



**BOARD OF COMMISSIONERS'**  
**2022 Strategic**  
**Planning Session**  
**Report**

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# Introduction

The following report represents a summary of the Board of Commissioner's Strategic Planning Session held in Athens, Georgia, February 16-18. The report is organized by priority area and topic of discussion. Under each topic is a general overview followed by themes identified during breakout discussions. Following those themes are focused deliverables identified by County staff as high-priority actions that support the themes and overall topic of discussion. Lastly, County staff has identified potential data and reporting options that will help guide ongoing discussions and shape future decisions related to each topic. Throughout the remainder of 2022, County staff will develop a reporting program to capture and display the data points listed. Additional data may be added, and some points listed may be adjusted based on the availability of information.

This report is forward focused and does not fully encompass the significant effort by County employees to maintain the foundational level of service that serves as the baseline for the Gwinnett Standard today. Instead, it focuses on specific efforts to preserve and build upon that foundation to ensure the Gwinnett Standard remains intact into the future. For highlights of the Gwinnett Standard in current operations please refer to the [Gwinnett Standard](#) page on the County's website. In addition to this page, which is updated annually ahead of the State of the County address, County staff will work to develop ongoing reporting and dashboards as part of the aforementioned reporting program that illustrate the broad scope of work and heavy commitment of resources required to maintain existing service levels.

# Organizational Excellence & Accountability

## Topic: Recruiting and Retention

**Overview:** Gwinnett County is an attractive employer overall, offering competitive salaries; exceptional benefits; professional development; work balance; and flexible work arrangements. However, changing dynamics in the workforce due to wage inflation, generational preferences, and changing workplace expectations following the pandemic are making it increasingly difficult to recruit and retain employees that meet the Gwinnett Standard.

### Themes:

- Develop a bold compensation approach that will keep Gwinnett salary competitive
- Continue focus on “Total Wellness” approach to benefits (financial, physical, mental)
- Improve engagement and our marketing of the advantages of county employment
- Encourage flexibility in work arrangements while meeting the business needs
- Implement creative recruitment and retention tools

### Deliverables:

- Current Year (2022)
  - **County Administrator, HR & DoFS:** Take steps to keep salaries competitive in the market
  - **HR:** Update the exit interview process to gain more insight into turnover
  - **HR:** Evaluate the effectiveness of sign-on incentives
- Next Year (2023)
  - **HR:** Implement new hire interview/survey to gain insight into recruiting
  - **HR:** Build and staff a centralized internship program in HR (2023 Budget Request)
  - **HR:** Implement recruiting strategy through LinkedIn Recruiting subscription (2023 Budget Request)
- 2024
  - **HR:** Establish, if feasible, county residence incentive (2024 Budget Request)

### Data and Reporting:

- Median bi-weekly gross pay – Benchmarked quarterly to local market generally and local government peers
- Turnover – Rate overall and by job type
- Time from vacancy to hire
- Percentage of applicants offered sign-on bonus (percentage that accept, percentage retained past sign-on terms)
- Average weekly remote working hours per eligible employee

## Topic: Development and Succession Planning

**Overview:** Gwinnett County’s roughly 5,000 employees represent five generations, hold 554 different job titles, and come from multiple backgrounds and cultures just like the community they serve. This diversity of individuals and experiences is a strength for the County, but it also creates challenges as tenured employees approach retirement and the knowledge, skills, and abilities necessary to meet the needs of the community evolve over time.

### Themes:

- Encourage increased language skills and abilities among employees
- Ensure employee knowledge, skills, and abilities meet or exceed position requirements
- Consider succession potential when placing candidates in leadership positions
- Create clear paths to growth and advancement

### Deliverables:

- Current Year (2022)
  - **HR:** Complete upper-level succession planning project with AON
  - **HR & Multiple Departments:** Implement Nakisa succession planning visualization tool
- Next Year (2023)

- **HR:** Implement language incentives in recruiting (2023 Budget Request)
- **HR:** Provide language learning assistance benefit to employees (2023 Budget Request)

### Data and Reporting:

- Number of eligible employees who received a language incentive (once offered)
- Percentage of senior leadership positions with an identified long-term successor
- Percentage of vacancies filled via internal promotion (within departments and across departments)
- Employee hours spent using LinkedIn learning platform
- Percentage of LEAD graduates identified as successors
- Percentage of EXCEL graduates identified as successors
- Percentage of IMA graduates identified as successors

## Topic: Communications

**Overview:** Gwinnett County has a tremendous amount of information that can be shared and a diverse audience to share it with. However, the market for information in today's world is oversaturated, leaving individuals with limited capacity to engage with County information. The challenge in this environment is getting information out that needs to be shared in a way that the audience can and will consume it.

### Themes:

- Fully establish the Communications Department
- Define the parameters for engagement activities
- Speak in one voice for our one team
- Evolve platforms and messages to streamline communication

### Deliverables:

- Current Year (2022)
  - **Communications:** Fully staff the Communications Department
  - **Communications:** Launch communications analytics program
  - **DoFS (OSE):** Engage vendor for Customer Service Solution requirements gathering and RFP development
  - **DoFS (OSE):** Engage vendor for website redesign requirements gathering and RFP development
  - **Communications:** Release RFP for Public Relations Professional Services
  - **Communications:** Make necessary improvements to provide video programming through streaming services
- Next Year (2023)
  - **Communications:** Develop communications strategy based on analytics
  - **Communications & Multiple Departments:** Identify and launch improved methods and messaging for employee communication through all levels of the organization
  - **Communications:** Explore information access for residents with hearing or visual disabilities or limited English proficiency.
  - **Communications:** Explore real-time urgent communication solutions

### Data and Reporting:

- Social media reach by platform
- Email newsletter open and click rates
- Website traffic by source (search engine, social media, direct)
- Website session duration
- Watch percentage for embedded videos

# Public Infrastructure

## Topic: Maintaining Existing Assets

**Overview:** Gwinnett County has over \$10 billion in capital assets with over \$7 billion in assets committed to facilities and infrastructure including roads, water and sewer lines, buildings, and parks. Many of these assets were constructed during periods of rapid expansion and are reaching critical stages of the maintenance lifecycle at the same time. In an ideal scenario public infrastructure is largely an afterthought for citizens, something they use all the time but never need to think too much about. Unfortunately, maintaining this ideal scenario requires significant funding commitments which may pull resources away from other more visible projects and programs.

### Themes:

- Accurately define the scope of maintenance activities/needs
- Prioritize resources and funding for asset management and maintenance
- Maximize the use of assets we have

### Deliverables:

- Current Year (2022)
  - **DoFS & DoSS:** Establish funding for the first phase of the Facility Asset Maintenance Plan
  - **DoSS:** Develop long-term Facility Maintenance Plans
  - **DoFS & DOT:** Commit additional SPLOST revenues to the capital maintenance of transportation infrastructure
  - **DOT:** Begin replacements and upgrades of Airport facilities and equipment
  - **DOT:** Begin Facility Assessment Plan for Transit Fleet and Facilities
  - **DWR:** Update Asset Rehabilitation & Replacement programs for F Wayne Hill and Yellow River Water Reclamation Facilities
- Next Year (2023)
  - **DOT:** Complete Facility Assessment Plan for Transit Fleet and Facilities
  - **DWR:** Update Asset Rehabilitation and Replacement programs for Lanier Filter Plant, Shoal Creek Filter Plant and Crooked Creek Water Reclamation Facility
  - **DWR:** Update Asset Rehabilitation Plans for Collection and Distribution Systems
  - **DoFS & DoSS:** Expand scope of Facility Asset Management Plan for 2024 capital budget
  - **DoSS:** Implement long-term maintenance plans
- 2024
  - **DOT:** Complete Airport Master Plan Update (FAA Approval in 2024)
  - **DOT:** Install replacements and upgrades of Airport facilities and equipment

### Data and Reporting:

- Percentage of capital budget related to asset management and maintenance
- Percentage of roadway miles with a Pavement Condition Index above 60
- Water main breaks per 100 miles of waterline
- Percentage of sewer pipes that are approaching failure based on the Pipeline Assessment Certification Program (PACP)
- Percentage of Parks and Recreation funded Asset Management projects completed

## Topic: Smart Growth and Infrastructure Expansion

**Overview:** The County's population has grown faster than forecasted and continues to grow, straining existing infrastructure in some areas and reinforcing a need for continued infrastructure expansion. While growth is healthy and beneficial to the County, that growth must be managed effectively through informed decision making and accurate long-term planning. The lengthy timeframe associated with infrastructure development means plans developed and decisions made today will impact the County's ability to provide services decades into the future.

## Themes:

- Adapt to changes in our environment
- Drive changes for efficiency and effectiveness of infrastructure
- Make tough decisions to expand infrastructure capacity in pace with growth

## Deliverables:

- Current Year (2022)
  - **DoFS & P&D:** Complete Cost of Services Study
  - **DOT:** Form 2023 SPLOST Citizens Project Selection Committee and begin Project Selection Process
  - **DOT:** Continue Comprehensive Transportation Plan Update
  - **DOT:** Begin New Transit Development Plan
  - **DoFS, DWR, DoCS, DOT:** Submit projects for grants from State and Federal Partners
  - **DWR:** Begin update of water and sewer models and master plans for projected areas of increased density
  - **DoCS, DoSS, DOT, DWR:** Advance currently identified capital projects to meet long-term capacity needs
  - **DoCS:** Complete 2023 Parks and Recreation Capital Improvement Plan (CIP)
  - **DoCS:** Collaborate with Gwinnett County Public Schools (GCPS) for joint use of facilities to meet capacity and residents needs
  - **DoCS:** Continue implementation of the Gwinnett Trails Plan
  - **DOSS:** Continue implementation of GJAC Campus Space Plan
- Next Year (2023)
  - **DOT:** Complete Deployment of Transportation Smart Corridor
  - **DOT:** Complete Comprehensive Transportation Plan Update
  - **DOT:** Complete Transit Development Plan
  - **DOT:** Implement New Microtransit and Local Service Routes
  - **DOT:** Evaluate Zero-Emission Electric Vehicle opportunities for Transit
  - **DOT:** Complete 2023 SPLOST Project Selection Process
  - **DoCS, DoSS:** Advance SPLOST Projects as Approved
  - **DOSS:** Continue implementation of GJAC Campus Space Plan
  - **DWR:** Update density and demand projections for water and sewer basins
  - **DWR:** Develop baseline energy use for key unit processes at all treatment facilities and implement energy reduction programs for selected unit processes at F. Wayne Hill Water Resources Center

## Data and Reporting:

- Transit Ridership (by route and time)
- Annual reporting of progress to deliver currently funded projects to meet future capacity needs
- Travel Time Index Map
- Miles of trails complete, Miles of trails under construction, Miles of trails under design

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# Safe, Livable, & Healthy Community

## Topic: Addressing Key Service Gaps in Basic Human Needs

**Overview:** The County has committed to programs and services that address basic human needs including mental health, housing, and food security in recent years. The COVID-19 pandemic made many of the gaps in service more evident, but it also provided opportunities to address them through the use of Federal relief funds. As the pandemic subsides, some areas may improve, but many of these gaps will remain. Unfortunately, the federal funding that has been used to address them will not.

### Themes:

- Continue to focus on mental health
- Apply the housing study results to begin addressing housing concerns in Gwinnett
- Continue to address food security
- Provide support for the County's homeless/precariously housed population
- Make services accessible to those who need them

### Deliverables:

- Current Year (2022)
  - **GCFES:** Coordinate with police agencies with various mental health response initiatives
  - **GCFES:** Provide efficient response alternatives
  - **GCFES:** Provide risk reduction resources to protect the community
  - **P&D and Multiple Departments:** Define next steps and develop action plan based on the Housing Study
  - **DoCS, GCFES, GCPD:** Maintain continuum of care efforts in collaboration with public safety, governmental entities, and partners.
    - Shelf-stable meal distribution
    - Gwinnett Fire and Emergency Services high-frequency report, assessment, and referrals through OneStop 4 Help (OS4H)
    - Establish Veteran services and temporary location of operations
  - **DoCS:** Expansion of services for Warming Station initiative
  - **DoCS:** Launch three B2 Anywhere BOOST funded afterschool sites (tuition free)
  - **DoCS:** Implement BOOST summer enrichment programs in partnership with Gwinnett County Public Schools
  - **DoCS:** Establish Norcross Head Start afterschool and summer camp at OneStop Norcross
  - **DoCS/Communications:** Educate and bring awareness to residents of federal programs to support out-of-school time needs (CAPS-Child and Parent Services)
  - **GCPD:** Establish GCPD Behavioral Mental Health Units in all six precincts
  - **GCPD:** Expand mental health programs for personnel assigned to special units
  - **DoCS, Public Safety:** Public safety suicide training continued - Question. Persuade. Refer. (QPR) facilitated by GUIDE, Inc., and Live Healthy Gwinnett
  - **DoCS:** Launch Gwinnett-funded Summer Meals Program reducing summer meal gap
  - **DoCS:** In collaboration with the Atlanta Community Food Bank, establish service delivery model for government partnerships
  - **DoCS:** Harvest Gwinnett community garden expansion, production, and participation
- Next Year (2023)
  - **DoCS, DoSS, Financial Services:** Expand OneStop Centerville
    - Establishment of Public Health, Head Start, and View Point Health direct services in southern region of the County
  - **DoCS:** Construct tenth Harvest Gwinnett community garden
- 2024/2025
  - **DoCS, DoSS, Financial Services:** Open OneStop Gwinnett
    - Establishment of a central location for providing social and human services through county and partner offered services
      - Expansion of UGA Extension Gwinnett services

## Data and Reporting:

- Number of home safety surveys and smoke alarm checks performed by Gwinnett County Fire and Emergency Services
- Percentage of citizens reporting feeling safe in Gwinnett County in annual survey
- Number of behavioral health unit calls dispatched
- Available housing considered affordable based on HUD definition
- Number of residents served at warming stations per site/total
- Veteran Services – number of veterans served, partners hours of service
- LiveHealthyGwinnettData.com

## Topic: Creating Synergy Among Programs and Partners

**Overview:** The County has many partners including non-profits, subsidized agencies, and businesses in the community. These partners along with the County provide the critical services that support a safe, livable, and healthy community. However, the size and diversity of the County’s population along with the scope and complexity of services needed can create myopically structured programs and unnecessary competition for resources limiting the efficiency and effectiveness of service delivery.

### Themes:

- Develop a plan for coordinated care entry
- Limit duplication of efforts among the County and its partners
- Focus attention on efforts that “move the needle”
- Become the “convener of services”

### Deliverables:

- Current Year (2022)
  - **DoCS, DoFS:** Award Comprehensive Human Services Needs Assessment and Strategic Plan
  - **DoCS:** Launch Live Healthy Gwinnett Community Dashboard
  - **DoCS, DoFS, ITS:** Release proposal for Coordinated Care System
  - **DoCS:** Convene food providers to support and partner for a strong food network across the county
- Next Year (2023)
  - **DoCS, DoFS, Multiple Departments:** Completion and begin implementation of Comprehensive Human Services Needs Assessment and Strategic Plan
  - **DoCS, DoFS:** Award and implementation of Coordinated Care System
- 2024
  - **DoCS, Multiple Departments:** Continued implementation of Human Services Strategic Plan in collaboration with community partners, subsidies, and service providers.

## Data and Reporting:

- Number of users accessing LHG community dashboard
- Number of stakeholders (Partners/Residents) engaged during community assessment process
- Number of partners providing referrals through the system
- Number of referrals/ number of residents provided services
- Number of individuals served through OneStop 4 Help (OS4H)
- Number of OneStop 4 Help Intake calls/ number of walk-ins
- Number of resolutions for residents through OneStop 4 Help
- Number of residents served by subsidies per quarter

# Economic Opportunities



## Topic: Intentional Development Redevelopment Activities

**Overview:** A decline in the condition of some properties over time has required the County to increase its focus on major redevelopment investments in recent years. This trend will likely continue and grow in the years to come as the already limited supply of undeveloped land becomes increasingly scarce. First time activities like the equitable redevelopment plan for Gwinnett Place Mall and the issuance of TAD bonds for the Exchange at Gwinnett development will serve as models to build on for future development and redevelopment activities in the County.

### Themes:

- Ensure engagement and partnership in redevelopment decisions and actions including community involvement and engagement by CIDs
- Develop a toolbox for economic development/redevelopment activities
- Identify additional redevelopment opportunities in unincorporated Gwinnett

### Deliverables:

- Current Year (2022)
  - **Econ Dev:** Complete Gwinnett Place Equitable Redevelopment Plan and start next steps
  - **Econ Dev:** Review Gwinnett Place Mall Livable Centers Initiative Study
  - **Econ Dev:** Explore opportunities for additional CIDs
  - **Econ Dev:** Work toward redevelopment plans for Stone Mountain Tennis Center

### Data and Reporting:

- Growth in assessed value of TADs
- Value of commercial new construction
- Number of Developments/Redevelopments supported by Gwinnett Office of Economic Development

## Topic: Full-Circle Approach to Economic Success

**Overview:** Economic opportunities are influenced by a variety of factors from the quality of workers to the availability of space, to public policy and engagement and beyond. As a large and diverse County with a business-friendly history, Gwinnett is an attractive place for economic investment. The challenge is ensuring that such economic investment contributes to the vision of Gwinnett as the preferred community where everyone thrives.

### Themes:

- Encourage economic investment that increases quality jobs
- Assist minority and women owned small businesses
- Invest resources in growing industries
- Make economic investment easy in Gwinnett County

### Deliverables:

- Current Year (2022)
  - **CA:** Develop RFP for vendor to conduct disparity study
  - **Econ Dev:** Intentional engagement of minority and women owned businesses
  - **DoFS:** Launch department workshops to evaluate opportunities to adjust the scope and requirements of annual contracts to increase opportunities for small businesses to engage in County business
  - **DoFS:** Partner with the Entrepreneur Center to provide training to local small businesses on how to do business with the County
- Next Year (2023)
  - **Econ Dev:** Develop a team to support streamlined engagement with the film industry

- **DoFS:** Evaluate potential barriers to entry for vendors wishing to work with the County and adjust operations to eliminate barriers as possible

**Data and Reporting:**

- Median Family Income as a Percentage of US Median Family Income
- Unemployment rate
- New business licenses issued
- Percentage of companies in entrepreneur center that are successful within a year
- Vendors disqualified due to insufficient references
- Formal contract award amount YTD (BOC Approved Spend YTD)
- Formal contract award amount to local firms YTD

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# Sustainability & Stewardship

## Topic: Invest in Sustainability

**Overview:** The County is in a unique position to influence environmental sustainability both through the support of public policy and direct action toward more sustainable County operations. The County wishes to intentionally drive sustainability but faces challenges with the cultural shift increased sustainability requires along with the financial investment necessary to take productive action.

### Themes:

- Support growing electric vehicle infrastructure
- Take action based on recommendations from the Sustainability Team and Sustainability Commission
  - Reduce CO2, greenhouse gas emissions
  - Conserve/increase green space and trees
  - Reduce energy consumption; increase use of renewable energy
  - Conserve water and prevent pollution
  - Increase recycling rates and waste diversion from landfills
  - Improve air quality
  - Raise awareness of environmental sustainability issues and efforts

### Deliverables:

- Current Year (2022)
  - **DoSS:** Develop County Sustainability Plan and identify associated KPIs and metrics
- Next Year (2023)
  - **DoSS:** Develop Action Plan for implementation of County Sustainability Plan
  - **DoSS:** Implement first phase of Action Plan

### Data and Reporting:

- Sustainability Team Dashboards (TBD)
  - External
    - Community water use per capita
    - Gallons of clean water returned to Lake Lanier
    - Tons of residential waste recycled
  - Internal
    - Number of newly constructed County facilities receiving green building certification
    - Number of electric vehicle charging stations installed at County facilities

## Topic: Commit to Secure, Innovative, and Financially Prudent Digital Transformation

**Overview:** The County has not kept pace with rapidly evolving technology limiting the capacity for digital services expected by modern customers. Additionally, technological efficiencies adopted by many large organizations today have not been realized within the County. The County desires to evolve into a more modern and digitally competent organization but must make significant investments and manage organizational change effectively to do so.

### Themes:

- Consider more open-source opportunities
- Treat technology as critical infrastructure and invest in it adequately

### Deliverables:

- Current Year (2022)
  - **IT & DoFS:** Award contract to vendor for new ERP
  - **IT & DoFS:** Release RFPs for software implementer and project management for new ERP

- **IT, DoFS, and DWR:** Release RFP for Utility Billing
- **IT:** Fully staff the emerging technologies division
- **IT:** Move forward with projects in support of digital transformation (network modernization, countywide cabling upgrades)
- **IT:** Move from on-premises to cloud hosting applications where feasible
- Next Year (2023)
  - **IT & Multiple Departments:** Begin implementation of new ERP
  - **IT:** Continue Accela upgrade projects
  - **IT:** Begin single sign-on project

#### Data and Reporting:

- Open-source platforms currently in use
- Percentage of applications that are cloud based vs. on-premise
- Key system up time (SLAs)
- Number of security threats requiring remediation

## Topic: Use Resources Wisely

**Overview:** The County remains committed to maintaining a financially responsible approach to government. However, with greater demand for existing and new services, managing this commitment has become more challenging. The County has significant resources available to support service delivery, but those resources are not unlimited. Considering this, the most significant challenges to using resources wisely are prioritizing the services that matter most, increasing revenue where possible and truly needed, and recognizing that not everything can or should be done.

#### Themes:

- Use the results of the operational performance assessment to identify what we can do differently and how we can use resources more efficiently
- Prioritize resources to support changes identified as part of the equity action plan
- Continue to look for federal funding and other outside sources of funding
- Be willing to adjust revenue sources if there is a desire to do more
- Be realistic about the resources we have and what we can reasonably do with them

#### Deliverables:

- Current Year (2022)
  - **DoFS, DoCS:** Engage a vendor to support subsidy and subrecipient auditing and begin developing an audit plan
  - **DoFS, DoCS:** Update sub-recipient and subsidy agreements to reflect partner’s commitment to the County’s vision and values and clear expectations of services provided
  - **DoFS:** Prepare an executive summary of current and potential revenue sources, how they can be used, and the steps involved with adjusting them
  - **CA and Department Directors:** Review draft reports from the operational performance assessment and make immediate changes where possible
  - **DoFS:** Meet requirements for 2023 SPLOST referendum
- Next Year (2023)
  - **DoFS & IT:** Implement the new grants system to increase efficiency in grants management
  - **DOFS, DoCS:** Conduct first audits of sub-recipients and subsidies according to audit plan
  - **CA:** Continue the Equity Action Plan
  - **CA:** Complete the operational performance assessment
  - **DoFS & Multiple Departments:** Implement 2023 SPLOST Program

**Data and Reporting:**

- Revenue Forecasting - forecasted revenues at budget adoption vs. actual revenues
- General Fund year end fund balance as a Percentage of expenditures
- General Fund 5-year fund balance as a Percentage of expenditures
- Percent change in net digest value
- Pension Funded ratio
- OPEB Funded ratio
- COVID related Grants Dashboard