

Board of Commissioners

75 Langley Drive • Lawrenceville, GA 30046-6935
770.822.7000 • www.gwinnettcounty.com

Charlotte J. Nash, Chairman
Jace W. Brooks, District 1
Lynette Howard, District 2
Tommy Hunter, District 3
John Heard, District 4



Official

Informal Meeting Minutes

Tuesday, October 10, 2017 – 12:00 PM

Present: Jace Brooks, Lynette Howard, Tommy Hunter

Absent: Charlotte J. Nash, John Heard

I. Strategic Planning Session Update

Presentations were made to the Board on the overview of the Office of Strategy and Performance by Joe Weatherford, the Strategic Leadership Visit by Alan Chapman and Kathy Holland, Comprehensive Plan Status by Nancy Lovingood, and an update on the 2017 Board Strategic Planning Focus Areas by Glenn Stephens, Maria Woods, Eric Harris, Chief Butch Ayers, and Tyler Richards. No Official Action Taken.

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Informal Business Discussion Agenda Tuesday, October 10, 2017 – 12:00 PM

Gwinnett County Board of Commissioners
2017 Strategic Planning Update
Gwinnett Justice and Administration Center
Conference Room C

12:00pm	Lunch	
12:30pm	Office of Strategy and Performance Management Overview	Joe Weatherford
1:00pm	Introduction: Updates on BOC Focus Areas	Glenn Stephens
	<ul style="list-style-type: none"> Transit/Land Use Planning and Strategic Leadership Visit Recap 	Alan Chapman, Kathy Holland
	<ul style="list-style-type: none"> Comprehensive Plan/Status 	Nancy Lovingood
	Break	
	<ul style="list-style-type: none"> Communication/Elections 	Eric Harris
	<ul style="list-style-type: none"> Workforce Retention/Recruitment 	Glenn Stephens, Butch Ayers
	<ul style="list-style-type: none"> Water Innovation Center/Program 	Tyler Richards
	<ul style="list-style-type: none"> Other Discussion 	
3:30pm	Adjourn	

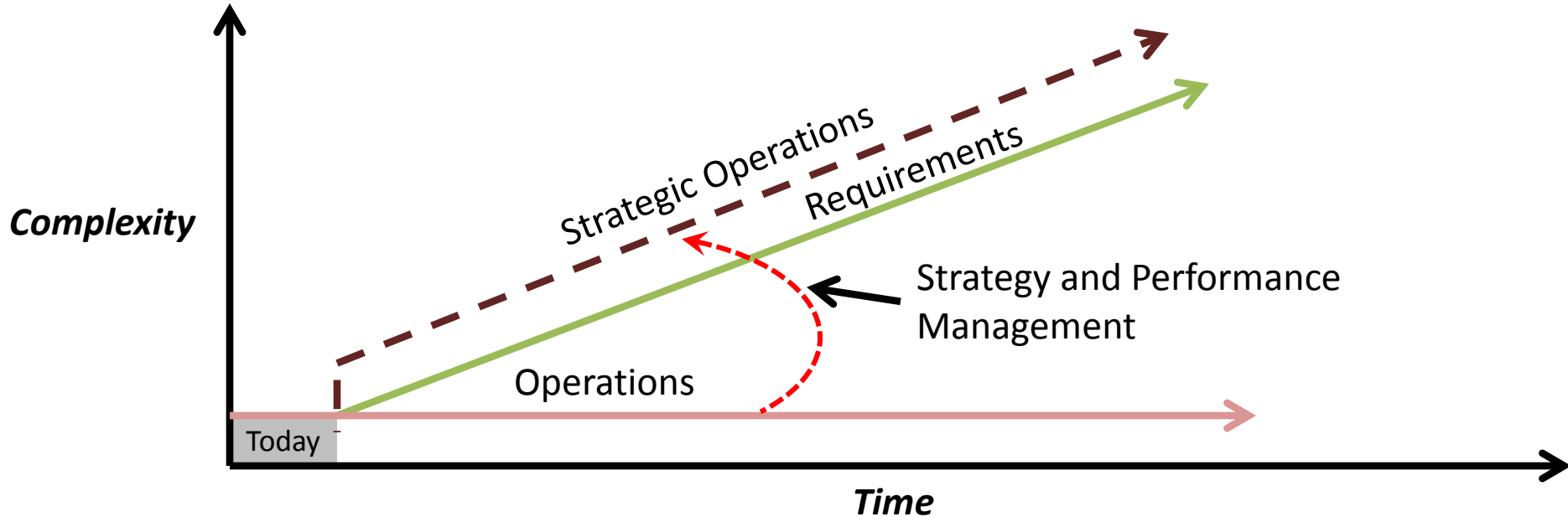


Office of Strategy and Performance Management

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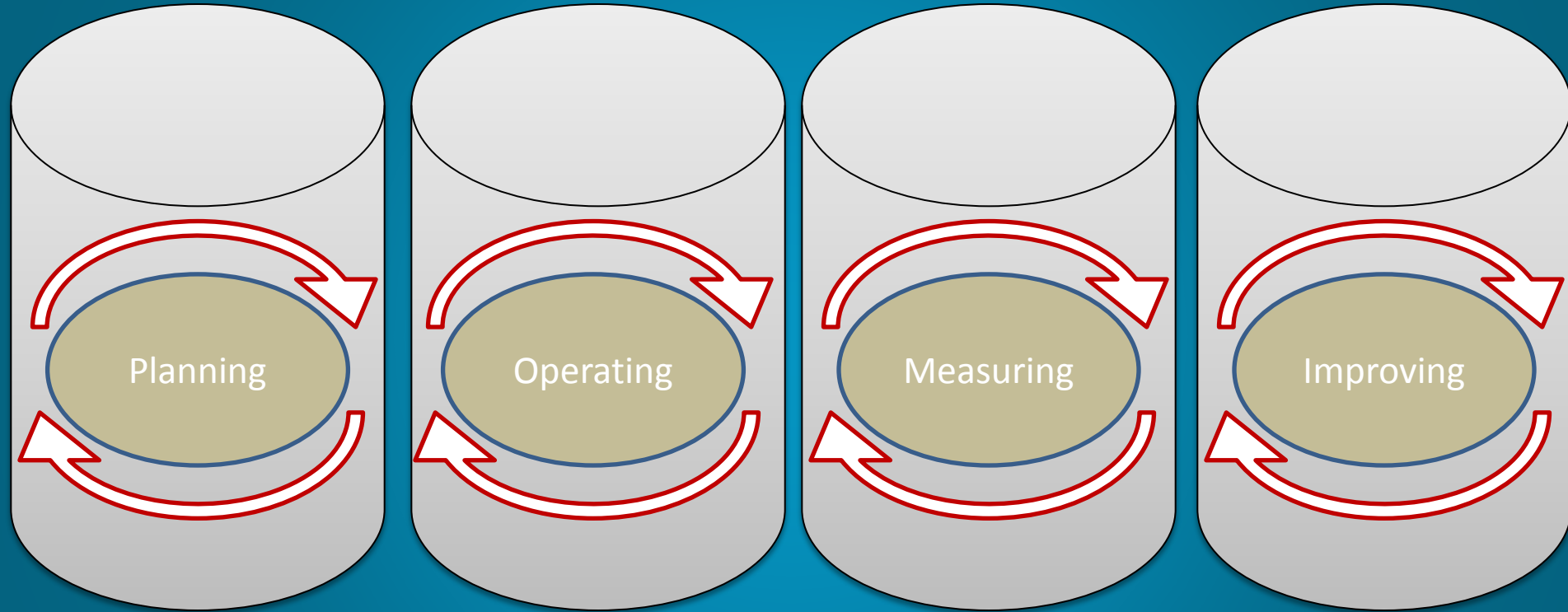


Strategy and Performance Management



Strategy and Performance Management is the means by which we elevate our operations to meet the ever-growing complexity of our operating environment.

Management Cycles



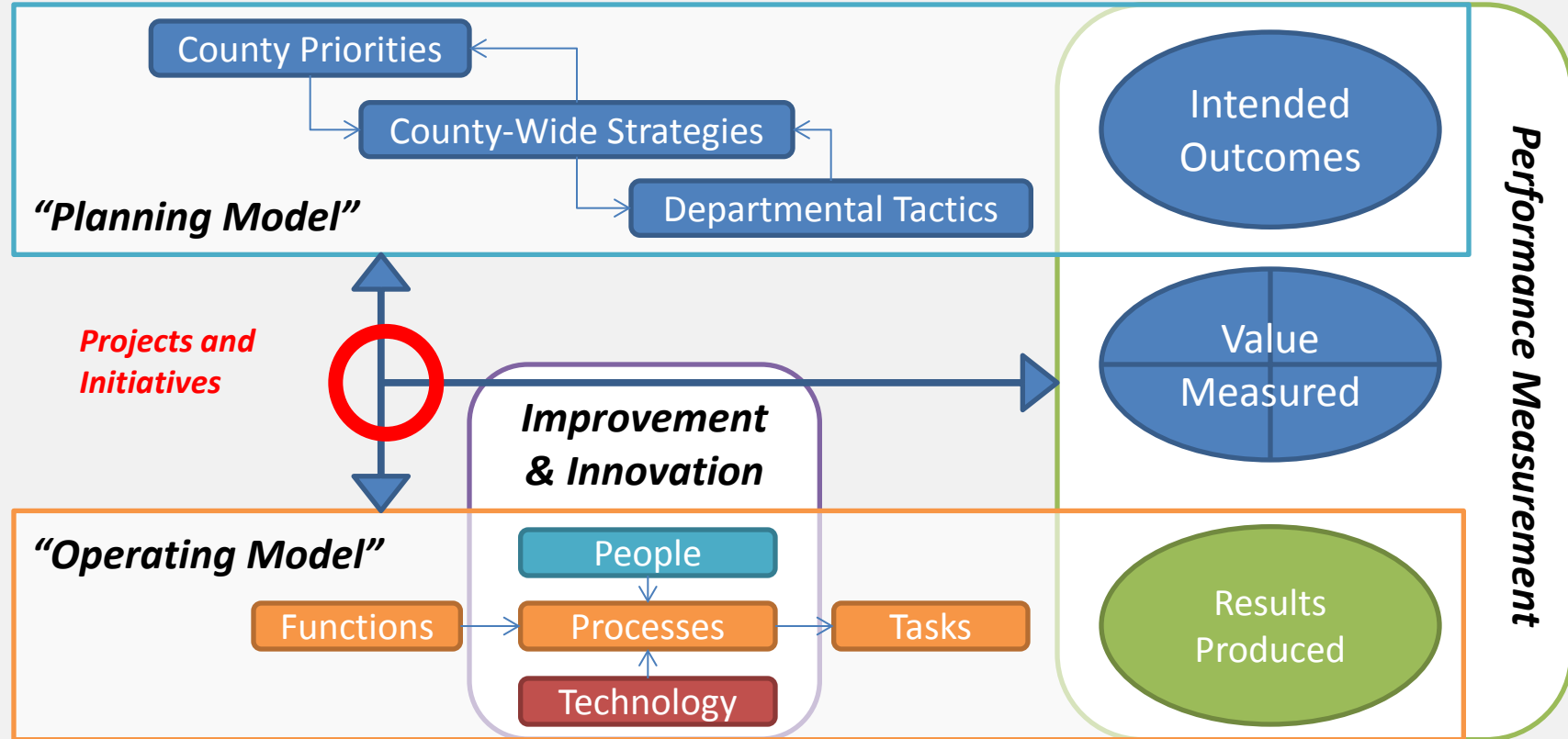
Objectives

- Holistic Management Approach Connecting and Supporting:
 - How we “plan”
 - How we “operate”
 - How we “measure”
 - How we “improve”
- Cascading Decision Making
 - High Level Intent to Specific Individual Actions
- Effective Data
 - Tracking Data that Drives Decision Making
- Targeted Improvement and Innovation
 - Aligning Resources to Areas of Need



Linking Strategy, Operations, and Performance

Management Framework





Example

Management Framework

Performance Measurement



Mobility and Access

Enhance Transit Options

Enhance Existing Transit

“Planning Model”

Establish new bus routes to connect population centers with excess transit demand identified.



**Improvement
& Innovation**

“Operating Model”

Bus Transit

Bus Drivers

Route XYZ

WiFi

Operate
Bus 123

Citizen access
to transit
options

Bus Capacity
Per Stop

Patrons
Transported

Strategic Perspective



Mobility &
Access



Smart & Sustainable
Government



Communication &
Engagement



Safe & Healthy
Community



Livability &
Comfort



Strong & Vibrant
Local Economy



Board of
Commissioners
Focus Areas



Priority
Dashboard

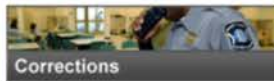
Operational Perspective



Community Services



Financial Services



Corrections



Planning & Development



Human Resources



Police Services



Transportation



Information Technology



Fire & Emergency Services



Water Resources



Support Services



Law



County
Administration
Dashboard



High Attention
Projects



Operating
Environment
Information

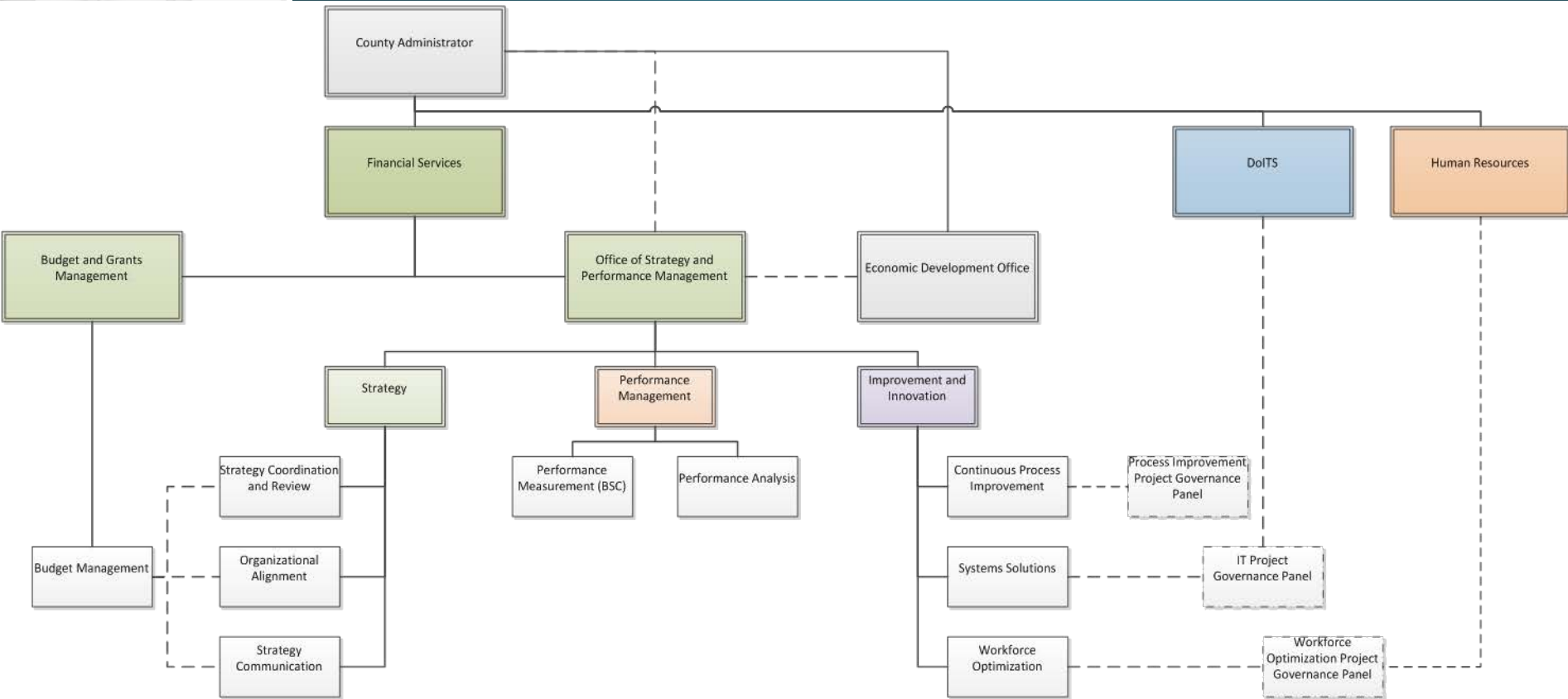
I Have an
Idea!



Office of Strategy
and Performance
Management



OSPM Design





Safe & Healthy
Community



Mobility &
Access



Smart & Sustainable
Government



Livability &
Comfort



Strong & Vibrant
Local Economy



Communication &
Engagement

Questions



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Strategic Leadership Visit Toronto 2017 Recap



Subject Highlights

Development

Kathy
Holland

Transit

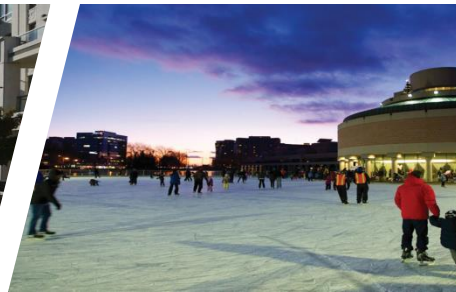
Alan
Chapman

Diversity

Nicole
Hendrickson

Perspective

Tyler
Richards



Toronto 2017

Development

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Development Markham

What we saw/heard

Long Term Plan

Stick to the plan with
mindful modifications

Working with the developer
when it makes sense



Development Markham

What we liked



Painted Bike Lanes



Colored concrete/asphalt for
dedicated bus route



Public Art



Planted beds adjacent to
street/sidewalk



Development Markham

Concerns

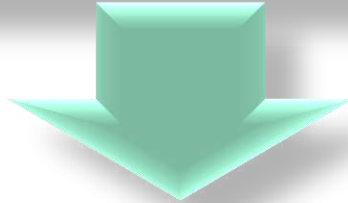
Would like to see
more green, open
and public spaces





Development Markham

Main Take Away



Stick to the plan with mindful modifications



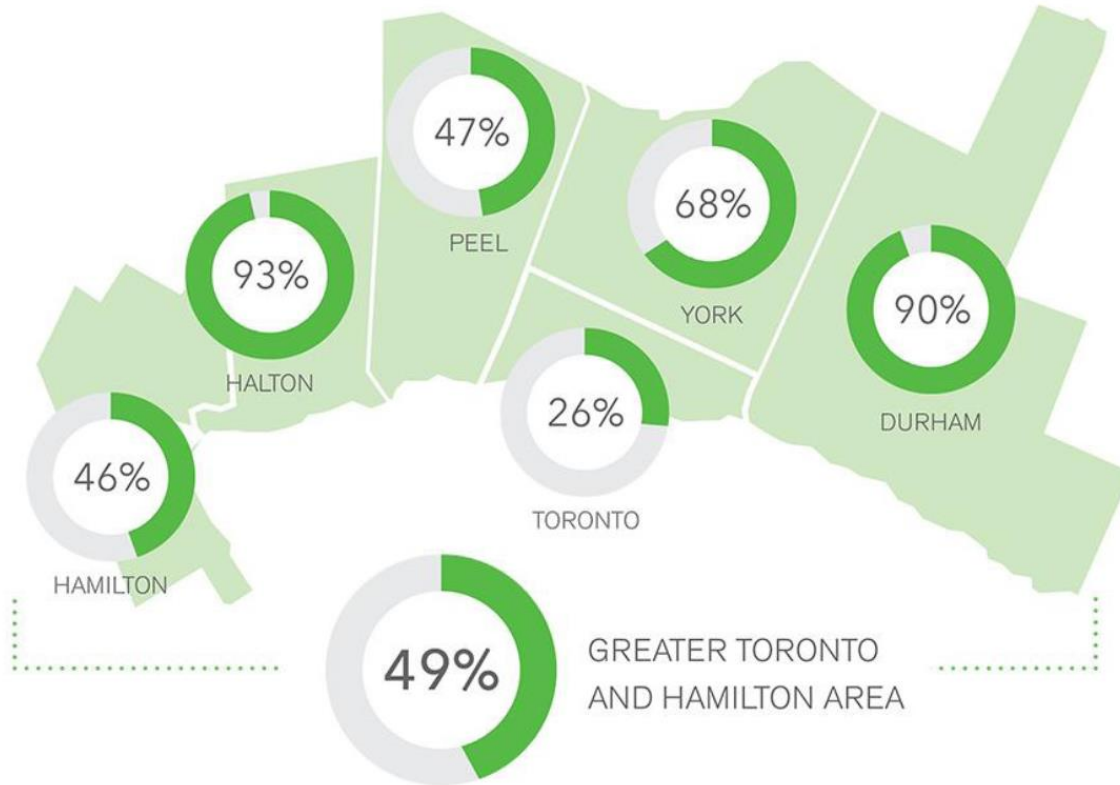
Toronto 2017

Transit

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York Region Transit

PROJECTED POPULATION GROWTH RATE 2011 - 2041



York Region Transit

- Local and rapid transit services in all nine York Region municipalities
- Mobility Plus provides door-to-door, shared-ride, accessible public transit service for people with disabilities
- Almost 140 routes keep residents connected within York Region, as well as connecting services in the City of Toronto and the Regions of Peel and Durham



York Region Transit



York Region Transit



- Rapidways are dedicated lanes in the centre of the road for Viva vehicles only
- In response to emergencies, police, fire and ambulance vehicles are permitted to use the rapidways
- Rapidways allow Viva vehicles to zip past congested traffic

York Region Transit



- Every Vivastation has fare vending and validating machines,
- Vivastations have variable message signs (VMS) indicating when the next vehicle will arrive in real-time

York Region Transit

VIVANEXT Bus Rapid Transit

- The project is funded through Metrolinx's \$1.4 billion commitment to York Region
- York Region oversees the day-to-day operation, maintenance and service delivery



York Region Transit

Urban Design Philosophy



Transit Oriented Development [TOD]

- > Development concentrated around transit stations.
- > Compact buildings.
- > Mix of commercial and residential use in one building.
- > Activity-generators, like schools and shopping.
- > Connect with sidewalks that lead to transit stations.



York Region Transit

The vision of centres and corridors is becoming a reality





Toronto
2017

Diversity & Inclusion

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Diversity & Inclusion

The diversity & inclusion conversation was addressed in many of the presentations/topics over the course of the Strategic Leadership Visit. The importance of inclusion was mentioned in the following areas:

Trade

Tourism

Education

Quality
of
Life

Debrief
Session



Diversity & Inclusion

Greater Toronto

World's most
multicultural metropolis

6,168,677 residents

51% foreign-born

Over 180 languages spoken

Over 240 ethnic groups



Gwinnett County

Most diverse county in
the state and southeast

911,881 residents

25% foreign-born

Over 100 languages spoken

Over 100 ancestries



Inclusion Best Practices Panel

Panelists shared their inclusionary work and perspectives on multiculturalism in Toronto.

Moderator: Sevaun Palvetzian, CEO, CivicAction

Panelists:

- Margaret Eaton, Executive Director, Toronto Region Immigrant Employment Council (TRIEC)
 - Discussed challenges with preparing immigrants for Toronto workforce
 - Promoting immigrant friendly practices in the workplace
- Max FineDay, Co-Executive Director, Canadian Roots Exchange
 - Leads a national non-profit organization to develop and strengthen relationships between indigenous & non-indigenous youth in Greater Toronto.
 - Focused on integration of indigenous communities



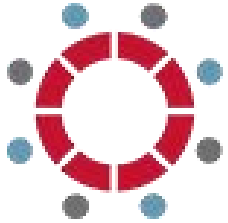
Inclusion Best Practices Panel

Panelists continued:

- Naki Osutei, Director, Partnerships and Engagement, TD Bank
 - Discussed the development of leaders of color; re-defining prevalent views of who is perceived as a leader; and connecting institutions and individuals to facilitate positive change and opportunity.
 - Current work entails creating and fostering talent pipeline of diverse leaders/employees in workplace settings.
- Nicole Hendrickson, Community Outreach Program Director, Gwinnett County
 - From a county government perspective, Nicole shared the efforts led in Gwinnett County to promote and embrace inclusion in county government.



Diversity & Inclusion



DiverseCity onBoard

Works to ensure that governance of not-for-profit and public bodies are inclusive of the populations they serve.

Program Provides:

- Online governance training
- Board matching with trained individuals
- Software allows you to post and fill vacancies
- Resource Library



Toronto
2017

Perspective

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Toronto 2017



Transit

Learning

Diversity



Inclusion

Development



Connection



Learning Perspective



New Development



Rapid Bus Transit



Diversity



Connection Perspective

County

Cities

CIDs

Arts

Business

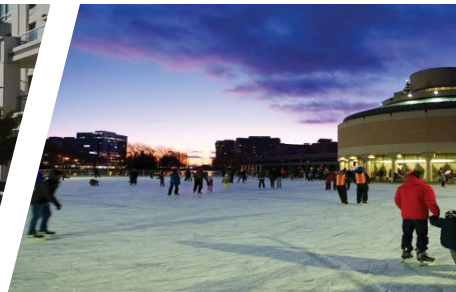
Non-profits

NGOs

Education

Others

Over 70 Leaders



Toronto
2017

Questions?

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**PUBLIC
SAFETY**

Master Officer Classification

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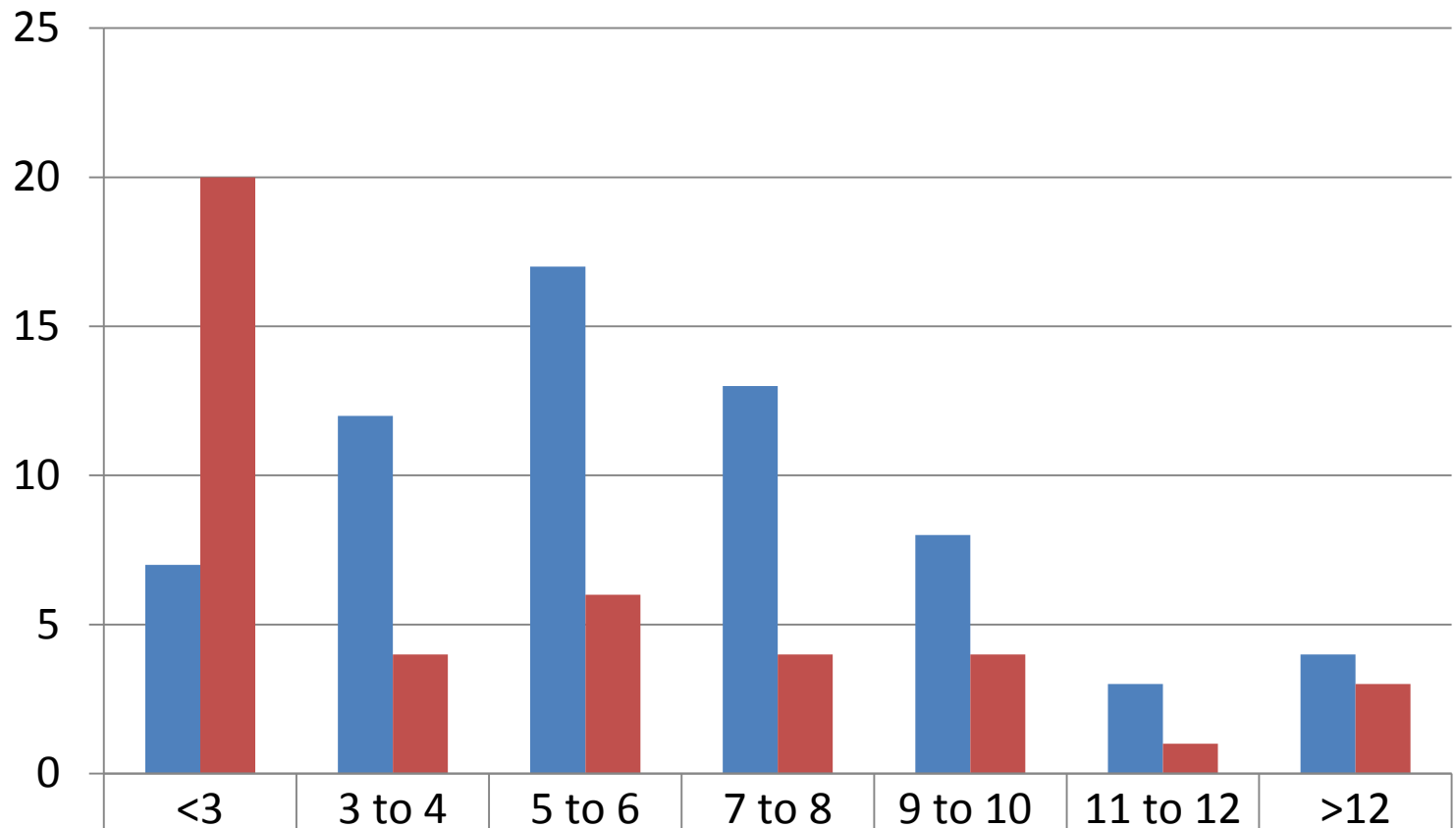
GOAL:

To attract and retain
law enforcement
personnel in critical
areas of Public Safety



Police Turnover 2015 (Voluntary)

Years of Service



■ Sworn	7	12	17	13	8	3	4
■ Non-Sworn	20	4	6	4	4	1	3



Police: Expensive Cycle of Attrition

- The cost of attrition is significant
- Average time from date hired to completion of field training is between 8.5 – 12 months
- Minimum cost to REPLACE each sworn officer lost through voluntary attrition is approximately \$52,401 per officer (cost of 1,500 hours of training)
- Does not include other various costs associated with selection, hiring and training



Police: Expensive Cycle of Attrition

- Minimum cost to replace officers who voluntarily left:
- 2013 – 46 officers, \$2,410,446
- 2014 – 50 officers, \$2,620,050
- 2015 – 64 officers, \$3,353,664
- 2016 – 53 officers, \$2,777,253 (YTD 8/30/16)
- **Total: 213 officers, \$11,161,413**



Master Officer Classification

- Requires two years as senior level officer
- Complete specialized field training program taught by personnel at the rank of Sergeant or above
- Eligible for non-competitive promotion to Master Officer level
- Required to actively participate in the training/mentoring of newly hired officers
- Increase of 6% for promotion to Master Officer level



Full-Year Dollar Impact

Department	Number of Employees	Cost (salary & benefits)
Police	250	\$1,002,835
Sheriff	216	\$918,770
Corrections	55	\$209,598



Outcome

- ✔ Enhanced skills of current personnel
- ✔ Attraction of future personnel to improved career track
- ✔ Improved staff levels and services to residents
- ✔ Retain current employees during critical years by providing non-competitive opportunity for advancement