FULTON COUNTY STRATEGIC PLAN

2016-2019

ALL PEOPLE'S LIVES ARE **CULTURALLY AND RECREATIONALLY ENRICHED**

ALL PEOPLE ARE **HEALTHY**

ALL PEOPLE TRUST GOVERNMENT IS **EFFICIENT, EFFECTIVE AND FISCALLY SOUND**

ALL PEOPLE ARE **SAFE**

ALL PEOPLE HAVE **ECONOMIC OPPORTUNITIES**

ALL PEOPLE ARE **SELF-SUFFICIENT**

IMPACT • SERVICE • EFFICIENCY
fulton county 1st in 3
ENGAGED PEOPLE

John Eaves
Chairman
District 7 At Large

Liz Hausmann
Vice Chairman
District 1

Bob Ellis
District 2

Lee Morris
District 3

Joan P. Garner
District 4

Marvin S. Arrington, Jr.
District 5

Emma I. Darnell
District 6

LETTER FROM

THE BOARD OF COMMISSIONERS

Thanks to the hard work of our residents and our employees, Fulton County is a vibrant, diverse community with a promising future. To properly guide that future toward continued success and improvement, the Board of Commissioners prioritized the development of a strategic plan and performance management system focused on results for our community. These efforts will improve our ability to set the County's direction, allocate and manage our resources to produce the best outcomes, measure our progress, and report to you on our results.

The plan is developed around six Strategic Priority Areas adopted by the Board of Commissioners in April 2015. These Strategic Priority Areas outline the top-level outcomes we hope to achieve through our efforts, that "All People" are safe, healthy, self-sufficient, have economic, cultural, and recreation opportunities, and trust their government. With these outcomes as our guiding focus, we developed strategies to drive impact within each Strategic Priority Area and key performance indicators to measure the success of these strategies. Our plan is based on public outreach, key stakeholder feedback, and the experience of employees across multiple departments and levels within Fulton County government.

The strategic plan adopts the language "All People" to describe our priorities, goals, and objectives in order to emphasize that Fulton County serves all residents irrespective of where in the County you live. We commit to working jointly across branches and agencies of government, as well as collaborating with municipalities, communities, and private partners in order to serve all residents in the County.

The Fulton County Strategic Plan is designed to guide our decisions for the next four years. We will fund programs that align with these strategies and produce measureable results for our residents. We will also mature into the full implementation of a performance management system to ensure that our measure of success is supported by data, and that we use that data to make informed decisions. As we collect information, we will revisit strategies annually to reflect our fiscal posture and your priorities. We intend to learn what works and what needs to be improved, so that the plan will remain relevant and continue to provide direction in changing times. This plan is a critical step in our continued path to increase accountability and effectiveness of Fulton County government. We welcome your input on the delivery of this plan and the services we provide.

Sincerely,

John Eaves
Chairman – District 7 At Large

Liz Hausmann,
Vice Chairman - District 1

Bob Ellis
District 2

Lee Morris
District 3

Joan P. Garner
District 4

Marvin S. Arrington, Jr.
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MISSION, VISION, AND

STRATEGIC PRIORITY AREAS

Mission Statement

To deliver efficient, high-impact service to every resident and visitor of Fulton County.

Vision Statement

Fulton County is a positive, diverse community with a thriving economy, safe neighborhoods, healthy residents, and a rich quality of life that all people can enjoy. It is served by a County government that is recognized for being innovative, effective, efficient, and trustworthy.

"I've been a resident of Fulton County for over 30 years and I love and appreciate the diversity, energy, and cultural progress of this county. I think that there is no limit to what the county can achieve."

—Fulton County Resident: Strategic Planning Citizen Survey

Strategic Priority Areas — Our County-wide Goals

In order to accomplish our mission and work toward our vision, the Board of Commissioners organized the County's efforts into six Strategic Priority Areas that reflect the major goals of Fulton County government.

- **All people are SAFE**
- **All people have ECONOMIC OPPORTUNITIES**
- **All people are HEALTHY**
- **All people's lives are CULTURALLY and RECREATIONALLY ENRICHED**
- **All people are SELF-SUFFICIENT**
- **All people trust government is EFFICIENT, EFFECTIVE, and FISCALLY SOUND**

We recognize that Fulton County government is one actor within a system of multiple elected officials, branches of government, and municipalities that serve the County's residents. In order to have the greatest impact, it is our responsibility to collaborate with partners in the public, private and nonprofit sectors to ensure that "all people," regardless of where they live in the County, can achieve the goals above.

ALL PEOPLE ARE SAFE

Fulton County residents expect to be safe at home, at work and in their communities. In addition, they want their communities to be ready to handle public safety emergencies, ranging from fire to storms. Achieving the outcome that "all people are safe" requires that individuals and businesses take proactive steps to be prepared for these situations and that the County – in partnership with municipal and state agencies – also demonstrates preparedness, and responds quickly and effectively to incidents. Finally, residents expect the justice system – from the jails to the courts – to process cases in a fair, timely, and respectful manner.

Key Performance Indicators

Our Objectives	Our Measures
Residents and businesses comply with community safety standards	• Crime rate • Number of residential code violations in Unincorporated Fulton County • Number of business code violations in Unincorporated Fulton County
Those who violate community standards are held accountable	• Percentage of crimes reported for which someone is arrested • Percentage of those arrested who are formally charged • Percentage of validated code violations resolved by the property owner
The County's public safety system responds in a timely manner	• Percentage of emergency calls for service responded to within standard • Percentage of cases that move from arrest to filing of a charge within 90 days • Percentage of felony cases that move from charge to disposition within 365 days • Percentage of reported code violations that are investigated within 48 hours
The number of repeat violators/offenders is reduced	• Percentage of those arrested who are re-arrested in Fulton County within 12 months of original arrest • Percentage of those convicted of a crime who are arrested again within 12 months of release • Percentage of property owners with validated violations who receive another validated violation within 12 months
Residents feel safer in their community	• Percentage of residents who report feeling safe in their community

ALL PEOPLE ARE SAFE

Key Strategies

Empower residents and businesses with information, tools and motivation to prevent crime and prepare for unsafe incidents in their communities

- Support the development and ongoing maintenance of neighborhood crime prevention programs.
- Use public meetings and communication tools to proactively address public safety-related issues.
- Regularly update and communicate public emergency contingency plans.
- Educate residents about how the police, sheriff and other departments of County government operate and contribute to improved public safety.
- Engage young people to identify ways to avoid the dangers of gangs and other criminal behavior.

What do County residents say success looks like to them?

"911 response time is immediate"

"Lower crime rate"

"The lead story on the 6 PM evening news is not about crime in Fulton County"

"Healthy working relationships between Atlanta and Fulton police, judges, and jails"

"Police officers are visible in the community"

—Fulton County Resident: Strategic Planning Citizen Survey

Improve the quality and speed of law enforcement, fire, and emergency response within unincorporated Fulton County

- Ensure that the County's public safety personnel have the training and equipment necessary to respond to incidents in an effective and timely manner.
- Expand the number of first responders who are trained and cross-certified in law enforcement, firefighting and medical crisis management skills.
- Enhance the preparedness and resiliency of our communities through programs that recruit and train volunteers to complement and extend the capacity of the primary first responders.

Improve the County's ability to solve crimes and bring offenders to justice by strengthening the County's data management capacity

- Integrate the County's existing criminal justice data systems so that law enforcement officers, jail personnel and court staff have accurate and timely information about individuals in the system.
- Implement cross-jurisdictional "data mining" so that the County has access to records from across the region's other units of government.
- Acquire innovative tools such as face-recognition and data analytics software to dramatically improve the ability of law enforcement personnel to match likely offenders to reported crimes and identify crime patterns so that resources can be more effectively deployed.
- Enhance systems for capturing and maintaining building safety information as well as public reporting of potential code enforcement violations.

Key Strategies Continued

Effectively address the increasing populations of mentally ill, drug/alcohol-dependent, and homeless individuals who overwhelm the public safety system

- Create a true mental-health "safety net" to stabilize and treat individuals with significant mental illnesses that pose a threat to public safety.
- Develop greater consistency and better training among law enforcement jurisdictions in their approach to pre-arrest diversion and referral practices for the mentally ill.
- Establish a more effective partnership between law enforcement, the court system (for instance, Accountability Courts), lawyers, and the mental health and social services systems.
- Address the policy and public-opinion barriers to expanding housing options for the homeless, mentally ill, and drug/alcohol-addicted populations.

Establish an integrated, sustained approach to addressing teen delinquency

- In partnership with schools, businesses, court systems and other jurisdictions, develop a robust anti-truancy initiative that identifies, locates, and redirects truant youth to educational, employment and other supports and services.
- Expand efforts to confront teen delinquency by also addressing family dysfunction that is often at the root of the teen's problems.
- Calculate and capture the long-term cost savings and positive returns to the community to justify the ongoing investment needed in these programs.
- Address the risks associated with out-of-school time by working with community partners to create positive opportunities for youth after school and during the summer.

Process cases in an efficient and fair manner by strengthening court administration practices

- Adopt case management standards and practices that are aligned with national best practices.
- Take advantage of existing and new information technology tools and systems to streamline workflow, reduce paperwork, and improve information visibility to key stakeholders.
- Monitor and report on the age and status of cases as well as the overall level of success at meeting agreed-upon performance standards.
- Explore opportunities to consolidate/integrate administrative processes and personnel across the multiple county court systems.

ALL PEOPLE ARE HEALTHY

Creating a healthy community depends on three key factors – the adoption of healthy behaviors by county residents, the availability and quality of the health care services that those residents receive, and the physical environment in which those individuals live, work and play. The County plays an important role in all three aspects. It educates and encourages residents to follow practices that lead to better health. It also provides direct care to many residents – at its facilities and through contracts with other organizations. Finally, Fulton County has a responsibility to deliver safe drinking water and wastewater services, ensure that residences and businesses are maintained in a manner that does not compromise public health, and monitor food establishments to make sure that they are operated consistent with healthy practices. In addition to playing a role in these factors, Fulton County will seek to impact the unrelated social determinants of health by employ strategies in other priority areas throughout this plan.

Key Performance Indicators

Our Objectives	Our Measures
Residents prevent illness by engaging in healthier behavior	• Percentage of residents who smoke • Percentage of residents who eat a healthy diet • Percentage of residents who exercise regularly • Percentage of pregnant women who make prenatal care visits • Percentage of residents 19-35 months of age who are adequately immunized.
The rates of disease and un-healthy medical conditions are reduced	• Percentage of residents with Type 2 diabetes • Percentage of residents with cardiovascular disease • Rates of HIV infection • Suicide rate
Residents have better access to care	• Percentage of residents who report that in the last 12 months they received a diagnosis and/or had a medical condition that required treatment and sought treatment for that condition, but were unable to access treatment for that condition • Percentage of residents with health insurance
Residents live in healthier environments	• Number of days with poor air quality • Number of water contamination advisories • Number of sewage spills/overflow • Percentage of residents who have access to a park or bike trail
Residents have better access to healthy foods	• Percentage of residents with limited access to a supermarket • Percentage of residents living in a community with a low density of fast food restaurants, convenience stores, and liquor stores • Amount of locally-grown fruits and vegetables distributed through community-based strategies • Number of restaurant inspections completed on time

ALL PEOPLE ARE HEALTHY

Key Strategies

Prevent illness and increase wellness by promoting the adoption of healthy behaviors among Fulton County residents

- Prioritize and focus on addressing those behaviors 1) that significantly impact a leading cause of death, 2) in which Fulton County performs comparatively worse than other counties in the state and US, and 3) where significant geographic and/or demographic disparities exist within the County.
- Analyze underlying causes of unhealthy behaviors and incorporate into the County's approach.
- Use evidence-based approaches that lead to positive change.
- Monitor the amount of behavior change actually produced so that we can track results.

Deliver effective, compassionate care to the most vulnerable residents in the County

- Pro-actively promote the availability of County health care services and how to access them.
- Provide welcoming, effective, and culturally-competent care by well-trained staff.
- Adopt "best practice" standards and processes for patient care as well as customer service.
- Track, analyze and report on the health outcomes of those served.
- Seek appropriate reimbursement from public and private insurers and, in some cases, the patients themselves; assist County residents to enroll in health insurance for they are eligible.
- Continue to adapt to changing trends such as integrated care models, tele-medicine, and mobile care delivery.

ALL PEOPLE ARE HEALTHY

Key Strategies Continued

Ensure that Fulton County residents live in the healthiest environment possible

- Deliver high-quality water and wastewater treatment services.
- Educate residents and local businesses about behavior that negatively impacts the environment and seek to win their compliance with environmentally-friendly approaches.
- Incorporate environmental concerns into development decisions in unincorporated Fulton County.
- Partner with other jurisdictions in the region to change zoning and development activities to promote healthier environments.
- Make County government a model of environ-mental stewardship.

What do County residents say success looks like to them?

"More organic foods to choose from"

"Opportunities for public health education"

"Clean communities with clean air and water"

"Everyone has access to quality healthcare they can afford"

"Lower obesity rates"

—Fulton County Resident: Strategic Planning Citizen Survey

Ensure that Fulton County residents have access to safe and healthy food

- Ensure that food establishments in the County operate consistent with food-safety practices through education, inspection, enforcement and publication of the results.
- Increase awareness of and access to healthier food options for residents who live in "food deserts" (area where affordable, nutritious food is difficult to obtain).

Motivate the County workforce to be a model of wellness

- Increase employees' awareness of wellness and healthy behavior.
- Provide opportunities for employees to participate in health and wellness activities.
- Incentivize healthy behavior through health-based insurance premium discounts.
- Monitor and report on the overall health of the County workforce – while taking the necessary steps to ensure appropriate privacy protections.
- Challenge all employees to be ambassadors of health and wellness in their communities.

Ensure that infectious disease outbreaks are rare, brief, and effectively contained

- Educate the community regarding how to prevent the spread of infectious diseases.
- Maintain an infectious disease surveillance system to identify incidents as early as possible.
- Investigate and respond to cases – in partnership with physicians and other health care providers — to contain spread of disease.
- Maintain an effective outbreak management plan and infrastructure; activate as necessary.

ALL PEOPLE ARE SELF-SUFFICIENT

For most adults and families, self-sufficiency means being able to meet their basic needs with minimal public assistance or private assistance. However, we acknowledge that there are times at which families and individuals will find themselves in a vulnerable situation and lose their ability to be self-sufficient. It is Fulton County's responsibility to connect our residents to the right resources at the right time to ensure these periods of dependency are rare, brief, and non-recurring. For those most vulnerable in our society, seniors and intellectually and developmentally disabled (IDD) persons, self-sufficiency means being able to age in place and avoid institutionalization. Fulton County is responsible for providing a safe space where our most vulnerable populations can receive the care and community support they need.

Key Performance Indicators

Our Objectives	Our Measures
Fewer residents live in poverty [More residents are economically self-sufficient]	• Percentage of individuals and families who earn a living wage • Percentage of individuals and families who receive mainstream social benefits
Residents have better access to affordable housing	• Percentage of individuals and families who live in unaffordable housing and do not have access to housing in their price range • Homelessness rate • Length of homelessness experience
More residents know how to read and achieve a high school diploma on time	• Percentage of public school students within Fulton County who are reading at grade level in 3rd, 5th, and 8th grade • Percentage of residents ages 16 and older who are literate according to National Assessment of Literacy Standards • Percentage of public school students within Fulton County that graduate high school on time
Fewer residents experience hunger	• Percentage of individuals and families who report going a whole day during a week without food because there was not enough money for food
More vulnerable residents maintain their independence	• Percentage of seniors living independently or with family • Percentage of intellectually and developmentally disabled persons living independently or with family

ALL PEOPLE ARE SELF-SUFFICIENT

Key Strategies

Increase access to safety-net supports by identifying and communicating the complete set of supports that an individual is eligible for and co-locating services where appropriate.

- Integrate county and stakeholder safety-net support data systems to give County staff comprehensive insight into the supports available to citizens and their eligibility criteria.
- Train all human services staff to determine all eligible services for an individual even if these services span different departments, jurisdictions, or providers.
- Facilitate the colocation of services that require in-person delivery in target locations in the County.
- Coordinate county safety-net efforts with the State, municipalities, and non-profits to ensure that residents receive the most holistic support possible.

What do County residents say success looks like to them?

"Increased funding and access to skills training"

"Lower need for financial assistance"

"Access to a quality education"

"Regional approach to homelessness, poverty, and addiction"

"Respectable housing opportunities for the poor and homeless"

—Fulton County Resident: Strategic Planning Citizen Survey

Improve the quality, quantity, and accessibility of housing stock across the County

- Coordinate county efforts to provide quality affordable housing by aligning county-wide analysis of housing demand, availability, and need to the resources across the county.
- Identify internal and cross-jurisdictional policy and public opinion barriers that slow or stop the development of affordable housing.
- Adopt "best practice" standards and processes for housing programs and housing developments.
- Track, analyze and report on the housing outcomes of those we serve.

Ensure that public school students within Fulton County receive a consistent, uninterrupted educational experience and strive to have all students meet or exceed standards

- Partner with the State of Georgia and Fulton County and Atlanta Public Schools to develop a plan to address schools with high student mobility.
- Analyze underlying causes behind student mobility with a focus on housing and incorporate these findings into the coordinated approach to reducing student mobility.
- Partner with Fulton and Atlanta Public Schools to improve overall student achievement.

Develop a sense of community and independence among seniors and intellectually and developmentally disabled (IDD) persons by providing an affordable, safe space to receive care.

- Proactively promote the availability of our services to seniors and IDD persons.
- Provide comprehensive services to ensure that seniors and IDD persons maintain, and sometimes regain, the ability to live independently.
- Track, analyze, and report on the independence and community integration outcomes of those we serve.
- Seek appropriate reimbursement for the services that we provide from public and private insurers and from seniors and IDD persons themselves for non-medical services.
- Work closely with community partners to identify and fill gaps in service to seniors and IDD persons.

ALL PEOPLE HAVE

ECONOMIC OPPORTUNITIES

Fulton County plays an important role in creating the right environment to stimulate economic growth and develop an able workforce. The County serves as a key connector between the business community, education providers, job seekers, and the municipal governments who serve them. It is the County's responsibility to ensure that public resources are aligned in the effort to support business growth and develop the skills and training of the workforce.

Key Performance Indicators

Our Objectives	Our Measures
The number and size of businesses in the county is growing	• Number of new business licenses • Number of lapsed business licenses • Total commercial tax revenue • Percentage change in commercial tax revenue • Percent increase in people employed by Fulton County businesses
The perception of the business climate is improving	• Percentage of businesses who say that Fulton County is a great place to do business • Percentage of combined jurisdictional budget expenditures on transportation in Fulton County (Cities, County, and State) • Percentage of residents' time spent in congestion • Broadband connection rate
More people are working, and they are earning more	• Employment Rate • Median Income • Income distribution index • Employment rate for males 18-34
The workforce skills of residents are increasing	• Percentage of residents with a high school diploma or GED • Percentage of residents with a college degree (2-year, 4-year, advanced degrees) • Percentage of residents with a technical credential • Percentage of high school students graduating and enrolling in post-secondary education

ALL PEOPLE HAVE

ECONOMIC OPPORTUNITIES

Key Strategies

Increase the impact of economic development efforts across the county by gathering economic data, convening county stakeholders, and coordinating public resources.

- Collect information to determine the factors that lead to economic growth in the county, including:
  - Economic trends (Industry growth, workforce mobility)
  - Business satisfaction and needs (Transportation, IT, safety)
  - Business development patterns (Sinks/sources of business growth, clusters)
- Catalog the economic development resources available in the county, including:
  - Public and private funding and incentives (Grants, tax abatements, zoning)
  - Existing businesses and development efforts
  - Physical resources and community amenities (Land, building stock, recreation areas)
- Convene stakeholders to develop a coordinated approach to address issues or pursue opportunities discovered through data collection and stakeholder communication.
- Streamline communications and processes to serve as a "front door" to all economic development activity in the county.

What do County residents say success looks like to them?

"Fast-track permitting and simplified taxes"

"Lower unemployment rates"

"Access to a quality education"

"More accessible job training, GED prep, and career counseling"

"More job leads within areas people actually live"

—Fulton County Resident: Strategic Planning Citizen Survey

Key Strategies Continued

Ensure that the county-wide workforce has the skills needed to meet business demand and opportunities to overcome hiring barriers.

- Partner with key business stakeholders to identify potential skills gaps and common hiring issues.
- Convene education providers and public and private stakeholders to find opportunities to address these gaps and hiring issues.

Ensure that the County's hiring practices, professional development programs, procurement guidelines, and capital investments are linked to County economic development needs.

- Hire County employees from talent providers who align their programs to the skills needed for County government positions.
- Continue to encourage procurement requirements preference businesses that are under-represented/supported.
- Invest/divest in County facilities and land in regions of redevelopment across the county.

Expand the County's economic development impact by pursuing opportunities that link to regional economic development efforts, target areas with the greatest need, and increase return on investment.

- Focus our direct economic development efforts on projects that maximize the following criteria:
  - Alignment with regional economic development efforts
  - Development need defined by economic and community factors such as unemployment rate, business growth rate, access to transportation, building stock and crime rate.
  - Potential return on investment
  - Ensure that the County provides a holistic, competitive set of incentives to economic development efforts.

ALL PEOPLE'S LIVES ARE

CULTURALLY AND RECREATIONALLY ENRICHED

Arts and cultural organizations, libraries, parks, and recreational facilities have positive economic, social, and quality of life impacts on a community. Vibrant and recreational communities are economic engines in our community that attract businesses and jobs, as well as create job opportunities themselves. It is Fulton County's responsibility to ensure that residents have access to a variety of quality cultural and recreational activities county-wide. The County currently directly provides cultural and recreational programs and events through County facilities and indirectly stimulates the arts and culture ecosystem by funding non-profit organizations across the County. In the coming years, the County will step into a new role to convene cultural and recreational organizations and leaders, gather information about the economic and social impact of culture and recreation, and use this information to advocate for policy change and develop thriving cultural and recreational ecosystems.

Key Performance Indicators

Our Objectives	Our Measures
More residents know about cultural and recreational opportunities	• Percentage of residents who are aware of cultural and recreational opportunities • Percentage of residents who are aware of the value of cultural and recreational opportunities
Residents are more satisfied with the availability of these opportunities	• Percentage of residents who are satisfied with the availability and variety of cultural and recreational opportunities in their area
More residents take advantage of these opportunities	• Percentage of residents who visit cultural and recreational facilities • Percentage of residents who attend cultural and recreational events/programs
Residents' satisfaction with the quality of cultural & recreational opportunities is increasing	• Percentage of residents who are satisfied with the quality of cultural and recreational facilities • Percentage of residents who are satisfied with the quality of cultural and recreational events/programs
More residents believe that cultural & recreational opportunities improve their quality of life	• Percentage of residents who agree that the Cultural/Recreational services they participated in over the last year increased their quality of life

ALL PEOPLE'S LIVES ARE

CULTURALLY AND RECREATIONALLY ENRICHED

Key Strategies

Increase the impact of cultural and recreational organizations by measuring and communicating their value and advocating for policies and resources on their behalf

- Partner with county stakeholders to conduct analysis and collect resident stories that illustrate the economic, health, educational, and social benefits of cultural and recreational activities.
- Develop an effective brand in the cultural and recreational communities to build and awareness campaign and promote the benefits of culture and recreation.
- Partner with local, state, and national stakeholders to determine policy barriers and funding opportunities for cultural and recreational organizations.
- Identify and support projects that connect cultural and recreational activity to the economic growth, health benefits, lifelong learning, and safety outcomes.

What do County residents say success looks like to them?

"Greater patronage of cultural and recreational resources"

"Clean, open, and safe public facilities"

"Better advertising and notification of events"

"More cultural programs geared to seniors and young people"

"Art classes available and affordable to all"

—Fulton County Resident: Strategic Planning Citizen Survey

Increase awareness of and access to cultural and recreational services county-wide by creating an online platform to share facility and program information

- Partner within the County and with external organizations and jurisdictions in the region to create a database of cultural and recreational facilities, programs, and events.
- Provide residents with opportunities to rate programs and facilities and provide feedback.

Deliver high quality cultural and recreation services through County facilities

- Prioritize recreational facility investments and programs based on activities that 1) Fulton County residents indicate are high priority, 2) have been documented to produce healthy outcome for participants, 3) can leverage external funding and resources.
- Prioritize cultural facility investments and programs based on activities that 1) Fulton County residents indicate are high priority, 2) reach under-served populations within the county, 3) can leverage external funding and resources.

Key Strategies Continued

Increase access to arts and culture services across the county by funding organizations key to the county's cultural ecosystem.

- Prioritize funding to contracts for service to organizations that 1) Fulton County residents indicate are high priority, 2) reach under-served populations within the county, 3) reflect emerging national and regional trends.
- Provide the majority of our contracts for service through multi-year contracts to decrease operational cost and increase an organization's funding stability.
- Track, analyze, and report on the outcome of the organizations we fund. Ensure that contracts are performance-based.
- Identify strategies and opportunities to increase philanthropic support and public private partnerships for the Arts in Fulton County.

Maximize the return on the county's facility investments by tracking outcomes and pursuing external funding opportunities.

- Track the intended outcomes of technology investments and address performance issues.
- Pursue external funding opportunities for all County facilities and programs.
- Review program and facility pricing to ensure that it is competitive relative to neighboring counties and allows for affordable access to low-income individuals and families.
- Seek cost-sharing, grants, donations, and other funding opportunities through external partners.
- Increase opportunities for residents to use culture and recreation facilities by creating space-sharing collaborations with internal and external partners.

ALL PEOPLE TRUST THAT GOVERNMENT IS

EFFICIENT, EFFECTIVE AND FISCALLY SOUND

In order to deliver on the citizen-centric priority above, Fulton County government must recruit and develop a competent, engaged workforce and maintain a collection of facilities, equipment and technology in a way that enables high performance. In addition, the County must manage its finances wisely and develop and follow policies that promote both efficient and effective practices. Finally, the government must promote trust among its citizens by regularly reporting on its performance, conducting itself in a transparent and legal manner, and engaging with its residents in setting the direction of County government.

Key Performance Indicators

Our Objectives	Our Measures
The level of trust and satisfaction in County government is increasing	• Percentage of residents who say they trust Fulton County government • Percentage of residents and business owners who are satisfied with County services
The County's financial performance is improving	• County bond rating • Percentage of vendor and grant invoices paid within 30 days • Percentage of bills/fines collected within established deadline • Percentage of small purchases completed within 30 days • Ratio of current reserves to overall annual budget
The quality of the County's technology and facility infrastructure is improving	• Percentage of time that key IT systems are up and running as expected • Percentage of service transactions that are performed via customer self-service • Number of unplanned facility closures • Customer rating of cleanliness of County facilities • Energy Use Intensity of County facilities • Water use in County facilities
The quality of the County's workforce is improving	• Rating of employee engagement/satisfaction • Rate of absenteeism • Employee turnover rate • Percentage of County positions that are filled within 60 days of being requisitioned • Percentage of budgeted County positions that are unfilled
The County complies with relevant laws and standards	• Percentage of agreed-to audit recommendations implemented within their deadline • Percentage of cases settled

ALL PEOPLE TRUST THAT GOVERNMENT IS

EFFICIENT, EFFECTIVE AND FISCALLY SOUND

Key Strategies

Deliver exceptional customer service

- Clarify and communicate explicit customer service standards for key services.
- Improve the knowledge, capability, and professionalism of frontline County employees.
- Enhance capacity to track service requests and the status of the County's response to requests.
- Increase the availability of self-service options for residents and businesses to complete their transactions with the County.
- Make it clearer and easier for County residents to determine how to directly access County services.
- Track and report on the County's performance at meeting customer expectations.
- Recognize and reward County employees who deliver exceptional customer service.

Strengthen organizational performance management

- Establish clear performance measures and goals for the County as a whole as well as individual departments and programs.
- Develop regular reporting on the County's progress on achieving its performance objectives.
- Ensure the quality and integrity of performance data that is collected.
- Develop effective accountability systems for County departments to learn from and take responsibility for their performance.
- Create self-service vehicles for internal and external customers of performance data to pull information they need, when they need it.

ALL PEOPLE TRUST THAT GOVERNMENT IS

EFFICIENT, EFFECTIVE AND FISCALLY SOUND

Key Strategies Continued

Attract, develop and retain a high-performing, engaged workforce

- Proactively promote the County as a great place to work.
- Streamline the County's hiring process to significantly reduce time to fill vacant positions.
- Identify the skills the County needs now and in the future and provide training and development opportunities to grow those skills among the workforce.
- Strengthen the caliber of our management and supervisory workforce through training, and emphasizing a culture and environment of respect and teamwork.
- Develop an individual performance management system that sets challenging and achievable goals connected to overall organizational priorities, provides timely and meaningful feedback, and creates accountability and learning that leads to improved performance over time.
- Ensure that the County offers a competitive compensation package, work flexibility, and advancement opportunities to attract and retain the talent needed to deliver great performance.

Make information technology a powerful and effective enabler of a better performing and more efficient County government

- Enhance the County's IT infrastructure consistent with being a modern enterprise.
- Improve IT organizational structure and service management capabilities.
- Strengthen IT security policies and disaster recovery plans.
- Ensure County applications, data center, and databases are developed and focused on providing more self-service opportunities to improve services citizen contact with our government.
- Improve IT policies and department processes to improve efficiency and service.
- Enable digital and cloud technologies.
- Deliver advanced reporting capabilities.

Ensure that the County maintains a safe, clean, and efficient portfolio of facilities

- Conduct an assessment of existing facilities and identify opportunities for renovation, relocation, closure and/or addition to meet the County's changing service delivery needs.
- Manage existing infrastructure in a manner that complies with workplace safety and accessibility requirements and minimizes the amount of energy and other resources that are consumed.
- Invest in improvements to County facilities based on the expected return on those investments in terms of lower future operating costs, improved experience for County residents, and/or better program effectiveness.

What do County residents say success looks like to them?

"Transparency and open access to accurate information"

"Well-trained, professional, and competent staff"

"More visibility in the community"

"Strong and transparent communication among elected officials"

—Fulton County Resident: Strategic Planning Citizen Survey

ALL PEOPLE TRUST THAT GOVERNMENT IS

EFFICIENT, EFFECTIVE AND FISCALLY SOUND

Engage residents as customers of County services as well as taxpayers/investors in County government and citizens who participate in its governance

- Develop and implement a clear, compelling brand for Fulton County that reminds residents and businesses of the positive impact that County government has on their lives.
- Use a variety of approaches to obtain ongoing input and feedback from residents on key issues.
- Develop and share compelling, concise performance "dashboards" for the public to understand the return on taxpayers' investment in County government.
- Position the County as both an excellent service provider as well as a cross-jurisdictional facilitator that enables residents/businesses to navigate the myriad of government programs and institutions.
- Promote transparency by responding to "open records" requests in a timely accurate manner and providing opportunities for others to turn raw County data into useful smartphone apps.
- Encourage residents to become active citizens through voting in County elections as well as participating in "town hall"-type events.

Manage County finances wisely

- Use the annual budgeting process as an opportunity to invest in outcomes by challenging departments to submit program offers that are measurably tied to advancing one or more of the six priority areas.
- Maximize departmental flexibility to manage within their allocated budgets to achieve the best outcomes for the County.
- Strengthen grants management practices to maximize the use of granted funds and compliance with relevant rules and regulations.
- Improve procurement and purchasing practices to ensure County is getting the best value for the dollars it spends, including the use of strong performance accountability in contract language and administration.
- Maintain appropriate reserves per Board policy.

APPENDIX

APPENDIX:

HOW WAS THE PLAN DEVELOPED?

Methodologies

> **"This survey is a way of knowing Fulton County is making progress towards that change"**
>
> **—Strategic Planning Survey**

In April of 2015, the County's executive team and Board of Commissioners developed the County's updated Mission and Vision statements and the Strategic Priority Areas through a series of conversations in which the Commissioners reflected on the input they regularly receive from their constituents. On May 6, 2015 the Board officially adopted Strategic Priority Areas which served as county-wide goals. Thereafter, Strategic Planning Teams, one for each priority area, were put in place, and those teams prepared to develop and execute a framework for drafting the Strategic Plan in the fall.

From September to December of 2015, members of the Strategic Planning Teams gathered input from employees of all levels of Fulton County government and the residents of Fulton County. This process included:

- The Strategic Planning Survey was open from September 23, 2015 – November 30, 2015 to all County residents. The survey ask residents about their satisfaction with Fulton County services, their priorities for service, and how they think decisions should be made. We referenced quotes from this survey throughout the plan.
- On-going meetings with the county's elected officials who each sponsored a Strategic Priority Area
- A survey of all Fulton County employees that asked them about how Fulton County services could be improved and about their job satisfaction

With this information in hand, the Strategic Planning Teams developed a draft of the 2016-2019 Strategic Plan and presented it to the Board of Commissioners in December 2015.

A special thank you to strategy team members named below who went above and beyond demands and commitments of their everyday workload responsibilities to develop the strategic plan for our residents.

ALL PEOPLE...						
	ARE SAFE	ARE HEALTHY	ARE SELF-SUFFICIENT	HAVE ECONOMIC OPPORTUNITIES	ARE CULTURALLY AND RECREATIONALLY ENRICHED	TRUST GOVERNMENT IS EFFICIENT, EFFECTIVE AND FISCALLY SOUND
BOARD SPONSORS	• Chairman Eaves • Commissioner Arrington	• Commissioner Garner	• Commissioner Darnell	• Commissioner Hausmann	• Commissioner Morris • Commissioner Arrington	• Commissioner Ellis
DEPT. HEADS	• Jane Morrison • Constance Russell • Gary Stiles	• David Sarnow	• Frankie Atwater • John Thompson	• Kenneth Dobson • Al Nash	• Tae Earl-Jackson • Gayle Holloman	• Kenneth Hermon • Hakeem Oshikoya • Sallie Wright
STRATEGY TEAMS	• Mark Adger • Cicely Barber • Kirt Beasley • Hattie Cotton-Tykes • John Cross • Stanley Fletcher • Della Givens • Luther Lamar • Jamar Parker • Marla Robinson • Martin Salamanca • Wayne Wright • William Yates	• Jeff Cheek • Kristin Dixon • Joe Englebird • LaTrina Foster • Robert Frady • George Herron • Almanzia Opeyo • Charles Releford • Niger Thomas • Steve Williams	• Andre Danzy • Latangela Hill • Roland Lane • Dolores Musgrove • Ladisa Onyiliogo • Mike Rowicki • Caseca Stegall • Kenneth Walker • Callie Williams	• Kim Benjamin • Alan Pryor • Mike Rowicki • Erika Smith • Jamar Parker • Michelle Vialet • Ed Nelson • Art Brown	• Kim Benjamin • Richard Bridges • Andre Gregory • Tony Phillips • Alan Pryor • Okimi Redding • Lisa Rushin • Valerie Selby • Derrick Singleton • Lisa Tuttle	• Wyvern Budram • Lasheka Ellsberry • DaTonya Lewis • Alberta Nero • Mike Rowicki • Rosemary Shedrick • Katrina Terrell • Ray Turner • Paul Williams • Steve Williams

APPENDIX:

RESPONSIBILITIES

Fulton County Responsibilities

Fulton County is a county-wide service provider to all residents and the local service provider to residents in the unincorporated areas. The table below lists many of the services Fulton County currently provides.

County-wide Services

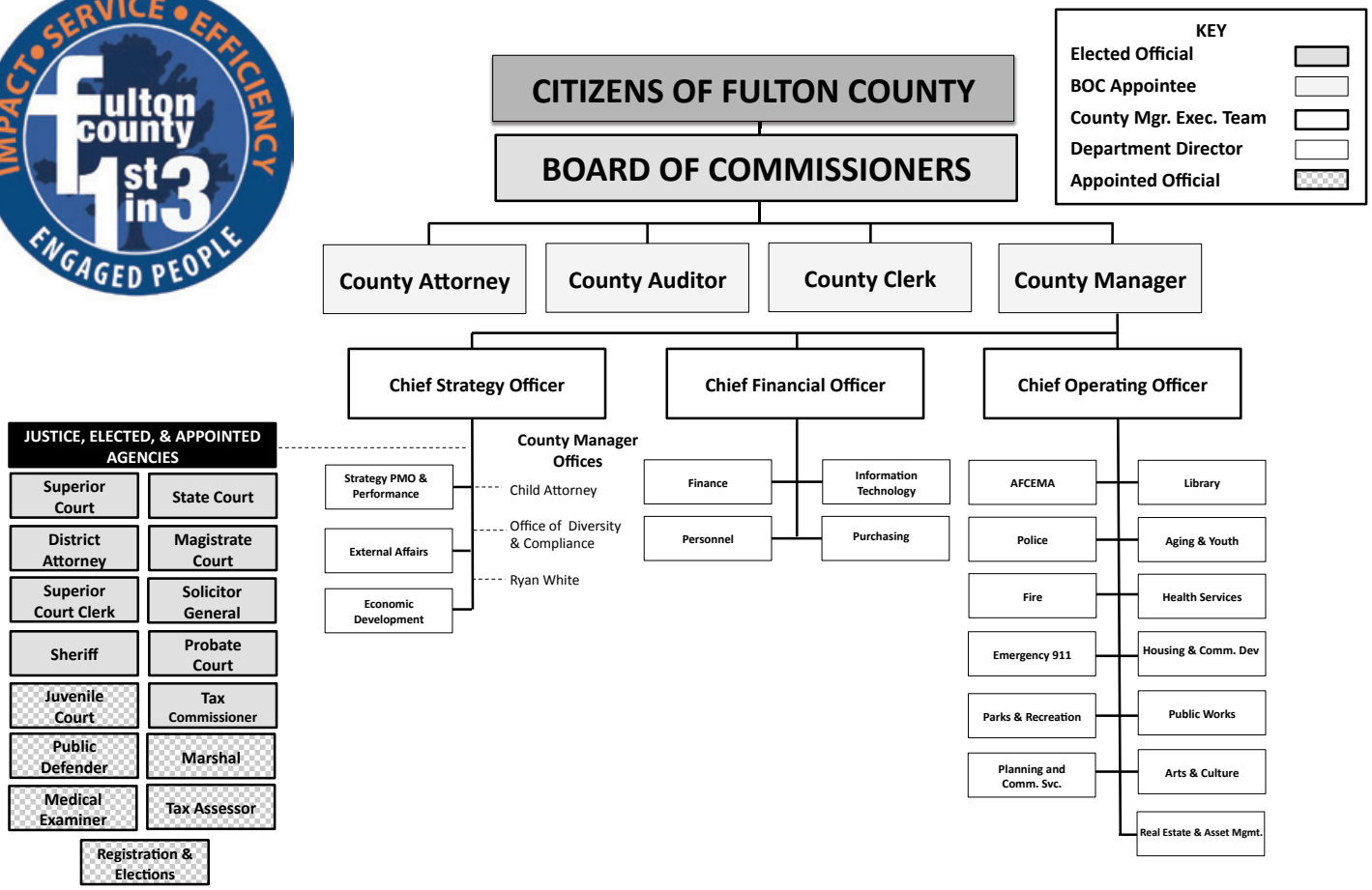
- Affordable housing and homeless programs
- Animal care and control
- Arts and cultural events and programs
- Civil rights enforcement for housing, employment, public accommodations, and contracting
- County-wide economic development
- County-wide sheriff services
- County-wide wastewater treatment
- Development Authority and Economic Development coordination
- Elections
- Emergency Management
- Employment and job training for youth and adults
- Growth management planning
- Human services for children, youth and families, seniors, individuals with developmental disabilities and veterans and their families
- Jail for felonies and alternatives to detention
- Juvenile Court
- Juvenile detention and alternatives to detention
- Charlie Brown Airport
- Legal records for property and marriage
- Library services
- Licensing – vehicle, vessel, marriage, and taxicab
- Medical Examiner Services
- Mental health and substance abuse treatment
- Probate Court
- Property tax assessment and relief; collection and distribution to taxing districts
- Prosecution of felonies
- Public defense for individuals accused of felony crimes
- Public health, including disease control/ prevention
- Public health clinics
- Public records
- Specialized courts – mental health, drug, and family
- Superior, State and Magistrate Courts
- Water and wastewater treatment (*Water in North Fulton only excluding Sandy Springs. Unincorporated South Fulton and Sandy Springs receive water services from the City of Atlanta)

Unincorporated Services

- Agriculture and forestry services
- Emergency-911 telephone system
- Emergency medical services (EMS)
- Economic development
- Fire inspections
- Fire and Rescue
- Local land use, planning, and zoning
- Local parks, recreation with swimming and limited youth programming
- Police
- Solid waste management
- Transportation

APPENDIX:

ORGANIZATIONAL CHART



Fulton County is committed to being First in Three – Impact, Service and Efficiency – and we will strive to achieve that commitment with Engaged People. Being first in Impact, Service, and Efficiency through engaged people, is the guiding principle of the County's mission as well as the cornerstone of our operational philosophy.

Dick Anderson
County Manager

While the specific objectives and strategies within our plan may differ between the six priority areas, our mission to deliver efficient, high-impact service to every resident and visitor of Fulton County will be inherent to everything we do.

- **Impact** is the driving force of our mission. We will focus on delivering lasting, positive results for our citizens every day.
- **Efficiency** is the manner by which we operate. We will provide timely results without compromising quality.
- **Service** is what we provide to our residents. We will ensure that everyone who interacts with the County receive excellent customer service.
- **Engaged** People include our valued citizens and our strong, dedicated workforce

I am proud of the hard work and critical thinking that the residents, employees, and Commissioners put into the development of this strategic plan. I look forward to implementing these strategies and delivering on our mission for the residents of our County.

Sincerely,

Dick Anderson
County Manager

My sincerest gratitude to members of the Strategic Planning Teams who committed their time, energy, and valued thoughts to the development of Fulton County's 2016-2019 strategic plan. Our work has just begun because this strategic plan is the first step in the County's commitment to focus on the delivery of quality service with measured outcomes to our citizens. What's to come:

Anna Roach, Esq.
Chief Strategy Officer

- An aggressive path toward an organizational performance management model that will track these goals and report progress to our citizens in a meaningful and constructive way. That model will begin with the indicators identified at the organizational level within this plan, and evolve to cascade to department, then program, then employee level indicators.
- We engage residents on an ongoing basis as we work through achieving strategies within the plan. We will endeavor to ensure that our measured progress is felt by Fulton residents, and the residents have the utmost confidence in the administration of our government and the quality of service provided.

I look forward to the journey toward making Fulton County First in 3 – Impact, Service and Efficiency, through Engaged People.

Sincerely,

Anna Roach, Esq.
Chief Strategy Officer

FULTON COUNTY

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Atlanta, GA 30303

Dick Anderson
Fulton County Manager

Anna Roach, Esq.
Chief Strategy Officer