



FULTON COUNTY PROPOSED STRATEGIC PLAN 2012 - 2014

The background of the page features a low-angle photograph of a modern skyscraper with a glass facade. The building's lines converge towards the top of the frame, creating a sense of height and architectural scale. The sky is a clear, bright white.



Fulton County has something for everyone!

FULTON COUNTY PROPOSED STRATEGIC PLAN 2012-2014

FULTON COUNTY BOARD OF COMMISSIONERS

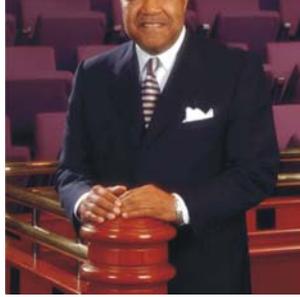


**John H. Eaves, Chairman
District I at-large**



**Emma I. Darnell, Vice-Chair
District 5**





Robb Pitts
District 2 at-large



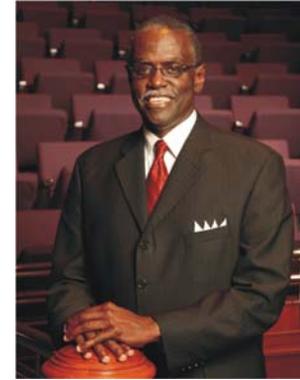
Liz Hausmann
District 3



Tom Lowe
District 4



Joan P. Garner
District 6



William "Bill" Edwards
District 7

FULTON COUNTY PROPOSED STRATEGIC PLAN 2012-2014



On behalf of the Board of Commissioners and the employees of Fulton County, I am pleased to offer you our 2011-2013 Strategic Plan. Lean times mean we must all make choices about our most critical investments when it comes to our time and resources, and this document represents our commitment to that effort.

A strategic plan is a great tool to help organizations act with discipline, consistency and transparency. We also recognize this plan is but one step in a process of

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gathering valuable input and insight from our stakeholders that will be used to guide budgeting and resource allocation. It is our hope that this document will be an invitation for participation and engagement from our customers, an accountability tool for use by our elected officials and a roadmap for our dedicated employees.

We look forward to serving you and investing in the future of Fulton County.

Sincerely,

Zachary L. Williams
County Manager

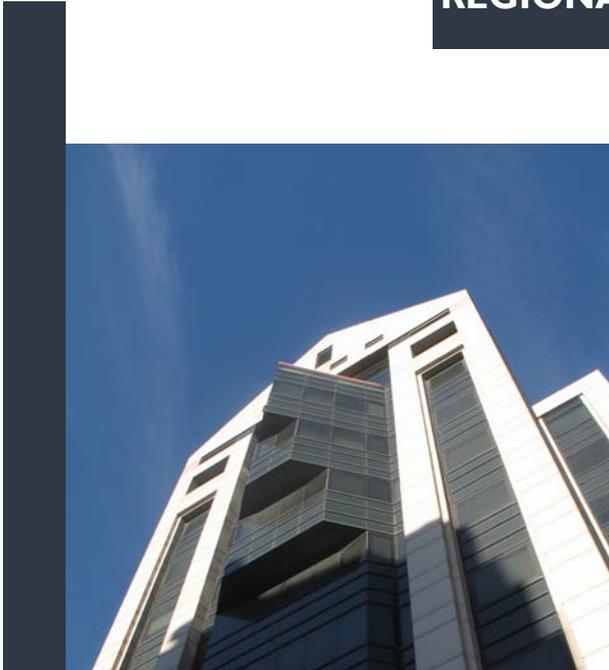


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FULTON COUNTY RESPONSIBILITIES

REGIONAL SERVICES for all Fulton County Residents

- 
- Health & Behavioral Health
 - Housing & Human Services
 - Atlanta-Fulton Public Library System
 - Justice System & Jail
 - Registration & Elections
 - Tax Assessors
 - Tax Commissioner
 - Emergency Management
 - Arts
 - Public Works (water & sewer)
 - Fulton County Airport – Brown Field



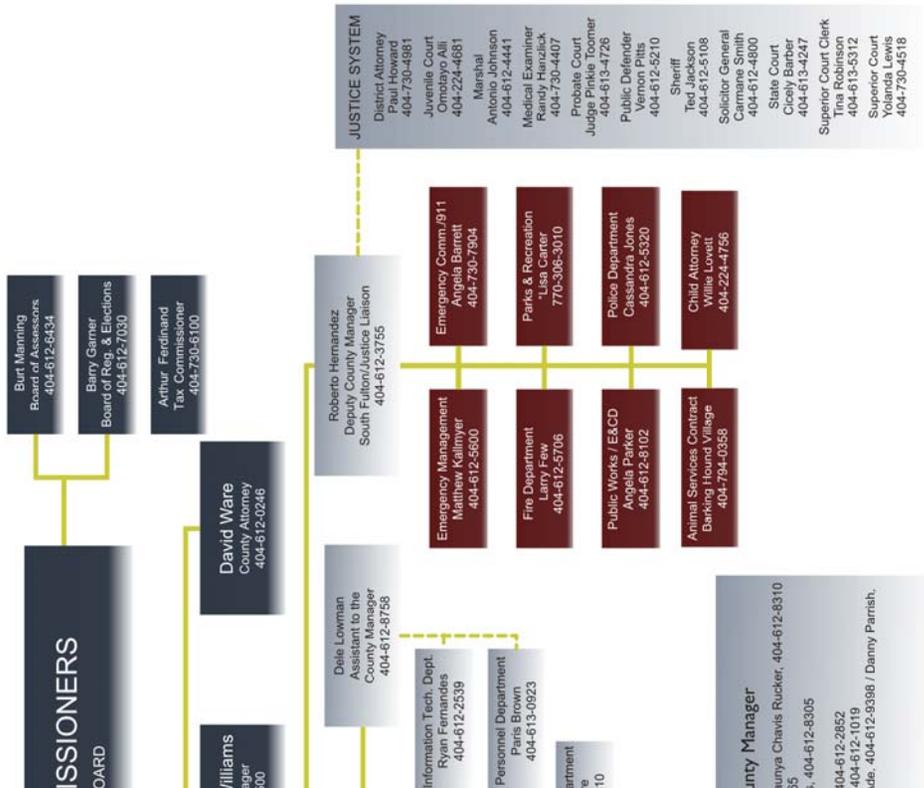
- **Fulton County Airport - Brown Field**
- **Economic Development**

MUNICIPAL SERVICES for unincorporated Fulton County residents

- **Police**
- **Fire**
- **Parks & Recreation**
- **Public Works (Transportation)**
- **Environment & Community Development**
- **Economic Development**

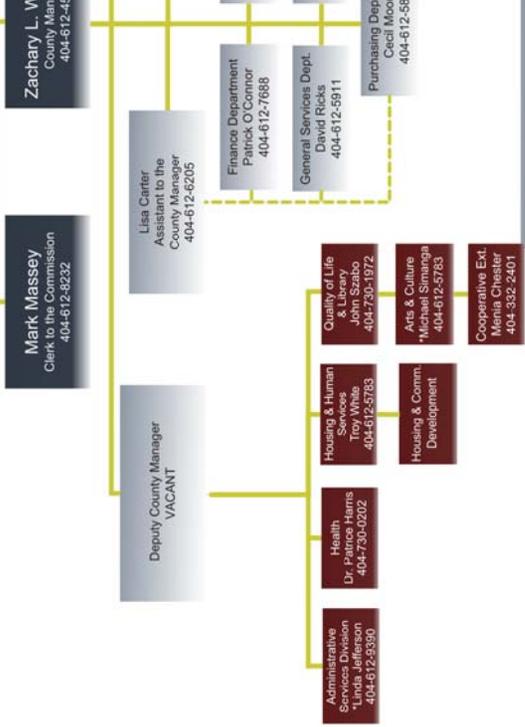
ORGANIZATIONAL STRUCTURE

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FULTON COUNTY GOVERNMENT

BOARD OF COMM SEVEN-MEMBER B



Offices of the Co

Office of Broadcast & Cable/FGTV - Sh...
 Chaplain - Howard Crecy, 404-612-43...
 Office of Communications - Ericka Davi...
 EEO/ADA - Ann Harris, 404-612-0598
 Intergovernmental Affairs - Terry Allen,
 Office of Internal Audit - Anthony Nicks,
 Strategy & Organizational Devel - Bob Ab...
 404-613-0886

*Interim
Last Updated 03/09/2011

FULTON COUNTY PROPOSED STRATEGIC PLAN 2012-2014

OUR VISION & MISSION

VISION

To become an organization that simultaneously delivers quality programs, services, outstanding customer value, and sound financial performance

MISSION

To cultivate safe, healthy, livable communities through the delivery of quality services.

OPERATING VALUES

- Prevention & Proactivity
- Fiscal Responsibility
- Equity
- Ethics

- Fiscal Responsibility
- Ethics
- Service Excellence

DIRECT SERVICES

- Health & Human Services
- Community Services
- Justice System

SUPPORT SERVICES

- Finance
- Information Technology
- General Services
- Personnel
- Purchasing
- Office of the County Manager

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FOCUS AREAS

Beginning in 2008, the Board of Commissioners established Focus Areas as part of their planning framework to categorize our major efforts, services and programs. In 2011, we added vision statements, which express our intent for each area. These Focus Areas largely represent the direct services provided by the County and are presented as follows:

- **Health & Human Services**
VISION: *Proactive & Collaborative Services that Promote Health & Human Development*
This area includes the departments of Health & Wellness, Mental Health, Human Services, Housing, Library, Arts & Culture, and Cooperative Extension
- **Community Services**
VISION: *Cost-Effective & Responsive Municipal Services*
This area includes departments primarily serving the unincorporated areas of Fulton County: Police, Fire Rescue, Public Works, Environment & Community Development, Emergency Communications/911, and Parks & Recreation
- **Justice**
VISION: *Streamlined Services with an Emphasis on Prevention*
This area represents the justice system, which includes the courts, Sheriff, District Attorney, Public Defender, and Solicitor
- **Economic Sustainability**
VISION: *Unified & Thriving Fulton County*
Unlike other Focus Areas, this represents an aim of the Board of Commissioners that encompasses everything the County does. It addresses broad efforts and issues such as economic development, transpor-



Our Goals and Objectives:

Each Focus Area is supported by several goals and objectives that explain what we will do to accomplish our intent in each area. The goals and objectives are written on a three-year time horizon with the understanding that the majority of efforts will require at least that long to observe a measurable impact.

Objectives will be addressed in the individual business plans of each Fulton County department and supported by more specific and measurable strategies that are written on a one-year time horizon. This will allow County staff to break down large goals into manageable projects and tasks to encourage accountability and ensure we are making steady progress toward creating the county we envision.

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HEALTH & HUMAN SERVICES

VISION: Proactive & Collaborative Services that Promote Health & Human Development



Goal 1. Develop a network of integrated and effective health and human services that improve health outcomes and promote health equity.



OBJECTIVES

1. Provide evidence-based programs and services emphasizing prevention and early intervention in partnership with community providers
2. Build partnerships with local education systems to support the health and development of children and youth
3. Enhance and expand lifelong learning opportunities that positively impact residents' quality of life
4. Support aging in place and a high quality of life for seniors
5. Ensure efficient and effective service provision by community

Goal 2. Enact policies that promote health equity and environmental justice



OBJECTIVES

1. Increase availability of healthy food and beverage choices in County facilities and programs
2. Advance policies and programs that improve air quality and enhance human health
3. Incorporate sustainable elements into the design, construction, and operation of County facilities and projects

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COMMUNITY SERVICES

VISION: Cost-Effective & Responsive Municipal Services

Goal 1. Provide exceptional municipal services and facilities within the County's unincorporated communities.

OBJECTIVES

1. Encourage healthy lifestyles through a variety of recreational options
2. Support safe, secure and vibrant communities
3. Increase access to County information and services
4. Improve transportation and mobility

Goal 2. Maintain high-quality water and sewer service to meet existing and future demand.

OBJECTIVES

1. Incorporate cutting-edge technology and innovation in the maintenance and operation of the water and wastewater system
2. Ensure all wastewater treatment facilities are operated within the EPD permit limits
3. Encourage responsible water use and conservation through public education and incentives

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3. Ensure that water distribution and wastewater collection system is regularly inspected and properly maintained

Goal 3. Increase community investment in County activities and services.

OBJECTIVES

1. Create and promote citizen volunteerism opportunities
2. Promote sponsorship opportunities with the local business community
3. Establish service delivery partnerships with nonprofits and other jurisdictions

Goal 4. Protect the safety of Fulton County residents through comprehensive emergency planning and preparedness.

OBJECTIVES

1. Introduce regional emergency planning, education, and coordination with federal, state, municipal, and community stakeholders
2. Formalize intergovernmental agreement with City of Atlanta on management of AFCEMA
3. Identify a dedicated budget and revenue stream for AFCEMA
4. Streamline emergency preparedness and response functions within the County

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JUSTICE

VISION: Streamlined Services with an Emphasis on Prevention



Goal 1. Support an accessible, efficient and effective justice system.

OBJECTIVES

1. Eliminate barriers to court access
2. Maximize the effectiveness of the County's investment in the justice system through increased collaboration and eliminating duplication
3. Evaluate and address current and future facility and technology needs to meet service demands and improve efficiency
4. Operate jail facilities in compliance with all legal and regulatory requirements

Goal 2. Provide effective alternatives to incarceration and reduce adult offender recidivism.

OBJECTIVES

1. Provide a continuum of jail diversion programs and alternative detention options
2. Expand access to programs focusing on prevention, employment, housing and other needs of adult offenders reintegrating into the community
3. Strengthen partnerships among nonprofit organizations, community-based and faith-based organizations and public agencies operating reentry programs
4. Prepare Fulton County Jail inmates to successfully reenter the community

Goal 3. Reduce juvenile delinquency and deprivation.

OBJECTIVES

1. Promote prevention, intervention and treatment programs for at-risk or court-involved youth
2. Identify gaps in service and support a continuum of programs to reduce high-risk behaviors and strengthen families

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ECONOMIC SUSTAINABILITY

VISION: Unified & Thriving Fulton County

Goal 1. Foster civic engagement and ownership in Fulton County.

OBJECTIVES

1. Expand outreach and services to the Fulton County business community
2. Enable taxpayers to play an active role in shaping their County
3. Increase understanding of Fulton County programs and services and their impact on the community

Goal 2. Strengthen Fulton County's economic prosperity and vitality.

OBJECTIVES

1. Foster an environment that promotes the attraction, retention, and expansion of environmentally responsible businesses and industries in Fulton County
2. Support and promote efforts to develop and attract an educated, skilled workforce

OBJECTIVE

3. Establish and nurture partnerships with the Development Authority, trade groups, chambers of commerce, educational institutions, nonprofits, other jurisdictions, and the private sector
4. Promote the expansion of international trade

Goal 3. Enact policies that support regional transportation coordination.

OBJECTIVES

1. Expand our involvement and leadership in ARC
2. Establish a County role in regional traffic management & planning
3. Encourage development of coordinated multimodal transportation (air, rail, transit, etc.)



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