



Clayton County 2022

FY23 Q1 | **Quarterly Review** July 1 - September 30, 2022

The Office of Performance Management will issue a quarterly review of all the departments' key accomplishments, work in progress, and challenges to all departments, elected officials, and Clayton County citizens.

Prepared by:
The Office of Performance Management



Where the World Lands
and Opportunities
Take Off

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MESSAGE FROM CHAIRMAN TURNER

It is the goal of the Clayton County Board of Commissioners to exceptionally oversee county management and deliver adequate service in representing the needs and interests of Clayton County constituents and businesses.

We are committed to upholding the five strategic pillars: fiscal responsibility, professional growth management, economic opportunity, communication & image, and quality of life.

To ensure optimal performance, cooperation from all county departments is imperative.

Let's all work together!



Jeffrey E. Turner
Clayton County Board of Commissioners

Shifting economies, increasing global competition, and the services and local assets that trigger increased access to human capital have been challenging communities, large and small, across Georgia and globally.

Like many, Clayton County is committed to ensuring a sustainable and welcoming climate for businesses and residents. As population age and economies change, the need for a strategy that promotes and addresses the broader range of opportunities and quality of life for its citizens is increasingly important.

The purpose of this Strategic Plan is two-fold. First, it clearly defines a common vision for the community that will delineate successes and celebrations of Clayton County and its diverse communities. Equally important, the Strategic Plan is intended to provide the Board of Commissioners and staff with a framework for decision-making by providing/reporting key data from each department.



BUILDING AND MAINTENANCE



KEY ACCOMPLISHMENTS/STATISTICS

- Identified and repaired the root cause of the leak in the Probate Court
- Completed 1,616 work orders as of 10/20/2022 (1228 completed in the same time frame the previous year)
- Completed a revamp of our Employee Handbook

WORKS IN PROGRESS/CHALLENGES

- The Senior Service Manager has been in the role for about a year and half
- New Planning Design and Construction division (PDC) is two years old.
- FMI forecasts that the Construction and maintenance field will continue to feel the current delays for the foreseeable future
- Elevator equipment for Annex 3 took over a year to be delivered
- HVAC equipment is months, if not a year plus out
- Roofing products are taking weeks to months to be delivered



KEY ACCOMPLISHMENTS/STATISTICS

- Implemented a Mentor Protégé Program (MPP)
- Implemented an electronic bid system that allows one place for the County to publish, distribute, and award contracts
- NPI Award - 2022 Achievement of Excellence in Procurement Award.
- Launched online access for employees to attend Defensive Driving Classes (DDC)

WORKS IN PROGRESS/CHALLENGES

- Increasing the number of certified Clayton County vendors (12% increase)
- Staff and Retention
 - 30% Vacancy
- Supply chain issues
 - Lack of raw materials and suppliers
- Challenges with internal processing
 - i.e. forecasting

CLAYTON COUNTY EXTENSION (UNIVERSITY OF GEORGIA)



KEY ACCOMPLISHMENTS/STATISTICS

- 4-H Camping season was the most active in over five years. Participation in summer activities increased from 18 to 77 which is an increase of over 300%
- SNAP-ED team hosted a new Powerhouse Produce Party. Extension Services provided 30-minute nutrition education sessions and free produce every Wednesday in September
- Received approval and funding to present the Elevate program in Clayton County. ELEVATE is an 8-hour couples education program based on the seven principles described in the National Extension Relationship and Marriage Education Model.

WORKS IN PROGRESS/CHALLENGES

- 4-H membership has increased from 217 in July 2021 to 1,289 in July 2022
- Three administrative staff members have completed 45% of cross-training projected to be completed on February 1, 2023
- All job descriptions are under review by Director 4-H program assistant hiring has stalled
- The budget does not reflect the recent staffing updates or increased activities

CLERK OF SUPERIOR AND MAGISTRATE COURT



KEY ACCOMPLISHMENTS/STATISTICS

- The backlog of court documents not scanned and docketed in the system were caught up through overtime volunteers (nights and weekends)
- Concentrated hiring efforts on court support personnel (courtroom clerks and window clerks)
- Restructured the office to help meet the needs of the influx of documents due to the increase in the county population

WORKS IN PROGRESS/CHALLENGES

- Working towards becoming fully staffed and properly trained
- Advocating for increased salaries
- Minor technology improvements Upgraded security features
- High employee turnover rate due to low salaries and the increased workload because of COVID and the Population Influx in Clayton County
- Backlog of documents coming through the office for processing due to high turnover and a shortage of staff
- Inadequate technology
- The office needs to be painted and equipped with new ergonomic support chairs, desks, and cubicles

CODE ENFORCEMENT



KEY ACCOMPLISHMENTS/STATISTICS

- 153% increase in Code Enforcement blitzes
- Secured consideration regarding Code Enforcement judge once all backlogged cases are cleared
- All Commissioner complaints are addressed accordingly

WORKS IN PROGRESS/CHALLENGES

- Coordinate with the Chief Magistrate Judge, Keshia Wright-Hill, in addressing the possibility of appointing a judge to solely deal with Code Enforcement citations
- Create partnerships with the community through education and awareness
- Educate homeowners and business owners on the most common code violations
- Gain voluntary compliance through education
- Increase the number of Code Enforcement Control Blitzes conducted each month within areas of higher crime
- Provide additional annual training for Code Enforcement Officers Staffing shortages: 4% decrease in Code Enforcement staff

COMMUNITY DEVELOPMENT



KEY ACCOMPLISHMENTS/STATISTICS

- Transit Oriented Development ordinance adopted by BOC
- Updated SOPs and division policies

WORKS IN PROGRESS/CHALLENGES

- Continuing to monitor the number of permits/licenses issued during FY 2023
- Tracking application processing service delivery time frames
- Maintaining 805 processing efficiency
- Entered vendor evaluation phase for Clayton Gateway LCI Housing Impediment Project RFP completed
- Comprehensive Plan Project RFP score of work completed
- Staffing/retention
- Lack of licensed/experienced personnel
- No comprehensive succession plans
- Low/non-competitive salary

CORRECTIONS/REFUSE CONTROL



KEY ACCOMPLISHMENTS/STATISTICS

- Zero COVID cases among all prison inmates
- The minimum number of security inmates assigned to trained civilian supervisors (not officers) increased from 8 to 16
- Established revenue-generating agreements with GDOT, the City of Morrow Public Works, Morrow Police Department, and the City of Jonesboro
- BOC approval of new captain for the fourth division

WORKS IN PROGRESS/CHALLENGES

- Providing more comprehensive offender labor to the County departments
- Coordinating beautification projects to include county road median improvements and general beautification of all county roads
- Creating a landscaping crew dedicated to county buildings (shows 'county roads' on operational plan) and Land Bank properties.
- Increase custodial staff to provide services for new and additional office spaces coming online
- Staffing shortages: 27% decrease in Prison staff/ 35% decrease in Refuse Control staff
- Equipment shortage due to supply chain
- No longer have a tractor mechanic/relying on inmate labor to assist with mechanical repairs in the interim

OFFICE OF ECONOMIC DEVELOPMENT



KEY ACCOMPLISHMENTS/STATISTICS

- Created an Economic Development Marketing video that competed against 50 states winning The Silver Award
- Created a framework to distribute \$5m in ARPA funds to small businesses, non-profits, and commercial landlords
- Conducted 15 company site visits to local employers to survey their overall satisfaction
- Created AdvanceClayton website featuring high-quality marketing and promotional collateral places for site selectors, state project managers and developers

WORKS IN PROGRESS/CHALLENGES

- Spending ARPA funds awarded to the Office of Economic Development (OED)
 - \$3m spent June 28, 200 - October 1, 2022
 - \$2m projected to be spent from November - January 2023 on non-profits and shopping center grants
- Lack of visibility and accessibility of Office of Economic Development (OED)
 - Larger space needed for full staff occupancy and marketing efforts
- Lack of 2nd Fleet Vehicle
 - As visits in the community increase, another car is needed to cover the demand
- Lacking PR campaign
 - Need to highlight OED county progress, marketing and stakeholder spotlight

FIRE & EMERGENCY SERVICES



KEY ACCOMPLISHMENTS/STATISTICS

- Initiated BLS ambulance pilot program on July 9, 2022
- Expansion of Ten-8 contract
- Identified the need for improved technology in Fire/EMS vehicles to allow uninterrupted connectivity to CAD, which allows AVL to accurately locate emergency response vehicles
BOC approved the purchase of an advanced connectivity solution at the September 20, 2022, BOC meeting
- Installation of new network equipment in 70 emergency response vehicles

WORKS IN PROGRESS/CHALLENGES

- Creating a more resilient, sustainable, and inclusive workforce to increase retention; keep vacancy rate at or below 6%
- CCFES continues to work toward maintaining an appropriate fleet status to meet the needs of the department and community
- Enhancing the CCFES delivery model by implementing cutting-edge technology
- Reduce technology-related downtime to ensure operational readiness while incorporating metrics
- Hiring/Recruitment
- Supply chain issues
 - Vehicle parts

HUMAN RESOURCES



KEY ACCOMPLISHMENTS/STATISTICS

- Implemented mandatory training classes for leaders
- Hired a Wellness Coordinator to jump start two wellness initiatives
 - Shoe Give-Away
 - Bookbag Raffle
- Implemented a benefits committee
 - Highest record of employee participation in the 2023 benefits survey
- Hosted the 2022 Clayton County Job Fair

WORKS IN PROGRESS/CHALLENGES

- Working towards increasing inter-departmental cross-functional productivity
- Presenting to the BOC on the following goals:
 - Establish County-Wide Employee Discount Program
 - Expand the School Leave Policy
 - Establish Volunteerism Policy Implement
- Implement Learning Management System
- Implement Technology Driven Approach to Manage Employment Verification
- Decreased employee participation
- Insufficient number of qualified personnel

DEPARTMENT OF INFORMATION TECHNOLOGY



KEY ACCOMPLISHMENTS/STATISTICS

- Starting up of the Office of Digital Equity
- Redesigned and released the County's new website
- Refreshed the County's portable radios (890 since July)
- Upgraded several major applications (EnerGov, RMS data import)

WORKS IN PROGRESS/CHALLENGES

- Submitted the Middle Mile Grant Applications
- Employee turnover county-wide -- results in a tremendous loss of organizational knowledge
 - Solutions: Create standard operating procedures manual
 - Intentional Succession Planning
 - Business Process Documentation
- Supply chain issues delaying delivery of key equipment (delaying projects)
 - Network Refresh -- Over 300+ days
 - Computer room air conditioner -- 235+ days
- Lack of staffing prevents the digitalization of the county records

LIBRARY SYSTEM



KEY ACCOMPLISHMENTS/STATISTICS

- Library spaces continue to see improvements
- Obtained electronic resources to better library processes and overall experience
- Acquired over 1,000,000 in grant funding

WORKS IN PROGRESS/CHALLENGES

- Improving operations and services to fit the needs of library patrons
- Redesigning/modernizing library spaces
- Improving staff morale/perception of library services Updating the website to better promote library services
- Ensuring staff are properly trained Protecting the integrity of library spaces
- Maintaining network integrity

PARK & RECREATION



KEY ACCOMPLISHMENTS/STATISTICS

- Collected over \$2M in revenue during the 1st year of Spivey Splash Water Park
- Earned re-accreditation with National Recreation and Parks Association
- Hosted successful community events
 - Movie Under the Stars
 - Sip & Sounds

WORKS IN PROGRESS/CHALLENGES

- Increase the 3.8 Google rating for the department, water park, and CCIP
- Add splash/spray pads at Flat Shoals, Lovejoy, and Rex locations
- Increase capacity at Spivey Splash
- Maintain national accreditation
- Obtain 2022-23 Georgia Recreation and Park Association "Agency of the Year"
- Outdoor facilities are failing and have reached their lifespan -- In need of repair/renovation
 - Pavilions
 - Park buildings
- Maintenance equipment becoming increasingly costly to fix and repair

OFFICE OF PERFORMANCE MANAGEMENT



KEY ACCOMPLISHMENTS/STATISTICS

- Established OPM as a resource for strategy-setting and grant funding
- Completed first Envisio training for ARPA stakeholders
- Resolved over 2,000 calls relating to the Emergency Rental Assistance Program
- Released the first quarterly Envisio Compliance Report to all departments
- Successfully planned and executed the Strategic Retreat in January 2022 with the BOC and C-level staff

WORKS IN PROGRESS/CHALLENGES

- Collaborating with community-based organizations to expedite the process of expanding ERA1 reallocation funds
- Developing departmental performance reports to foster a culture of strategic accountability and compliance
- Ad hoc Envisio and strategy training to ensure continual strategic support to all
- Collaborating with Youth Services to help design the Workforce Development program, which helps provide job skill training for youth in Clayton County
- Standardized Grants Management System for researching and applying for grants
- Reporting performance data to Envisio
- Challenges in getting departments to recognize OPM as a strategic and grant funding resource
- We continue to address this through strategic initiatives like ad hoc Envisio trainings, cluster meetings, and check-ins with departments

POLICE DEPARTMENT



KEY ACCOMPLISHMENTS/STATISTICS

- Creation of Inception of Joint Crime Suppression Task Force (CAGE Unit) in July 2022
- Increased Officer presence on roadways that resulted in a 20% decrease in traffic accidents
- Reduced departmental at-fault traffic accidents by 16%
 - September 2021 -- 121 accidents / 57 at-fault (47%)
 - September 2022 -- 95 accidents / 30 at-fault (31%)

WORKS IN PROGRESS/CHALLENGES

- Constantly working towards reducing overall crime and violent crime
- Overcoming recruitment/retention challenges
- Challenged with the lack of logistical needs
 - Vehicle shortage
 - Rocket boxes
 - Body worn cameras for sworn personnel

PUBLIC DEFENDERS CLAYTON CIRCUIT



KEY ACCOMPLISHMENTS/STATISTICS

- Finalized office move
- Locating temporary space for our administrative staff while our new building is being readied

WORKS IN PROGRESS/CHALLENGES

- Moving the public defender's office into a new building:
 - Moved out of the old office and awaiting Clayton County contract painters to finish work before officially moving in
- Retaining and attracting employees:
 - Lost one attorney last quarter,
 - Two new attorneys starting in November.
- Ensuring adequate court coverage despite being shorthanded
- Continue to look for new ways to make the office more efficient and petition for new positions from the County during the upcoming budget cycle

ELECTIONS AND REGISTRATIONS



KEY ACCOMPLISHMENTS/STATISTICS

- Increased number of Election Day polling from 58 to 70
- Increased Early Voting sites from 3 to 10
- Expanded Early Voting Hours and added two (2) extra days of Early Voting
- 206,000 Registered (Active & Inactive) voters
- 70 Election Day polling sites
- 10 Early/Advance voting sites (2022 November General)
- 12 Permanent staff
- 150 Seasonal part-time staff
- 2,000 Election Day polling officials

WORKS IN PROGRESS/CHALLENGES

- Currently operating out of four (4) partial buildings
- Lack of space for daily operations
- Insufficient security measures for Election administrators
- No Solid Plan of Action in acquiring building space

SENIOR SERVICES



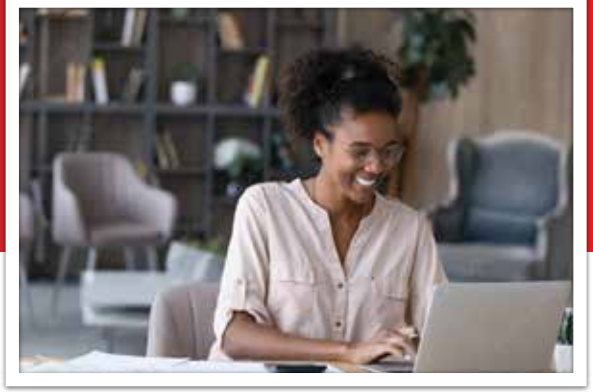
KEY ACCOMPLISHMENTS/STATISTICS

- Silver Sneakers Program generated \$6,000 in revenue this quarter
- Saved \$16,000 by moving to quarterly newsletters rather than issuing a department magazine
- Senior Centers are exceeding their minimum program requirements
- Yearly ARC satisfaction surveys for In-Home and Congregate services results were 95% satisfactory
- Invited to present at GRP: Programming Standards and Pursuing NISC Accreditation

WORKS IN PROGRESS/CHALLENGES

- Currently working with P&R/IT regarding cross-advertising for the Flint River Community Center and Kinship Care Resource Center
- Partnered with the Chamber of Commerce in identifying potential board members. Scheduled to make a presentation to the BOC on December 8th, 2022, asking permission to move forward in this process
- MySeniorCenter registration software malfunctioning due to the number of seniors registering for classes at one time
- Low male participation
- Staffing issues in all facilities including the Aging Program

TAX ASSESSORS



KEY ACCOMPLISHMENTS/STATISTICS

- New Deed Management software was approved and is currently in the implementation stage of installation
- Field Mobile is operating after experiencing technical issues
- SmartFile and Comp Database presentations are set for October

WORKS IN PROGRESS/CHALLENGES

- In the process of learning features of the updated mobile software for CAMA system
- The current parcel audit count and deed processing county are on track to meet goals set forth for the year
- In discussion with CAMA vendor regarding SmartFile system to assist in online submissions and appeals
- Staff was challenged with the task of maintaining audit counts in response to the Field Mobile interface experiencing slight malfunctions before being recently repaired

TRANSPORTATION & DEVELOPMENT



KEY ACCOMPLISHMENTS/STATISTICS

- Road Improvement Projects
 - Mt. Zion Blvd / Battle Creek Road Widening (10.5% complete, on schedule)
 - Valley Hill Rd Bridge Replacement (58% complete, behind schedule)
 - Morrow roundabout (6.3% complete, on schedule)
- Pedestrian Safety Initiatives -- Mid-block Crossings
 - Flint River Rd (100% complete)
 - Pointe South Pkwy (95% complete)
 - Garden Walk Blvd (90% complete)

WORKS IN PROGRESS/CHALLENGES

- Continuous issues with vacancies within the department
 - 166 Positions → 60 vacancies
 - 36% Vacant
- Behind schedule on Pedestrian Safety Initiatives -- Rex Rd Sidewalk
- Lack of transportation funding

DEPARTMENT OF YOUTH SERVICES



KEY ACCOMPLISHMENTS/STATISTICS

- 24 high school scholars were introduced to county government operations and sworn in as Youth Commissioners for the 2022-2023 term
- Obtained \$100,00 in grant funds from HUD to start a cyber security and coding boot camp in conjunction with the Information Technology Department
- Hosted a Voter Registration Party in conjunction with the Board of Elections and Registration and the Student Government Association of Clayton State University in celebration of National Voter's Registration Day
- Registered 7 young adults to vote during Voter Registration Party

WORKS IN PROGRESS/CHALLENGES

- To actively involve youth in public service opportunities and broaden the scope of youth leadership
- Creating workforce development opportunities for youth ages 14-24
- Functioning as a central point of information regarding area youth service providers
- Identifying funding sources
- Providing programs and services to youth ages 14-24



KEY ACCOMPLISHMENTS/STATISTICS

- Podcasting Room completed – Release date January 2023
- Partnered with Clayton County Health District and Clayton County Emergency Management to promote Vaccinated Clayton
 1. 50% of Clayton County residents are fully vaccinated (September 2022)
 2. 23 Shots Vaccine Shots were given at County events through the partnership with the Clayton County Health District (July – September)
 3. Community Outreach through the Office of Communication: 7,095 flyers distributed at events in 2022
 4. 2,169 Page Visitors – vaccinateclayton.claytoncountyga.gov
- Print Services Request (print/design)

| | |
|-------|----------------|
| 24 | July 2022 |
| 27 | August 2022 |
| 33 | September 2022 |
| <hr/> | |
| 84 | TOTAL |



KEY ACCOMPLISHMENTS/STATISTICS

- **Staff Training**
 - 5 National Association of Counties – NACO (July 2022)
 - 4 Podcast Training (July 2022)
 - 4 Georgia Municipal Association – Communicators Training (August 2022)
 - 3 Broadcast Production Track
-
- 16 TOTAL

WORKS IN PROGRESS/CHALLENGES

- Podcast Room - Finance obligations have been sent to finance for processing
- Print Shop - Installation of Digital Equipment (Currently being installed and should be completed by February 1)
- Ambassadors Program - Being drafted and for review