

# Clayton County Strategic Operational Plan

2017 - 2019



*Quality of Life*



*Governance*



*Economic Opportunity*



*Growth Management*



*Fiscal Responsibility*



*Communication and Image*

# Clayton County Board of Commissioners



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## Vision

Clayton County will serve as the archway between the region and the world by creating endless opportunities for all citizens to live, work and play.

## Mission

Clayton County is a community-focused government committed to maintaining a positive and effective atmosphere while providing access to resources that are beneficial to the economic growth and prosperity of our citizens, businesses, and employees.

## Introduction

During these transitional times in our country and community, Clayton County is focusing on providing the best level of service to our residents and businesses while maintaining a balanced budget and efficient government. The County's mission to maintaining a positive and effective Clayton County, can be accomplished by achieving a safer Clayton, building stronger neighborhoods, creating a fiscally accountable and more efficient county government, and uniting the citizens of Clayton County. With this in mind, the County has engaged in development of an operational strategic plan with the six pillars being our policy framework:

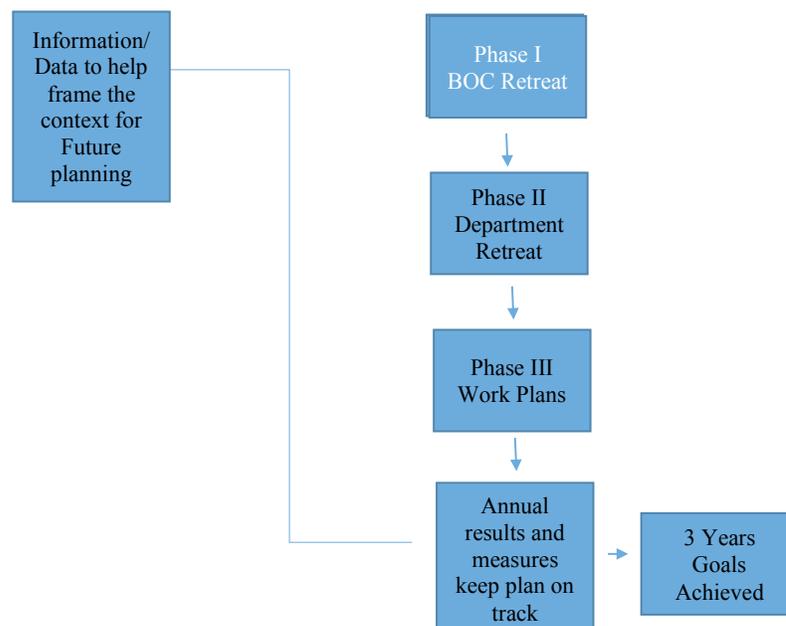
**Growth Management  
Economic Opportunity**

**Communication and Image  
Fiscal Responsibility**

**Quality of Life  
Governance**

The purpose of Clayton Strong - Plan Theme - is to provide a blueprint for achieving the County's common goals. Proper planning and development contribute to the economic vitality of our community, providing access to jobs, goods and services. Without adequate roads, clean water, protected natural environments and clean parks, we are not sustainable - thus making infrastructure a focal point. Public safety is a major priority for Clayton. Ensuring appropriate staffing levels of first responders to meet our community's needs must be assessed and serves as a major deliverables for the County's Strategic Plan. Finally, the County's commitment to providing and promoting services and resources that enhance quality of life for all Clayton County stakeholders will be instrumental to our success. In Building Consensus for "Clayton Strong", economic development, infrastructure, public safety and services all work together to yield a high quality of life, strong neighborhoods, economic sustainability and fiscal accountability.

## Strategic Plan Process



# Growth Management

Goal: Reduce inefficiencies in key government operations across all departments and services.

## Context/Background:

Our focus on efficient government operations will consider the needs of citizens, first and foremost, and place a premium on all employees providing customer-friendly services. We will cease to be a government that is fragmented by “siloed” programs, processes and systems. Instead, we will become an organization that provides seamlessly connected, cost effective services. In order to deliver the range of services that citizens need and expect from Clayton County Government, departmental operations must be efficient, and responsive. The sources of efficiencies in government operations include, but are not limited to: engaging in forward planning and goal setting; using best practices to solve long-standing problems; integrating technology into key work processes and tasks; developing and managing talent internally; developing leadership capabilities across the organization; continuously reviewing and improving programs and services; and connecting and aligning systems.

## Major Strategies: Fiscal Years (FY) 2017-2019

FY 2017	FY 2018	FY 2019
Conduct a comprehensive analysis to identify operational redundancies and inefficiencies.	Encourage professional growth and development of internal talent in order to foster innovation and creative service solutions. - Design and implement a sustainable pay for performance incentive program. - Establish a formal mentoring program to develop internal talent. - Develop subject matter experts within departments.	Promote business growth by leveraging evolving technologies, tax incentives, and other development initiatives.
Develop a comprehensive operations and technology resource plan and strategic replacement plan for those resources and technologies. - Leverage current IT solutions and initiatives to reduce manual processes and facilitate interdepartmental electronic communication and visibility.	Develop and implement departmental strategic and succession plans. -Implement internal leadership programs to develop current and future talent.	Use technology, such as Pictometry, to assist with quality growth management, to direct resources to specific areas of the County, to assist with tax assessments, blight remediation, and public safety enhancements.
Expand communications and increase interdepartmental visibility and awareness by holding regular cluster meetings with key staff.	Develops standardized County and departmental onboarding processes and manuals.	Promote community involvement and awareness through updated technology and advertising methods. -Implement a county-wide system granting citizen access for service delivery and departmental progress monitoring.



# Economic Opportunity

Goal: Increase opportunities for economic development and sustained growth.

## Context/Background:

Clayton County is home to one of the world's busiest airports, making it a strategic touchpoint for national and international business and commerce. Logistics, Health Services, and Arts/Entertainment/Tourism/Film are among the sectors demonstrating multi-million dollar opportunities in the County over the last decade. In order to stimulate private investment and job creation, Clayton County Government must ensure that its regulations support economic growth. In light of the challenges regarding economic growth and unemployment rates, we have great opportunities for growing our system. Investments in improving infrastructure, developing the workforce, increasing tax incentives for businesses, and enhancing the overall quality of life for all communities form the foundation of economic growth in the County. Through collaboration with independent county authorities, local municipalities, and regional consortia, the County will leverage partnerships that are mutually committed to and invested in economic development. Strategic marketing will be among the diverse tools utilized to promote economic development and to advance the Clayton Strong banner.

## Major Strategies: Fiscal Years (FY) 2017-2019

FY 2017	FY 2018	FY 2019
Establish small business incubators.	Utilize aggressive marketing techniques to promote county brand locally and nationally. - Promote existing assets and resources.	Identify three (3) key action items to boost economic opportunity among all department heads.
Improve workforce development by partnering with schools, Clayton State, and technical schools to train workforce.	Create a workforce preparedness strategy by partnering with schools [and communities] to train and prepare residents in order to attract businesses.	Increase development around the airport to generate revenue for the County.
Implement an incentive program based on the potential economic benefit to the County. - Create an economic development task force that includes the cities to highlight the selling points and assets of each community. - Create economic development advisory council made up of businesses to assess reasons and barriers why businesses choose not to develop here and to address concerns.	Collaborate with cities to foster community and county economic development. - Create a strategic action plan in collaboration with municipalities and school districts in regards to tax allocation, zoning, CIO developments, to develop and re-develop properties to attract commercial business. -Implement CID program.	Enhance CID program.
Promote Clayton County inside the Airport (e.g., banners, TV, billboards, etc.).		



# Communication and Image

Goal: Reshape Clayton County’s public image.

*Context/Background:*

There is much to be proud of in Clayton County, ranging from diverse communities to numerous tourist attractions. Clayton County is strong on many fronts. The public’s perception of the County has far too often been shaped by outside sources that are not familiar with our inside success stories. We will systematically reshape Clayton’s public image by creating a consistent source of county-related information. Our communication with stakeholders will be varied and continuous. We will establish a team of ambassadors to convey a coherent and convincing Clayton Strong message. Cities that form the fibers of our County will be invited to play a pivotal role in our messaging. Citizens and government employees will be able to “talk Clayton up” as they experience positive encounters. We will be proud as we realize who we are as a County.

## Major Strategies: Fiscal Years (FY) 2017-2019

FY 2017	FY 2018	FY 2019
Establish a Communication Department/Division to centralize marketing and branding for the county.	Create a Public Relations Department as a strategic unit to market the County with all of its vast resources and create a positive image to attract growth –residential and business- through promotion of lifestyle, public safety, etc.	Implement government classes for citizens to inform them about government functions, operational philosophies, missions and structure.
Adopt “Clayton Strong” brand throughout the County to include municipalities, chambers, etc. [Implement branding to include documents, social media, signage, etc.].	Create a unified brand for the County and logos for departmental activities that support our overall local, national and international focus on the opportunities and benefits in the county.	
Create a Citizen Ambassador Program to promote a positive County image.		
Engage all citizens/stakeholders as promotional links – grassroots participation – sustainable through a bottom-up approach.		
Implement Media Training for All Department Heads and Key Staff.		



# Fiscal Responsibility

Goal: Ensure wise management of the County’s finances.

*Context/Background:*

As a government, our accountability to the public requires that we identify and prioritize functions and services to which scarce resources should be allocated. In developing budgets and financial plans we will ensure that proposed spending is in line with Board-established priorities. Citizens will be able to access the County’s priorities on an annual basis and examine each department’s focus as connected to County- goals. Implementing a prioritized-based budget approach to financing services, programs, projects and initiatives will assist in our approach to managing our resources. We will safeguard our assets and demonstrate prudent management of our fiscal resources. Accountability for financial management will be evidenced at the departmental level through the collection and reporting of metrics relating to key performance indicators.

## Major Strategies: Fiscal Years (FY) 2017-2019

FY 2017	FY 2018	FY 2019
Increase the overall understanding of the financial stability of the County through webinars, podcasts, and community posts/reports.	Implement SPLOST projects that will streamline operations - Establish and implement the technology SPLOST projects which will streamline operations.	Complete assessment of life-cycle costs of all county facilities, their maintenance, and replacement costs.
Change the thinking of “lose it or use it” spending. - Promote departmental understanding of each department’s budget county-wide. - Set goals to reduce department budgets by between 5-10% to balance them based on the County’s bottom-line. - Implement director’s control post BOC approved budget. - Identify and own fiscal inefficiencies. - Develop Subject Matter Experts within departments. - Encourage all departments to seek out other funding sources. - Establish employee recognition program that provides incentives for exceptional job performance.	Implement inventory tracking system reduced dollar threshold.	Initiate county-wide use of products that promote use of natural resources (e.g., going green).
Establish a priority ERP system that links budgeting procurement and HR.		Create and implement citizens’ forums to hold Directors and Finance Department accountable for fiscal management.
Develop a value-based fee scale for services provided to generate an equitable distribution of revenue from Hartsfield.		
Explore other sources of revenue generation through fees and charges for non- mandatory county services (e.g., fee to conduct municipal elections).		



# Quality of Life

Goal: Create conditions that increase quality of life for all communities.

## Context/Background:

In these modern times where citizens seek to live wholesome, balanced lives in safe and secure communities, our government is committed to increasing the quality of life for all. We are Clayton Strong when our communities are provided reliable and efficient emergency response and effective safety, fire and crime prevention. We believe in planned development of quality housing to attract new segments of population and access to affordable health care. By creating optimal conditions, our government influences the environment to promote active, healthy and enhanced lifestyles within communities. As a part of the social dynamics of the County we provide diverse recreational events, accessible parks, libraries and entertainment venues while also promoting arts and culture throughout the County. Clayton County government will continue to maintain safe surroundings; manage and protect water, sewer and sanitation systems; support services and programs to assist our most vulnerable citizens – seniors, people with disabilities, adults and children with mental health conditions, the abused and neglected, teenage parents, homeless and children in foster care.

## Major Strategies: Fiscal Years (FY) 2017-2019

FY 2017	FY 2018	FY 2019
Create Quality of Life Task Force to address clean up and blight throughout the county.	Establish a business empowerment academy by partnering with local Chamber, Human Resources, and other interested stakeholders.	Implement residential Adopt-a-Neighborhood program.
Improve county services focused on health, safety and environmental well-being of our citizens.	Utilize the services of a grant writer to bring in funds to address quality of life issues/concerns.	Create a mechanism through which citizens' non-emergency issues can be directed (e.g., 311 services.)
Establish aesthetic code requirements that attach to business licenses as a condition of approval.	Implement rental property license program.	Collaboration with cities and other Non-Government Organizations (NGO) to establish concerts/festivals and other destination activities county-wide.
Create ordinances that improve the aesthetics of the built environment (residential and business).	Implement a green-friendly purchasing policy that is cost-efficient and sustainable (i.e., LEED-certify).	
Re-establish "Keep Clayton County Beautiful" initiative. -Reestablish a board. - Create a non-profit "Keep Clayton Clean" to utilize probation offenders to work to clean County as community service. - Use organizations like "Keep Clayton Clean" to go through neighborhoods and make sure homes are up to code and clean. -Utilize Extension Services to develop beautification projects that are free 9e.g., 4H, UGA Landscape students, etc.) -Implement a Clayton Workday initiative	Create a beautification plan/investment, including citizens, to make the County more polished and attractive. -Research free resources. -Establish collaborations among county, cities, and citizens.	



# Governance

Goal: Provide responsive and responsible governmental services.

*Context/Background:*

Our government will be led by results-oriented and value-based leaders. A work environment will be created that enriches, informs and engages our workforce using viable and innovative communication with all stakeholders to develop a collective strength in reaching goals. We will utilize sound and best practice methodologies to ensure effective, efficient, transparent, and fiscally accountable governance in line with regulatory and policy compliance. Strategic and long-term planning will guide our forward thinking and actions.

## Major Strategies: Fiscal Years (FY) 2017-2019

FY 2017	FY 2018	FY 2019
Enforce the strategic directives (six pillars) to maintain County integrity and transparency.	Develop an advisory group that includes department SMEs, legislators, citizens, municipal officers, and other stakeholders for better civic engagement.	Ensure the development and implementation of ordinances that improve the aesthetics of the built environment.
Expand technology for internal/external resources to provide more efficient services to citizens, including access to county services and job opportunities.	Create more interactive opportunities for citizens and current employees to expand knowledge of county services and job opportunities.	Partner with high schools and local colleges to assist the County in developing strategies for branding, technology, finance, etc.
Initiate collaboration between the BOC, BOE and other community entities to ensure a high performing school system.	Obtain citizens' satisfaction feedback regarding government services via website surveys to be distributed to each department.	
Respond to citizen issues as promptly as possible (include service measurements with defined timeframes).		
Development of department heads performance evaluations that will reflect work plans that correlate back to the strategic operational plan		





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