



GWINNETT COUNTY
BOARD OF COMMISSIONERS

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Charlotte J. Nash, Chairman
Jace W. Brooks, District 1
Ben Ku, District 2
Tommy Hunter, District 3
Marlene M. Fosque, District 4

Official

Informal Business Discussion Minutes

Tuesday, April 14, 2020 – 10:30 AM

Present via teleconference: Charlotte J. Nash, Jace Brooks, Ben Ku, Marlene M. Fosque

Absent: Tommy Hunter

1. Board of Commissioners

Mara Shaw with the University of Georgia (UGA) Carl Vinson Institute of Government facilitated a review and discussion of the County's strategic priorities. No official action taken.



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**Carl Vinson
Institute of Government**

**Gwinnett County Board of
Commissioners**

Strategic Priority and Budget Review Session

April 14, 2020

Mara Shaw, Facilitator

Welcome and Overview

Charlotte Nash



Gwinnett

Mara Shaw
and Nancy Farage



Carl Vinson
Institute of Government
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Carl Vinson Institute of Government
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Facilitator Roles

- Keep the conversation focused
- Make sure everyone is heard
- Help the group work towards consensus
- Work with County staff to keep a written record (of consensus agreements)
- Answer questions



Roles and Expectations

- Acknowledge that this is not business as usual
- Open up and be engaged
- Transparency and honesty
- Respect and open communication – now more than ever!
- Critical work as you lead the organization to plan and budget for the coming year
- Lead the organization to define the future – requires collaborative governance!



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1. Mobility and Access

Ensuring **Mobility and Access** through effective land use planning, and by providing and maintaining an efficient transportation system that meets the diverse and evolving needs of our community.

- *Where do we go from here?*
- *What stays on the list?*
- *What goes away?*
- *Does anything need to be added?*



1. Mobility and Access

*Where do we go from here? What stays on the list?
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- A. **Transportation Infrastructure:** Support sustainable funding for transportation infrastructure while continuing to maximize opportunities to leverage local funds with state and federal funds for transportation projects
- B. **Transit:** Identify and evaluate transit options and alternatives to car travel and make recommendations to move the transit plan forward. This includes researching and developing efficiencies with the existing transit routes and monitoring human services transit needs.
- C. **Airport:** Complete a comprehensive redevelopment plan for the airport. Also, install directional signage on Hwy. 316 for the airport.



1. Mobility and Access

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- D. Trail and Greenway Partnerships:** Implement the Gwinnett Trails Plan through partnerships with cities, CIDs, and others to include connectivity, trails' priorities, and funding sources with Board direction
- E. Board Updates:** Provide progress updates to the Board of Commissioners on the following:
 1. Projects and programs related to transportation infrastructure
 2. The truck/freight parking study
 3. Implementation of projects in the Countywide Trails Master Plan
 4. The traffic and revenue plan for the Sugarloaf project and the public/private partnership opportunities to support the project



2. Livability and Comfort

Cultivating a strong community through collaboration and partnerships that promote **Livability and Comfort**.

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2. Livability and Comfort

*Where do we go from here? What stays on the list?
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- A. **Housing Study:** Complete study, including housing age/other demographics, building materials, ownership types, and redevelopment policies to mitigate displacement of residents/address affordable housing (to inform the BOC on public policy decisions related to the County's infrastructure)
- B. **Aging Population:** Initiate a focused analysis of the impacts of our aging population on County services
- C. **Litter/Beautification Partnerships:** Partner with nonprofit organizations to address litter and beautification, and conduct neighborhood clean-up events
- D. **Community Outreach:** Support community outreach efforts so all residents feel welcome and part of the community



3. Strong and Vibrant Local Economy

Grow and maintain a **Strong and Vibrantly Connected Economy** by partnering with all citizens to foster, expand and support businesses, development and redevelopment to achieve a thriving community.

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3. Strong and Vibrant Local Economy

*Where do we go from here? What stays on the list?
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- A. **Economic Development Initiatives:** Continue progress on current economic development projects, including work with Partnership Gwinnett to market the community for business development. Continue to utilize available economic development tools and analyze the feasibility of implementing the Opportunity Zone Program.
- B. **Livable Communities Initiative:** Pursue funding for Livable Communities Initiative Studies and consider the feasibility of implementing recommendations from approved studies
- C. **Redevelopment Ordinance:** Adopt and implement the Redevelopment Ordinance



3. Strong and Vibrant Local Economy

*Where do we go from here? What stays on the list?
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- D. Unified Development Ordinance:** Conduct a review of the residential zoning districts in the UDO and revise classifications to reflect the changing housing needs of the County. In addition, continue efforts on amendments to the UDO addressing infill and multifamily projects.
- E. Regional Sewer Plan:** Develop a phased regional sewer plan
- F. Municipal Annexation:** Monitor proposed municipal annexation project and propose alternative options to promote economic development in that area
- G. Water Innovation Center:** Continue to move the project to completion



3. Strong and Vibrant Local Economy

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- H. **Arts and Communities Program:** Finalize agreement with the Gwinnett Convention and Visitor's Bureau
- I. **Television and Film Policy:** County to take an active role in formalizing a policy and process for the television and film industry when undertaking projects in the County
- J. **Training Program for County Employees:** Develop and implement a training program for County employees who work with business and economic development projects
- K. **Small Business Resource Center:** Create pathway for new business license applicants to acquire resources provided by the Small Business Resource Center. Also, investigate opportunities for a restaurant incubator.





4. Communication and Engagement

Through active **Listening and Engagement** with our community, we will tell our story and report our actions through multiple platforms.

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4. Communication and Engagement

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- A. **Branding Initiative:** Continue steps to roll out the new brand
- B. **Social Media:** Establish general social media presence for Gwinnett County beginning with Facebook and Twitter
- C. **2020 Census:** Support complete count effort for 2020 census
- D. **Boards and Authorities:** Review boards, authorities, and commissions to ensure they are viable, active, and serving a purpose
- E. **Customer Service Experience:** Conduct review of the county's customer service experience to ensure consistency throughout the organization



5. Smart and Sustainable Government

Maintaining a **Smart and Sustainable Government** by consistently operating based on sound reasoning and best practices with a long-term focus.

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5. Smart and Sustainable Government

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- A. **Capital Projects' Updates:** Brief and update the Board of Commissioners on a biannual basis on the adopted Capital Improvement Plan and progress on projects, including implementation of the SPLOST program
- B. **Water System Report Card:** Create a report card on the County's smart and sustainable water system
- C. **Financial Sustainability:** Maintain the AAA bond rating and fund the County's defined benefit and OPEB contributions



5. Smart and Sustainable Government

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D. Public Safety Initiatives: Move forward on the following public safety initiatives:

1. Obtain CALEA accreditation for the 911 Center
2. Implement the Public Safety Solutions Program
3. Seek accreditation for training and the County emergency management agency

E. Human Resources Initiatives: Move forward on the following initiatives associated with human resources:

1. Develop a message to communicate to employees regarding pay and benefits
2. Revise and implement the New Employee Orientation Program
3. Create an internal management academy
4. Create an improved succession plan



5. Smart and Sustainable Government

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- F. **Technology:** Focus efforts on smart technology and leverage technology to do more automation utilizing best practices and create a digital strategy plan
- G. **Environment:** Focus efforts on environmental sustainability
- H. **Project Delivery:** Improve project delivery through enforcement of best practices throughout all County departments
- I. **County Policies:** Ensure our non-discrimination policies are clear, updated, and consistent
- J. **Corrections:** Prioritize use of corrections resources as it pertains to work crews



6. Safe and Healthy Communities

Ensure a Safe Community by providing superior and comprehensive services, engaging partners to create a **Healthy Gwinnett**.

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6. Safe and Healthy Communities

*Where do we go from here? What stays on the list?
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- A. Public Safety Initiatives:** Move forward on following:
 1. Complete/open the Bay Creek Police Precinct/Alternate 911 Center
 2. Improve trust between the police and communities
 3. Develop situational awareness and crisis response center
 4. Continue to focus and emphasize community risk reduction by our public safety agencies
 5. Take a long-term look at future of public safety facilities/locations
- B. Community Health and Safety:** Determine and implement effective methods for addressing public safety and public health issues in multifamily and extended stay properties
- C. Homelessness Initiative:** Monitor and evaluate the results of the Continuum of Care for homelessness programs



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D. Solid Waste and Recycling: Evaluate opportunities to:

1. Improve environmental responsibility through new recycling initiatives
2. Work with solid waste partners to improve service
3. Incentivize waste reduction

E. DWR and Sewer Service: Develop the following policies/procedures:

1. Develop a realistic board policy for septic to sewer conversion and enforce it
2. Develop and implement a developer assisted sewer condemnation procedure and communicate its existence to the community

F. Cyber Security: Continue to improve cyber security capabilities and awareness program



6. Safe and Healthy Communities

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- G. Food Insecurity:** Partner with organizations to create community gardens/launch summer food service program
- H. Opioid Initiative:** Initiate effort to address opioid issue through a collaborative approach with other community partners that can connect people with resources
- I. Health Services:** Move forward on the following initiatives:
 1. Improve addictive disease rehabilitation resources
 2. Advocate for robust investment and upgrades at Gwinnett Medical Center/Lawrenceville Campus as a result of the merger
 3. Partner with Northside and Eastside Medical Centers to develop a program to address medication maintenance for chronic diseases
- J. Building Security:** Assess needs for additional security in County owned buildings and facilities



County Priorities

Recap

Review

Consensus



The Gwinnett Standard

The County's tagline, "**Vibrantly Connected,**" celebrates our dynamic community—filled with energy, creativity, and passion that weave through Gwinnett's schools, businesses, nonprofit organizations, civic institutions, and County government.



Future Focused!



Thank you!

