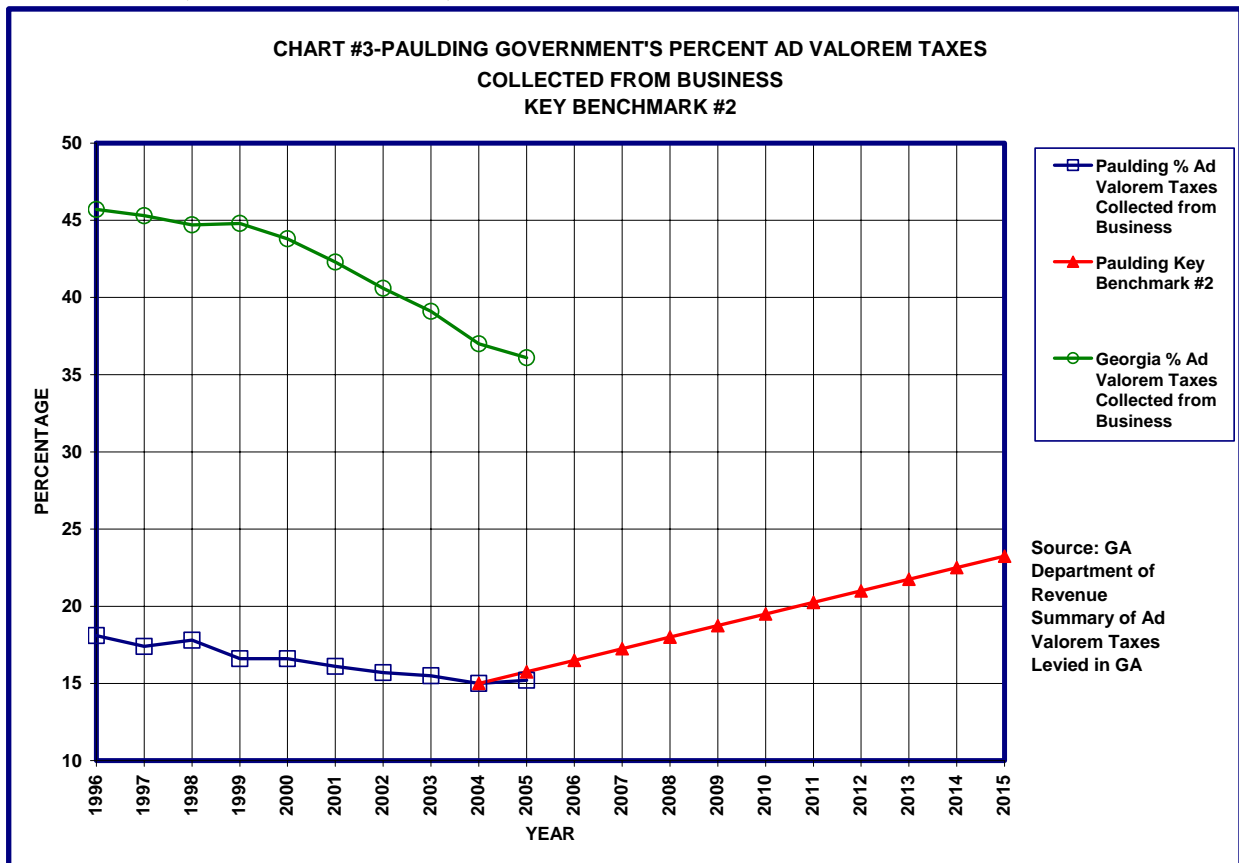
2. Business Investment and Jobs-Increase business investment and jobs to reduce the pressure on residential taxes. Increase the percent of Ad Valorem taxes from businesses by 0.75% per year.

✓ Business Ad Valorem Taxes are from Commercial, Industrial, Utility, Timber and Heavy Duty Equipment property.

✓ Residential and other Ad Valorem Taxes are the rest of taxes collected with residential, motor vehicle, agricultural and mobile homes, the major components.

✓ The average residential property uses more services than paid in Ad Valorem taxes, while the average business use less services than paid in Ad Valorem taxes. The business taxes subsidize the residential property with less than required values for services used. **(The revenue gap between Paulding and Georgia creates funding gaps for all county entities.)** The gap in 2005 was 20.9%

✓ **The Paulding Business Ad Valorem tax % increased in 2005, but did not reach the Benchmark.** (see Chart #3 below)

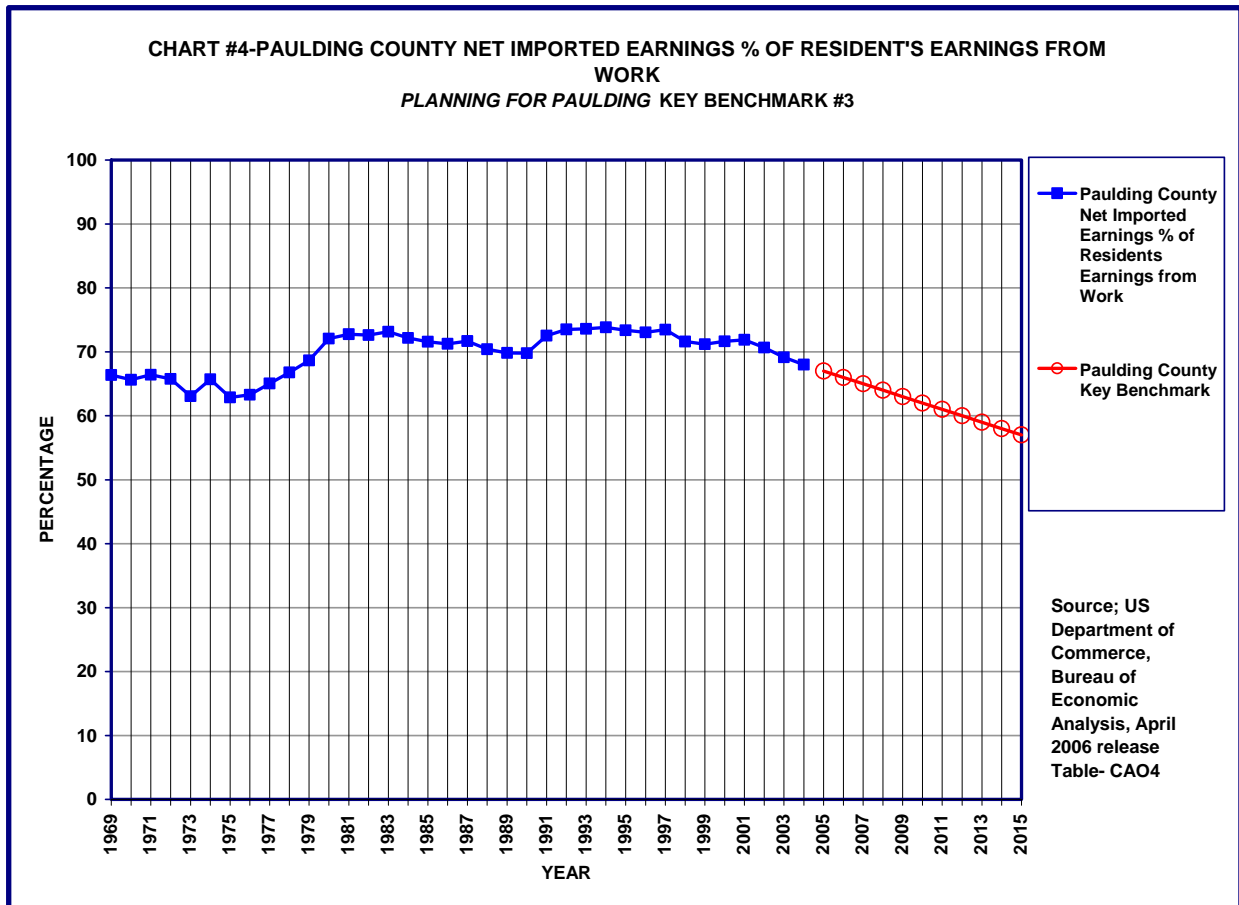


	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2015
Paulding % Ad Valorem Taxes Collected from Business	18.1	17.4	17.8	16.6	16.6	16.1	15.7	15.5	15	15.2		
Paulding Key Benchmark #2									15	15.75	16.5	23.3
Georgia % Ad Valorem Taxes Collected from Business	45.7	45.3	44.7	44.8	43.8	42.3	40.6	39.1	37	36.1		

3. Workforce Out-Commuting-Reduce the percent of resident who commute outside the county to work each day. Measure by the annual reduction of 1.0% of “Net Imported Earnings as a percent of Residents Earnings from Work”

In 2000:

- ✓25% of Paulding County residents worked in Paulding County.
- ✓36% of Paulding County residents worked in Cobb County, 18% in Fulton County, and 7% in Douglas.
- ✓These percents have been virtually the same since 1990.
- ✓The 75% of Paulding County residents, who work outside the county, work in facilities that do not pay business real estate taxes in Paulding County.
- ✓The out-commuters Quality of Life may be lower because of long-drive times and the inability to be involved in the Paulding community.
- ✓ **As measured by Paulding County “Net Imported Earnings as a per cent of Resident’s Earnings from Work”, there has been steady improvement since 2001. (see Chart #4 below)**

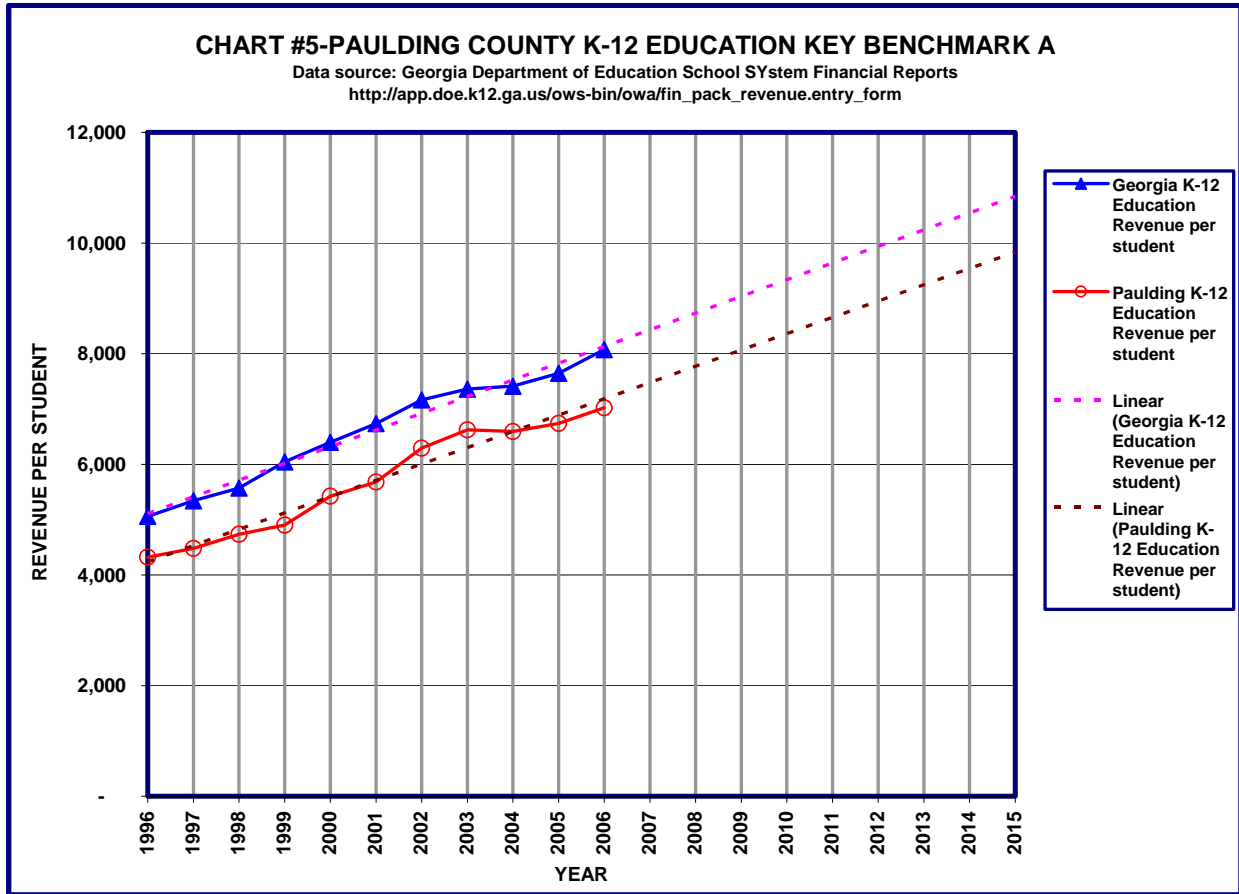


	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Paulding County Net Imported Earnings % of Residents Earnings from Work	73.1	73.5	71.6	71.2	71.6	71.9	70.7	69.1	68.0			
Paulding County Key Benchmark									68	67	66	65

4. Education-Improved education for all ages is essential to be successful in the first three Benchmarks.

K-12 Education

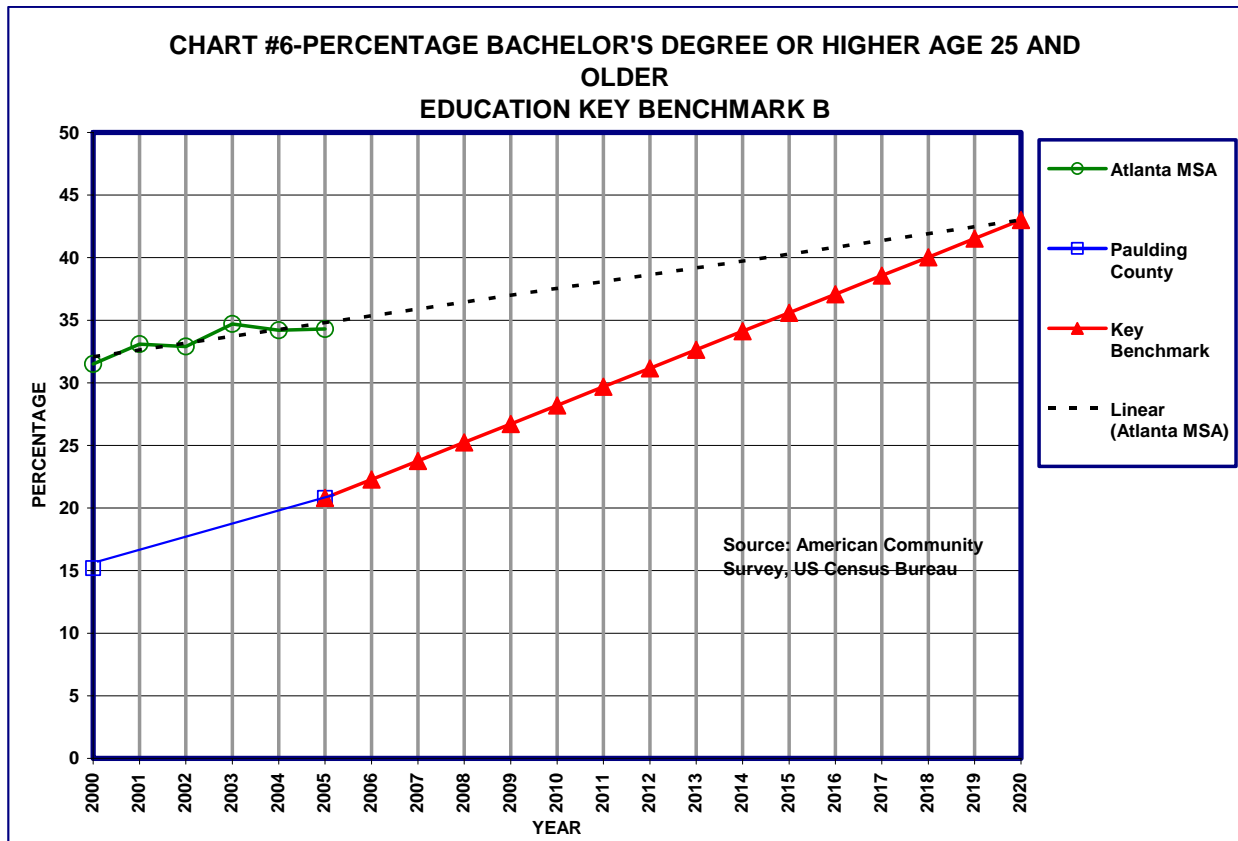
✓The Paulding County School System has been consistently below the Georgia average in revenue per student. (see Chart #5 below) Based on a linear projection, this gap will continue through 2015. See the superintendent’s presentation for other data.



	1998	1999	2000	2001	2002	2003	2004	2005	2006
Georgia K-12 Education Revenue per student (FTE)									
	5,571	6,044	6,400	6,737	7,165	7,360	7,414	7,647	8,074
Paulding K-12 Education Revenue per student (FTE)									
	4,737	4,902	5,423	5,680	6,295	6,625	6,595	6,740	7,021

Higher Education-Paulding County's percent of adults age 25 and older with a Bachelor's Degree or Higher will be at the Atlanta MSA average by 2020.

✓Paulding County made dramatic improvement in this measure between 2000 and 2005. Paulding County data will be available annually beginning with 2006 in September each year. (see Chart #6 below)



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2020	
Atlanta MSA	31.5	33.1	32.9	34.7	34.2	34.3					
Paulding County	15.2					20.8					
Key Benchmark							20.8	22.3	23.8	25.2	43.0