



**FINANCIAL
SERVICES**

2016 Business Plan

**Maria Woods, CFO
Director**

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**Stepping Up to
Our Challenges**



Strategic Planning



WHO ARE WE?



WHERE ARE WE?



WHERE ARE WE GOING?



HOW ARE WE GOING TO GET THERE?



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Who We Are

**Our Mission, Vision, Values
Organizational Structure**



Our Mission,
Vision,
and Values

Mission, Vision and Core Values

MISSION

It is our mission to promote sound stewardship of our stakeholders' investment through an innovative, efficient and effective financial infrastructure.

VISION

Our vision is to be a progressive leader in governmental finance continuously pursuing the most efficient, effective and innovative means to accomplish core services while maintaining accountability and preserving public trust.

CORE VALUES

Integrity: Ethical, responsible and accountable in what we say, think and do.

Conscientious Service: Commitment to contribute to our customer's success.

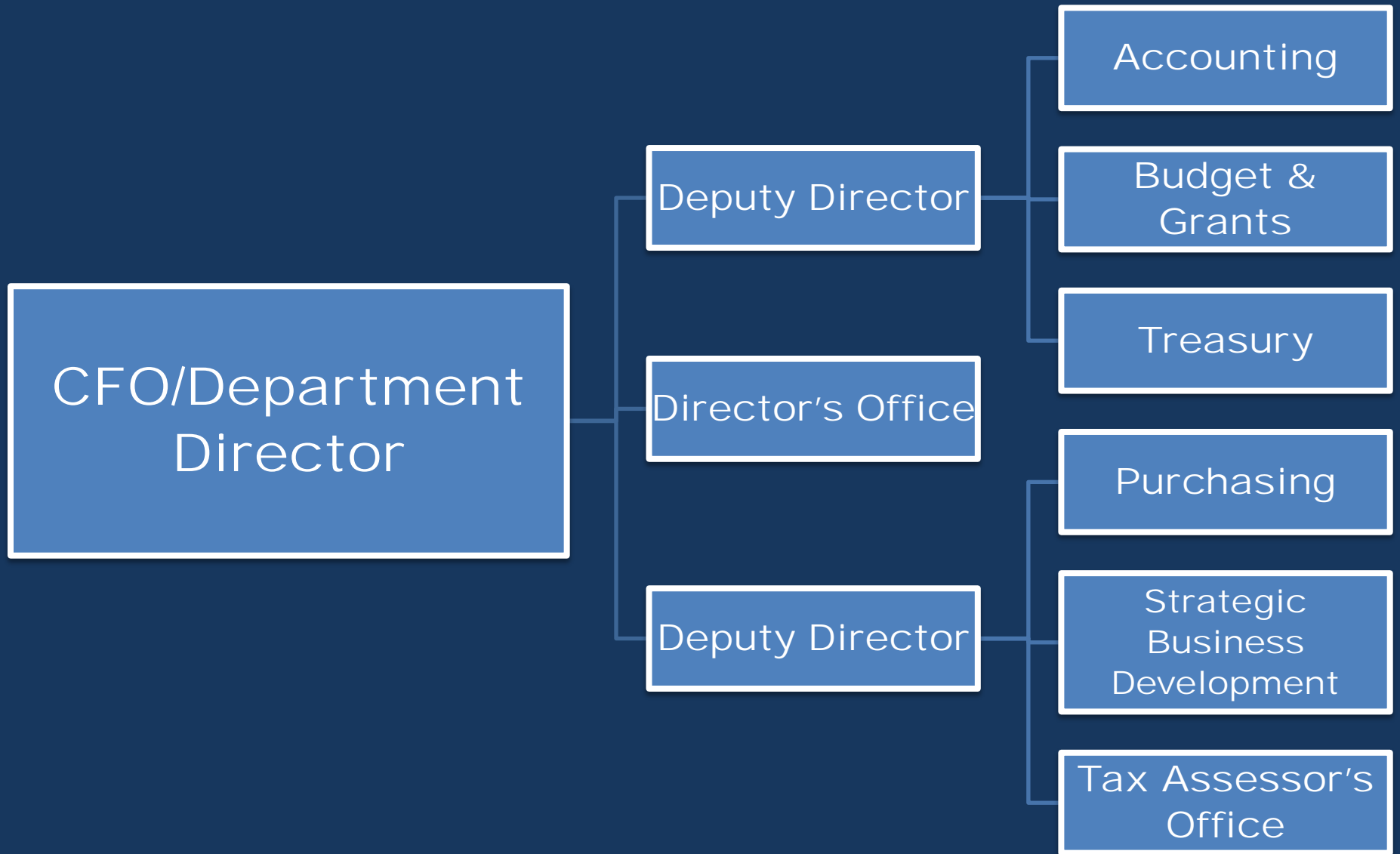
Continuous Improvement: Forward thinking, planning and execution to expand our services.

Respect: Treat others better than you expect to be treated.

Passion: Enthusiasm, desire and commitment to succeed.



Organization





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Where We Are
Financial Services
Strategic Analysis



Strengths ✧ Weaknesses

Opportunities ✧ Threats

Strengths

- Knowledgeable staff
- Service minded employees
- Hard working teams
- Responsiveness

Weaknesses

- Loss of institutional knowledge
- Frequent turnover
- Inexperienced staff
- Communication

Opportunities

- Process improvements
- Training and development
- Communication
- Documentation (Policies and Procedures)

Threats

- Lack of depth and experience
- Competing priorities
- Workload
- Time constraints



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Where We're Going

**Financial Services
Strategic Plan**



Goals



**Maintain the
County's
Financial
Integrity**



**Continuously
Improve**



**Establish a
Destination
Work
Environment**



**Advance our
Stakeholder
Relationships**

"Set your goals high and don't stop till you get there." *Bo Jackson*



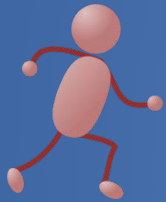
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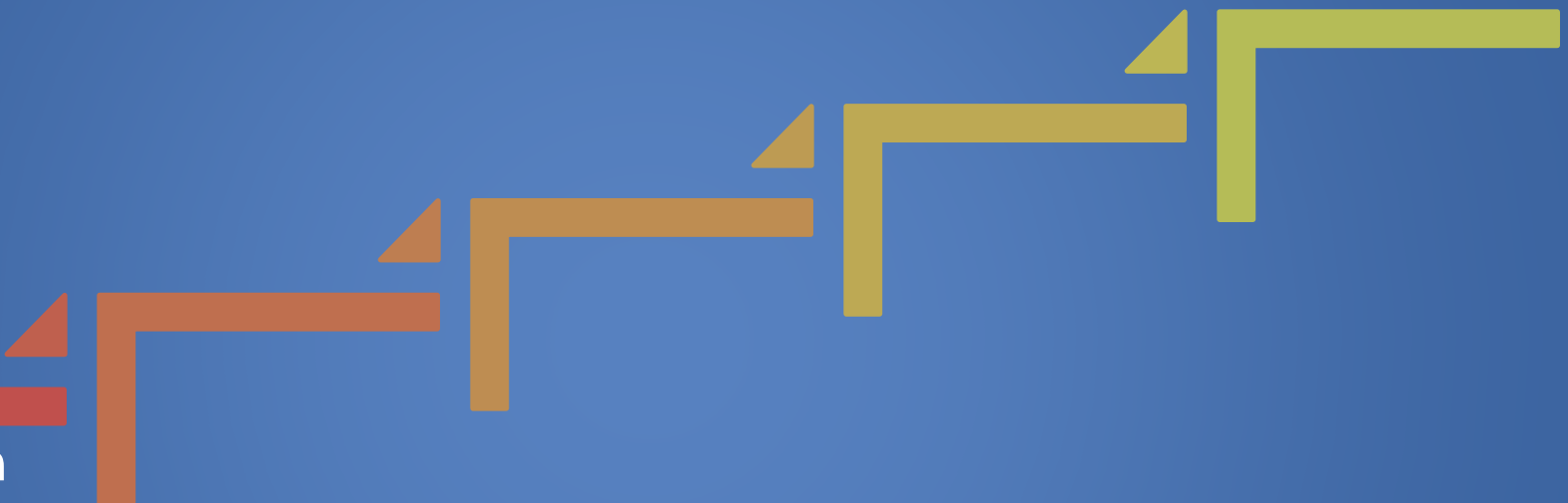
**How We're
Going to Get There
Follow the Plan**



Strategic Priorities



**Establish
Standard
Practices**





Establishing Standard Practices

Initiative	Anticipated Results	Timing
Business Process Analysis	Current state catalog of DoFS activities, existing documentation, and improvement opportunities	2015 – 2016
Standardization	Documentation for all activities in a standard format, with active and documented quality standards for each process	2015 – 2018

Performance Measures	2015 Target	2016 Target	2017 Target	2018 Target
% of known activities with standard documentation	75%	95%	100%	100%
% of documented procedures in ISO format	25%	75%	90%	100%
% of activities with active and documented quality standards	25%	50%	75%	100%
% of existing documentation reviewed	95%	100%	100%	100%



Strategic Priorities



Establish
Standard
Practices



Promote a
Continuous
Improvement
Culture



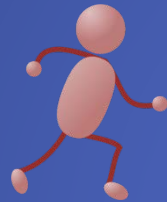
Promoting a Process Improvement Culture

Initiative	Anticipated Results	Timing
Targeted Process Improvements	Improvement of processes with opportunities identified while establishing standard practices	2015 – 2018
Continuous Improvement Training and Incentives	A motivated workforce trained to identify and appropriately pursue opportunities for improvement.	2015 – 2018

Performance Measures	2015 Target	2016 Target	2017 Target	2018 Target
Average % reduction in variability of processes targeted for improvement	60%	60%	60%	60%
% of identified latent errors resolved	75%	75%	75%	75%
% change in cost due to improvement projects	0%	0%	0%	0%



Strategic Priorities



Establish
Standard
Practices

Promote a
Continuous
Improvement
Culture

**Pursue
Strategic
Technological
Efficiencies**



Pursuing Strategic Technological Efficiencies

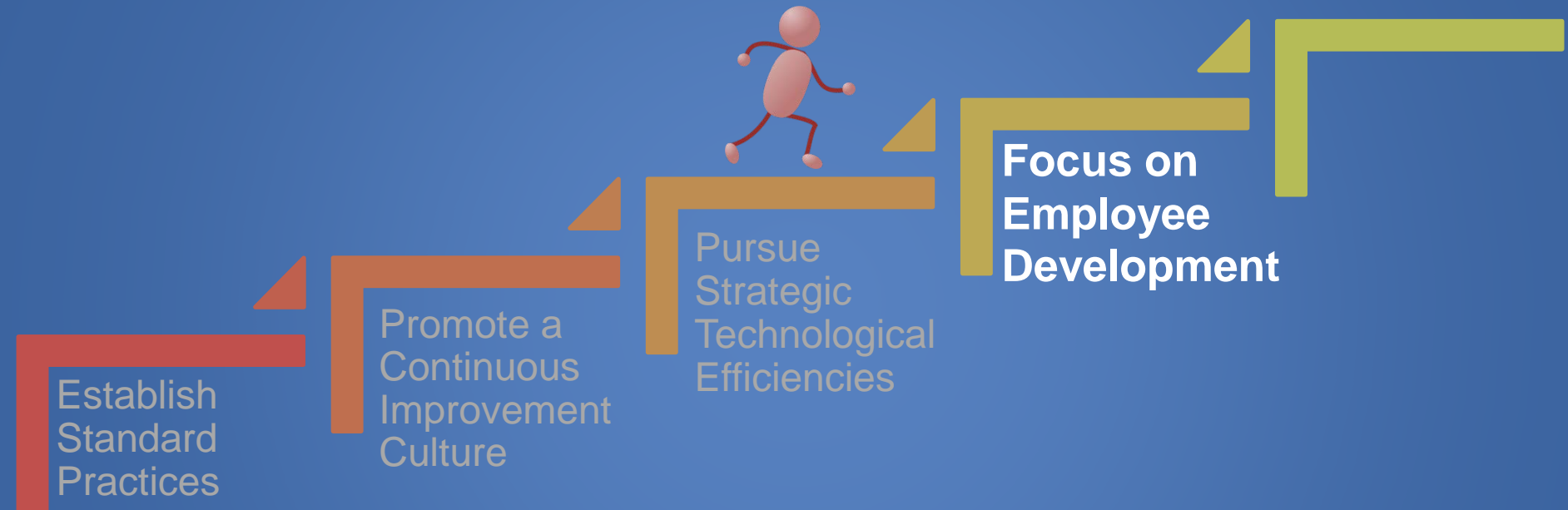
Initiative	Anticipated Results	Timing
Comprehensive Systems Review	Current state view of financial systems along with identified opportunities for improvement	2015 – 2016
Customer-Focused Improvements	Improvements to current systems based on customer needs	2015 – 2018
Knowledge/Information Management and Accessibility	Easily accessible information and a more informed and capable workforce	2016 – 2017

Related KPIs	2015 Target	2016 Target	2017 Target	2018 Target
Utilization rate of current systems	75%	75%	90%	95%

* Process specific measures such as % of invoices completed on time or percentage of appeals finalized YTD



Strategic Priorities





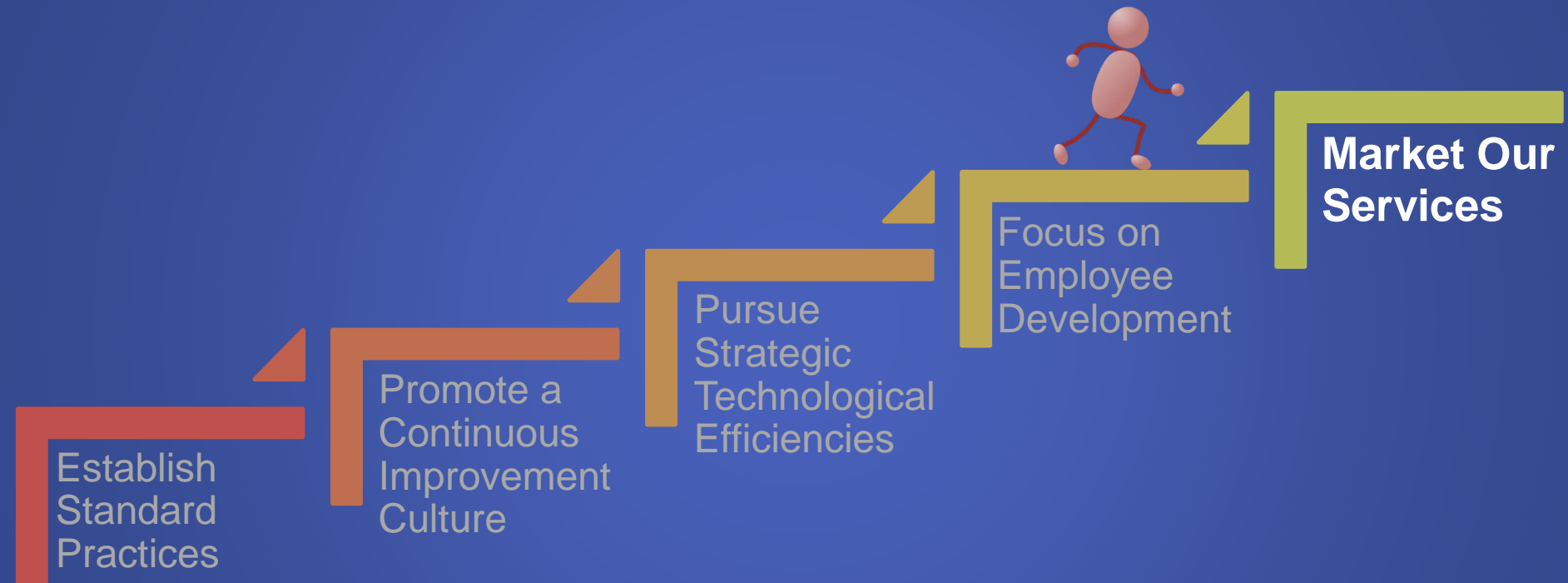
Focusing on Employee Development

Initiative	Anticipated Results	Timing
Professional Development Training	Enhanced professionalism among staff	2015 – 2016
Lunch and Learn Programs	Increased staff knowledge and abilities	2015 – 2018
Development Planning and Tracking	Individual development plans for employees	2016 – 2017
Cross-utilization Program	Increased function depth and staff experience	2016 – 2018

Related KPIs	2015 Target	2016 Target	2017 Target	2018 Target
% of turnover resulting from promotions	100%	100%	100%	100%
% of succession ready positions	25%	40%	50%	60%
Average function depth	2	2	2	2



Strategic Priorities





Marketing Our Services

Initiative	Anticipated Results	Timing
Roadshows	Greater awareness across the County of Financial Services role	2016 – 2018
Stakeholder Engagement	Greater access to and comprehension of financial information and processes among stakeholders	2015 – 2018

Related KPIs	2015 Target	2016 Target	2017 Target	2018 Target
% of “Exceeded Expectations” survey responses	75%	75%	75%	75%

* Process specific measures such as average website traffic or % of calls resolved without additional research needed

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Budget Summary

	2015	2016	% Change
General Fund	\$8,205,627	\$7,965,020	(3%)
Administrative Support Fund	<u>\$7,905,530</u>	<u>\$8,012,730</u>	1%
Subtotal	<u>\$16,111,157</u>	<u>\$15,977,750</u>	(1%)
Risk Management Fund	\$6,914,642	\$7,094,852	3%
Auto Liability Fund	\$1,015,272	\$1,006,831	(1%)
Transit Operating Fund	<u>\$106,924</u>	<u>\$67,562</u>	(37%)
TOTAL – All Funds	\$24,147,995	\$24,146,995	<1%
Authorized Full-time Positions	118	118	0%
Part-time Positions	1	1	0%



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Questions?