



ECONOMIC DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN

PARTNERSHIP GWINNETT 3.0

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PROJECT OVERVIEW

Partnership Gwinnett 3.0 is the culmination of ten years of successful economic and community development implementation. This six-month strategic planning process will result in the development of a new Economic Development Strategy and Implementation Plan that will help ensure that Partnership Gwinnett focuses economic development resources in a manner that maximizes efficiency and effectiveness, enhances prospects for quality growth, and increases the well-being of businesses and workers in Gwinnett County.

PHASE ONE: COMMUNITY INPUT

Effective strategies are well-informed, community-driven strategies. Simply put, the knowledge and opinions of residents and businesses are invaluable when identifying the county's assets to leverage, challenges to overcome, and solutions around which the county can unite. Accordingly, the process includes a robust Community Input phase comprised of multiple interviews, focus groups, and community surveys.

PHASE TWO: COMMUNITY ASSESSMENT

The second phase of the strategic planning processes will be the development of a comprehensive Community Assessment that will synthesize pre-existing research, the aforementioned community input, and a wealth of quantitative data to produce a narrative about Gwinnett County – where it has been, where it stands today, and where it may be heading. The county's recent performance and competitive position will be benchmarked against other counties in Metro Atlanta and across the United States that Gwinnett County competes with for jobs and talent.

PHASE THREE: ECONOMIC DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN

The third and final phase of the process brings together the findings from the first two phases to create a holistic, evidence-based, and consensus-driven Economic Development Strategy to guide the collaborative economic development initiatives and investments across Gwinnett County over the course of the next five years. The accompanying Implementation Plan will support the effective and efficient implementation of the Economic Development Strategy's various recommendations by identifying implementation roles and responsibilities, timelines for implementation, key resource considerations, and performance metrics to measure return on investment.

PARTNERSHIP GWINNETT 3.0

ECONOMIC DEVELOPMENT STRATEGY

The Community Assessment – inclusive of input received from more than 2,600 residents, business leaders, and community partners – and the guidance of a committed and diverse Steering Committee, have informed the development of the Partnership Gwinnett 3.0 Economic Development Strategy. The Assessment’s eight chapters or “stories” highlight specific trends, integrate input and indicators from multiple sources, and collectively make the case for continued pursuit of the core goals and objectives that have defined Partnership Gwinnett’s efforts over the course of the last decade: a focus on “Comprehensive Economic Development,” the development of “World Class Talent” and support for “Community and Leadership Development.” However, these stories also make the case for a continued evolution in Partnership Gwinnett’s approach to and focus on issues that characterize or impact the community’s prosperity; perhaps most evident from the research, the promotion of inclusivity and equal access to economic opportunities for Gwinnett County’s increasingly diverse population.

THE EVOLUTION OF PARTNERSHIP GWINNETT’S STRATEGY

Since 2006, Partnership Gwinnett has built an impressive track record in the economic development field. As a public private partnership, it is envied by its peers in the metro Atlanta region and in many cases has served as a model for the development of similar partnerships around the region, the state, and the nation. The Partnership’s efforts have received a variety of accolades from organizations that represent the economic development field and its advancement. This includes awards from the International Economic Development Council (IEDC) for “Best Multi-Year Economic Development Program” and “Best Entrepreneurship Program” among other recognitions by IEDC and other organizations for the Partnership’s efforts related to global business outreach and international trade development, marketing and communications, and other areas.

These awards reflect the Partnership’s success in implementation, derived from the commitment of its staff and volunteer leadership to implement a strategy first defined in 2006. This first five-year strategy for Partnership Gwinnett served as the foundation for its initial and ongoing program of work, identifying four key “goals” with fourteen associated strategic “objectives” supporting these goals:

- Goal I: Economic Diversification and Wealth Creation
- Goal II: Education and Workforce Excellence
- Goal III: Quality of Life Enhancements
- Goal IV: Marketing and Outreach

PARTNERSHIP GWINNETT 2.0

The second five-year strategy for Partnership Gwinnett presented a new set of recommendations to pursue, with these recommendations organized in a modified strategic framework with revised goals and objectives. Goal areas three and four were essentially merged, such that the objectives supporting the “Quality of Life” and “Marketing and Outreach” goals became part of a new, third goal area focused on “Community and Leadership Development.” Although refined and reworded, many objectives appropriately reflected a continuation of the ambitions outlined in Partnership Gwinnett’s first strategy.

- Goal I: Comprehensive Economic Development
- Goal II: World Class Talent
- Goal III: Community and Leadership Development

PARTNERSHIP GWINNETT 3.0 STRATEGIC OVERVIEW

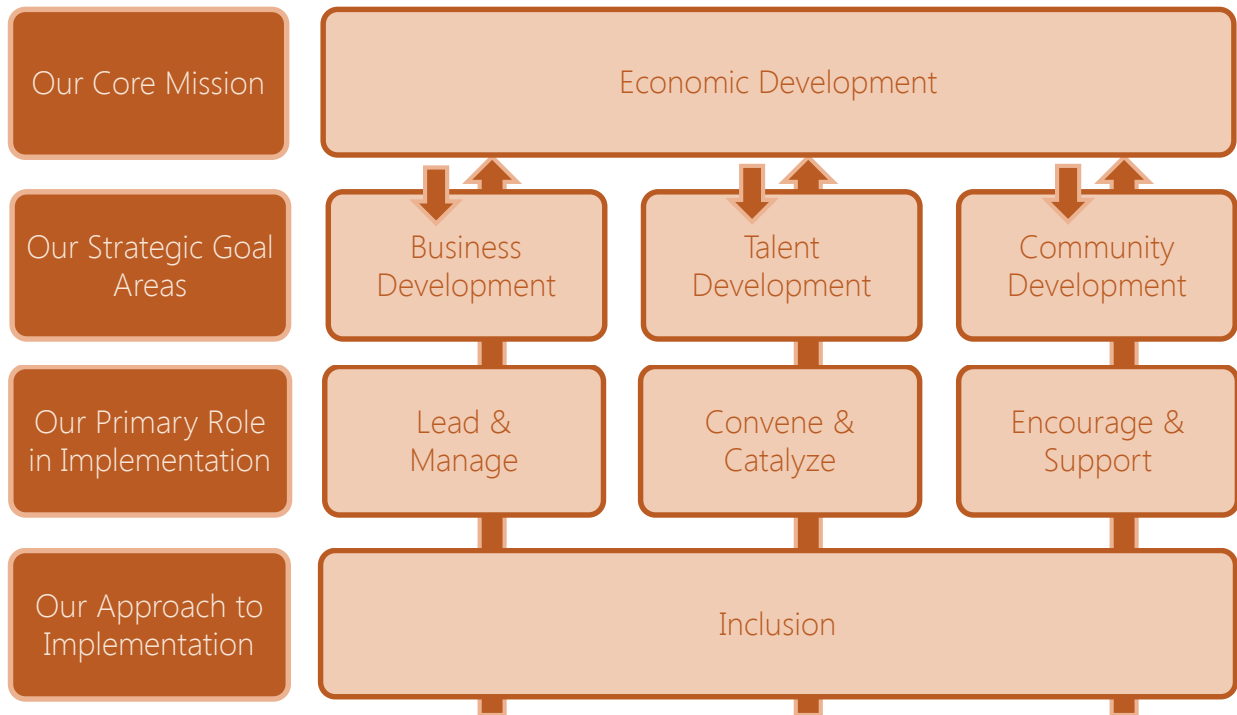
As previously mentioned, the Community Assessment, public input, and Steering Committee guidance have collectively made the case for continued pursuit of Partnership Gwinnett's core mission, goals, and objectives. This largely reflects the reality that Partnership Gwinnett has emerged as a model partnership that many have attempted to emulate in structure and focus, both within the metro Atlanta region and indeed, nationwide. Stakeholders feel strongly that Partnership Gwinnett must remain focused on the core mission to advance comprehensive economic development, and in doing so, must be mindful not to spread its limited resources too thin. That being said, the research, public input, and Steering Committee guidance have all validated that Partnership Gwinnett should continue to support the development of "world class talent" and the advancement of "community and leadership development." Further, they acknowledge that these concepts – economic development, talent development, and community and leadership development – are increasingly intertwined and interdependent. They also make the case for a continued and heightened emphasis on an essential attribute of the Partnership's implementation efforts: inclusivity.

With recognition that the fundamental strategic mission and focus of Partnership Gwinnett should remain unchanged, alterations to the Partnership's strategic framework should only be pursued to improve clarity in communicating its strategic focus. The strategic framework that structures the Partnership Gwinnett 3.0 Economic Development Strategy supports this objective by:

1. Preserving the organization's strategic focus on three core issues (and associated "goal areas"), with the movement of "leadership development" initiatives from Goal III (previously "Community and Leadership Development") to the renamed Goal II (Talent Development).
2. Simplifying the terminology used to define the historical goal areas that covered these three core issues, while providing consistency in terminology across goal areas.
3. Acknowledging that issues of talent development and community development (historically captured by Goals II and III, respectively) are increasingly difficult to decouple from the concept of "Comprehensive Economic Development" (historically, Goal I).

The new framework also incorporates an acknowledgement that Partnership Gwinnett's role in implementation can and should appropriately vary by goal area; the execution of its strategy will require varying roles and responsibilities in advancing objectives and recommendations. Specifically, it communicates Partnership Gwinnett's role as the **lead entity in advancing business development and managing economic development projects**; its role as a **convener and catalyst in advancing talent development**, and; its role to **encourage and support the advancement of community development** objectives. Finally, it provides the opportunity to communicate that the Partnership has and will continue to pursue an **inclusive** approach to economic development in Gwinnett County. Inclusivity is not a goal to pursue *per se*, but rather, it is a quality or characteristic that is embedded in strategic initiatives when relevant and appropriate. It is an attribute and principle of Partnership Gwinnett's current and future approach to strategy implementation.

PARTNERSHIP GWINNETT 3.0 STRATEGIC FRAMEWORK



DEFINING INCLUSION

Before proceeding, it is important to define “inclusion” in the context of Partnership Gwinnett’s strategy and its implementation. Simply put, there are many possible interpretations of the word and its applicability to economic development and the public-private partnership that supports it.

For Partnership Gwinnett, an inclusive approach to implementation is one in which staff and volunteer leadership continues to be mindful of the following principles:

1. Volunteer leadership structures (committees, councils, work groups, etc.) are open, accessible, and welcoming to a diverse group of businesses and business leaders;
2. Services, programs, initiatives, and events that are developed, operated, and implemented by Partnership Gwinnett should be open, accessible, and welcoming to a diverse group of businesses and business leaders;
3. Business and community partners are supported in their efforts to become more inclusive organizations, or otherwise promote a more inclusive community and economy.

In this context, diversity does not simply imply racial and ethnic diversity, but rather, inclusion of diverse populations should encompass diversity in age, gender, race/ethnicity, business sector, and other relevant and appropriate attributes.

STRATEGIC FRAMEWORK: OBJECTIVES AND TACTICAL RECOMMENDATIONS

Within each of the three strategic goal areas are a set of **strategic objectives** that guide the development of specific **strategic recommendations** and provide context for ongoing refinement and modification of these tactical recommendations if necessary in the years to come. Each recommendation is supported by a brief discussion of the appropriate actions that could be undertaken.

A NOTE ON GEOGRAPHIC AND ORGANIZATIONAL REFERENCES

Although specific organizations are referenced throughout this strategy, these references are by no means an exhaustive or exclusive list of the many organizations that can and should be engaged as partners in facilitating collaborative implementation. The forthcoming and complementary Implementation Guidelines will include a more comprehensive list of the various partners that can and should be engaged in supporting the implementation of specific recommendations.

Additionally, the terms "Gwinnett County" and "the county" are used throughout this document to refer to the geography rather than the local government. The term "Gwinnett County Government" will be used when referring specifically to the local government itself.

Goal I: Business Development

STRATEGIC OBJECTIVES

- Objective 1: Retain, expand and leverage existing businesses.
- Objective 2: Assist entrepreneurs and high-value start-ups.
- Objective 3: Attract new businesses in high-value target sectors.
- Objective 4: Nurture international business development through export promotion and foreign direct investment.
- Objective 5: Leverage partnerships with local, regional, and state entities.
- Objective 6: Foster policy and incentives frameworks that best support County business development.

STRATEGIC RECOMMENDATIONS (OVERVIEW)

- 1.1 Adopt a “continuing care” service-delivery model that supports a more seamless approach to business development, retention, and expansion.
- 1.2 Continue to evolve the Amazing Entrepreneur Contest by integrating new program components and pursuing efficiencies when possible.
- 1.3 Work with partners in economic development and the small business support system to ensure that the entire system of providers and their services is effectively marketed, open, and accessible to entrepreneurs and small business owners with diverse backgrounds.
- 1.4 Maintain and enhance pursuit of a business attraction and economic development marketing approach that is predicated upon relationship development and maintenance with relevant audiences.
- 1.5 Enhance and expand Partnership Gwinnett’s strong approach to international business development with a focus on new, high-value opportunities that provide a strong return on investment.
- 1.6 Monitor changes in local and state level incentive programs and help ensure that Gwinnett County remains competitive in the retention and attraction of jobs in target business sectors.
- 1.7 Continue to serve as a leader in advancing regional cooperation in economic development through initiatives such as the Innovation Crescent Regional Partnership and the Atlanta Regional Competitiveness Initiative.

STRATEGIC RECOMMENDATIONS: BUSINESS DEVELOPMENT

1.1 Adopt a “continuing care” service-delivery model that supports a more seamless approach to business development, retention, and expansion.

Partnership Gwinnett’s Entrepreneurship and Information Services division currently provides a variety of services that support the small business community in Gwinnett County and are particularly targeted towards the advancement of technology-based or innovation-driven entrepreneurship. The division also supports economic development project teams as they respond to the needs of prospective and existing employers considering locating or expanding in the county. The presence of this research expertise, and its integration with the Partnership’s focus on entrepreneurship, is a strength that many other similar-sized economic development organizations are unable or unwilling to support. However, there are currently two gaps in the Partnership’s service delivery model:

- A. the provision of continuing care to entrepreneurs that have grown rapidly into small businesses, and;
- B. the expansion of business retention and expansion (BRE) outreach to reach growing small and medium-sized businesses within target sectors.

Continuing Care for Entrepreneurs: In such a “continuing care” model, the Entrepreneur and Information Services division serves as a bridge between other providers of small business support services (i.e. SBDC, SCORE, etc.) and the economic development project team at Partnership Gwinnett that manages and deploys an existing business retention and expansion program. In this regard, the division would seek to provide “continuing care” to those small businesses and entrepreneurs that have previously received targeted, one-time assistance from service providers (i.e. SBDC, SCORE, etc.) whose services are not designed to provide ongoing care and attention to individual businesses.

While other providers of small business support services are positioned to provide fundamental advice in areas such as business plan development, marketing plan development, identification of market opportunities, and other advisory services, Partnership Gwinnett and its staff is uniquely equipped to provide “continuing care” that is not predicated upon “advising” but rather, integrates fundamental elements of a business retention and expansion (BRE) outreach program: assistance mitigating any local barriers to expansion; assistance navigating local permitting and regulatory environments; raising awareness and connecting to available resources and incentives that can support continued investment in Gwinnett County (i.e. available lenders and alternative forms of financing, fast-track permitting, tax credits, etc.); helping to understand and alleviate talent and workforce availability challenges, and; many other forms of assistance. The department’s research expertise and resources can be utilized to provide a continuum of care to businesses that may have accessed market research services at another provider such as SBDC.

Prospective entrepreneurs and small business owners potentially in need of such “continuing care” can be sourced from a variety of places, including but not limited to referrals from other small business support providers, recent participants in the Amazing Entrepreneur contest, new business licenses (see recommendation 1.3), and proprietary business databases. Once a comprehensive database has been developed, entrepreneurs and small businesses should be identified for targeted forms of outreach focusing on in-person visits with those receiving strong referrals from partners, and others receiving an introduction to Partnership Gwinnett’s “continuing care” program by way of the potential new business welcome program (see recommendation 1.3). Those who are not targeted for initial in-person visits should be engaged via other forms of outreach and consistently surveyed regarding their competitive concerns and business dynamics, similar to the manner in which existing business retention and expansion (BRE) surveys are typically deployed. Partnership Gwinnett has already developed a short, small business survey that is accessible via GwinnettEntrepreneur.com; and this survey could be augmented such that it aligns (in part) with surveys to be deployed to larger businesses via the Partnership’s formal existing business retention and expansion (BRE) outreach program. The deployment of these surveys and the management of client contacts would benefit from the utilization of a software package designed to manage relationships and improve understanding of challenges, needs, and previous interactions. Industry standards include ExecutivePulse and Synchronist.

The goal of the model is to identify and care for high-growth potential entrepreneurs and small businesses through their lifecycle in Gwinnett County, providing a seamless set of support services from point of entry (such as a permitting office or SBDC) to the point of maturation, whereby Partnership Gwinnett's economic development project team can "take over" the relationship management. In doing so, Partnership Gwinnett would integrate and institutionalize small business development as a component of its existing business retention and expansion (BRE) program.

Expansion of business retention and expansion (BRE) outreach: Partnership Gwinnett's current approach to existing business retention and expansion is based primarily on a site visitation program whereby economic development project staff attempts to complete roughly 50 targeted, in-person visits to existing companies each year. Site visits are often made to the region's largest employers in target sectors; the time-intensive nature of existing business support limits the ability of staff to reach a much larger set of businesses, including smaller to medium-sized businesses that are often among the fastest-growing within a sector. These site visits are complemented by initiatives such as the Manufacturing and Supply Chain Council which ensure regular communication between project staff and the business community in target sectors. Potential exists to augment these approaches in the following manner to increase the scale and scope of existing business retention and expansion (BRE) outreach efforts, and help ensure that the Partnership is providing a more seamless approach to existing business support that encompasses businesses of all sizes in target sectors:

- ✓ **Focus groups:** Convene annual focus groups within other target sectors (outside of Manufacturing and Supply Chain) to discuss common challenges and identify ways in which partnership Gwinnett can best support the existing business community in overcoming these challenges. If focus groups are valuable and participants are interested in continuing the dialogue on a more regular basis, consideration should be given to the formation of additional councils. Any such sector-focused councils should ideally be designed such that volunteer leadership – the businesses that stand to benefit from the collaborative endeavor – carry at least some portion of burden of setting the councils mission, developing objectives and meeting agendas, and advancing other time-intensive activities associated with council management, with Partnership Gwinnett staff providing administrative and project team support. Focus groups can be a less time-intensive but potentially equally valuable method of gathering information; councils have the added benefit of ongoing relationship maintenance.
- ✓ **Survey instrument:** Potential exists for the Entrepreneur and Information Services division to help deploy and analyze targeted business surveys that seek to gather information about a company's key attributes and growth potential, as well as the key challenges they may be facing or barriers to expansion. The Partnership's research staff can deploy and analyze the information, referring necessary follow-ups to economic development project managers and relevant partners for site visits.
- ✓ **Volunteers:** Potential exists to form an Existing Business Action Team (EBAT) composed of business leaders in Gwinnett County that are interested and able to mine their contacts and facilitate introductions between Partnership Gwinnett staff and other business leadership that may benefit from targeted existing business assistance and more direct engagement with Partnership Gwinnett. This team of volunteers can help staff expand their sphere of influence within target sectors and across the business community, from small to medium to large employers.
- ✓ **Partnerships:** Recent efforts through the ARC's Regional Competitiveness Initiative to develop some common questions which can be deployed by communities throughout the region on existing business surveys should continue to be supported and deployed appropriately. Additionally, potential exists to augment the program in a manner that leverages staff resources at relevant partners, from local governments to regional organizations to chambers of commerce and business associations that represent specific, diverse populations. Consideration should be given to developing a collaborative approach to existing business outreach whereby local partners are kept informed of Partnership Gwinnett's visitations to relatively large employers in their community, while local partners (if interested) can help deploy a visitation program that targets smaller-to-medium enterprises in their community and provides referrals to the Partnership Gwinnett team or other relevant partners for continuing care and targeted forms of assistance. Attempts could also be made to meet regularly with key elected and

administrative leadership from local governments to share non-confidential, aggregated information gathered from existing industry site visits. Annual or semi-annual briefings can help keep partners informed and ensure that local governments are responsive to the needs of the existing business community.

- ✓ **Outbound visitation program:** Partnership Gwinnett staff should regularly evaluate opportunities to pursue cost-efficient travel to visit executives of major Gwinnett establishments that are headquartered elsewhere. These efforts can potentially be coordinated with the Georgia Department of Economic Development which is in the process of developing and deploying a “key accounts” program to visit similar targets from companies statewide. These trips can support an approach based on the highest value forms of marketing and retention (face-to-face).
- ✓ **Research:** As previously mentioned, the Partnership’s research staff capacity is a differentiator among similar-sized partnerships and economic development organizations. Potential exists to leverage this expertise in the production of additional, original research of interest to the business community and targeted populations. This can include monthly or quarterly “key indicators” newsletters; quarterly or biannual “key trends” reports; annual white papers on issues of interest to target sectors or relevant to specific community issues.

Expansion of the Partnership’s existing business retention and expansion efforts by way of a more seamless, continuing care approach to service-delivery will unquestionably require additional staff resources to effectively implement given the time-intensive nature of such support services.

1.2 Continue to evolve the Amazing Entrepreneur Contest by integrating new program components and pursuing efficiencies when possible.

The Amazing Entrepreneur Contest – a joint initiative of Partnership Gwinnett and the Georgia Small Business Development Center (SBDC) is currently a core program of Partnership Gwinnett’s Entrepreneurship Services. The Contest currently enables entrepreneurs and small business owners in Gwinnett County to receive hands-on assistance with business planning while competing in a contest that could potentially result in a prize package that, as of 2016, includes up to \$5,000 in cash and more than \$8,000 in in-kind services and benefits. Entrants can currently compete in two categories: Pre-Venture (open to Gwinnett residents with an idea but not an established business) and Established Business (open to existing small businesses based in Gwinnett that have been in business for less than three years).

The Contest is a valued component of Partnership Gwinnett’s programming, as it helps direct small businesses to available resources and raise the profile of Partnership Gwinnett’s entrepreneurship endeavors. But it is not without its challenges: notably, participation is in part hindered by difficulties identifying new, young startups (for the Established Business category) and potential entrepreneurs with little more than an idea (for the Pre-Venture category). Stakeholders indicated that the production of business plans as a requirement for entry – although clearly a necessity as this is what is being judged – can be a barrier for some. Finally, stakeholders also report that it is a relatively time-consuming endeavor for the Entrepreneurship and Information Services division to manage.

Potential exists to continue the evolution of the Amazing Entrepreneur Contest in a manner that attempts to increase its reach and impact while also reducing time committed by the Director of Entrepreneurship and Information Services to manage and implement the contest. Such opportunities that merit further evaluation include:

- ✓ The potential segmentation of the Established Business group into “Innovation Driven Enterprises” (IDEs, which seek to bring new innovations to market, or create new markets) and traditional “Small to Medium Enterprises” (SMEs, which seek to build more traditional businesses serving existing markets). Prizes could be linked to Gwinnett Angels investments and advising, or similar support (financial or non-financial) from a local incubator.
- ✓ The potential establishment of a new Student category that is open to existing college students and recent graduates, with similar requirements and prize money as the Pre-Venture category, and potentially tied to service learning and/or management/entrepreneurship education at GGC and GTC.

These opportunities and others would unquestionably require considerable additional time to manage. After years of successful implementation, elements of event planning and execution should ideally be able to be standardized, streamlined, and executed by others that can appropriately share the time burden associated with implementing the contest. But the contest will necessarily remain a labor-intensive endeavor, one whose preparation can ideally be dispersed to others. While the Director of Entrepreneurship and Information Services can continue to provide strategic oversight and management of the contest, such opportunities for efficiencies that could reduce the burden on the Director and afford more time for other strategic initiatives (such as recommendations 1.1, 1.7, 2.3, and 3.6) include but are not limited to:

- ✓ Assignment of certain event management responsibilities to Partnership Gwinnett's Senior Program Manager overseeing event planning, logistics, and marketing.
- ✓ Sharing responsibilities with Gwinnett Chamber staff in the development and support of potential segmentation, with Chamber staff potentially supporting the potential new "Small to Medium Enterprises" and the existing "Pre-Venture" category, while Partnership Gwinnett oversees the "Innovation Driven Enterprises" category.

1.3 Work with partners in economic development and the small business support system to ensure that the entire system of providers and their services is effectively marketed, open, and accessible to entrepreneurs and small business owners with diverse backgrounds.

Partnership Gwinnett's existing Entrepreneurship Services (from the Entrepreneur Council to the Amazing Entrepreneur Contest to resource guides) are reaching the county's diverse populations. But stakeholders noted that some segments of the population are relatively unaware of the Partnership's resources as well as those of other partners such as SBDC and SCORE. While the reasons for this lack of awareness may be myriad and varied by demographic, it is nonetheless important that Partnership Gwinnett and its partners in delivering small business support services be intentional in their efforts to reach diverse populations (such as foreign-born entrepreneurs) that may be among those most in need of available forms of assistance. In working with partners in the small business support system, the Partnership can advance this recommendation by:

- ✓ **Evaluating utilization rates of services** by various demographics and comparing these rates to observed and reported levels of small business formation and entrepreneurship by various demographic (race/ethnicity, gender, foreign-born, etc.).
- ✓ **Identifying "touch points" and potential partner organizations that can help reach targeted populations** that were identified as having relatively low utilization rates.
- ✓ **Developing and maintaining database of all new small businesses** in the county by utilizing local government permit and licensing data, proprietary business databases, partner client databases, and other means.
- ✓ **Developing and executing a marketing and communications strategy** to reach these partners and "touch points" as well as the entrepreneurs and small business owners that they can help reach.
- ✓ **Formalizing a New Business Welcome Program** that introduces identified new businesses to the county's small business support system and Partnership Gwinnett's role within it.
- ✓ **Evaluating opportunities to establish a more visible and accessible office for the Entrepreneur and Information Services division** of Partnership Gwinnett, and **opportunities with partners to potentially co-locate various small business support services** in the county. The Gwinnett Chamber building is a tremendous resource that currently helps promote organizational collaboration within the County. With support from partners such as SBDC, SCORE, and potentially others, potential exists to create an entrepreneurial center of gravity at the current location of Partnership Gwinnett's office. Further, opportunities may exist to create a more visible and accessible location for entrepreneurs within this building or others. Providers of support services, including Partnership Gwinnett, could benefit from proximity in delivering services efficiently and effectively, and the small business community could benefit from having a concentrated, visible center of activity where multiple service

providers can be accessed with ease. The area's visibility and interest among entrepreneurs could grow with the planned development of a new mixed-use "entertainment district" surrounding the Infinite Energy Center.

The goal of the effort is to not only promote inclusivity within the small business support system, but also to support heightened awareness of Partnership Gwinnett, its activities, and its resources within Gwinnett's small business community.

1.4 Maintain and enhance pursuit of a business attraction and economic development marketing approach that is predicated upon relationship development and maintenance with relevant audiences.

Development Counselors International (DCI) regularly conducts a survey of hundreds of corporate executives with site location responsibilities to gauge their opinions on the effectiveness of various economic development marketing activities. Planned visits to corporate executives has consistently ranked as the most effective marketing technique, exceeding the effectiveness of advertising, trade show attendance, media relations, and other techniques. Meetings with economic development organizations were perceived to be a more valuable source of information influencing executive perceptions of an area's business climate than business travel, personal travel, and advertising. Simply put, there is no substitute for face-to-face contact.

Inbound Travel (Hosting): Partnership Gwinnett has a strong track record of hosting events and partnering with regional and state entities to host site selectors and corporate decision makers. Locally, Partnership Gwinnett has developed a strong set of relationships with brokers supported by numerous events and regular communications in recent years. Additionally, the Partnership has recently worked with regional partners to host site selectors from around the country. A continued emphasis on these approaches, as well as the development of new collaborative events with regional and state partners, should be pursued. Potential exists to host such events in alignment with other major attractions or events in the county or region, such as the PGA Champions Tour event held annually in Gwinnett County. Fam tour itineraries differentiated by target sector, audience (i.e. corporate or consultant; local or out-of-region), and other attributes could be developed to ensure that trips are efficient and effective. Site selectors receive countless invitations for such fam tours each year, emphasizing the need for a coordinated approach with regional and state partners which can help create a more compelling case for a visit (the ability to meet with multiple professionals and communities in a highly-competitive region in a single trip).

Local Relationships: The Partnership's existing relationships with brokers could potentially be strengthened and formalized by forming a Brokers Advisory Council that could meet quarterly or biannually with Partnership Gwinnett's economic development project team to share feedback on the county's office and industrial product and current demands in the marketplace, while Partnership Gwinnett staff can share non-confidential information on recent trends in project activity and the project pipeline.

Outbound Travel (Visitation): Partnership Gwinnett takes a few domestic outbound trips each year to relevant trade shows, to meet with site selectors and brokers in key markets, and to meet with executives of companies currently located in Gwinnett. Potential exists to augment these approaches with an intentional domestic visitation program whereby Partnership Gwinnett staff and top community leadership travels to one or two key markets each year, ideally in partnership with regional and state economic development partners including the Governor's Office. These trips would ideally serve multiple purposes, including visits with site selectors and/or headquarters of existing businesses located in Gwinnett, but in particular targeting one or more major companies in Gwinnett's target sectors that have been identified as prospects by Partnership Gwinnett and partners.

Website: An economic development organization's website is often the "front door" or "point of entry" for a site selector or corporate decision maker that otherwise has no pre-existing strong relationship with a community or its economic development team. Websites are important sources of information for site selectors. Although most leverage their own databases to conduct preliminary community research, they expect to be able to access a robust amount of information about a community from its economic development website. Simply put, the external facing website – www.GwinnettEconomicDevelopment.com – could benefit from some basic redesign and updates. While certain county

and city-specific data is available, it is only accessible by way of small links at the bottom of the website under “Community Data,” while this information is not accessible from top navigation options of “Site Selection” or “Regional Data.” Some data is outdated and a few broken links need repair.

1.5 Enhance and expand Partnership Gwinnett’s strong approach to international business development with a focus on new, high-value opportunities that provide a strong return on investment.

Gwinnett County is viewed as the most international county in the region. Companies from around the world have invested heavily in the county and have expanded locally, in part supported by Partnership Gwinnett, which has a reputation within the region – and indeed nationally – for having a strong international program. This program has largely been predicated upon visits to targeted markets that also align with state (GDEcD) priorities: specifically, Japan, South Korea, Taiwan, China, Germany, Great Britain, and France. A heavy emphasis is placed on relationships and the consistency in follow-up with those relationships. Although Partnership Gwinnett cannot make the investment decisions for the prospects, it can, however, create an atmosphere that is inviting and comforting to a foreign investor. This is an important aspect of international business that is often overlooked.

International Trips: Partnership Gwinnett’s international marketing efforts are largely supported by trips to target markets (which support the dual purpose of existing business care and new business recruitment) as well as a limited number of advertisements and sponsorships. A continued effort to de-emphasize expenditure on advertisements and sponsorships that are perceived to be nonessential or providing a poor return on investment should be eliminated with resources shifted to support even greater face-to-face interaction and relationship maintenance.

In the years ahead, Partnership Gwinnett should continue its outreach to existing companies to identify their relationships in their respective home countries – relationships that can be a significant lead for additional foreign investment.

Along with a continued focus on Japan, South Korea, Great Britain, and Germany, consideration should be given to Canada, America’s largest trading partner. The metro Atlanta region has many links to Canada, including a Canadian consulate with a very active consul general, a former U.S. ambassador to Canada who is very active in international business, and a strong relationship between Canada and the Georgia Department of Economic Development.

Additionally, while China’s economy is slowing, there is clearly a significant interest by the Chinese to expand their investments outside of their country. China is a challenging initiative, to be sure. But Partnership Gwinnett and other regional and state partners have important contacts in China that should be solidified. It will be important to be strategic in designing trips to China, potentially concentrating on a very specific community to mine, one that is not necessarily being pursued by others. A recent visit to Chongqing, in southwest China, is a good example.

Export Promotion: While much of the Partnership’s historical international business focus has been on supporting foreign investment in Gwinnett County, potential exists to more greatly emphasize export promotion to support the expansion of existing, domestic businesses in Gwinnett County and their relationships in international markets. Many businesses are generally unaware of the resources that are available to support export promotion at the local, state, and national level. The Atlanta Metro Export Plan (MEP) – guided by a Steering Committee that included Partnership Gwinnett representation – was recently launched to help advance the export potential of the region.

This Plan has resulted in the creation of the Atlanta Export Portal (www.AtlantaExportPortal.com) as a resource for companies evaluating their export potential and communities that wish to assist these companies. This resource should be promoted and utilized by Partnership Gwinnett staff when meeting with existing companies and small businesses as part of its existing business retention and expansion (BRE) outreach efforts and the recommended “continuing care” model for Entrepreneurship and Information Services.

The Plan’s implementation will be supported by a set of grants that will target small and medium-sized businesses that are looking to begin or increase their exporting. Partnership Gwinnett and relevant partners in the small business support system should seek to assist Gwinnett-based companies with their applications for these competitive grant opportunities.

Consideration should be given to the establishment of a series of annual trade education seminars in partnership with regional, state, and federal economic development partners, as well as local attorneys and financial institutions, among other relevant participants.

Partnership Gwinnett staff and volunteer leadership should remain engaged with the MEP and its implementation by participating on the Advisory Board and/or recommended Working Committees that will assist with tactics, raise awareness, serve as champions, and help implement programs, services, and events.

Export assistance should be specifically identified as a service that Partnership Gwinnett staff can provide, in partnership and with support from other resources in the region such as the Metro Atlanta Chamber, the Georgia Department of Economic Development, and the Georgia Small Business Development Center.

Connection to Talent Development: Potential exists to more strongly connect the Partnership's international business development efforts with its talent development efforts through internships, foreign-exchange studies, and other opportunities. The cultural and educational ties that international investors and their family members may have to a community can often be as important as any business or government relationships in forming strong bonds that result in investment and trade. Student and teacher exchanges can help expose international populations to Gwinnett County, creating lasting positive impressions that are shared with those in the home country. Partnership Gwinnett has worked with AICSEC (a global network that facilitates youth leadership activities and international internships) to promote a Global Internship Program. An intentional effort to attract international students to Gwinnett higher education institutions, support their comfortable integration into the community, and aid their eventual pursuit of employment in Gwinnett County (if desired) can be supported by Partnership Gwinnett.

International CEO Roundtable: Steering Committee members suggested that consideration be given to the potential establishment of an International CEO Roundtable to help inform international recruitment trips and assist with relationship development and maintenance. An evaluation of the recently dissolved Global Business Council and any impediments to its effectiveness should be completed before any new entity is formed.

One potential alternative is to create ad hoc councils each year that are comprised of relevant executives and partners with relationships within the country being visited to help plan each trip and cultivate relationships. A second viable alternative is to develop a council that can serve as a "buddy system" whereby new international investors are paired with one or more existing business leaders that are committed and willing volunteers who have been trained to maintain an ongoing relationship, be sensitive to issues and concerns, connect the individual to available resources, and generally help the individual, their family, and any employees integrate into the community.

1.6 Monitor changes in local and state level incentive programs and help ensure that Gwinnett County remains competitive in the retention and attraction of jobs in target business sectors.

While Partnership Gwinnett does not set any city or county incentive policy, it should attempt to ensure that its local government partners are well-informed of recent trends and changes in the incentive landscape around metro Atlanta, the state of Georgia, and the nation to ensure that the area remains competitive for targeted projects. Similarly, the Partnership can and should serve as a leading voice in the state to ensure that the state's incentive programs remain competitive. In recent years, changes have been made to certain key state incentives that have improved the state's competitiveness including but not limited to changes to the state's research and development tax credits that afford companies with greater flexibility in applying and being eligible to apply for the credit. Similarly, the local incentive landscape is regularly changing; one recent and substantive example is the development of a \$30 million deal-closing fund in the City of Albany, Georgia. Partnership Gwinnett can potentially convene an annual forum of economic developers and county administrators – potentially by way of the Gwinnett Economic Development Coalition – to review incentive policies, evaluate their utilization, and discuss refinements that can best position the county as a collection of cooperating communities against the competition located outside of the county.

1.7 Continue to serve as a leader in advancing regional cooperation in economic development through initiatives such as the Innovation Crescent Regional Partnership and the Atlanta Regional Economic Competitiveness Initiative.

As referenced at various points throughout this strategy, Partnership Gwinnett is a leader in regional economic development in metro Atlanta. This is a reputation that the Partnership has earned through demonstrated and consistent leadership over time in a region that, in many respects, appears increasingly fragmented and divided. These leadership roles – be they through the Innovation Crescent Regional Partnership, the ARC’s Regional Competitiveness Initiative, or countless other venues – are no doubt an important part of the Partnership’s program of work. They effectively position Gwinnett at the forefront of larger regional efforts to market the region and otherwise promote its economic development. Simply put, this demonstrated leadership and spirit of regional cooperation that Partnership Gwinnett’s staff has embodied over the years translates to the trust, respect, and confidence that regional and state economic development partners need in local economic development organizations as they manage prospects and seek to find the ideal location in metro Atlanta for prospective companies. This trust, respect, and confidence is critical in a system where confidentiality, professionalism, and responsiveness are requirements. Efforts should be made to encourage Partnership Gwinnett’s volunteer leadership (Implementation Committee and goal area committee members) to become engaged in these initiatives as well, when appropriate, to further reinforce the aforementioned relationships, influence, and leadership.

Goal II: Talent Development

STRATEGIC OBJECTIVES

- Objective 1: Support the continued excellence of the county's public school systems and their ability to meet the needs of an increasingly diverse and multilingual student body.
- Objective 2: Leverage the ongoing expansion of the county's existing post-secondary institutions, and their continued alignment with the needs of residents and businesses in Gwinnett County.
- Objective 3: Effectively retain graduates from our education systems.
- Objective 4: Develop, retain, and attract the skilled workforce that is needed by existing and prospective future businesses in target sectors.
- Objective 5: Foster next-generation and trusted leadership capacity.
- Objective 6: Effectively engage the business community in support of community development objectives.

STRATEGIC RECOMMENDATIONS (OVERVIEW)

- 2.1 Ensure that strong relationships with representatives from Gwinnett County Public Schools (GCPS), Buford City Schools (BCS), and private schools are maintained to ensure that the education system is meeting the needs of local businesses, and that local businesses are supporting the needs of the education system.
- 2.2 Formalize the county's education and talent development marketing messages – emphasizing the laudable, unique attributes of the county's K-12 and higher education systems – and help integrate these messages into various economic, community, and talent marketing efforts.
- 2.3 Utilize Partnership Gwinnett's Entrepreneur and Information Services division to deliver high value research services that help existing businesses understand workforce challenges and opportunities.
- 2.4 Pursue an intentional and targeted approach that seeks to connect and refine talent development strategies by target sector.
- 2.5 Develop and launch a comprehensive Internship Assistance Program that supports talent retention.
- 2.6 Promote utilization of existing resources that support talent development and job attainment for the unemployed and others needing employment assistance in the county, and work with relevant partners to ensure that the county's workforce support system is accessible and inclusive.
- 2.7 Support the continued impact and evolution of leadership development programs, and the placement of graduates in Partnership Gwinnett volunteer leadership opportunities when available and appropriate.
- 2.8 Evaluate ways in which Partnership Gwinnett and the county's business community can best support higher education institutions in their efforts to ensure that students enrolled in college do not fail to maintain enrollment or complete their degree due to relatively small, short-term financial pressures.
- 2.9 Study fellowship programs from around the country and evaluate interest in developing a similar program in the county to support talent retention.

STRATEGIC RECOMMENDATIONS: TALENT DEVELOPMENT

- 2.1 Ensure that strong relationships with representatives from Gwinnett County Public Schools (GCPS), Buford City Schools (BCS), and private schools are maintained to ensure that the education system is meeting the needs of local businesses, and that local businesses are supporting the needs of the education system.

With the hiring of a Director of Education and Talent Development, Partnership Gwinnett has invested in the capacity necessary to sufficiently cultivate and catalyze new talent development initiatives in partnership with the region's education systems. While the county's public school systems have long demonstrated a commitment to Partnership Gwinnett and strong relationship are already in place, the hiring of the Director affords Partnership Gwinnett with the opportunity to potentially advance new initiatives in partnership with the region's preK-12 systems. Specifically, stakeholders indicated that there were a few priority areas upon which continued collaboration between the county's school systems and Partnership Gwinnett should be focused. These include but are not limited to:

- ✓ Expanding access to and enrollment in early childhood education and pre-Kindergarten amongst the county's diverse populations
- ✓ Continued focus on career-based education and the refinement of career pathways in alignment with the needs of local employers and national trends
- ✓ Support for the development of new job-shadowing and project-based learning opportunities, and encouragement of the private sector to increase involvement in and support for such opportunities
- ✓ Connecting the county's entrepreneurs, small business owners, and small business support system to the new Clyde L. Strickland Entrepreneurship Center at Discovery High School.

- 2.2 Formalize the county's education and talent development marketing messages – emphasizing the laudable, unique attributes of the county's K-12 and higher education systems – and help integrate these messages into various economic, community, and talent marketing efforts.

Gwinnett County has a remarkable and unique story to tell with regards to its continuum of education. Nowhere else in the country will you find a place that is home to an award-winning, nationally-recognized public school system, the highest performing high school in the state of Georgia, and higher education institutions that are expanding, diversifying, and responding to the needs of residents and employers at an astounding pace. Simply put, few communities – if any – have a story to tell about their higher education evolution that can rival that of Georgia Gwinnett College and Gwinnett Technical College. Their ability to respond rapidly to the needs of the community – both residents and businesses – while improving program quality and maintaining a low cost environment is noteworthy and laudable. The higher education assets that exist outside the county but are of relevance to the community's competitiveness are also part of the story.

Partnership Gwinnett should attempt to formalize and promote this story to the outside world. It can do so by first ensuring that county's education story is positioned prominently amidst the various economic, community, and talent marketing efforts that are taking place at various levels and within various entities. This would include incorporation into a variety of marketing and communications channels. Opportunities for collaborative public relations efforts that proactively promote the region's education assets, the evolution of these assets, and the manner in which they support the county's competitiveness for jobs and talent, may exist if they are able to satisfy objectives of the various institutions and education systems. Publications which target site selectors, corporate decision makers regularly feature stories about communities and the manner in which they are responding to the needs of the local workforce. Media placements such as these would reflect a more authentic form of messaging than advertisements featuring Gwinnett's education story.

2.3 Utilize Partnership Gwinnett's Entrepreneur and Information Services division to deliver high value research services that help existing businesses understand workforce challenges and opportunities.

Just as was referenced in the context of entrepreneurship and small business development, the research capacity at Partnership Gwinnett can be leveraged and more formally integrated with its business retention and expansion (BRE) efforts and its talent development efforts. Specifically, existing businesses, particularly smaller to medium-sized establishments, may not have access to a variety of proprietary research tools that Partnership Gwinnett could acquire in order to complement its existing tools and subscriptions. The research team can provide the Director of Education and Talent Development and economic development project managers with relevant research of interest to existing businesses, their executives, and their HR managers, to answer questions such as:

- ✓ What are the prevailing wages and salaries in the county, region, and nationwide for specific occupations?
- ✓ How do our wages and salaries compare to these benchmarks?
- ✓ If I must recruit workers from outside Gwinnett, what external markets have an abundant pool of workers with specific skill sets?
- ✓ What degrees, certificates, level of experience, and skills do other companies require for this occupation?
- ✓ Are there viable candidates in the county matching my requirements?

This is just a small set of potential questions that various proprietary research tools – such as those provided by Burning Glass Technologies, Economic Modeling Specialists, Intl (EMSI), and Career Builder – can help answer. Potential may exist to share licensing costs – depending upon contract terms and partner interest – with other organizations in the county or region that could benefit from access to the same technology, from SBDC to regional economic development entities, to other partners. Existing research tools and subscriptions at SBDC are principally focused on market research and business development opportunities as opposed to labor market insights and talent development opportunities. Any research tools or data subscriptions acquired, such as those mentioned above, should only be pursued if they are capable of supporting multiple needs and adding value in multiple areas of the Partnership's operations, including project and prospect support (responding to RFIs) and the delivery of relevant market research to small and medium enterprises (see recommendation 1.1) in addition to the aforementioned services.

Additionally, potential exists to convene a small group of researchers from relevant partners engaged in community, economic, and workforce development to utilize the collective resources and capabilities to advance this recommendation – and other relevant research activities – understanding that efficiencies can potentially be gained from engaging a larger pool of researchers engaged in similar activities or working with similar information.

2.4 Pursue an intentional and targeted approach that seeks to connect and refine talent development strategies by target sector.

A primary objective within the Talent Development goal area is to develop, retain, and attract the skilled workforce that is needed by existing and prospective future businesses in target sectors. Clearly, the Partnership's talent development efforts should be aligned with its targeted economic development approach. Partnership Gwinnett should develop an approach that combines quantitative research and qualitative input to evaluate the most in-demand occupations within Gwinnett County's target sectors and define the approach to talent development for each occupation by segmenting occupations according to the following general guidelines:

- ✓ **Talent Development:** those occupations that are in high demand but have relatively little (or non-existent) local supply in terms of certificate and degree production from Gwinnett Technical College (GTC), Georgia Gwinnett College (GGC), and others in and around the county and region, potentially justifying the formation of new curriculum or programs, or the encouragement of higher enrollment in existing programs.

- ✓ **Talent Retention:** those occupations which rely heavily on recent college graduates and younger workers, and for which the county's institutions of higher education are producing a strong pipeline in terms of certificates and degrees such that a surplus of graduates are currently being exported to other parts of the country.
- ✓ **Talent Attraction:** those highly-specialized occupations where experience and/or certain skills are a significant requirement and these requirements are unable to be met locally, either through the existing workforce or the local education and training system, justifying efforts to attract this talent to the county from other parts of the region, state, or nation. Attraction efforts should be pursued as a last resort of sorts, remembering that Gwinnett sells itself in many respects, and that the provision of employment opportunities for Gwinnettians is a fundamental priority of inclusive economic development.

The approach described above should be first supported by quantitative research sourced from various partners and conducted by Partnership Gwinnett. This research would then be presented and reviewed by a council comprised of business and education representatives, and complemented by the qualitative input of the council participants. Partnership Gwinnett staff would help facilitate the definition of targeted approaches/segmentation, and work with partners to assign roles and responsibilities in executing the various approaches. The approach would ideally be piloted in the existing Manufacturing and Supply Chain Council and extended to other target sectors if the pilot is successful and partners are interested in applying the exercise to other sectors.

2.5 Develop and launch a comprehensive Internship Assistance Program that supports talent retention.

A recent survey of roughly 900 businesses by the National Association of Colleges and Employers indicated that more than half of all interns accept full-time employment with the company where their internship was completed. Clearly internships are an effective way to help retain graduates and prevent the community's recently developed talent from relocating elsewhere to launch their career. They help create professional networks, develop ties to potential full-time employers, and create meaningful experiences as a working resident of the county.

Partnership Gwinnett should continue to prioritize the encouragement and connection of internship opportunities to students from Gwinnett institutions of higher education by formalizing an Internship Assistance Program. The program could contain multiple components and evolve with time, beginning with efforts already underway and formalizing new initiatives in the years to come. Program components could include:

- ✓ **The Completion of an Internship Guide:** Currently underway, Partnership Gwinnett should complete development of a comprehensive internship guide for employers, providing guidance on how to establish a program that meets the needs and requirements of area institutions of higher education while also helping employers navigate potential legal and workplace considerations.
- ✓ **The Development an Internship Portal:** A website devoted to promoting internship opportunities in Gwinnett County, and specifically, matching interested students and recent graduates with available opportunities, could be developed with relevant partners from higher education. The appropriate host for such a website – be it Partnership Gwinnett, a college, or some other partner – should be identified with input from program partners.
- ✓ **Challenging the Business Community:** Once the aforementioned resources are developed, a challenge could be issued to the business community to develop internships in accordance with the published guidelines. A method for recognizing participating employers should be identified.
- ✓ **Promotion with Partners:** Available internships and the aforementioned internship portal should be promoted aggressively through appropriate channels at the county's institutions of higher education. Matchmaking events that are similar to a career fair could be implemented, along with a variety other forms of electronic and print advertising and communications to promote the resource and available internships.

With time, feedback from employers and students should help refine approaches and internship experiences themselves. Ideally, a core group of committed employers will emerge over time that can maintain a pool of internships related to the county's target business sectors and the degree programs that support them.

2.6 Promote utilization of existing resources that support talent development and job attainment for the unemployed and others needing employment assistance in the county, and work with relevant partners to ensure that the county's workforce support system is accessible and inclusive.

As previously mentioned, the provision of employment opportunities for Gwinnettians is a fundamental priority of inclusive economic development; economic development efforts should attempt to support the upward mobility, prosperity, and well-being of all residents. The county and region are already home to a number of resources that support the varied economic needs of those who lack sufficient education, skills, or experience necessary to acquire and maintain gainful employment. These include but are by no means limited to:

- ✓ Programs that promote work-based learning employability for disadvantaged or at-risk youth such as Year Up and the Great Promise Partnership;
- ✓ Initiatives and programs that support basic skills and education acquisition such as the Gwinnett Coalition for Health and Human Services and its Literacy Gwinnett program which supports English as a second language courses, General Education Development (GED) completion, and other basic adult education needs
- ✓ Services that help individuals assess their skills and employability, and identify available career opportunities, such as those offered by the Atlanta Regional Workforce Development Board (ARWDB) and its two Gwinnett-based Career Resource Centers
- ✓ Services that provide targeted training to displaced workers and those who may be lacking employable skills such as the State's Georgia Work Ready program and the ARWDB's implementation of Workforce Innovation and Opportunity Act (WIOA) training opportunities
- ✓ Initiatives and programs that are advanced and resourced by foundations such as the Community Foundation for Northeast Georgia and the United Way of Greater Atlanta

Consideration should be given to reorienting the top navigation of other features of www.GwinnettEconomicDevelopment.com such that information is targeted to specific audiences, with a tab "For Residents" accompanying a tab "For Business" or "For Site Selectors." Such a reorganization of the website would support easier and clearer promotion of available resources and services that may be of interest to residents seeking employment opportunities. Search engine optimization (SEO) can help ensure that Gwinnett residents are finding these resources. A comprehensive database of resources and their various uses, applications, and intended audiences should be compiled and cross-promoted, not simply via Partnership Gwinnett but across the aforementioned organizations to ensure that information and available resources are consistently communicated across various potential points of entry for a resident needing assistance.

If partners are willing to share information, Partnership Gwinnett can also assist with an evaluation of the utilization of these services and the degree to which it reflects or does not reflect demographic, socioeconomic, and economic attributes of the resident population, as well as accessibility and utilization by place of residence. This analysis could help these various partners and providers ensure that their resources and services are effectively reaching the various populations that may need them the most. Any pre-existing efforts to evaluate utilization of services and client mix by the aforementioned partners and others could be studied and evaluated through the lens of access and inclusivity.

2.7 Support the continued impact and evolution of leadership development programs, and the placement of graduates in Partnership Gwinnett volunteer leadership opportunities when available and appropriate.

Gwinnett County is home to multiple leadership development programs, including but not limited to Leadership Gwinnett's core program, the new Leadership Gwinnett "Glance Gwinnett" program, the Gwinnett Coalition for Health and Human Services' Gwinnett Neighborhood Leadership Institute (GNLI), the Gwinnett Chamber of Commerce's Young Professionals Leadership Institute and Gwinnett County Public Schools' (GCPS) Quality-Plus Leader Academy.

Leadership Gwinnett is currently in the process of launching a new five-year strategy. This strategy will help advance Leadership Gwinnett's two core programs: its signature, nine-month "Leadership Gwinnett" program and the relatively new (Fall 2014) two-and-a-half day "Glance Gwinnett" program. It will also support core goals to facilitate alumni engagement and expand the alumni base such that it reflects the evolving community. In this regard, Leadership Gwinnett is expressing its awareness for a need to be intentionally inclusive.

Partnership Gwinnett can help Leadership Gwinnett attain the goals of its new strategic plan, while Leadership Gwinnett – and particularly its alumni – can help support the implementation of Partnership Gwinnett's strategy. For example, Partnership Gwinnett's existing business outreach and continuing care efforts can seek to help increase applications from qualified individuals representing a diverse array of backgrounds and experiences. Employers can be encouraged to begin thinking about community leadership development within their organization, and identify high potential employees that can gain a first glance at Leadership Gwinnett and the community through the relatively low-cost Glance Gwinnett program. Likewise, Leadership Gwinnett can encourage alumni to become actively involved in Partnership Gwinnett's volunteer leadership structures (councils and committees). An agreement could be maintained whereby Leadership Gwinnett seeks to intentionally place one or more recent graduates or alumni each year on the Partnership Gwinnett Implementation Committee, providing an opportunity for this individual or individuals to directly apply what they've learned in Leadership Gwinnett in a collaborative, volunteer service opportunity. According to Leadership Gwinnett, a recent survey of program graduates shows that more than 97 percent indicated that they are more likely to serve on boards, volunteer, and give back to their community.

Similar arrangements to those suggested above could be developed and pursued with other leadership development programs in the county. A continued and intentional infusion of young leadership within Partnership Gwinnett's volunteer structure is important, providing justification for intentional placement efforts with the Young Professionals Leadership Institute. Placement of graduates from the Neighborhood Leadership Institute and the Quality-Plus Leader Academy could also help reinforce volunteer interest and support for the Talent Development and Community Development goal areas.

2.8 Evaluate ways in which Partnership Gwinnett and the county's business community can best support higher education institutions in their efforts to ensure that students enrolled in college do not fail to maintain enrollment or complete their degree due to relatively small, short-term financial pressures.

Partners in higher education indicated that some students are vulnerable to small financial pressures that occasionally result in their inability to meet payment deadlines for student fees associated with enrollment. Partnership Gwinnett and its volunteer leadership (the Implementation Committee and its relevant work group) can assist higher education partners in identifying and developing the most appropriate mechanisms by which the business community can help ensure that short-term financial pressures do not prevent a student from maintaining their enrollment and continuing their studies towards certification or degree completion. One potential solution is the development of a temporary relief fund that would effectively provide students with a grace period for certain payments. Steering Committee members suggested that the initiative could ultimately be formalized and branded if successful; "Bridge Gwinnett" was suggested as one potential name for the initiative.

2.9 Study fellowship programs from around the country and evaluate interest in developing a similar program in the county to support talent retention.

In addition to internships, community service opportunities and fellowship programs other effective ways to increase retention of recent college graduates is by increasing their attachment to and involvement in the county. There are numerous best practice fellowship programs around the country that target varied audiences and provide varied experiences. Some provide immersive experiences in local government departments, others emphasize community service through nonprofit organizations, while others provide business- and entrepreneurship-focused curriculum and experiences. All typically provide a part- or full-time salaried work experience through participating partner companies and are complemented by a relevant and targeted service and continuing education component.

Partnership Gwinnett has already begun studying fellowship programs from around the country. This effort should continue, potentially culminating in a brief report delivered to Partnership Gwinnett Implementation Committee and relevant partners summarizing the models that are viewed as potentially most applicable and of interest to potential partners – both employers and the organizations that can support the service experience and learning component. Ultimately, any fellowship program must be designed with the potential fellow in mind, but clearly the objectives of the sponsoring entities must be met and these must necessarily guide program elements. Partnership Gwinnett can help evaluate best practice programs, convene partners, coordinate and facilitate discussion, and help design program elements, but ultimately any fellowship opportunity that the community collectively elects to pursue should be managed by a substantive program participant or sponsor. The management, maintenance, and funding of such a program falls outside the scope of the Partnership's endeavors.

The Atlanta Regional Economic Competitiveness Strategy called for the formation of a regional CorpsAtlanta fellowship program. Potential exists for Gwinnett to pilot a similar initiative in partnership with local governments in Gwinnett County. The design of the CorpsAtlanta program – which has not been implemented – as described in the Regional Economic Competitiveness Strategy is as follows:

“The CorpsAtlanta program, potentially coordinated by the Atlanta Regional Commission in partnership with local governments, the United Way, and other service organizations, would pair recent college graduates interested in public service with local communities. Communities would submit applications for projects that would leverage CorpsAtlanta members, potentially receiving small grants to manage programs operated by the Corps members. College juniors and seniors interested in public service careers would be targeted for the year-long program whereby they would commit to working with a specific community or multiple communities after graduation in exchange for a small monthly stipend and an end-of-program award that is eligible for additional education in the metro Atlanta region and/or student loan repayment. The Atlanta Regional Commission could assist local communities with the identification of specific projects in a variety of areas (poverty reduction, redevelopment and revitalization, public education, planning and economic development, etc.) that would support community objectives as defined by local and regional strategic plans. Higher education institutions could partner with CorpsAtlanta to provide an introductory orientation and educational program that would cover basic community development concepts and introduce the Corps members to fundamental community challenges and opportunities, leveraging successful elements of regional leadership programs.”

Goal III: Community Development

STRATEGIC OBJECTIVES

- Objective 1: Help preserve and maintain key assets and services that enhance community well-being.
- Objective 2: Support the provision of necessary and competitive infrastructure.
- Objective 3: Support initiatives that mitigate traffic congestion and provide transportation alternatives.
- Objective 4: Aid in development and redevelopment of key corridors, activity centers, and public spaces.
- Objective 5: Encourage the continued development of arts, cultural, and entertainment amenities, and other positive placemaking efforts.
- Objective 6: Effectively engage the business community in support of community development objectives.

STRATEGIC RECOMMENDATIONS (OVERVIEW)

- 3.1 Support the implementation of the forthcoming Destination 2040 Comprehensive Transportation Plan for Gwinnett County, and the integration of effective planning for pedestrian-friendly, bicycle-friendly, and transit-oriented communities in comprehensive planning.
- 3.2 Support aggressive implementation of relevant plans advancing redevelopment in key activity centers and corridors throughout the county.
- 3.3 Continue to support the development and preparation of sites and relevant infrastructure supporting development along GA 316 that strengthens the connection between the Athens and Atlanta regions, and supports the growth of target sectors such as life sciences.
- 3.4 Work with Welcoming America to further potential commitments to becoming a member of Welcoming Cities and Counties.
- 3.5 Promote the adoption of alternative commuting and workplace scheduling policies that support congestion mitigation.

STRATEGIC RECOMMENDATIONS: COMMUNITY DEVELOPMENT

3.1 Support the implementation of the forthcoming Destination 2040 Comprehensive Transportation Plan for Gwinnett County, and the integration of effective planning for freight transportation and pedestrian-friendly, bicycle-friendly, and transit-oriented communities in comprehensive transportation planning.

Gwinnett County government recently launched the update to its long-range comprehensive transportation plan, the Destination 2040 Comprehensive Transportation Plan. Upon completion, the plan will detail the community's current and future transportation needs including recommend projects over the course of the next 25 years. As of May 2016, residents provided input to inform the development of projects and priorities. The Plan and its recommendations are expected to be finalized in early 2017. The Plan is intended to address all modes of transportation, including bicycle and pedestrian infrastructure, transit, roadways, and other forms of transportation infrastructure. Partnership Gwinnett can support the Plan's development and implementation by continuing to raise awareness about the importance of transportation options and infrastructure – from sidewalks to interstates to transit – on a community's competitiveness for both jobs *and* talent. In this regard, Partnership Gwinnett can help residents, businesses, and partners understand the critical importance of transportation infrastructure and associated investments on key business, talent, and community development objectives, from the community's ability to attract high-wage jobs to the attractiveness of its corridors and activity centers to its ability to attract talented young people to its built environments. The decisions that are made in long-range transportation planning have significant implications for a community's competitiveness in a variety of ways, and the development patterns that have occurred around the metro Atlanta region's transportation infrastructure – from its airports to its transit network to its interstates – are evidence of this fact. Partnership Gwinnett can ensure that the projects outlined in the forthcoming Destination 2040 Comprehensive Transportation Plan are frequently discussed in the context of economic development at events such as the Redevelopment Forum, the Partnership Gwinnett Summit, and other relevant venues.

3.2 Support aggressive implementation of relevant plans advancing redevelopment in key activity centers and corridors throughout the county.

Since its inception, Partnership Gwinnett has worked with partners in the community – from local governments to Community Improvement Districts to private establishments – to help advance the community's redevelopment objectives. The Redevelopment Forum is its flagship initiative related to this issue, an annual event that highlights various visions for redevelopment and the tools to support this redevelopment. The community improvement districts (CIDs) that exist in Gwinnett County are powerful vehicles for supporting and catalyzing redevelopment, and each have their own priorities and physical visions for redevelopment within their respective borders. But there are also many other substantive redevelopment opportunities outside these district boundaries with various levels of planning, financial resources, and market potential related to their redevelopment. There are numerous organizations, governments, quasi-governmental entities, and private sector agents attempting to advance redevelopment in and around the county. Partnership Gwinnett can continue to encourage all relevant parties to use their enabled powers to aggressively support redevelopment. As one stakeholder highlighted during the public input process: "We have a lot of great things happening (related to redevelopment and placemaking) and we do a good job promoting what we are doing, but I feel like we are slipping."

While Partnership Gwinnett cannot directly advance redevelopment projects, it can play an important role in continuing to educate and support the community that is enabled to do so. Specifically, in partnership with other relevant entities, Partnership Gwinnett could support the study of the economic and fiscal impact of specific redevelopment projects to help illustrate the potential return on investment to public, private, and quasi-governmental entities that could be engaged in financing redevelopment. This type of research can help ensure that redevelopment opportunities are considered for their potential economic impact and evaluated in a fiscally-responsible manner.

Partnership Gwinnett could also potentially expand its Redevelopment Forum programming to include a Redevelopment Visit whereby key leadership from entities influencing and investing in redevelopment can travel to another community in

the United States to study and see first-hand their successful approaches to a major redevelopment project that shares similar challenges or vision as a priority redevelopment project in Gwinnett County. Potential exists to coordinate and manage such a trip with a variety of local and regional partners.

3.3 Continue to support the development and preparation of sites and relevant infrastructure supporting development along GA 316 that strengthens the connection between the Athens and Atlanta regions, and supports the growth of target sectors such as life sciences.

While there are many corridors with development potential and redevelopment needs throughout the county, Highway 316 has always represented a unique opportunity for Gwinnett County as it is the primary connector between the metro Atlanta and metro Athens regions, anchors of the state's higher education system. Over the years there have been a few different visions for industrial, technology, or life science-related commerce parks along the highway. As the corridor continues to develop and its infrastructure is upgraded, potential will exist to regularly evaluate the viability and market potential of any new endeavors to catalyze life sciences growth and development along 316, Partnership Gwinnett can and should continue to be at the forefront of these conversations, in part through its leadership in the Innovation Crescent Regional Partnership. Potential may also exist to create a physical vision in partnership with local governments and anchor institutions for an "eds and meds" (educational and medical) district in and around Lawrenceville that seeks to leverage these anchor institutions, and the area's central location between the state's pre-eminent research universities – for life sciences related economic development.

3.4 Work with Welcoming America to further potential commitments to becoming a member of Welcoming Cities and Counties.

Welcoming America is a nonpartisan, nonprofit organization that seeks to advance "a movement of inclusive communities across the nation becoming more prosperous by making everyone who lives there feel like they belong." Through a variety of educational and training initiatives and resources, Welcoming America is helping communities implement tested approaches to becoming the most welcoming places they can be for immigrants and residents of all backgrounds. Membership in Welcoming America's network brings local governments and nonprofit organizations committed to understanding demographic change and leveraging the possibilities in welcoming newcomers together to share best practices, learn from the latest research, and share in trainings and technical assistance tailored to their specific objectives. The City of Norcross as well as other regional communities including the City of Atlanta, City of Roswell, and City of Decatur have joined Welcoming America.

Partnership Gwinnett has initiated dialogue with Welcoming America and it can work with the organization to identify and advance appropriate, necessary initiatives along the way. As mentioned in the Community Assessment, Gwinnett County is at the forefront of the nation's diversification and is one of the most diverse and international communities in the country, and is a place that many others will be studying in the years and decades to come to determine the ways in which communities have effectively or ineffectively leveraged and successfully integrated its diverse and immigrant populations into the community and its economy. Welcoming America can help elevate the visibility of many existing initiatives related to inclusion that are already underway in local governments and across the county, helping to ensure that the area is recognized as being at the forefront of the nation's efforts to advance inclusivity in a time of great demographic change.

3.5 Promote the adoption of alternative commuting and workplace scheduling policies that support congestion mitigation.

Workplace policies that encourage and incentivize alternate commute and scheduling choices can help reduce the number of vehicles on the road during peak traffic hours. Such policies include but are not limited to telework/remote work, flexible scheduling, compressed work schedules, and a variety of tactics and incentives to encourage carpooling, the use of public transportation, or walking or biking to work. Although traditional means of removing cars and congestion from roads (by way of additional alternative infrastructure development such as transit) can often be very expensive and take years or decades to implement, changes in workplace policies can be lower cost, expeditious, and inclusive means to reduce congestion. The encouragement of such policies is a way in which Partnership Gwinnett could help “move the needle” on congestion by building a critical mass of businesses committed to reducing congestion on their own accord. Partners such as Georgia Commute Options and the Clean Air Campaign have a number of resources to assist companies with the development of such policies and incentives to help encourage employees’ participation and utilization of commute alternatives. Partnership Gwinnett can potentially work with these partners to develop a guidebook for Gwinnett-based employers and/or host a series of educational seminars. Likewise, the Partnership can potentially develop methods for incentivizing businesses to adopt such policies and serve a leadership role in taking voluntary action to help mitigate traffic congestion in and around the county.

IMPLEMENTATION PLAN

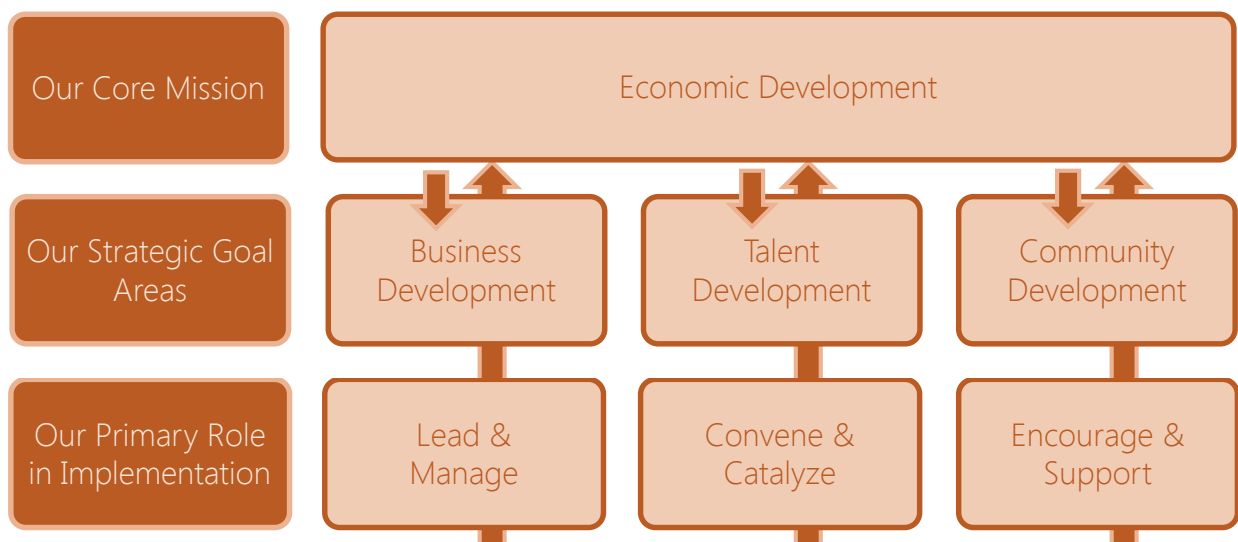
The Partnership Gwinnett 3.0 Economic Development Strategy identifies “what” the Partnership should pursue to further advance its three strategic goal areas of Business Development, Talent Development, and Community Development. This Implementation Plan helps define “how” the Partnership will pursue effective and efficient implementation of the PG 3.0 strategy. Specifically, the Implementation Plan reviews:

- ✓ the **roles and responsibilities** of the Partnership and its Implementation Committee;
- ✓ the various **implementation partners** that can provide necessary support;
- ✓ **potential costs** associated with recommendations;
- ✓ an **implementation timeline**;
- ✓ **staff and financial resources** necessary to support effective implementation, and;
- ✓ **performance measurement** and public reporting.

Implementation Roles and Responsibilities

PARTNERSHIP GWINNETT

The Partnership Gwinnett staff – currently a team of eight dedicated professionals – is principally responsible for the day-to-day operations of the Partnership, including the implementation of its core programs and strategy. Historically, the Partnership has been defined by its holistic approach to economic development, one that has acknowledged the importance of talent development and community development in its strategic approach to “comprehensive economic development.” The new PG 3.0 strategy attempts to more clearly define the roles and responsibilities of the Partnership and its staff with respect to advancing the recommendations in the strategy’s three specific goal areas: business development, talent development, and community development.



These varied roles and responsibilities are summarized in the accompanying graphic. This framework acknowledges that Partnership Gwinnett’s role in implementation can and should appropriately vary by goal

area. Specifically, it communicates Partnership Gwinnett's role as the **lead entity in advancing business development and managing economic development projects**; its role as a **convener and catalyst in advancing talent development**, and; its role to **encourage and support the advancement of community development objectives**. This implies that partner organizations identified in the implementation matrices that follow will assume a more substantive role in the advancement of talent development and community development objectives, while Partnership Gwinnett will be expected to continue to serve as the lead entity in the implementation of core "business development" programs: existing business retention and expansion, small business development and entrepreneurship, corporate recruitment, and international trade development.

IMPLEMENTATION COMMITTEE

The Partnership Gwinnett Implementation Committee is currently comprised of roughly 60 individuals representing the public, private, and nonprofit sectors in Gwinnett County. The Committee serves an important role in ensuring that Partnership Gwinnett's day-to-day operations, and specifically the implementation of its strategy, are supported by the working relationships that are critical to a truly collaborative approach to comprehensive economic development. In this regard, the Implementation Committee embodies the public-private partnership that is foundational to Partnership Gwinnett's existence and mission.

The Implementation Committee currently meets quarterly to review progress in implementing the strategy, learn about recent development related to the strategy's goal areas, and discuss new opportunities that merit support and potential action from Partnership Gwinnett and its staff. The committee's meetings are a valuable forum for intentional and regular interaction among organizations and employers in the county, while also ensuring that partners are adequately informed about recent developments impacting the community's economic well-being.

These are important roles for the Implementation Committee and they should be maintained. However, the Implementation Committee can also take on a more active role in implementing specific recommendations and aiding PG staff when relevant and appropriate. Committee members are already volunteering considerable amounts of time in some instances, and there are certainly examples of volunteer-led implementation from the Partnership's Implementation Committee in its roughly ten-year history. In the years ahead, new opportunities for volunteer engagement will present themselves. Accordingly, the Implementation Committee should form ad hoc councils or subcommittees to take on specific initiatives or recommendations where their direct assistance is needed to help Partnership Gwinnett effectively and efficiently implement the strategy. Examples include but are by no means limited to: the formation of Existing Business Assistance Team (EBAT) to help connect existing employers with the Partnership's business retention and expansion (BRE) program (see recommendation 1.1); assistance in developing a delegation and/or scheduling an international business recruitment and retention trip (see recommendation 1.5); assistance in developing internship criteria and guidelines (see recommendation 2.5), and/or; assistance promoting workplace policies supporting alternative commute and scheduling choices (recommendation 3.5).

Ad hoc councils and subcommittees should form and dissolve as needed; define membership composition based on the issue(s) being addressed and the partners that need to be engaged; schedule meetings with administrative and strategic assistance from PG staff, and; regularly report to the Implementation Committee on the council or subcommittees actions.

As highlighted in the preface to the strategy and consistent with the strategy's emphasis on an inclusive approach to implementation, the Implementation Committee and any ad hoc councils or subcommittees should be intentionally "open, accessible, and welcoming to a diverse group of businesses and business leaders." And as referenced in recommendation 2.7 of the strategy, potential exists to advance this approach by way of intentional placement of graduates from the county's various leadership development programs on the Partnership Gwinnett Implementation Committee.

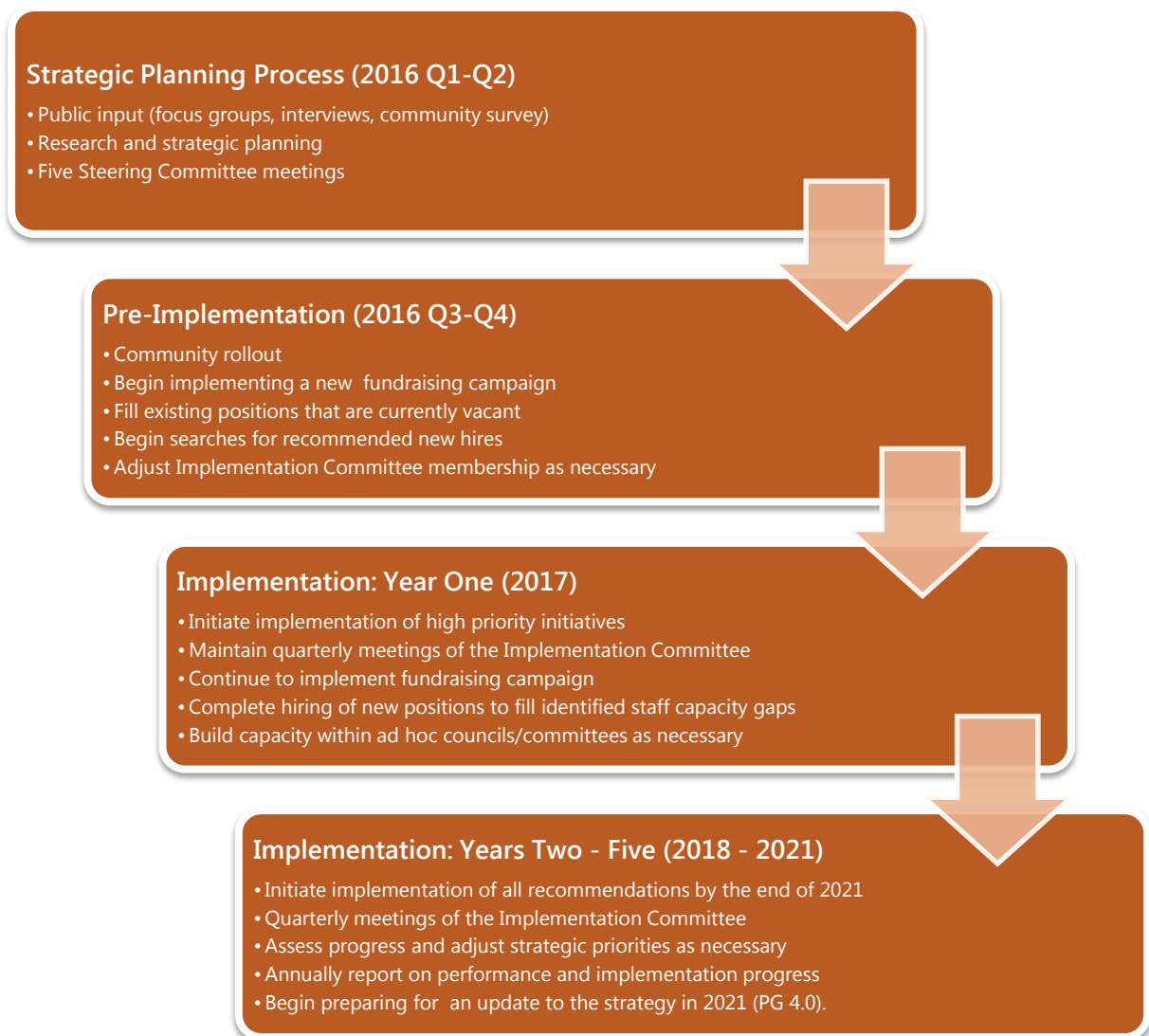
IMPLEMENTATION PARTNERS

The preceding sections have discussed the roles and responsibilities of Partnership Gwinnett and the Implementation Committee in coordinating and facilitating implementation of the PG 3.0 strategy. However, as demonstrated throughout the Partnership's ten-year history, effective and efficient implementation will require the support and participation of numerous partners across the county, region, and state. The table that follows is a non-comprehensive list of potential implementation partners, accompanied by abbreviations for each organization/entity which are used in the "implementation matrices" that follow to help identify potential partners for each individual recommendation in the PG 3.0 strategy. This is by no means intended to be an exhaustive list; many other organizations can and should be involved in implementation, and the Implementation Committee should engage additional, relevant partners as needed.

Acronym	Organization	Acronym	Organization
ARC	Atlanta Regional Commission	GGC	Georgia Gwinnett College
ARCHE	Atlanta Regional Council for Higher Educ.	GMA	Gwinnett Municipal Association
ART	ArtWorks! Gwinnett	GNLI	Gwinnett Neighborhood Leadership Inst.
ARWDB	Atlanta Regional Workforce Dev. Board	GOV	Governor's Office
BCS	Buford City Schools	GP	Georgia Power
BIA	Business Incubators, Accelerators, etc.	GTC	Gwinnett Technical College
BIZ	Business Community	GYP	Gwinnett Young Professionals
BROK	Commercial Brokers	HEI	Higher Education Institutions
CAC	Clean Air Campaign	IC	Innovation Crescent Regional Partnership
CFNG	Community Fndn. of Northeast Georgia	JEMC	Jackson EMC
CIDs	Community Improvement Districts	LEAD	Leadership Development Programs
COCs	Local or Niche Chambers of Commerce	LG	Leadership Gwinnett
DCA	Georgia Dept. of Community Affairs	LGOV	Local Governments (County and Cities)
DOL	Georgia Department of Labor	MAC	Metro Atlanta Chamber
EG	Explore Gwinnett	MSCC	Manufacturers and Supply Chain Council
EXIM	Export-Import Bank of the United States	PG	Partnership Gwinnett
FB	Faith-Based Organizations	PRIVK12	Private K-12 Education Institutions
GA	Gwinnett Angels	RTF	Redevelopment Task Force
GACOC	Georgia Chamber of Commerce	SB	Small Business Owners and Entrepreneurs
GC	Gwinnett County Government	SBA	U.S. Small Business Administration
GCHHS	Gwinnett Coal. for Health & Human Serv.	SBDC	Small Business Development Center
GCO	Georgia Commute Options	SCORE	SCORE Small Business Mentors
GCOG	Gwinnett Chamber of Commerce	TELE	Telecommunications Providers
GCPS	Gwinnett County Public Schools	USCS	U.S. Commercial Service (Commerce, ITA)
GDECD	Georgia Department of Economic Dev.	UTIL	Utilities
GDOT	Georgia Department of Transportation	UW	United Way of Metropolitan Atlanta
GEHC	Gwinnett Enviro. and Heritage Center	WA	Welcoming America

Implementation Schedule

Successful communities and the organizations that support them never stop planning. But successful communities and organizations also do not allow the processes of conversing and strategic planning – as important as they are – to impede the process of *doing*. Any set of strategic recommendations needs a schedule for implementation. No community or organization can tackle the entirety of a strategic plan at once; there must be clear priorities. The graphic that follows provides a brief overview of the timing for key phases of the strategic planning process and its implementation. The remainder of this “Implementation Schedule” section provides a more detailed overview of the timeline and other implementation guidelines for individual recommendations within the PG 3.0 Economic Development Strategy that precedes this Implementation Plan.



IMPLEMENTATION MATRICES

The implementation matrices that follow contain important guidelines for implementing individual recommendations within the PG 3.0 strategy. Complemented by the detailed actions discussed for each recommendation in the strategy, these matrices can be utilized by PG staff and the Implementation Committee to guide their implementation efforts for specific initiatives. The matrices are grouped by goal area and include the following pieces of information in columns for each recommendation:

Number:	The number assigned to each recommendation in the PG 3.0 strategy.
Recommendation:	The recommendation as written in the PG 3.0 strategy.
Key Implementation Partners:	Abbreviations/acronyms of entities that could be engaged in a supportive role for the implementation of the referenced action. This is not an exhaustive list, but simply a starting point for staff and Implementation Committee outreach to relevant partners in support of individual recommendations. Potential partners have been informed by input received from the Steering Committee.
Implementation Timeframe:	A recommended start date and implementation timeline associated with each recommendation. Timeframes have been informed by input received from the Steering Committee.
Potential Cost (Low):	A low end estimate of the potential annual expenditure (not including staff time) associated with implementing the recommendation as written in the PG 3.0 strategy.
Potential Cost (High):	A high end estimate of the potential annual expenditure (not including staff time) associated with implementing the recommendation as written in the PG 3.0 strategy.
Cost Notes:	Relevant notes regarding what is broadly captured by the potential cost estimates.

IMPLEMENTATION MATRIX: BUSINESS DEVELOPMENT

#	Recommendation	Key Implementation Partners	Implementation Start	Potential Cost (Low)	Potential Cost (High)	Cost Notes
1.1	Adopt a "continuing care" service-delivery model that supports a more seamless approach to business development, retention, and expansion.	SBDC, SCORE, GDEcD, MAC, GP, LGOV, SB, SBA, BIA, BROK, COCs	2017	\$25,000	\$35,000	Principal cost associated with implementation is staff time; significant additional costs not reflected here will be associated with hiring new staff members to help implement this approach. Cost estimate covers expenditure associated with the acquisition of software to manage contacts and follow-up, as well as the cost associated with the acquisition of new market research tools and research software to enable the provision of more targeted forms of assistance in a "continuing care" model.
1.2	Continue to evolve the Amazing Entrepreneur Contest by integrating new program components and pursuing efficiencies when possible.	SBDC, SCORE, SB, BIA, COCs	2019	\$5,000	\$10,000	Any contest expansion should be done with efficiency and potential cost-sharing in mind. The cost estimate included herein covers potential expansion of the prize pool. Although prizes are typically covered by sponsors, the Contest's sustainability can be enhanced by providing a dedicated pool of funds to support non-cash prizes that are derived in part from PG 3.0 fundraising efforts.
1.3	Work with partners in economic development and the small business support system to ensure that the entire system of providers and their services is effectively marketed, open, and accessible to entrepreneurs and small business owners with diverse backgrounds.	SBDC, SCORE, SB, BIA, COCs, LGOV, GDEcD	2018	\$10,000	\$15,000	Cost primarily associated with enhanced marketing and communications activities targeting the vast small business community in the county.
1.4	Maintain and enhance pursuit of a business attraction and economic development marketing approach that is predicated upon relationship development and maintenance with relevant audiences.	GOV, GDEcD, GP, GACOC, DOL, MAC, LGOV, ICRP, BROK, BIZ	2017	\$15,000	\$20,000	Cost primarily associated with additional travel to support greater face-to-face interaction in corporate recruitment activities.

IMPLEMENTATION MATRIX: BUSINESS DEVELOPMENT (CONTINUED)

#	Recommendation	Key Implementation Partners	Implementation Start	Potential Cost (Low)	Potential Cost (High)	Cost Notes
1.5	Enhance and expand Partnership Gwinnett's strong approach to international business development with a focus on new, high-value opportunities that provide a strong return on investment.	GOV, GDEcD, GACOC, MAC, COCs, BIZ, USCS, EXIM	2018	\$30,000	\$50,000	Cost associated with additional international trips to recommended new markets, expanded delegations, provision of export assistance and any associated events.
1.6	Monitor changes in local and state level incentive programs and help ensure that Gwinnett County remains competitive in the retention and attraction of jobs in target business sectors.	GDEcD, MAC, ARC	2017	N/A	N/A	Cost is primarily staff time.
1.7	Continue to serve as a leader in advancing regional cooperation in economic development through initiatives such as the Innovation Crescent Regional Partnership and the Atlanta Regional Competitiveness Initiative.	ICRP, ARC, MAC, BIZ	2017	\$5,000	\$10,000	Cost is primarily staff time. The cost estimate provided principally covers support that Partnership Gwinnett can provide in implementing the activities of the ICRP, the Competitiveness Initiative, or other relevant regional partnerships and collaborative initiatives. While these other initiatives can and should be principally supported by their own budgets, Partnership Gwinnett has gained value within the region and state from its consistent leadership position in such initiatives, including minimal expenditure when necessary to help achieve collaborative objectives.

IMPLEMENTATION MATRIX: TALENT DEVELOPMENT

#	Recommendation	Key Implementation Partners	Implementation Start	Potential Cost (Low)	Potential Cost (High)	Cost Notes
2.1	Ensure that strong relationships with representatives from Gwinnett County Public Schools (GCPS), Buford City Schools (BCS), and private schools are maintained to ensure that the education system is meeting the needs of local businesses, and that local businesses are supporting the needs of the education system.	GCPS, BCS, PRIVK12, BIZ	2017	N/A	N/A	Primary cost is staff time.
2.2	Formalize the county's education and talent development marketing messages, and help integrate these messages into various economic, community, and talent marketing efforts.	GCPS, BCS, PRIVK12, GTC, GGC, HEI, BIZ	2018	\$5,000	\$10,000	Primary cost is staff time. Messaging should be incorporated into existing publications, communications, etc. Cost estimate covers a modest budget for updating marketing collateral and conducting proactive media relations related to the county's education story.
2.3	Utilize Partnership Gwinnett's Entrepreneur and Information Services division to deliver high value research services that help existing businesses understand workforce challenges and opportunities.	BIZ, ARWDB, ARC, DOL	2018	N/A	N/A	Primary cost is staff time. Other costs associated with research tools and technologies (subscriptions to research services or software) is covered in the cost estimate for recommendation 1.1.
2.4	Pursue an intentional and targeted approach that seeks to connect and refine talent development strategies by target sector.	GTC, GGC, HEI, GCPS, BCS, PRIVK12, BIZ, MSCC, MAC, ARCHE, DOL	2018	N/A	N/A	Primary cost is staff time.
2.5	Develop and launch a comprehensive Internship Assistance Program that supports talent retention.	GTC, GGC, HEI, GCPS, BCS, PRIVK12, BIZ	2018	Startup: \$20,000 Annual: \$10,000	Startup: \$30,000 Annual: \$15,000	Primary cost is staff time but considerable startup expenditure could be associated with the development of an Internship Guide, as well as marketing and promoting available internships through a variety of channels (events, an Internship Portal, etc.).

IMPLEMENTATION MATRIX: TALENT DEVELOPMENT (CONTINUED)

#	Recommendation	Key Implementation Partners	Implementation Start	Potential Cost (Low)	Potential Cost (High)	Cost Notes
2.6	Promote utilization of existing resources that support talent development and job attainment for the unemployed and others needing employment assistance in the county, and work with relevant partners to ensure that the county's workforce support system is accessible and inclusive.	ARWDB, DOL	2019	N/A	N/A	Primary cost is staff time.
2.7	Support the continued impact and evolution of leadership development programs, and the placement of graduates in Partnership Gwinnett volunteer leadership opportunities when available and appropriate.	LG, GNLI, GCPS, LEAD	2017	N/A	N/A	Primary cost is staff time.
2.8	Evaluate ways in which Partnership Gwinnett and the county's business community can best support higher education institutions in their efforts to ensure that students enrolled in college do not fail to maintain enrollment or complete their degree due to relatively small, short-term financial pressures.	HEI, BIZ	2018	N/A	N/A	Primary cost is staff time.
2.9	Study fellowship programs from around the country and evaluate interest in developing a similar program in the county to support talent retention.	HEI, BIZ	2019	N/A	N/A	Primary cost is staff time.

IMPLEMENTATION MATRIX: COMMUNITY DEVELOPMENT

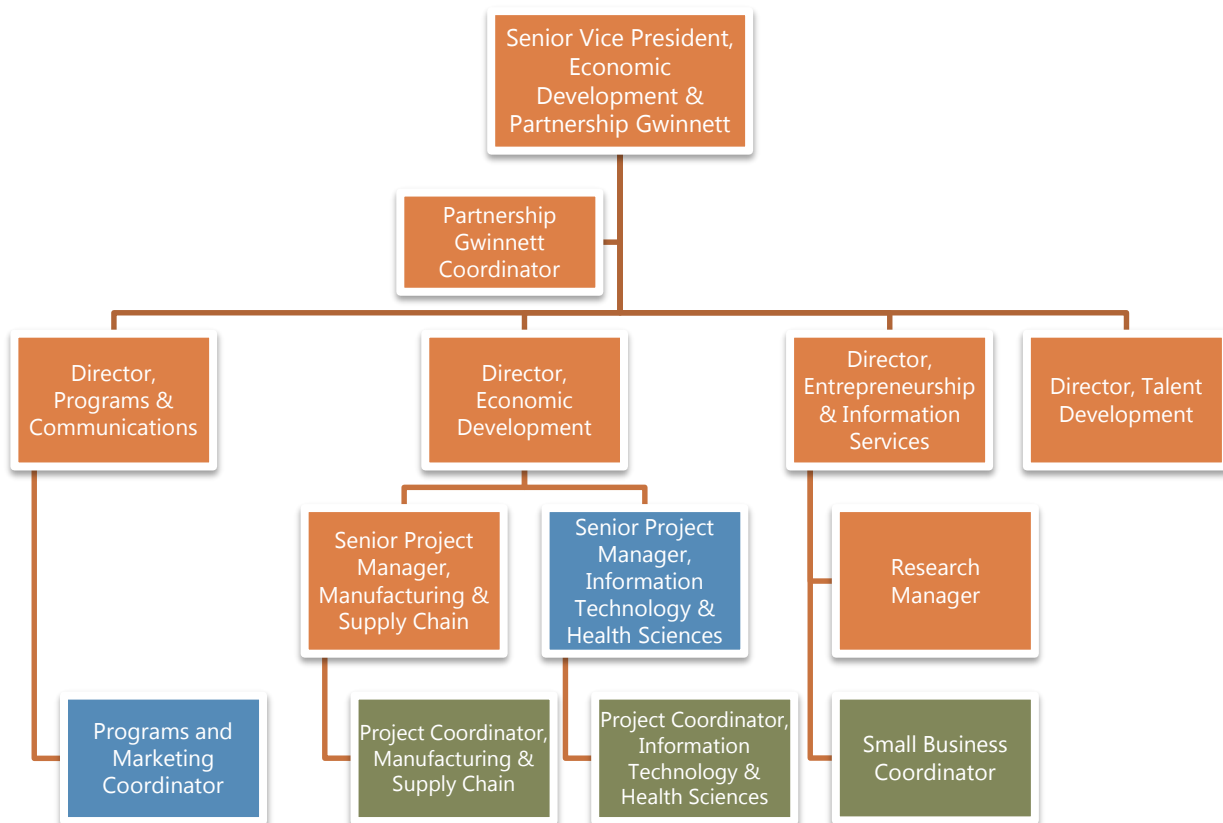
#	Recommendation	Key Implementation Partners	Implementation Start	Potential Cost (Low)	Potential Cost (High)	Cost Notes
3.1	Support the implementation of the forthcoming Destination 2040 Comprehensive Transportation Plan for Gwinnett County, and the integration of effective planning for pedestrian-friendly, bicycle-friendly, and transit-oriented communities in comprehensive planning.	GC, LGOV, DOT, ARC	2017	N/A	N/A	Primary cost is staff time.
3.2	Support aggressive implementation of relevant plans advancing redevelopment in key activity centers and corridors throughout the county.	CIDs, LGOV, GC, RTF	2017	\$20,000	\$30,000	Primary cost is staff time. Cost estimate covers a reasonable budget for planning, coordinating, and sponsoring (in part) an annual Redevelopment City Visit, and supporting the travel of a small delegation of PG staff and volunteer leadership.
3.3	Continue to support the development and preparation of sites and relevant infrastructure supporting development along GA 316 that strengthens the connection between the Athens and Atlanta regions, and supports the growth of target sectors such as life sciences.	GC, LGOV, ICRP	2017	N/A	N/A	Primary cost is staff time.
3.4	Work with Welcoming America to further potential commitments to becoming a member of Welcoming Cities and Counties.	WA, LGOV, GMA	2018	N/A	N/A	Primary cost is staff time.
3.5	Promote the adoption of alternative commuting and workplace scheduling policies that support congestion mitigation.	GCO, CAC, BIZ, COCs	2019	\$5,000	\$10,000	Primary cost is staff time. Cost estimate covers the production of collateral and/or a modest budget for hosting one or more educational seminars.

Resources: Staff and Financial Capacity

Implementation of the Partnership Gwinnett 3.0 Economic Development Strategy will undoubtedly require new resources, both in the form of new staff and new financial resources to support program expansion outlined in the strategy's recommendations. This section will briefly review recommended augmentations to staff and financial resources necessary to support the maintenance of the Partnership's existing operations and the effective implementation of new initiatives, programs, and services outlined in the Partnership Gwinnett 3.0 Economic Development Strategy.

STAFF RESOURCES

The organizational chart that follows illustrates the current structure of Partnership Gwinnett's staff. At present, there are four teams or divisions reporting to the Senior Vice President: Programs and Communications, Economic Development, Entrepreneurship and Information Services, and Talent Development. There are currently ten budgeted positions, of which eight are currently filled.



NOTE: Intern slots (four of which are currently budgeted) are not illustrated in the organizational chart above but are recommended to be assigned to each of the four divisions (Programs and Communications, Economic Development, Entrepreneurship and Information Services, and Talent Development).



The Partnership Gwinnett 3.0 Economic Development Strategy calls for an expansion of programming and services in a few key areas. These expansions will necessarily require the addition of new staff resources to complement existing staff expertise and ensure that existing programs and services can continue to be effectively delivered while also undertaking new endeavors. Such new endeavors and areas of program and service expansion that will necessitate additional staff resources include but are not limited to:

- ✓ Expanding the types of assistance provided to entrepreneurs and small businesses (recommendation 1.1)
- ✓ Expanding the scale and scope of the Partnership's existing business retention and expansion (BRE) programming, including site visits, surveying, and councils or focus groups – to encompass a larger and more diverse (by ownership, by size, etc.) set of businesses (recommendation 1.1)
- ✓ The production of new, original research of interest and relevance to the existing business community (recommendation 1.1)
- ✓ Additional domestic and international travel for corporate recruitment (recommendations 1.4 and 1.5)
- ✓ Leveraging research expertise within the Entrepreneur and Information Services division to support workforce evaluation and Talent Development needs (recommendations 2.3 and 2.4)

Collectively, these areas of program and service expansion will place the most substantive demands on two divisions: the Economic Development and Entrepreneur and Information Services teams. By and large these new endeavors are related to existing business care for businesses large and small. **To address these demands, Market Street recommends the addition of two new Project Coordinators in the Economic Development division, and a new Small Business Coordinator in the Entrepreneur and Information Services division, to be filled ideally no later than the conclusion of 2017 (the conclusion of the first year of implementation in the PG 3.0 cycle).**

PROJECT COORDINATOR (2): The Project Coordinators would support the day-to-day activities of the Economic Development team at Partnership Gwinnett, and specifically support one of two Senior Project Managers assigned to specific target sectors: Manufacturing and Supply Chain, or Information Technology and Health Sciences. The Project Coordinators would assist Senior Project Managers with the implementation of existing business retention and expansion programming – specifically, site visits to existing employers, the deployment and analysis of existing business surveys, and the management of any councils or focus groups related to target sectors. The Project Coordinators would also support Senior Project Managers with project activities – either active expansion projects or prospective recruitment projects – by providing necessary assistance. This can include but is not limited to project-based research required for request for information (RFI) response.

The expansion of staff resources by way of hiring two new Project Coordinators in the Economic Development division can help achieve multiple objectives:

- ✓ Project Coordinators can assume some portion of the project-based research that consumes a portion of the Research Manager's time. This will permit the Research Manager to devote additional time to strategic research endeavors, such as those related to Talent Development (recommendation 2.3), and targeted assistance to the existing business community, such as the production of original research of interest to the existing business community and the provision of targeted market research to individual companies (recommendation 1.1).

- ✓ Project Coordinators that are aligned with the Partnership’s target sectors and supporting Senior Project Managers will help ensure that there is redundancy in the networks maintained between Partnership Gwinnett staff, the existing business community, and the relevant local, regional, and state partners that support project-based economic development. This redundancy in networks is important as it helps mitigate the adverse impact associated with staff turnover. In this regard, the new positions also help create a clear pipeline of talent into more senior Economic Development positions at Partnership Gwinnett should those positions ever become vacant.

SMALL BUSINESS COORDINATOR: The Small Business Coordinator would support the day-to-day operations of the Entrepreneur and Information Services division and could be principally responsible for the management of the Amazing Entrepreneur contest. The assignment of this responsibility – a relatively time-consuming endeavor for the Entrepreneur and Information Services division – will allow the Director of this division to devote more time in the years ahead to the launch of new strategic initiatives outlined in the strategy, including the expansion of outreach efforts to the small business community.

INTERNS: In addition to the two new Project Coordinator positions, Market Street recommends that Partnership Gwinnett continue to budget for and proactively fill four intern positions that have historically been included in past annual budgets but not always filled or utilized. Interns are typically part-time (roughly 20 hours per week) and receive no benefits. Intern positions have been filled on an as needed basis over time, with all budgeted intern positions rarely being filled at the same time, and with their assignments varying. An emphasis has typically been placed on using intern slots to support the Research Manager’s core functions, including support of project-related research needed by the Economic Development team and its Project Managers. **Market Street recommends that the four intern positions be filled on a regular basis in alignment with the Partnership’s four teams or divisions: Programs and Communications, Economic Development, Entrepreneurship and Information Services, and Talent Development.** These interns can assume special projects when relevant or provide day-to-day assistance to full-time staff when there are no special projects to be assigned. It is important to acknowledge that interns may not be appropriate in certain instances; for example, the confidentiality associated with prospective companies and existing business visits does not lend itself to the involvement of interns. Accordingly, Partnership Gwinnett staff may determine that it is most appropriate to assign two interns at one time to other divisions based on current workflow and current full-time capacity. Interns are not shown in the referenced organizational chart.

FINANCIAL RESOURCES

Partnership Gwinnett’s operations are currently supported by an annual budget of roughly \$1.5 million, equating to a five-year budget of \$7.5 million. As previously mentioned, the new Partnership Gwinnett 3.0 strategy will require considerable additional resources to effectively implement, particularly as it relates to enhancements to staff capacity.

The cost estimates and associated implementation timelines for individual recommendations that are found in the preceding implementation matrices have been used to derive estimates of required new expenditures by year for Partnership Gwinnett. These new expenditures associated with the implementation of new (and the expansion of existing) programs, services, and initiatives have simply been termed “New Program Expenditures” in the summary table that follows. Those expenditures associated with hiring the recommended two new Project Coordinators and the Small Business Coordinator (salary and benefits) are termed “New Staff

Expenditures.” A “low” and “high” estimate has been provided for each, consistent with the format applied in the implementation matrices (for programs expenditures) and consistent with a presumed hiring range for the Project Coordinator positions. A key assumption regarding inflation has been made: pre-existing expenditures (those included in Partnership Gwinnett’s current budget), planned new program and staff expenditures will rise at annual rate of three percent, a rate that slightly exceeds the historic rate of inflation over the course of recent decades and which captures modest annual increases in salaries for performance and cost of living adjustments.

ESTIMATED NEW EXPENDITURES: IMPLEMENTATION OF PARTNERSHIP GWINNETT 3.0 STRATEGY

	PROGRAMS		STAFF		TOTAL	
	New Program Expenditure (Low)	New Program Expenditure (High)	New Staff Expenditure (Low)	New Staff Expenditure (High)	Total, New Expenditures (Low)	Total, New Expenditures (High)
2017	\$65,000	\$95,000	\$149,500	\$195,000	\$214,500	\$290,000
2018	\$103,000	\$154,500	\$153,985	\$200,850	\$256,985	\$355,350
2019	\$106,090	\$159,650	\$158,605	\$206,876	\$264,695	\$366,526
2020	\$109,273	\$164,440	\$163,363	\$213,082	\$272,635	\$377,521
2021	\$112,551	\$169,373	\$168,264	\$219,474	\$280,814	\$388,847
<i>Five-Year Total</i>	<i>\$495,914</i>	<i>\$742,962</i>	<i>\$793,716</i>	<i>\$1,035,281</i>	<i>\$1,289,629</i>	<i>\$1,778,244</i>
<i>Annual Average</i>	<i>\$99,183</i>	<i>\$148,592</i>	<i>\$158,743</i>	<i>\$207,056</i>	<i>\$257,926</i>	<i>\$355,649</i>

When new program and staff expenditures are aggregated over the course of the five-year implementation cycle for Partnership Gwinnett 3.0 (2017-2021), a low estimate of roughly \$1.3 million and a high estimate of roughly \$1.8 million in total new expenditure is obtained. This equates to an annual average of roughly \$260,000 - \$360,000 that will need to supplement the Partnership’s current annual budget. When these levels of new expenditure are added to the Partnership’s existing annual budget (roughly \$1.5 million) and the aforementioned inflation factor is applied to existing expenditures, we arrive at estimates of required new annual budgets and an associated five-year fundraising total that can be assumed to be the absolute minimum required for effective implementation of the Partnership Gwinnett 3.0 strategy. **Based on these estimates, the annual budget for Partnership Gwinnett will need to rise from roughly \$1,500,000 to a range of \$1,900,000 to \$2,000,000. This equates to a minimum five-year fundraising goal ranging from \$9,500,000 to \$10,000,000, with a midpoint of \$9,750,000.**

To be clear, these estimates reflect the absolute minimum requirement to support the maintenance of existing operations and the pursuit of new endeavors outlined in the Partnership Gwinnett 3.0 Economic Development Strategy and Implementation Plan. These estimates do not provide for any additional new endeavors that Partnership Gwinnett or the Implementation Committee may identify as necessary pursuits or otherwise valuable investments between 2017 and 2021.

Performance Measurement and Reporting

Performance measurement is critical to any economic development initiative, particularly one with numerous investors. Metrics can help determine if implementation is having the desired impact and producing the desired return on investment.

Partnership Gwinnett has a strong track record of performance measurement and public reporting; one that is truly among the most comprehensive and transparent in the field. This level and depth of performance measurement was critical at a time when Partnership Gwinnett was building its investor base and establishing a reputation as an evidence-based partnership in both strategic planning, and measurement of implementation progress. While performance measurement is still critical, the needs of the Partnership and its investors have changed. Accordingly, two fundamental changes to the Partnership's approach to performance measurement are recommended:

1. **A focus on brevity and clarity in public reporting:** Rather than tracking and publicly reporting the status of a comprehensive list of nearly 50 metrics, the Partnership will, regularly monitor trends in this more comprehensive set of metrics and report on trends when relevant and compelling, focusing its public reporting on a more concise set of core metrics that speak to the Partnership's mission and goals.
2. **Annual goal-setting:** Rather than establishing long-term goals for specific metrics (i.e. the number of jobs created in a five-year period) before implementation begins and at the onset of fundraising activities, Market Street recommends that the Implementation Committee work with Partnership Gwinnett staff to set annual goals for a core set of metrics.

A FOCUS ON BREVITY AND CLARITY IN PUBLIC REPORTING

An emphasis should be placed on a core set of metrics that speak to the overarching mission and goals of Partnership Gwinnett and its strategy. This core set of metrics (referred to and defined below as the "Public Reporting" metrics) should call attention to a few primary outcomes related to the Partnership's mission and its strategic goals (i.e. job creation, income growth, net migration, etc.) while a broader set of "Community Context" and "Implementation Progress" metrics can be monitored internally by Partnership Gwinnett staff and reported publicly when noteworthy trends emerge and deserve attention from the Implementation Committee. The definitions that follow more clearly describe these three sets of metrics for which Market Street recommends the Partnership monitor and/or report publicly:

1. **Community Context:** These metrics represent community attributes and outcomes that may be impacted by effective implementation of the strategy's recommendations but are heavily influenced by a variety of other factors outside the control of Partnership Gwinnett. They measure the community's performance in key demographic, socioeconomic, economic, and quality of life attributes that the Partnership Gwinnett strategy seeks to impact. They can be used to keep investors, partners, the Implementation Committee, and the existing business community informed about recent trends and developments in the community and its economy. Partnership Gwinnett staff should monitor trends in these "Community Context" metrics over time so that information is readily-available for different audiences. However, the "community context" metrics are numerous and

regular reporting of such a substantive set of metrics is both inefficient and unnecessary. The Steering Committee has emphasized that brevity and clarity in performance measurement are important. Accordingly, a subset of the most important “Community Context” metrics should be included in the set of metrics that are used for “Public Reporting” (see below).

2. **Implementation Progress:** These metrics are more closely tied to individual recommendations within the Partnership Gwinnett strategy and are thus more directly – and in many cases, exclusively – influenced by the implementation effort. In most cases, these metrics are simply activities or measures of program participation, scale, and scope.
3. **Public Reporting:** These metrics represent some of the most important outcomes that the Partnership Gwinnett 3.0 strategy seeks to influence. They are a subset of the Community Context and Implementation Progress metrics described above. This smaller subset can be used in public reporting whereas the more comprehensive list of Community Context and Implementation Progress metrics can be utilized internally by PG staff and the Implementation Committee to ensure that they are well informed through a wider variety of measures of the community’s overall performance (the “Community Context” metrics) and their collective performance in advancing implementation (the “Implementation Progress” metrics). This limited subset of “Public Reporting” metrics reflect those performance measures that should be consistently and regularly tracked and reported to investors and the public at-large with regularity, ideally by way of the Partnership’s annual report and its annual Partnership Gwinnett Summit.

ANNUAL GOAL SETTING

The practice of establishing long-term goals associated with strategy implementation (i.e. “create 30,000 jobs in the next five years” or “increase per capita income to \$48,000 by 2016”) has become commonplace in the economic development field. These kinds of long-term goals are often perceived to be necessary by organizations, fundraisers, and at times, investors, who want to know that the strategy in which they are investing and supporting will have substantive community impact. This approach is also particularly important for “startup” organizations and partnerships that do not have a track record of success, or a certain level of trust and working relationships with partners, stakeholders, and investors. While this may have characterized Partnership Gwinnett in 2006, it does not characterize the Partnership in 2016. Further, the limitations of this long-term goal-setting approach can outweigh the potential benefits for organizations and partnerships that do have a track record of success, a history of performance measurement, and established practices of proactive communications with and accountability to investors.

One of the principal limitations of this long-term goal-setting approach is the requirement that goals be based on some degree of quantitative or subjective forecasting. In many cases, the development of a “goal” for some date in the future (2021) requires forecasting for a seven-year period due to the lag time associated with publicly-reported data (much of which is recent through 2014 at present). Assumptions must be made regarding the potential impact of the strategy’s effective implementation relative to a “business as usual” forecast. Simply put, there is tremendous room for error – error that is exacerbated by the long-term unpredictability of business cycles (recessions and expansions). This potential error can be greatly reduced by a practice of annual goal-setting.

With annual goal setting, Partnership Gwinnett staff would review the most recent data and historical trends for specific performance metrics (the “Public Reporting” metrics referenced in the preceding section) with the Implementation Committee and then collectively establish annual goals for these metrics and potentially others that are particularly important or relevant to that years’ strategic undertakings. By establishing annual goals, Partnership Gwinnett staff and the Implementation Committee can more closely account for fluctuations in the business cycle, fluctuations in staff capacity, and other local, regional, and national trends that influence the potential scale, scope, and impact of the Partnership’s endeavors in a particular year. This process would support a more regular feedback loop between staff and the Implementation Committee, enable more precise and accurate performance measurement, and in turn, create more valuable information on program performance and return on investment for both staff and investors.

PERFORMANCE METRICS: COMMUNITY CONTEXT

Potential Community Context metrics that should be monitored annually include but are not limited to:

- ✓ Total employment (and by target sector)
- ✓ Unemployment rate
- ✓ Average annual wage (and by target sector)
- ✓ Per capita income (and by race/ethnicity)
- ✓ Median household income
- ✓ Poverty rate (and by race/ethnicity)
- ✓ Annual net migration
- ✓ Percentage of in-migrants with a bachelor’s degree or higher
- ✓ Percentage of in-migrants with no high school diploma
- ✓ Percentage of all adults (age 25+) with a bachelor’s degree or higher (and by race/ethnicity)
- ✓ Percentage of all adults (age 25+) with no high school diploma (and by race/ethnicity)
- ✓ Percentage of the population aged 25-44
- ✓ Percentage of in-migrants aged 25-44
- ✓ Percentage of adults age 25-44 with a bachelor’s degree or higher
- ✓ K-12 student proficiency on key grade-subject matter exams
- ✓ High school graduation rates (by system and by race/ethnicity)
- ✓ Percentage of students that are English Language Learners (ELL)
- ✓ Degree completions by program area and institution (certificate, two-year, four-year, graduate)
- ✓ Number of new business licenses issued
- ✓ Number of establishments by establishment size
- ✓ Business ownership by race/ethnicity
- ✓ Multi-family housing permits issued
- ✓ Median existing single-family home prices
- ✓ Commute time distribution
- ✓ Property crime rate
- ✓ Violent crime rate

PERFORMANCE METRICS: IMPLEMENTATION PROGRESS

Potential Implementation Progress metrics that should be monitored annual include but are not limited to:

- ✓ Number of expansion projects (and by target sector)
- ✓ Number of relocation projects (and by target sector)
- ✓ Job creation from expansion projects (and by target sector)
- ✓ Job creation from relocation projects (and by target sector)
- ✓ Capital investment from expansion projects (and by target sector)
- ✓ Capital investment from relocation projects (and by target sector)
- ✓ Number of existing business visits completed (and by target sector, and by establishment size)
- ✓ Number of existing business surveys completed (and by target sector, and by establishment size)
- ✓ Formation of an Existing Business Action Team (EBAT)
- ✓ Number of entrepreneur or small business owner referrals received from partners
- ✓ Number of entries and participants in the Amazing Entrepreneur contest
- ✓ Leads generated from domestic and international marketing trips
- ✓ Completed development of an Internship Guide and launch of an internship Assistance Program
- ✓ Number of internships available to students and recent graduates
- ✓ Number of graduate placements from leadership programs on PG councils and committees
- ✓ Implementation Committee and other council/committee representation by age and by race/ethnicity
- ✓ Number of attendees at the annual Redevelopment Forum

PERFORMANCE METRICS: PUBLIC REPORTING

Recommended Public Reporting metrics – which are a subset of the Community Context and Implementation Progress metrics listed above – that should be monitored, tracked, and reported to investors and the public-at-large on an annual basis include but are not limited to:

- ✓ Total employment (and by target sector)
- ✓ Average annual wage (and by target sector)
- ✓ Unemployment rate
- ✓ Per capita income (and by race/ethnicity)
- ✓ Poverty rate (and by race/ethnicity)
- ✓ Annual net migration
- ✓ Percentage of all adults (age 25+) with a bachelor's degree or higher (and by race/ethnicity)
- ✓ Number of expansion projects (and by target sector)
- ✓ Number of relocation projects (and by target sector)
- ✓ Job creation from expansion projects (and by target sector)
- ✓ Job creation from relocation projects (and by target sector)
- ✓ Capital investment from expansion projects (and by target sector)
- ✓ Capital investment from relocation projects (and by target sector)