

QUARTERLY REVIEW

The Office of
Resilience and Sustainability

Oct 1 – Dec 31, 2022

FY 23 Q2

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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 services 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

Jeffrey E. Turner
Clayton County Board of Commissioners

#Claytonconnected

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 populations 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 **quarterly review** is two-fold. First, it clearly defines a shared vision for the community that will delineate the 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 critical data from each department.



BUILDING AND MAINTENANCE



KEY ACCOMPLISHMENTS/STATISTICS

- Completed 1,264 work orders as of 12/31/2022 (860 completed in the same time frame the previous year)
- Started work on Annex 3 elevator refurbishment (1st cab - 90% complete)
- Public Defender Office moved into their new facility

WORKS IN PROGRESS/CHALLENGES

- The Intent to Bid (ITB) process has been completed with one non-selected vendor; Central Services may rebid
 - Building and Maintenance will conduct the in-house surveys during the third quarter of this fiscal year
- Currently interviewing for a replacement for the Assistant Director of Operations and Maintenance, with a decision expected by the end of January 2023
- No applicants for Inspector positions
- Preparation for Career Connections job fair with Commissioner Anderson
- Adding LED parking lot lights to Jim Huie, Virginia Gray, and J. Charley Griswell Recreation Centers
- Adding locker rooms at Frank Bailey Senior Center

CENTRAL SERVICES



KEY ACCOMPLISHMENTS/STATISTICS

- Mentor Protégé Program (MPP) 1st Cohort Construction – closed in December 2022
 - Participants: Three (3) mentors and (4) protégés
- Implemented an online portal for MPP applications and an in-house electronic bid board
- Staff completed in-house electronic bid board
- Staff completed an in-house seven (7) month training program with a Certified Procurement Expert
- 6th Annual SPLOST Supplier Expo Event

WORKS IN PROGRESS/CHALLENGES

- To improve productivity and efficiency of the procurement function by reducing the Purchase Order Cycle time by 2 days
- To focus on employee development of best practices in procurement and supply chain management
- Department has 20 % vacancy in staff
 - RP- October-30%
- Market conditions– Raw materials and suppliers

EXTENSION SERVICES (UNIVERSITY OF GEORGIA)



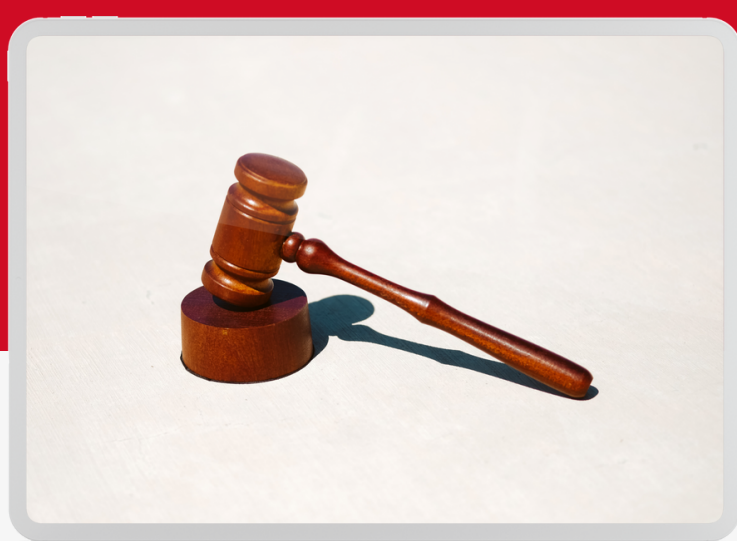
KEY ACCOMPLISHMENTS/STATISTICS

- Clayton County 4-H is building its foundation on a solid framework
- Clayton County Extension has been nationally recognized for its work in nutrition education and continues to expand the platform internationally
- Agricultural agent Sergio Sosa has worked hard to provide expertise in various areas around the county

WORKS IN PROGRESS/CHALLENGES

- Hiring for 4-H Program Assistants is delayed
- The budget does not reflect the recent staffing updates or increased activities

CLERK OF SUPERIOR AND MAGISTRATE COURT



KEY ACCOMPLISHMENTS/STATISTICS

- Concentrated hiring efforts on court support personnel (window and office support staff)
- Acquired temporary employees to focus work efforts strictly on decreasing eFile numbers
- In working with the Judges' Office and Tyler Technology, the Clerk of Magistrate Court office was able to streamline the Judges' queue to help with the distribution of signed orders coming from the Judges' Office

WORKS IN PROGRESS/CHALLENGES

- Still advocating for increased salaries due to losing qualified prospective candidates to higher-paying counties and municipalities
- Minor technology improvements are needed due to outdated technological equipment
- Upgraded security features needed for the safety and benefit of employees, for example: keyless entry and door cameras
- Functionality updates to the offices needed, such as new chairs, desks, cubicles, and overall maintenance of the office to increase productivity

COMMUNITY DEVELOPMENT



KEY ACCOMPLISHMENTS/STATISTICS

- Improved alcohol license processing from 1st quarter while maintaining 80% processing efficiency
- Clayton Gateway LCI
 - Vendor selected and waiting for ARC execution of the contract to begin
- Housing Impediment Project
 - Vendor awarded and pending NTP
- Comprehensive Plan Project
 - RFP submitted to Central Services

WORKS IN PROGRESS/CHALLENGES

- Hiring pressures
- Permit-license experience and longevity
- Working on skills and qualifications
- Compensation

CORRECTIONS/REFUSE CONTROL



KEY ACCOMPLISHMENTS/STATISTICS

- Zero COVID-19 cases among all prison inmates
- Hired two (2) officers
 - Both have no experience and will need to undergo basic training
- All Commissioner complaints have been handled promptly
- 153% increase in Code Enforcement Blitzes
- Did not meet the goal of establishing one judge for all Code Enforcement cases, secured a consideration once all backlogged cases are cleared

WORKS IN PROGRESS/CHALLENGES

- Adding one captain position to oversee daily operations of the prison and future transition center
 - The new captain will start assignments on February 1, 2023
- Keeping staff and inmates COVID-19 free
 - Total of zero (0) Covid-19 cases among the population of 256 inmates
- Prevent escapes
- Maintain a contraband-free prison
- Provide more comprehensive offender labor to the county departments
- Coordinate with the new Chief Magistrate Judge to have one judge assigned to preside over all Code Enforcement citations
 - Delayed due to the high number of citations written during the COVID-19 pandemic

CORRECTIONS/REFUSE CONTROL



WORKS IN PROGRESS/CHALLENGES

- Create partnerships and educate homeowners and business owners on the most common code violations
- Increase the number of Code Enforcement control blitzes conducted each month within higher crime areas
- Coordinate beautification projects to include county road median improvements and general beautification of all county roads
- Creating a specialized landscape crew has not been possible yet due to the shortage of staff
- Increase custodial staff to provide services for new and additional office spaces coming online
- Chronic staffing shortages
 - Refuse control staffing was down 35% and prison staffing was down 27%
 - Code Enforcement vacancies jumped to 11% from 4% last quarter

OFFICE OF ECONOMIC DEVELOPMENT



KEY ACCOMPLISHMENTS/STATISTICS

- Secured new office space
- Developed targeted attraction package for Macy's market store, Target small store, and Winery concept, to be presented at trade shows
- 47 new businesses have been welcomed to the county into District 1, which promotes growth in the tech sector, small business, and logistics

WORKS IN PROGRESS/CHALLENGES

- Establishing a new location for Small Business Incubator Project, funded by SPLOST
 - Identified 139 Main St. Jonesboro as a potential Business Incubator space
- Distributed a portion of 5 million in ARPA funds to 273 small businesses and 58 non-profits
 - Remaining ARPA balance of \$1,067,186.55 is to be used for 4th round of Commercial beautification grants
 - 20 centers awarded the grant and the scope of work will be determined by OED
- Work with Retail Strategies Group to recruit retail, hospitality, and restaurants to key sites in the county
 - Strategy map completed, retailer interviews underway, sites selected for presentation
- Larger space needed for full staff occupancy and marketing efforts
- Economic Development Project Managers need another vehicle for increased community outreach
- Lack of press releases about the county's progress

FIRE AND EMERGENCY SERVICES



KEY ACCOMPLISHMENTS/STATISTICS

- Inaugural Mentorship program completed and contributing toward retention
 - Graduated Recruit Class 22-02 in January 2023
 - Hired class 23-01
 - Current vacancy rate - 5.45%
- 4C team assisted citizens with the construction of ramps reducing an estimated 700 calls/year from the 911 system, reducing employee fatigue and wear and tear in apparatus
- Design phase complete for new brick and mortar clinic; 2nd mobile clinic inspected and preparing for delivery to Georgia

WORKS IN PROGRESS/CHALLENGES

- Hiring of staff/recruitment/retention
- Increased call volume continues to increase wear and tear on apparatus
- Identified need for social worker and healthcare imaging technicians as part of 4C team for overall healthcare initiatives

HUMAN RESOURCES



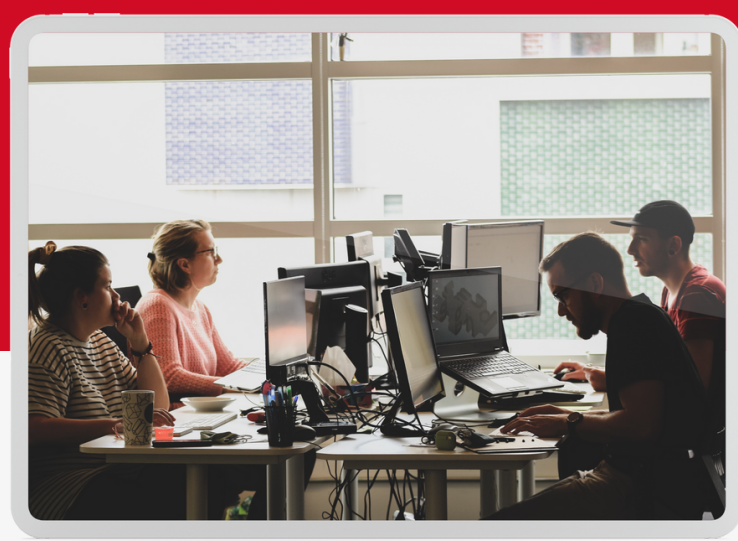
KEY ACCOMPLISHMENTS/STATISTICS

- Implemented mandatory training classes for new leaders
- Benefits quarterly updates to the Board of Commissioners is on March 14, 2023
- Successful 2023 Open Enrollment
 - Deductions-free benefit month

WORKS IN PROGRESS/CHALLENGES

- Establish a county-wide employee discount program
 - February 14, 2023 work session
- Expand the school leave policy
 - March 14, 2023 Work Session
- Establish volunteerism policy
 - February 21, 2023
- Implement a Learning Management System
 - Working with IT Department to develop a solution
- Establish a partnership with Strayer University
 - Resolution 2023-20 – 1/17/23
- Clayton County Public Schools internship for Seniors/Juniors-Resolution 2023-23
- New Processes/Procedures/Policies
 - Implement New Onboarding, C Criminal History Checks – employment verifications – open records
- Decreased employee participation
- Insufficient number of qualified personnel
- Increasing inter-departmental cross-functional productivity and personalized assistance to departments

DEPARTMENT OF INFORMATION TECHNOLOGY



KEY ACCOMPLISHMENTS/STATISTICS

- Continuation of the Office of Digital Equity
- Worked in conjunction with the Office of Youth Services and Clayton State University to establish Cybersecurity Certificate Program
- Consulted with all county departments and courts to determine upcoming needs for FY24
- Integrations for public safety software in progress

WORKS IN PROGRESS/CHALLENGES

- Provide technical leadership and expertise for county operations by aligning resources in support of departmental goals and objectives
- Effectively manage the delivery of countywide technology services
- Employee turnover countywide- 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
- Technical assistance needed for additional events throughout the County
 - Request one (1) additional Audiovisual Support Technician to support events

LIBRARY SYSTEM



KEY ACCOMPLISHMENTS/STATISTICS

- Renovation of HQ space and upgraded furniture
- Acquisition of new translation devices/Acquisition of GEER Grant equipment/3D printing programs being developed
- Partnership with CCPS exceptional students

WORKS IN PROGRESS/CHALLENGES

- Incorporate new technologies into the library to create a learning environment
- Develop collaborative relationships with schools and early learning centers to provide critical early learning experiences and to close educational achievement gaps
- Staff training and quality assurance

PARKS AND RECREATION



KEY ACCOMPLISHMENTS/STATISTICS

- The Jonesboro U12 cheerleading team won the grand championship for the new Cheer league
- CCPR received awards from Georgia Recreation & Parks Association District 4 including:
 - Outstanding project for Spivey Splash Water Park, Outstanding special event, Outstanding staff member
- Parks services completed the construction of the Grant Road Bark Park bringing the Bark Park total to three for the county

WORKS IN PROGRESS/CHALLENGES

- The Trail Ambassador Program volunteers have not continued to be active with the program
 - To re-engage volunteers and/or recruit new volunteers, CCPR is looking to revise the program
- Four (4) call boxes were installed throughout the trail system, but all were stolen/damaged and are not usable
 - CCPR, in conjunction with IT, is looking into camera systems that can be installed in remote areas of the trail system

POLICE DEPARTMENT



KEY ACCOMPLISHMENTS/STATISTICS

- Of the 56 homicides for 2022, the Investigations Unit solved 38 of the cases with a solvability rate of 68%
 - In 2021, there were 52 homicides with solved (59%), resulting in a 9% increase in 2022
 - The national average for homicide clearance is listed as 49.8%
- Mobile Field Force utilizing FEMA and grants to obtain equipment and coordinating training in Anniston, Alabama at the Center for Domestic Preparedness
- Increased officer presence on roadways to include traffic and safety
- Awareness videos published on social media sites resulted in a 22% decrease in traffic accidents
 - Reduced departmental at-fault traffic accidents decreased by 16%
 - 2021, 157 accidents / 75 at-fault (48%)
 - 2022, 119 accidents / 42 at-fault (32%)

WORKS IN PROGRESS/CHALLENGES

- Recruitment of qualified candidates and retention of quality personnel within the Clayton County Police Department
 - Re-establishment of the Citizen's Police Academy
 - Hired 29 police recruits and currently attending Basic Mandate Class

POLICE DEPARTMENT



WORKS IN PROGRESS/CHALLENGES

- Reduce, solve, and prevent crime within Clayton County Police jurisdiction
 - Joint Crime Suppression Task Force (CAGE Unit) has resulted in 193 Arrests (100 Felony, 93 Misdemeanor)
 - Issuance of 193 citations
 - 95 firearms were seized, along with illegal drugs and U.S. currency
- Current nationwide shortages inhibit recruitment efforts, as well as financial and compensation problems for law enforcement personnel
 - Solution-Recruiting highly qualified officers and employees through bi-weekly hiring events in off-duty hours and over the weekend
- Violence has increased nationwide, but efforts to reduce it are increasing
 - Maintain efforts to educate officers and the community about alternative options and solutions to avoid escalation through messaging, videos, and partnerships with HOAs, civic groups, and religious organizations
- Logistical needs: Despite trending in the right direction with purchases over the last few years, we may not be able to fully outfit officers with equipment and vehicles if recruitment and retention increase
 - Solutions: Relaxed expectations with equipment (such as vehicle color, type of vehicle (K-9), more internal installation of equipment on vehicles for expedient implementation into the fleet

SENIOR SERVICES



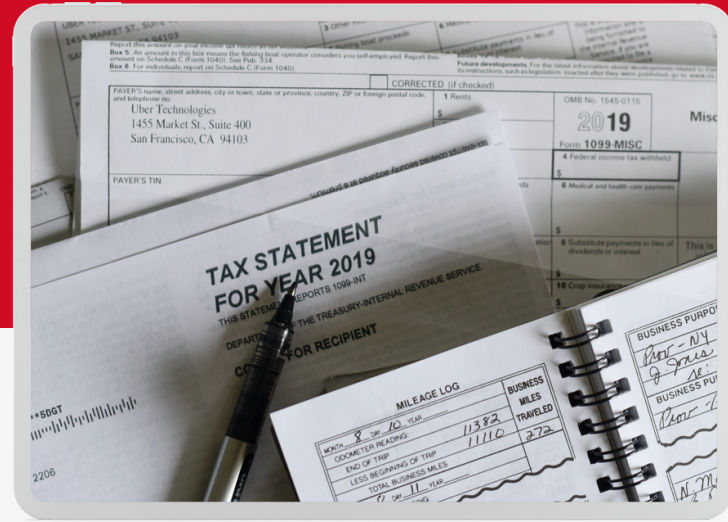
KEY ACCOMPLISHMENTS/STATISTICS

- Invited by ARC to participate in a \$100,000 Pilot program with Vivo
 - Vivo is a fitness program that is based on the Science of Strength Training and consists of small-group, interactive Zoom™ classes taught by live instructors
 - Project start date March 1st

WORKS IN PROGRESS/CHALLENGES

- Implementing a cloud-based knowledge transfer and training platform that houses every process, policy, procedure, and SOP for all roles and responsibilities within Senior Services
- Develop and launch a 501c3 arm, "Friends" of Clayton County Senior Services
 - Progress canceled
- Implement 3 new evidence-based programs
 - Final stages of completing the national research project with the National Council on Aging and the American Society on Aging
 - Working with ARC to implement Matter of Balance, Bingocize, Tai Chi for Arthritis and Falls prevention courses via a grant from the Administration for Community Living
- Developing Succession Plan
- Completing Standard Operating Procedures
- Completing the 2017-2022 Strategic Plan
- Developing the 2023-2028 Strategic Plan
- Low male participation
 - Solution- Met with men in each facility to hear their concerns and suggest starting a Men's Initiative

TAX ASSESSORS



KEY ACCOMPLISHMENTS/STATISTICS

- Fully staffed as of 12/26/2022
- Staff working towards becoming efficient with Field Mobile, extra training will provide a stronger understanding of the platform
- On January 13, 2022, 10,565, business/ personal property returns such as: boats, airplanes, business, and freeport applications were sent out

WORKS IN PROGRESS/CHALLENGES

- Developing a new Appraisal Procedure Manual (APM) to align with new CAMA (Computer Assisted Mass Appraisal) system
- Received quote from CAMA vendor about Smart File system to assist with online submissions and appeals and will be trying to secure funding
- The installation of the new Deed Management software is still in the implementation stage
- Current parcel audit count and deed processing count are on track to meet goals set forth for the year
- New deed management software has been delayed due to vendor having implementation expert leave and now assigning us to a new contact
- Preparing for Real Personal Property Returns and ensuring staff has the property training

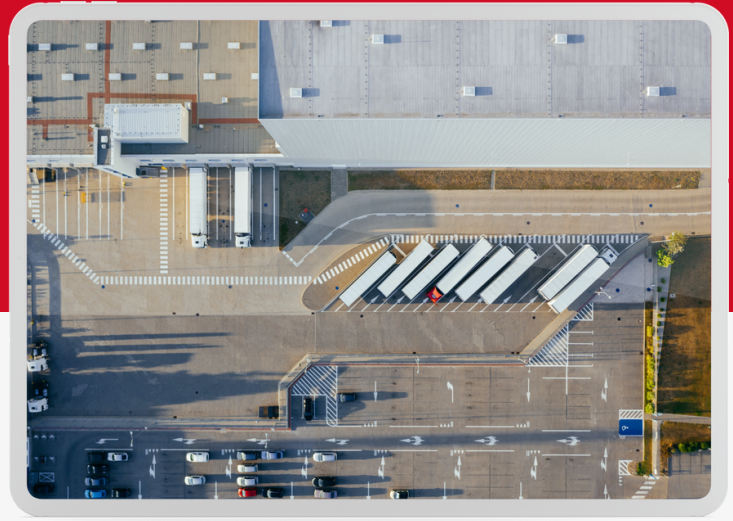
TRANSPORTATION & DEVELOPMENT



KEY ACCOMPLISHMENTS/STATISTICS

- T&D Operational Software – Selected Product
- 2022 Resurfacing Project – Status complete
- Submission of GDOT LAP re-certification
- Landfill- Waste Disposal Services
 - % of Waste producing revenue
 - October 46.7%, November 45%, December 23.8%
 - Tons of Waste Disposed
 - October 981 tons, November 869.9 tons, December 1,432.2 tons
 - Tons of recycled material
 - October 47.5 tons, November 17 tons, December 39.6 tons
- Pedestrian Safety Initiatives–Midblock Crossings
 - Flint River Rd–100% Complete
 - Pointe South Pkwy–100 % Complete
 - Garden Walk Blvd–100 %Complete
- Rex Rd Sidewalk Design–SR 42 to I-675
 - Right-of-Way Acquisition-16/19 Acquired (85% Complete)
- Resurfacing-2022 Calendar Year
 - 36 Streets, 20.73 Miles, 100% Complete, \$10,064,265
- Resurfacing-2023 Calendar Year
 - 44 Streets, 12.67 Miles, 20% Complete, \$6,300,000 estimated
 - Submitted Bid: 10/20/2022

TRANSPORTATION & DEVELOPMENT



KEY ACCOMPLISHMENTS/STATISTICS

- Road Improvement Projects
 - Mt. Zion Blvd/Battle Creek Rd Widening-(11 percent Complete, On-Schedule)
 - Valley Hill Rd Bridge Replacement-(58.5% Completed, Behind Schedule-Utility relocation)
 - Morrow Roundabout-(13.5% Complete, On-Schedule)

WORKS IN PROGRESS/CHALLENGES

- Continuing issues with vacancies within the department
 - Total positions- 163
 - Vacant-59
 - Vacancy percentage -36%
- Fleet Operation Software

DEPARTMENT OF YOUTH SERVICES



KEY ACCOMPLISHMENTS/STATISTICS

- Seven (7) Youth Commissioners attended Youth Assembly
 - Discussed current state issues with state administrators, elected officials, and students from high schools across the state
 - Participated in debates, held mock committee meetings, wrote and voted on bills, and participated in campaign elections for student Youth Assembly leaders
- Seven (7) Youth Commissioners served as panel judges for the Department of Economic Development's non-profit grant initiative
- Youth Commission hosted its 5th annual canned food and perishable item drive
 - 3,127 items were donated to the Hearts to Nourish Hope food pantry
- Youth Commissioners dedicated 32 hours of service to the community by participating in various Board of Commissioners, departmental, and Office of Youth Service events
- 95 Clayton County Public School scholars from Charles Drew, Jonesboro, and Morrow High Schools were introduced to careers in E911, Information Technology, and Fire and Emergency Services through in-person tours and instructions

WORKS IN PROGRESS/CHALLENGES

- Actively engaging youth in public service and civic engagement opportunities
- Creating opportunities for youth to obtain real-time knowledge of county operations
- Lack of space - need larger Building
- Transportation - need van

OFFICE OF COMMUNICATIONS



KEY ACCOMPLISHMENTS/STATISTICS

- Public Relations Society of America (PRSA) award
- Phoenix Award/Top Honor
- Most effective In-House Marketing Campaign
- Communications request: 610
 - Videos-114
 - Photography-105
 - Events-223
 - Print Request-48
 - Design request-187

WORKS IN PROGRESS/CHALLENGES

- Recommendation for gateway signage vendor is planned for a turnkey solution of fabrication and installation of 5 large monument signs in different locations in the county
- Push back on best practices for desired outcomes
- Coverage requests for non-attended Events
- Providing accurate information for design and videos
- Media demands

STAFF ATTORNEY



KEY ACCOMPLISHMENTS/STATISTICS

- Negotiated and settled around 30 cases in 2022, avoiding the cost of litigation and eliminating the need for outside counsel
- On November 3, 2022, the Judge granted the Staff Attorney's Motion to dismiss a case against the Clayton County Board of Health. The Staff Attorney's Office represented the Clayton County Board of Health, which was a defendant in a suit regarding the maintenance of a water meter in Clayton County
- Civil Service Board affirmed the County's decision regarding Michael Watts' appeal
- Completed 69 Legal Review activities in GovQA; 260 closed Georgia Open Records Act (GORA) Requests completed in GovQA (not including GORA requests not counted in GovQA platform)
- The Staff Attorney's Office filed 40 claims of lien cancellations totaling \$30,070.97

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

