



<div>  <div> <div>Partnership Gwinnett 4.0 Strategic Plan</div> <div>Goal 1: Business Development Tracking</div> </div>  </div>						
Goal 1: Key Performance Indicators (KPIs)						
KPIs	Q1	Q2	Q3	Q4	TOTAL	Notes
Projects						
Total # of landed projects	16	3	4	3	26	Q1: Aramark, Fox Factory, Gingi Juice, H&D Restaurant Supply, Iron Mountain, Loan United, Nemicare, Okabashi Brands, Price Industries, Ryerson Inc., Sargent & Greenleaf, Trenton Systems, Universal Avionics, WAM Group, Wheel Pros, Wolf Cabinetry Q2: Lowenstein Medical, Cambria, Windstream Q3: Green Boom, Thread Studio, Vander-Bend, Fricke & Associates Q4: Superskin Systems, CASE Discount Flooring, DYC Corp
# of recruitment projects	4	2	3	2	11	Q1: Fox Factory, Nemicare, Gingi Juice, Sargent & Greenleaf Q2: Lowenstein Medical, Windstream Q3: Green Boom, Vander-Bend, Fricke & Associates Q4: CASE Discount Flooring, DYC Corp
# of retention projects	12	1	1	1	15	Q1: Okabashi Brands, Wheel Pros, Universal Avionics, Trenton Systems, Aramark, WAM Group, Wolf Cabinetry, H&D Restaurant Supply, Ryerson Inc., Price Industries, Loan United, Iron Mountain Q2: Cambria Q3: Thread Studio Q4: Superskin Systems
# of new jobs	3516	6	295	37	3854	Not all companies share jobs, capital investment and average wage.
# of retained jobs	342	23	100	5	470	Not all companies share jobs, capital investment and average wage.
Capital investment	\$101,325,000.00	\$7,821,900.00	\$34,890,000	\$5,290,000	\$149,326,900	Not all companies share jobs, capital investment and average wage.
Average wage	\$62,500.00	\$44,850.00	\$40,600.00	\$52,434.00	\$200,384	Weighted average of announced new jobs across all 5 sectors. Q1: Only three of the fifteen landed projects shared average wage. Q2: Only two of the three landed projects shared average wage. Q3: Only two of the four landed projects shared average wage. Q4: Only two of the three landed projects shared average wage.
# of international (landed companies)	3	1	0	1	5	Note: This metrics was changed from % international companies to # of international companies to better reflect the KPIs outlined in our strategic plan.
Announced Project Source						
GDEcD	0	0	0	1	1	Q1: No announced projects from this source in this quarter. Q2: No announced projects from this source in this quarter. Q3: No announced projects from this source in this quarter. Q4: Green Boom
Metro Atlanta Chamber	0	1	0	0	1	Q1: No announced projects from this source in this quarter. Q2: Trenton Systems Q3: No announced projects from this source in this quarter. Q4: No announced projects from this source in this quarter.
Consultants	0	0	0	0	0	Q1: No announced projects from this source in this quarter. Q2: No announced projects from this source in this quarter. Q3: No announced projects from this source in this quarter. Q4: No announced projects from this source in this quarter.
Brokers	0	0	0	1	1	Q1: No announced projects from this source in this quarter. Q2: No announced projects from this source in this quarter. Q3: No announced projects from this source in this quarter. Q4: Wolf Cabinetry
Utility Partners	0	0	0	0	0	Q1: No announced projects from this source in this quarter. Q2: No announced projects from this source in this quarter. Q3: No announced projects from this source in this quarter. Q4: No announced projects from this source in this quarter.
Existing Industry Visits	0	1	0	0	1	Q1: No announced projects from this source in this quarter. Q2: Okabashi Brands Q3: No announced projects from this source in this quarter. Q4: No announced projects from this source in this quarter.

Other	0	0	0	2	2	Q1: No announced projects from this source in this quarter. Q2: No announced projects from this source in this quarter. Q3: No announced projects from this source in this quarter. Q4: CASE Discount Flooring (Direct from Company), NexGen Biobanking (Direct from Company)
# of announced projects (add names in notes section)	0	2	0	4	6	Q1: Of the 16 landed projects in Q1, none have officially announced with a press release. These project announcements are pending and we will work with the companies to announce these projects at a future date. Q2: Of the 3 landed projects in Q2, none have officially announced with a press release. However, 2 companies landed in the previous quarter were announced in Q2 (Okabashi Brands and Trenton Systems). Q3: Of the 4 landed projects in Q3, none have officially announced with a press release. These project announcements are pending and we will work with the companies to announce these projects at a future date. Q4: Of the 3 landed projects in Q4, 1 has officially announced with a press release (CASE Discount Flooring). Also, 3 companies landed in previous quarters officially announced in Q4 (Green Boom, Wolf Home Products and NexGen Biobanking)
New Project Source						
GDEcD	5	4	3	1	13	Q4: DYC Corp
Metro Atlanta Chamber	1	1	1	0	3	
Consultants	0	0	0	0	0	
Brokers	3	4	1	0	8	
Utility partners	3	5	2	0	10	
Gwinnett Chamber of Commerce	0	1	0	0	1	
Existing Industry Visits	2	4	1	0	7	
Other	1	1	5	2	9	Q1: General contractor Q2: Direct Inquiry Q3: Direct Inquiry Q4: Direct Inquiry (CASE Discount Flooring), EIV (Skipper Logistics)
Total # of new projects	15	20	13	18	66	
# of RFI's submitted	6	3	4	3	16	
% of RFI's submitted on time	100%	100%	100%	100%	100%	Total = average
# of prospect visits	3	28	3	5	39	
Existing Industry						
# of existing industry visits	14	27	21	12	74	Self-assigned targets based on 50 existing industry visits per project manager annually.
# of events held for corporate decision makers (describe in notes)	3	5	8	7	23	Q1: CEO Dinner - Dinner Series, German Companies Dinner - Dinner Series, New Company Reception Q2: Movers & Makers , Movers & Makers Winner Dinner, Lean Breakfast Club, Mitsubishi Electric Classic, The Intern Mix Q3: Women in Economic Development Day, Talent Council, LEAN Breakfast Club, BRE TopGolf Networking Event, Female Executives in Gwinnett Dinner, BRE International Dinner - Japan, Office Broker Dinner - Dinner Series Q4: Manufacturing Workforce Forum, LEAN Breakfast Club, State of Technology Summit, Existing Industry TopGolf Networking Event, Life Science Dinner Series, Industrial Broker Dinner Series, Gladiators game with Gas South and existing industry
# of events held for economic development partners (describe in notes)	2	5	6	6	19	Q1: Dinner Series, New Company Reception Q2: Movers & Makers , Dinner Series, Lean Breakfast Club, Mitsubishi Electric Classic, The Intern Mix Q3: Metro Atlanta Redevelopment Summit, MAC "Meet the Team", Women in Economic Development Day, GEDA Dinner, Talent Council Q4: Manufacturing Workforce Forum, LEAN Breakfast Club, State of Technology Summit, Existing Industry TopGolf Networking Event, Life Science Social Series, State and Partner Thank You Parade
# of events held for brokers (describe in notes)	1	2	3	1	7	Q1: New Company Reception Q2: Mitsubishi Electric Classic, Movers & Makers Q3: Office Broker Dinner, Women in Economic Development, Existing Industry TopGolf Networking Event Q4: Industrial Broker Dinner Series

Entrepreneurship						
# of entrepreneurship council meetings	1	0	0	0	1	Q1: Had our first meeting to establish new Entrepreneurship Council based on 4.0 plan. Q2: Meeting was postponed until August. Q3: We are currently evaluating the structure of the Entrepreneurship Council. Q4: We are currently evaluating the structure of the Entrepreneurship Council.
# of Gwinnett Angel meetings	0	0	0	0	0	We are currently evaluating the future of the Gwinnett Angels.
# of companies pitched for funding	0	0	0	0	0	We are currently evaluating the future of the Gwinnett Angels.
Amount of funding received by Gwinnett companies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	We are currently evaluating the future of the Gwinnett Angels.
Entrepreneur Guide	2500 copies	N/A	N/A	N/A	2500	Q1: We printed the Entrepreneur Guide and distributed 2500 copies to cities, libraries, Planning and Development, the Entrepreneur Center, etc. We keep the entrepreneur guide website up to date. Q2: Continued to replenish sites with guides and kept the entrepreneur guide website up to date. Q3: Continued to replenish sites with guides and kept the entrepreneur guide website up to date. Q4: Continued to replenish sites with guides and kept the entrepreneur guide website up to date.
Research provided to small businesses	1	0	1	6	8	Q1: Data was provided to support Uncle Jack's Meat House. Partnership Gwinnett is back filling the research analyst position and will work to build a research strategic plan. Partnership Gwinnett has created marketing collateral that we share with our partners, prospects and existing industry. These insights help support our mission of driving economic prosperity in Gwinnett County. Q2: Partnership Gwinnett hired a research analyst and will be filled starting in Q3. Q3: Data was provided to support Skipper Logistics. The newly hired research analyst is creating a research strategic plan to be implemented in Q1 2023. Analyst will be proactively working with the project managers on providing data to existing industries in Q4. Q4: Data was provided to Capital Lighting Fixtures, Aprio, First Choice Coffee, Kirchhoff Automotive, and two Gwinnett Chamber members.

Goal 1: Report Card						
Strategy	Tactic	Sub-Tactic	Goal Strategy or Tactic	Start Year	Notes	
Goal 1: Gwinnett County is a top location for domestic and international businesses, local small business, and entrepreneurial startups.						
			Enhance and expand marketing materials and activities to successfully reach and attract more targeted businesses.	Ongoing		
	a		Complete the target industry brochures that Partnership Gwinnett is currently developing and add them to Partnership Gwinnett’s marketing toolkit and website.	2022	Q1: New data comes out in July, and the target industry brochures will be updated when new data is available. Q2: We are updating the collateral midyear when the new data comes out. Q3: We have started to update the data on the marketing collateral. The collateral will be ready to distribute in Q1. Q4: We have started to update the data on the marketing collateral. The collateral will be ready to distribute in Q1.	
	b		Work with local international businesses to explore new business development opportunities and identify ways to better market Gwinnett County to international companies.		Ongoing	
		i	Partnership Gwinnett should utilize its relationships with international businesses to learn more about marketing Gwinnett County as a destination for businesses from around the world. Existing international businesses can help Partnership Gwinnett better understand the County’s competitive strengths that are specific to international firms or help Partnership Gwinnett navigate cultural differences that might impact business dealings.		Q1: Hosted Business Retention and Expansion dinner for German businesses CEOs (9 companies). Q2: Scheduled a Japanese CEO dinner with the Consul General in September. Met with the German Chamber, German Consul General, & Netherland Consul General to continue to build on the relationship. Q3: Hosted a Japanese CEO dinner with the Consul General in September and spoke at the Consular Corps event hosted at Curiosity Lab. Q4: Planned and scheduled Dinner Series and international business networking opportunities for 2023Q1.	
		ii	Hold meetings with international business leaders to better understand how to market Gwinnett County as an excellent international destination. Use this time to not only understand the business needs of international businesses but also how to navigate cultural differences among prospective businesses in different countries.		Q1: Hosted a business retention and expansion dinner for German businesses CEOs (9 companies). Q2: Scheduled a Japanese CEO dinner with the Consul General in September. Met with the German Chamber, German Consul General, & Netherland Consul General to continue to build on the relationship. Q3: Hosted a Japanese CEO dinner with the Consul General in September and spoke at the Consular Corps event hosted at Curiosity Lab. Q4: Planned and scheduled Dinner Series and international business networking opportunities for 2023Q1.	
		iii	Convene an informal group of international business leaders multiple times per year to explore more opportunities to market Gwinnett County to international businesses and maintain relationships with current international firms. Be sure that members of this group are from diverse backgrounds and industries. Work with members of this group to promote Gwinnett County as a destination for international businesses and strengthen relationships.		Q1: Increased number of existing industry visits to include a diverse representation of companies (14). a business retention and expansion dinner for German businesses CEOs (9 companies). Q2: Increased number of existing industry visits to include a diverse representation of companies (24). Scheduled a Japanese CEO dinner with the Consul General in September. Met with the German Chamber, German Consul General, and Netherland Consul General to continue to build on the relationship. Q3: Hosted a Japanese CEO dinner with the Consul General in September. Q4: Planned and scheduled Dinner Series and international business networking opportunities for 2023Q1.	

1	c		Work with local international businesses to explore new business development opportunities and identify ways to better market Gwinnett County to international companies.	Ongoing	Ongoing
		i	Ask business leaders from different countries that are located in Gwinnett County to serve as ambassadors for Gwinnett County during marketing trips, prospect visits, or as support while responding to RFIs and RFQs.		<p>Q1: Hosted an international business dinner for German businesses CEOs (9 companies).</p> <p>Q2: We met with the German Chamber, German Consul General, and Netherland Consul General to continue to build on the relationship. We also hosted a series of dinners for existing industries where business leaders are invited to attend sector or county-specific dinners in an intimate and professional setting. These dinners were created to get like-minded individuals in the same room to share information and deepen existing relationships. These dinners have been beneficial from our international side with connecting German company to German company. We also scheduled a Japanese CEO dinner with the Consul General for September.</p> <p>Q3: Hosted a Japanese CEO dinner with the Consul General in September. Continued to strengthen relationships with international companies within Gwinnett through events, luncheons, and existing industry visits.</p> <p>Q4: The Vice President of Economic Development met with the Consul General of Japan. Continued to strengthen relationships with international companies within Gwinnett through events, luncheons, dinners, and existing industry visits.</p>
		ii	Translate target industry brochures into multiple languages. Be sure the brochures are proofread by a fluent speaker to ensure there's no potential for miscommunication or negative perceptions.		<p>Q1: New data comes out midyear, and the target industry brochures will be updated at that time.</p> <p>Q2: New data comes out midyear, and the target industry brochures will be updated at that time.</p> <p>Q3: Data was released later this year due to COVID, but the one-sheets will be updated and distributed in Q1 2023.</p> <p>Q4: The one-sheets are being updated to include translations, pending budget approval, and will be distributed in Q1 2023.</p>
	d		As time and money allows, Invest in Search Engine Optimization (SEO) to get Partnership Gwinnett's website to the top of Google's search results. Working with a marketing firm to implement a SEO strategy may take up to six months and cost between \$5,000 and \$15,000.	2023	<p>Q1: A communication strategy will be delivered in Q2.</p> <p>Q2: A communication strategy was delivered in Q2 and budgets based on the strategy will be implemented starting in 2023.</p> <p>Q3: Budgets were created based on the communications strategy and will begin implementation in 2023.</p> <p>Q4: We are constantly updating our website with keywords and tags to help optimize our website. 2023 budgets were created to support SEO and a new website redesign.</p>
	e		Craft a plan to do an annual review and update of Partnership Gwinnett website. The website is already a great marketing tool but needs to be consistently checked for errors, broken links, or to make additions to content.	Ongoing	<p>Q1: Updated the website to ensure there are no broken links and that content is always up-to-date</p> <p>Q2: A tracking document was created based on data points listed on the website. We plan to redesign the website in 2023.</p> <p>Q3: Continued to update the tracking document to ensure current data is posted to the website.</p> <p>Q4: Continued to update the tracking document to ensure current data is posted to the website. The website is slated to be redesigned in 2023, pending budget approval.</p>
	f		Establish a review process that takes place annually to examine the performance and efficacy of Partnership Gwinnett's marketing tools, such as its website, printed materials, inbound events, and more. The review could cover all the avenues Partnership Gwinnett uses to communicate with target audiences. This review can be used to determine what kind of content is most attractive to Partnership Gwinnett's target audiences, when is the best time to post content or distribute marketing materials, and to notice changes in the efficacy of marketing materials over time. This review can also be coupled with A/B testing to more precisely target Partnership Gwinnett's marketing materials.	2022	<p>Q1: Ongoing</p> <p>Q2: Updating new collateral midyear when new data comes out.</p> <p>Q3: The Partnership Gwinnett event/marketing team conducted an event audit in August and a collateral review in September. These meetings were conducted to ensure we are meeting our target sector needs in 2023. Data updates have been delayed due to COVID, but will be updated and distributed in Q1.</p> <p>Q4: We have reviewed all of the collateral needs and will be rolling out new collateral in Q1 2023.</p>
	g		Regularly meet with local and state partners to share ideas, ensure alignment, and communicate about Partnership Gwinnett's role	Ongoing	<p>Q1: Met with partners at the Metro Atlanta Chamber, Georgia Department of Economic Development, Georgia Power and other economic development partners to discuss how our teams can work better together to efficiently and effectively land quality projects.</p> <p>Q2: Held annual Women in Economic Development Day to highlight Gwinnett's assets, including our innovation hubs (Curiosity Lab and The Water Tower). This event was attended by state project managers, brokers, site selection consultants, utility partners, Metro Atlanta Chamber, and more.</p> <p>Q3: Attended the Georgia Economic Developers Association (GEDA annual conference). Hosted events with State (GDEcD) and Metro Atlanta Chamber (MAC) partners in attendance. Conducted roundtable and introductory meetings with Georgia Power, MAC and GDEcD.</p> <p>Q4: Economic development partner gift delivery, hosted monthly virtual meeting with state partners (GDEcD), the Metro Atlanta Chamber (MAC), and Georgia Power, Meet & greet with Jackson EMC, Weekly meeting with Gwinnett County.</p>

		iv	Consistently create or update these materials for future meetings so Partnership Gwinnett will always have a brief and engaging document or slides with the most current information about the Gwinnett County economy.		<p>Q1: Ongoing. Updating new collateral midyear when new data comes out.</p> <p>Q2: Ongoing. Updating new collateral midyear when new data comes out.</p> <p>Q3: Ongoing. We have started updating our collateral with new data and will have it ready to distribute in Q1 2023.</p> <p>Q4: Ongoing. We have started updating our collateral with new data and will have it ready to distribute in Q1 2023.</p>
	h	Host or support inbound events that will engage local businesses, site selectors, economic development partners, and other key audiences and use these events to market the County and its assets.		Ongoing	Ongoing. We are hosting 63 events annually focused on target industry's like manufacturing and supply chain with Movers & Makers. We are also supporting industry by showcasing our community to the future leaders in the workforce through events like The Intern Mix. We expanded our events this year to include our Networking Events, Dinner Series, State of Technology Summit. We also continue to host our partners at external events like the Mitsubishi Electric Classic.
		i	Continue to host successful inbound events that engages diverse populations, such as local businesses, target industry firms, economic development partners, and other leaders within Gwinnett County. Use these events to convene economic development partners from across the County, provide local leadership with a snapshot of the County's current economic performance, highlight new and successful businesses, and more.		<p>Q1: Hosted Economic Outlook, STAR Reception with the PAGE Foundation, New Company Reception, Lean Breakfast Club, and Dinner Series (connect like-minded individuals to showcase successes and create a sense of community) for CEOs and German CEOs.</p> <p>Q2: Movers & Makers, Dinner Series and Social Series for Movers and Makers and Manufacturing Winner Dinner, The Intern Mix, Lean Breakfast Club</p> <p>Q3: Metro Atlanta Redevelopment Summit, Women in Economic Development Day, Lean Breakfast Club</p> <p>Q4: Manufacturing Workforce Forum, LEAN Breakfast Club, State of Technology Summit, Existing Industry Networking Event, Life Science Dinner Series, Industrial Broker Dinner Series</p>
		ii	Create a trip route with a map, itinerary, and other supporting materials for familiarization tours for prospective businesses in each target industry. The map should include the route the driving tour will follow, note important resources such as transportation access, available sites, and regional assets. Use familiarization tours to showcase the local economy and community. When appropriate, work with state or regional economic development partners to include them in these tours. Ensure that any materials related to a fam tour can be shared digitally and printed.		<p>Q1: We hosted 3 prospect visits and toured with new state project managers.</p> <p>Q2: Planned Women in Economic Development Day for Q3.</p> <p>Q3: Held annual Women in Economic Development Day to highlight Gwinnett's assets, including our innovations hubs, i.e. Curiosity Lab and The Water Tower. This event was attended by state project managers, brokers, site selection consultants, utility partners, Metro Atlanta Chamber, and more.</p> <p>Q4: Planned familiarization tour for new state project managers in Q1 2023 .</p>
		iii	Provide annual survey of events to solicit feedback. Use the feedback forms to determine how inbound events could be improved, what topics or issues are top of mind for key audiences in Gwinnett, and other feedback.		<p>Q1: Continued to send surveys following each event to ensure we are meeting the needs of our goal areas and providing the appropriate information to our existing industry.</p> <p>Q2: Continued to send out surveys to meet industry needs.</p> <p>Q3: Continued to send out surveys following events.</p> <p>Q4: Continued to send out surveys following events.</p>
		iv	Keep Partnership Gwinnett's online events calendar fully up to date. Consider adding a sidebar or widget to the home page and other highly visited pages that contains brief information about upcoming events and links to attend.		<p>Q1: The calendar is up-to-date.</p> <p>Q2: The calendar is up-to-date.</p> <p>Q3: The calendar is up-to-date and we will announce 2023 events in Q4.</p> <p>Q4: The calendar is up-to-date. Economic Outlook and STAR were announced in Q4.</p>
		Attend national and international outbound events to create connections among prospective businesses and site selectors and continue sharing Gwinnett County's story with audiences outside of the county. During unforeseen events that limit travel capacity, attend or host virtual events to build national and international connections and create more marketing opportunities.			Ongoing
		i	Travel to at least one national and one international target market for a prospecting trip each year. These trips can be organized by Partnership Gwinnett or Partnership Gwinnett can join a trip with another organization, such as the Metro Atlanta Chamber.		<p>Q1: International travel will resume in 2023.</p> <p>Q2: An international trade mission trip is scheduled for March 27-31, 2023.</p> <p>Q3: Planning for our international trade mission trip in March 27-31, 2023.</p> <p>Q4: Planning for our international trade mission trip in March 27-31, 2023.</p>
		ii	Utilize local businesses, especially international businesses, to establish connections and contacts prior to prospecting trips. When appropriate, ask a local business leader to conduct virtual introductions in target markets prior to trips, especially international trips.		<p>Q1: International travel will resume in 2023.</p> <p>Q2: Planning has begun for the international trade mission in 2023.</p> <p>Q3: Planning for our international trade mission in 2023.</p> <p>Q4: Planning for our international trade mission in 2023.</p>
		iii	If Partnership Gwinnett is unable to visit target markets due to unforeseen circumstances it should still conduct proactive outreach to target markets. Partnership Gwinnett could conduct several virtual visits to several cities across the US for a half day or create connections with international businesses by setting up virtual meetings and presentations.		<p>Q1: Hosted a virtual meeting with South Korea.</p> <p>Q2: Had a number of meetings/call with Sergio Domingues (Managing Director, State of Georgia- Europe), Rodl, Consul General, etc.</p> <p>Q3: Spoke at the Consular Corps event hosted at Curiosity Lab.</p> <p>Q4: Hosted the Consul General of the Netherlands for a tour of The Water Tower and Rowen.</p>

	i	iv	Continue to attend economic development related events in the US such as the IEDC Annual Conference or the Site Selectors Guild's Annual Conference. If possible, procure an opportunity to present at these events as a speaker, moderator, or panelist.	Ongoing	<p>Q1: Partnership Gwinnett continued to attend multiple economic development events throughout the region such as the GEDA monthly meetings, Regional Marketing Alliance, Innovation Crescent, State of Rowen, State of the County, State of the Region, Chamber OnTopic: GA Ports, Georgia Chamber 2022 Eggs & Issues Breakfast, etc.</p> <p>Q2: Attended multiple economic development events throughout the region like the Chamber OnTopic: Metro Atlanta Economic Outlook, Jackson EMC EcDev Day 2022, The Water Tower Demo Day, GEDA, etc.</p> <p>Q3: Continued to attend multiple economic development events throughout the region like the Gwinnett Chamber OnTopic, Metro Atlanta Chamber Lunch & Learn, GEDA Monthly Luncheon, GEDA Annual Conference, and Women in Economic Development Event at GDEcD.</p> <p>Q4: Attended the Metro Atlanta Chamber holiday gathering, Council for Quality Growth 13th Annual CID Recognition Event. We were also present at the GEDA Luncheon where Gwinnett County, City of Peachtree Corners, Partnership Gwinnett and Intuitive were awarded the GEDA Deal of the Year- Large.</p>
		v	Invest in technology that will better allow Partnership Gwinnett to market its assets and available sites digitally. This could include drone flyover videos of available sites, virtual tours of available buildings, or a community presentation.		<p>Q1: Ongoing. We continued to work with our utility partners to secure drone footage to include in our project story maps to best market our offerings to prospects. We invested into the story map technology for prospect meetings.</p> <p>Q2: Ongoing. We continued to work with our utility partners to secure drone footage to include in our project story maps to best market our offerings to prospects. We invested into the story map technology for prospects meetings.</p> <p>Q3: Ongoing. We continued to work with our utility partners to secure drone footage to include in our project story maps to best market our offerings to prospects. We invested into the story map technology for prospects meetings.</p> <p>Q4: Ongoing.</p>
	a	Regularly meet with local businesses to support retention and expansion of their operations.		Ongoing	
		Expanding retention and expansion programs to connect with and support more existing businesses.			Ongoing
		i	Meet one-on-one with local businesses to learn more about barriers that are preventing them from growing and how Partnership Gwinnett can help them expand their business. Use information learned from these to shape the following tactics.		<p>Q1: Ongoing. Our team met with local businesses to support them from a Gwinnett County and State of Georgia perspective.</p> <p>Q2: Ongoing. Our team met with local businesses to support them from a Gwinnett County and State of Georgia perspective.</p> <p>Q3: Ongoing. Our team met with local businesses to support them from a Gwinnett County and State of Georgia perspective.</p> <p>Q4: Ongoing. Our team met with local businesses to support them from a Gwinnett County and State of Georgia perspective.</p>
		ii	Utilize business visits to identify partners, suppliers, customers, and other potential business operations to recruit to Gwinnett County.		<p>Q1: Ongoing. Our team met with local businesses to support them from a Gwinnett County and State of Georgia perspective.</p> <p>Q2: Ongoing. Our team met with local businesses to support them from a Gwinnett County and State of Georgia perspective.</p> <p>Q3: Ongoing. Our team met with local businesses to support them from a Gwinnett County and State of Georgia perspective.</p> <p>Q4: Ongoing. Our team met with local businesses to support them from a Gwinnett County and State of Georgia perspective.</p>
		iii	Develop lists of key tools, resources, and contacts that address different topics and potential business needs, such as workforce training.		<p>Q1: Information about LDCT and OZ was shared in The Advocate (BRE Newsletter). The BRE questionnaire was updated and used as a reference to collect information about companies. We used that information to update our internal database with accurate company information.</p> <p>Q2: Continued to use the BRE questionnaire as a reference to collect information about companies during existing industry visits. We used that information to update our internal database with accurate company information.</p> <p>Q3: Continued to use the BRE questionnaire. Hosted our first Talent Council to provide resources on talent/workforce.</p> <p>Q4: Hosted our first Manufacturing Workforce Forum to provide resources. The Advocate (Existing Industry Newsletter) was shared in Q4. Topics in the newsletter included: Industrial property rent/sale forecast, workforce workshop opportunities, and the Gwinnett County destination 2050 open house.</p>
		iv	Create a system to connect businesses with appropriate resources and partner organization contacts based on specific needs identified during company visits. Create a system that ensures Partnership Gwinnett staff is regularly meeting with local businesses, understands their needs, and follows through by connecting businesses to tools, resources or contacts that support local businesses.	2023	In the planning phase, and will launch in 2023.

2		v	Develop a list of local lenders and financial products, such as revolving loan funds and small business loans, that may be attractive to local businesses. Utilize this list and contacts to provide referrals to businesses.		<p>Q1: The Entrepreneur Guide was printed and we distributed 2500 copies to cities, libraries, Planning and Development, Entrepreneurship Center, etc.</p> <p>Q2: Continued to replenish sites with guides throughout the quarter and updated the Entrepreneurship Guide on the Partnership Gwinnett website.</p> <p>Q3: Continued to replenish sites with guides throughout the quarter and updated the Entrepreneurship Guide on the Partnership Gwinnett website. We are also continuing to keep our vendor list up to date.</p> <p>Q4: Continued to replenish sites with guides throughout the quarter and updated the Entrepreneurship Guide on the Partnership Gwinnett website. We are also continuing to keep our vendor list up to date.</p>
		vi	Support community partners, such as the Chamber, and other small business support organizations as they host events or provide resources to grow small businesses. Consider expanding these events to include entrepreneurship if time and money allow. Supporting these efforts can include using Partnership Gwinnett's network and marketing channels to share news and resources on behalf of partners or inviting attendees or speakers to the events.		In the planning phase, and will launch in 2023.
		ix	Inform local businesses about educational and networking events provided by community partners and other local organizations.		<p>Q1: Established a The Advocate (Existing Industry Newsletter) informing existing industry of different resources including funding, networking, etc.; BRE newsletter is being sent out once a month.</p> <p>Q2: Continued to share The Advocate newsletter with our existing industry partners every other month.</p> <p>Q3: Continued to share The Advocate newsletter with our existing industry partners every other month.</p> <p>Q4: Continuing to share The Advocate newsletter with our existing industry partners, but looking to restructure the format and frequency in 2023.</p>
		x	Release an annual survey to businesses to learn more about their makeup, current business needs, and how Partnership Gwinnett can support them in the future. Use the findings of this survey to create programming and outreach that is specifically designed to address the local business community's most pressing concerns.		In the planning phase, and will launch in 2023.
		xi	Utilize customer relationship management (CRM) software to keep track of Partnership Gwinnett's business visits and outreach and findings from these contacts.		Implemented EDC Forge in 2021. We continue to re-evaluate this CRM on an annual basis.
	b		Expand Partnership Gwinnett's research services to include an ongoing focus on market trends impacting local industry clusters and support tracking of new metrics. Develop opportunities to share market trend updates with local employers, for example, a quarterly trend watch lunch-and-learn events or building in time to share competitive intelligence during BRE outreach meetings.	2023	In the planning phase, and will launch in 2023.
	c		Meet with businesses owned by diverse individuals and in all geographic areas of the county to identify new opportunities to support their growth.	Ongoing	Ongoing
		i	In an annual business survey (see strategy 3.3), ask for information such as the location of the business, number of employees, and whether it's owned by a woman or person of color. Use this information to ensure that outreach to businesses is inclusive.		<p>Q1: Ongoing. Our team continually meets with local businesses to support them, and conversationally survey businesses during our existing industry visits.</p> <p>Q2: Ongoing. Our team continually meets with local businesses to support them, and conversationally survey businesses during our existing industry visits.</p> <p>Q3: Ongoing. Our team continually meets with local businesses to support them, and conversationally survey businesses during our existing industry visits.</p> <p>Q4: Ongoing. Our team continually meets with local businesses to support them, and conversationally survey businesses during our existing industry visits.</p>
		ii	Hold quarterly meetings for businesses in different areas of the County. Use these visits as an opportunity to learn more about supporting areas and businesses that are struggling.		<p>Q1: Ongoing. Our team continually meets with local businesses throughout Gwinnett County to support them as our existing industry.</p> <p>Q2: Ongoing. Our team continually meets with local businesses throughout Gwinnett County to support them as our existing industry.</p> <p>Q3: Ongoing. Our team continually meets with local businesses throughout Gwinnett County to support them as our existing industry.</p> <p>Q4: Ongoing. Our team continually meets with local businesses throughout Gwinnett County to support them as our existing industry.</p>
		iii	Include metrics in Partnership Gwinnett's annual report regarding the diversity of businesses in the County and the diversity of businesses that Partnership Gwinnett engaged with over the year.		<p>Q1: The diversity index has been apart of Partnership Gwinnett's annual report and collateral for the past 4 years. Diversity is included in our presentations across the community and is tied into our events.</p> <p>Q2: The diversity index has been apart of Partnership Gwinnett's annual report and collateral for the past 4 years. Diversity is included in our presentations across the community and is tied into our events.</p> <p>Q3: The diversity index has been apart of Partnership Gwinnett's annual report and collateral for the past 4 years. Diversity is included in our presentations across the community and is tied into our events.</p> <p>Q4: We continue to showcase our diversity in everything we do from Why Gwinnett one-sheets and PowerPoint presentations to our annual report.</p>

	d	Convene roundtables that include representatives from local target businesses and discuss what kinds of resources those businesses need to grow and expand in Gwinnett County.	2023	A series of dinners for existing industry have been planned and executed. Business leaders are invited to attend a variety of dinners in an intimate and professional setting. These dinners have been created to get like-minded individuals in the same room and share information and deepen existing relationships. Q1: Dinner Series - CEO dinner, German international dinner Q2: Dinner Series - Movers & Makers winner dinner (industrial community) Q3: Dinner Series - Women CEO dinner, Japan International dinner Q4: Dinner Series - International and Broker dinner	
	e	Establish a regular meeting schedule with business leaders such as a biannual or quarterly roundtable meeting.	2022	A series of dinners for existing industry have been planned and executed. Business leaders are invited to attend a variety of dinners in an intimate and professional setting. These dinners have been created to get like-minded individuals in the same room and share information and deepen existing relationships. Q1: Dinner Series - CEO dinner, German international dinner Q2: Dinner Series - Movers & Makers winner dinner (industrial community) Q3: Dinner Series - Office Brokers, Female CEO, Social Series - existing industries across multiple sectors Q4: Dinner Series - International and Broker dinner. The dinner series will continue in 2023, and opportunities to host and discuss with business leaders are planned for throughout the year.	
	f	After convening, work internally to determine what local resources, assets, and programs best address the business community needs. If there are notable gaps in local offerings, make note of these for future strategy development and community investment efforts.	2023	In the planning phase, and will launch in 2023.	
	g	When the needs and resources are consistent across businesses of all industries, create a marketing package that describes resources for local businesses that addresses the most common concerns that businesses have. Share this resource package with all businesses.	2024	In the planning phase, and will launch in 2024.	
		Convene an entrepreneur council to connect local entrepreneurs and small businesses with potential customers, external organizations, and other resources to support their growth.	2022		
a		Work with entrepreneurship ecosystem to establish a formal mentorship program.	2024	In the planning phase, and will launch in 2023.	
		i		As staff availability allows, create a list of business or community leaders that are interested in participating in a mentorship program. Gather information from interested mentors that will help pair them with mentees, such as the industry they work in, their areas of expertise, length of time working, etc. The SCORE Chattanooga program is one example of an organization connecting volunteer business leaders with mentees.	In the planning phase, and will launch in 2023.
		ii		Create a survey to gather similar information from interested mentees. Use information provided by both mentors and mentees to create pairings that will support the growth of a skilled and talented workforce in Gwinnett.	In the planning phase, and will launch in 2023.
		iii		Develop a program guide that provides a timeline and topics of discussion for mentors and mentees. Encourage them to set up a meeting once a month and use the program guide to lead their conversations. Topics could include resume and interview prep, a deep dive into the mentor’s industry, and more. Consider length of the program, nine or ten months is probably ideal.	In the planning phase, and will launch in 2023.
		iv		Host events that will keep mentors and mentees engaged throughout the entire mentorship. Consider hosting a kickoff event for mentors and mentees to meet, a speed-mentoring event where mentors and mentees can network with other members of the program, and a closing reception at the end of the program.	In the planning phase, and will launch in 2023.
		v		At the conclusion of the program send a survey out to all mentors and mentees asking for feedback for future mentor programs.	In the planning phase, and will launch in 2023.
b		Encourage a local entrepreneurial organization to establish a business to business matchmaking program to connect local small business service providers with larger local organizations seeking service procurement.	2025	In the planning phase, and will launch in 2025.	
		i		This could be modeled in a number of different ways, but JumpStart’s Cleveland B2B Matchmaking event is a good example. This is an annual event that is designed to connect local small businesses with purchasing buyers in one-on-one sessions that could lead to future contracts.	In the planning phase, and will launch in 2025.
		ii		A business to business matchmaking program could be done through events or via an online platform that serves to connect buyers with local services on an ongoing basis. .	In the planning phase, and will launch in 2025.
		Work with the Gwinnett Entrepreneur Center to send a regular survey out to local, small businesses to determine their greatest needs.		In the planning phase, and will launch in 2025.	

3	c	i	Create a designated weekly time when small businesses that require assistance can come to Partnership Gwinnett for advice. By establishing a specific small business time, Partnership Gwinnett can more easily communicate their availability and raise awareness of available resources. Even if Partnership Gwinnett is not the right organization to assist the business needs, Partnership Gwinnett can refer them to the correct partner.		In the planning phase, and will launch in 2025.
		ii	When appropriate, continue an entrepreneurship contest. Find opportunities to integrate the contest and its winners into Partnership Gwinnett activities such as speaking roles, in focus groups, or the mentorship program.		In the planning phase, and will launch in 2025.
		Provide research and market intelligence to businesses and other organizations.		Ongoing	We pride ourselves in promoting our community through data supported collateral. Data is always at the forefront of our information sharing.
		i	Partnership Gwinnett is consistently tracking economic and demographic data that provides insights into Gwinnett County's economy. Partnership Gwinnett should share its data and findings with businesses and partner organizations. As one of the main conveners in the community, Partnership Gwinnett can use this position to ensure that the business community, leadership, and economic development partners are all working from the same, current data and market intelligence.		Q1: Partnership Gwinnett is back filling the Research Analyst position and will work to build a research strategic Plan. Partnership Gwinnett has created marketing collateral that we share with our partners, prospects and existing industry. These insights help support our mission of driving economic prosperity in Gwinnett County. Q2: Partnership Gwinnett hired a Research Analyst and will start in Q3. Q3: Research requests received from the community and local businesses were responded to in a timely fashion. The Advocate (Existing Industry) Newsletter was shared in September with industry partners highlighting Atlanta's labor force and growth compared to national average. Q4: We continue to share data on social media and in all of our newsletters (Existing Industry and Investor). The Advocate Newsletter was shared in November with industry partners highlighting how Gwinnett county's industrial properties have seen increases in rent and sale prices.
		ii	Create a quarterly digital or print newsletter targeted specifically at businesses that provides marketing intelligence to local businesses in a visually appealing and concise way. Highlight changing data trends, local educational or business news, or state-level economic development information that would be important to local businesses or community partners.		Q1: A business retention focused newsletter was launched and is sent out bi-monthly. Topics include: trends in the local market, recent announcement recap, upcoming events, business resources for companies, like state incentives, workforce information, etc. and information on changes in the community. Q2: A business retention focused newsletter was launched and is sent out bi-monthly. Topics include: tends in the local market, recent announcement recap, upcoming events, business resources for companies, like state incentives, workforce information, etc. and information on changes in the community. Q3: A business retention focused newsletter was launched and is sent out bi-monthly. Topics include: trends in the local market, recent announcement recap, upcoming events, business resources for companies, like state incentives, workforce information, etc. and information on changes in the community. Q4: The Advocate is sent out bi-monthly and we continue to showcase data points like unemployment rate and share trends within our target sectors and our community.
		iii	Ask economic development partners like educators, elected officials, or community leaders to contribute important information to this newsletter as it comes up - such as new initiatives being led, new educational programs being implemented, or political changes.		Q1: Ongoing, we continued to share information from our partners in our newsletters to investors and existing industry. Q2: Ongoing, we continued to share information from our partners in our newsletters to investors and existing industry. Q3: Ongoing, we continued to share information from our partners in our newsletters to investors and existing industry. Q4: Ongoing, we continued to share information from our partners in our newsletters to investors and existing industry.
		iv	After approximately a year, send out a survey to determine the effectiveness of this newsletter and what its audiences find to be the most interesting content.		Q1: Continued to monitor metrics from CTR to open rate of all of our e-newsletters. We are planning to send out a survey in Q4. Q2: Continued to monitor metrics from CTR to open rate of all of our e-newsletters. We are planning to send out a survey in Q4. Q3: Continued to monitor metrics from CTR to open rate of all of our e-newsletters. We are planning to send out a survey in Q4. Q4: We are evaluating the frequency of the newsletter so we can ensure good open rates.
		v	Share highlights of this data at economic development-related events.		Q1: We continued to push data at events like Economic Outlook. Q2: Data was presented at all major events. Q3: Data was presented at all major events. Q4: Data was presented at Metro Atlanta Redevelopment Summit, Peer Tour and State of Technology Summit.
	d				

		vi	Provide custom research packages to businesses working with the Gwinnett Entrepreneur Center and other partners at a discounted price.		Q1: Partnership Gwinnett is back filling the research position and will work to build a Research Strategic Plan. Partnership Gwinnett has created marketing collateral that we share with our partners, prospects and existing industry. These insights help support our mission of driving economic prosperity in Gwinnett County. Q2: Partnership Gwinnett hired a Research Analyst and will start in Q3. Q3: The newly hired Research Analyst is creating a research strategic plan to launch in 2023. Analyst will be focused on working with the project manager to provide data to industry going forward. Q4: The Research Analyst created a research strategic plan to launch in 2023. Analyst will be focused on working with the project managers to provide data to industry going forward.
4	Support the development of Rowen and other technology centers to establish Gwinnett County as a leading innovation center in the Southeast.			Ongoing	Partnership Gwinnett continues to spotlight Rowen on social media, in our newsletters and in meetings with local partners and existing industry.
	a	Participate in a community-wide marketing campaign about Rowen to share with Gwinnett County residents, businesses, and regional leaders. Goals of the marketing campaign should include continually updating the public on the progress of building Rowen's facilities, celebrate successes of the project, and inform the entire community about what Rowen is and how it will make Gwinnett County an even better place to live and do business.		2023	Q1: Scheduled bi-weekly meetings with Rowen and a plan will be establish in Q3 and Q4 Q2: Continued bi-weekly meetings with Rowen and a plan will be established in Q3 and Q4 Q3: Continued bi-weekly meetings with Rowen. Rowen is scheduled to be part of a panel discussion at the State of Technology Summit in Q4. Q4: Rowen groundbreaking ceremony took place in Q4. Rowen participated in a panel discussion at the State of Technology event hosted by Partnership Gwinnett.
	b	Add information about each technology center and Rowen on the Partnership Gwinnett website.		2022	Q1: A communication strategic plan is scheduled to be delivered in Q2 Q2: The communication strategic plan was delivered in Q2. The website was updated to include our innovation hubs within the County. Q3: Continued to include Rowen in our collateral and presentation materials that are presented to community leaders. Rowen is scheduled to be part of a panel discussion at the State of Technology Summit in Q4. Q4: All innovation hubs were highlighted on our website and in all marketing materials and shared on our social media accounts. Featured all innovation hubs in a panel discussion at the State of Technology Summit.
	c	Serve as an ambassador for the Rowen Foundation as the project continues. Provide in-person support if prospects visit to view the site or provide the Rowen Foundation with economic data and information that will help flesh out their marketing materials. Include Rowen materials in presentations to external and internal audiences.		Ongoing	Q1: Scheduled bi-weekly meetings with Rowen. Rowen was included in our innovation hub one-sheets and in our PowerPoint presentations. Q2: Continued bi-weekly meetings with Rowen. Rowen was included in our innovation hub one-sheets and in our PowerPoint presentations. Q3: Continued bi-weekly meetings with Rowen. Rowen was included in our innovation hub one-sheets and in our PowerPoint presentations. We included Rowen in our Women in Economic Development Day to provide information to our state partners and will be featured in a panel discussion at the State of Technology Summit in Q4. Q4: Featured in a panel discussion at the State of Technology Summit on November 10.
	d	Incorporate Rowen and its focus into Partnership Gwinnett's events and programming, especially as the site and buildings are closer to completion.		Ongoing	Q1: Met with Rowen bi-weekly with a plan scheduled to be establish in Q3 & Q4. Q2: Continued bi-weekly meetings with Rowen. We confirmed Rowen as a speaker at our Women in Economic Development Day so they can provide information to our state partners. Rowen was confirmed to be on a panel discussion at the State of Technology Summit in Q4. Q3: Continued bi-weekly meetings with Rowen. Rowen was not able to participate in our Women in Economic Development Day due to illness. Actively pushed the R&D panel featuring Rowen at the State of Technology Summit in Q4. Q4: Featured Rowen on a panel discussion at the State of Technology Summit.
	Strategically utilize incentives to support community economic development goals.			Ongoing	Ongoing
	a	Expand the existing incentives brochure to include information about incentives that are available and specify who qualifies. Include definitions for important language like quality jobs or targeted industries and contact information. For example, if an incentives policy promotes the creation of quality jobs in Gwinnett County, clearly define what constitutes a quality job. We have provided more clarification on how to begin defining quality jobs in this economic development strategy. Other potential factors to consider include total capital investment and related economic impacts on the community.		2022	Q1: Ongoing; worked with the Georgia Department of Economic Development on sharing appropriate and accurate information on the definition of "quality jobs" Q2: Ongoing; worked with the Georgia Department of Economic Development on sharing appropriate and accurate information on the definition of "quality jobs" Q3: Ongoing; worked with the Georgia Department of Economic Development on sharing appropriate and accurate information on the definition of "quality jobs" Q4: Why Gwinnett one-sheets are constantly being updated to showcase information available to our existing industries, like incentives.

5	b	Potentially develop annual goals for incentives policies that articulate how incentives will be used to meet economic development goals. Goals could include achieving a certain percentage growth in target industry jobs or businesses, promoting redevelopment throughout the County, or making Gwinnett County more attractive to international businesses.	2023	In the planning phase, and will launch in 2023
	c	Ask the County to conduct and share the results of economic impact assessments for all projects being considered for incentives in order to quantify the potential secondary and tertiary benefits the project will bring to Gwinnett County.	2022	Q1: Incentive tracking is ongoing. Q2: Incentive tracking is ongoing. Q3: Incentive tracking is ongoing. Scheduling meeting in Q4 . Q4: Incentive tracking is ongoing. Meeting was postponed until 2023.
	d	Track the number of awarded incentives in Gwinnett County each year, including extensive metadata such as type of project, industry, economic impact assessment, and geographic location. Review this information annually and share relevant information with the County, City, and other leaders as necessary to better inform discussions when applying and developing future incentives.	2022	Q1: The structure has been built and will be delivered in Q3. Q2: Worked on the tracking document for delivery in Q3. Q3: Continuing to track incentives awarded to landed projects. Currently updating information for recent projects. Q4: Continuing to track incentives awarded to landed projects. Currently updating information for recent projects.
	e	Create an annual review process for incentives policies and awards. Determine which incentives policies are being used more often, how to provide more incentives policies in a targeted way over the next year and keep track of company requirements for receiving incentives.	Ongoing	Q1: Incentive tracking is ongoing. Q2: Incentive tracking is ongoing. Q3: Incentive tracking is ongoing. Scheduling meeting in Q4 . Q4: Incentive tracking is ongoing. Meeting was postponed until 2023.

Partnership Gwinnett 4.0 Strategic Plan

Goal 2: Talent Development Tracking

Goal 2: Key Performance Indicators (KPIs)						
KPIs	Q1	Q2	Q3	Q4	TOTAL	Notes
# of Talent Council meetings	0	0	1	0	1	Q1: Starting in Q3 2022: September 7, 2022 and November 2, 2022. Q2: Starting in Q3 2022: September 7, 2022 and November 2, 2022. Q3: Hosted inaugural Talent Council meeting on September 7, 2022. Q4: Due to staff and leadership shifts, Q4 meeting was postponed and individual meetings with TC members were prioritized.
# of sector-based round table meetings (known as Workforce Forums- specify sectors that met in notes)	0	0	1	0	1	Q1: Due to a lack of capacity, Workforce Forums have not been implemented while recruiting workforce programs manager. Q2: Due to a lack of capacity, Workforce Forums have not been implemented while recruiting workforce programs manager. We hired a workforce manager in Q2. Q3: First Manufacturing Workforce Forum was scheduled for October 4, 2022. Q4: Individual meetings with Peachtree Packaging, Real Truck, and Heraeus were prioritized to identify forum leader. Hosted Manufacturing Workforce Forum on October 4.
# of Workforce discussions with existing industry (EIV's)	5	17	8	8	38	Q1: Ongoing. Q2: We picked up pace and volume with new workforce programs manager. Q3: Existing industry visits included Okabashi, Renova Technology, Soliant, and DisplayIt among others. Q4: Existing industry visits included Gezolan, Real Truck, LiftAll, and DAP America among others.
Establish a talent retention, return, and attraction campaign that highlights career and living opportunities in Gwinnett County and helps grow the skilled working age population (Describe progress in notes)	N/A	N/A	N/A	N/A		Q1: In the planning phase, and will launch in 2024. Q2: In the planning phase, and will launch in 2024. Q3: We met with Chmura Jobs EQ to discuss JobsConnector as a possible API for our talent attraction website which will be implemented at the end of 2023. Q4: Continued to plan for a 2024 launch. With the Partnership Gwinnett website being updated, we requested RFPs to support the launch of the talent attraction campaign. This is under review.

Goal 2: Report Card					
Strategy	Tactic	Sub-Tactic	Goal Strategy or Tactic	Start Year	Notes
Goal 2: Individuals can access educational and training resources that match their learning needs and offer rewarding career pathways with Gwinnett County employers.					
1			Establish a talent council to continue aligning educational and training offerings to business needs and create a lifelong learning experience for people of all ages.	2022	
	a		Identify a diverse group of influential leaders from Gwinnett public and private schools, workforce development and post-secondary institutions and target industry businesses.	2022	Q1: In the planning phase. Q2: Representation from Atlanta Regional Workforce Board, GA Dept of Labor, Gwinnett County Public Schools, Gwinnett Technical College, Georgia Gwinnett College, Philadelphia College of Osteopathic Medicine, Brenau University, Goodwill Industries, along with representatives of our target sector workforce forums. Q3: Inaugural Talent Council meeting was held on September 7 with representation from GCPS, BCS, GTC, GGC, PCOM, and ARWDB. Target sector representation will be threaded into future meetings. Q4: Workforce Programs Manager focused on building individual relationships with Talent Council members during staff transition.
	b		Determine the inaugural chair and vice chair (who ideally would be the successor to the chair) to establish leadership structure. Consider including PG 4.0 Advisory Committee talent goal members on the council and in leadership positions for continuity.	2022	Q1: In the planning phase. Q2: The Talent Council leadership will be determined at the inaugural meeting scheduled for September 7, 2022. Q3: We are working on the structure of the Talent Council leadership and tying it into the Partnership Gwinnett goal chairs. The outcome will be finalized in 2023. Q4: Met with prospects for the chair and vice chair position to be finalized Q1 of 2023.
	c		Work with chair and vice chair to establish guidelines, best practices, possibly with the assistance of a steering committee that would consist of a subset of the entire council.	2022	Q1: In the planning phase. Q2: The steering committee formation will be discussed at the first meeting and confirmed at the second meeting of 2022. Q3: The steering committee will be formed as target sector representation is seated in 2023. Q4: The steering committee will be formed as target sector representation is seated in 2023.

	d	The talent council could begin the year with a strategic planning meeting or retreat to establish priorities for the year and conclude the year with an annual meeting to review progress made, unfulfilled objectives, and begin planning for subsequent year. Consider planning this meeting concurrent with an annual talent summit.	2022	Q1: In the planning phase. Q2: The strategic planning process for goal and priority setting will occur at the second meeting with implementation beginning in 2023. Q3: Hosted quarterly Talent Council meeting on September 7, 2022. Annual planning will begin in Q1 2023. Q4: Workforce Programs Manager met with Talent Council members individually.
	e	The council could meet quarterly, which is not as demanding as a monthly meetings, but frequent enough to ensure tangible actions are taken throughout the year.	2022	Q1: In the planning phase. Q2: The inaugural meeting is scheduled for September 7, 2022. Q3: Hosted quarterly Talent Council meeting on September 7, 2022. Q4: Workforce Programs Manager met with Talent Council members individually.
	f	Members of the PG 4.0 Advisory Committee talent goal team could provide assistance to the talent council in facilitating communications and collaboration between education, target industry business partners and local government.	2022	Q1: In the planning phase. Q2: We are identifying and inviting appropriate 4.0 Advisory Committee members to serve as facilitators. The Workforce Forum participants may provide support as well. Q3: Engaged with education, talent & workforce professionals. Q4: We met with Talent Council members individually, and discussed how to collaborate and provide assistance going into 2023.
2	Continue convening K-20 educational institutions and target sector businesses to ensure alignment and identify opportunities for these communities to support their respective success.		Ongoing	Ongoing
	a	Launch new sector-based workforce roundtables for target industry representatives to share perspectives on workforce needs and educational engagement opportunities. Share insights from these roundtables with the talent council for appropriate action.	2023	Q1: In the planning phase. Q2: We are starting this tactic early and will be launching the Manufacturing Workforce Forum and the Supply Chain Workforce Forum in Q4. Q3: The Manufacturing Workforce Forum was scheduled for October 4, 2022. Q4: Due to staff changes, the launch of Supply Chain Workforce Forum was postponed. Hosted the Manufacturing Workforce Forum on October 4. Scheduled all sector specific Workforce Forums for Q1 of 2023.
	b	Schedule an initial brainstorming meeting to discuss all available partner opportunities for businesses to support education and work-based learning opportunities, at the elementary, middle, high school, and post-secondary levels.	2023	In the planning phase, and will launch in 2023
	c	Bring the top prioritized opportunities for business engagement to the full talent council to be reviewed and finalized.	2023	In the planning phase, and will launch in 2023
	d	Work with school systems' and college staff on a coordination plan targeted to employers that makes engagement with the schools and colleges clear and as smooth as possible. Communications plan should include talking points for talent council board members to champion engagement within their organizations and with other business leader peers.	2024	In the planning phase, and will launch in 2024
3	Strengthen workforce related resources, including data and training, provided to local businesses.		2022	Ongoing
	a	Staff in collaboration with the talent council should determine what specific kinds of information, training and workforce resources are most valuable for employers.	2022	Q1: In the planning phase. Q2: Businesses represented in the target sector Workforce Forums will identify their needs and the collective response to those needs will be managed by the partners engaged in the Talent Council Q3: Information regarding training and workforce resources for employers is being vetted internally before being validated by Talent Council and Workforce Forums. Q4: We met with Talent Council members to determine what resources were most valuable to their sector. The Workforce Programs Manager tracked needs so we can support local business going into 2023.
	b	Identify how information, insights and resources should be captured and made accessible to businesses (i.e. new website or webpage), as well how those elements will be marketed and shared to ensure they are utilized (i.e. social media and email, meetings and programs, publication of infographics, whitepapers, and/or blog posts).	2023	In the planning phase, and will launch in 2023
	c	Work with external partners or budget additional internal staff time and resources to create new digital content and conduct communications targeted at local businesses about how Partnership Gwinnett can help them find new staff members, upskill current team members, or provide relevant information about the job market.	2022	Q1: In the planning phase. Q2: Workforce ecosystem partners represented in the Talent Council will coordinate response to sector needs. Q3: Communications platform(s) are being discussed strategically among staff with consideration of tactical implementation needs. Q4: Built all 5 sector-specific Workforce Forum LinkedIn groups so we can have a platform for communication sharing.

	d	Aggregate all available information and resources based on priorities to be made available to businesses.	2022	Q1: In the planning phase. Q2: The Talent Council will determine how to efficiently and effectively aggregate and/or disseminate information and actions related to available resources. Q3: Information and resources are being created by Partnership Gwinnett staff and communicated and dispersed as needed within the community. Communication platform(s) are under consideration for easier accessibility in the future. Q4: Alongside the LinkedIn groups, we updated our Why Gwinnett one-sheets to showcase resources within our community and state.
	e	Develop a marketing/content schedule for talent materials and communication pieces to be shared with businesses and other stakeholders.	2022	Q1: In the planning phase. Q2: We are launching a LinkedIn group for all of our Workforce Forum groups by target sector to continually communicate resources to the group and market county and state level resources. We also have other campaigns currently underway, e.g. WorkSource Atlanta Regional's outreach efforts. Q3: Continued fostering community and communication via LinkedIn groups via target sector Workforce Forums. Leveraged Partnership Gwinnett e-newsletters (investor and business retention and expansion) to share content with our community leaders. Q4: Built all 5 sector-specific Workforce Forum LinkedIn groups, shared content via The Advocate Newsletter (Existing Industry), Investor Insights Newsletter, and continued to update Why Gwinnett one-sheets.
	f	Leverage these assets as opportunities to secure new investment to maintain and improve them and support the overall work of the organization.	2023	In the planning phase, and will launch in 2023
	f	Create an inventory of work-based learning opportunities to be included in employer information portal to be updated annually.	2023	In the planning phase, and will launch in 2023
4	Establish a talent retention, return, and attraction campaign that highlights career and living opportunities in Gwinnett County and helps grow the skilled working age population.		2024	In the planning phase, and will launch in 2024
	a	Recruit marketing, communications and media professionals from Gwinnett County as volunteer leaders and subject matter experts for the campaign.	2024	In the planning phase, and will launch in 2024
	b	Determine budget based on communication channels to be leveraged and resources required to run a successful multimedia campaign.	2024	In the planning phase, and will launch in 2024
	c	Outline communications plan using preferred mediums (e.g. social, internet advertising, radio, etc.)	2024	In the planning phase, and will launch in 2024
	d	Segment and prioritize target audiences (e.g. recent college graduate; high school students and parents; young professionals working and/or living in Gwinnett county, etc.)	2024	In the planning phase, and will launch in 2024
	e	Determine project timeline, including launch, phases for different audience segments and conclusion.	2024	In the planning phase, and will launch in 2024
	f	Establish web landing page(s) to direct audience to, along with a feature for visitors share email to request more information.	2024	In the planning phase, and will launch in 2024



Partnership Gwinnett 4.0 Strategic Plan

Goal 3: Community Development Tracking



Goal 3: Key Performance Indicators (KPIs)

KPIs	Q1	Q2	Q3	Q4	TOTAL	Notes
# of redevelopment focused events	1	1	3	3	8	Q1: Created redevelopment council; Redevelopment Council meeting January 2022. Q2: Redevelopment Council meeting held in June 2022. Q3: Redevelopment Council - July, August and September Q4: Metro Atlanta Redevelopment Summit (MARS), Peer Tour, Redevelopment Council - December
# of meetings with real estate developers	3	5	1	5	14	Q1: All developers interested in Gwinnett Place Mall Q2: All developers interested in Gwinnett Place Mall Q3: Hosted a Peer Tour pre-trip with Redevelopment Council members and met with local developers. Continued to host calls with real estate developers to maintain consistent communication. Q4: Met with JLL Adaptive Reuse team and 4 developers in Greenville.
# of real estate outbound trips (list location in notes)	0	0	1	1	2	Q1: Peer Tour scheduled for Q4 Q2: Peer tour scheduled for November 17-18 in Greenville, SC. Scheduled a Peer Tour pre trip in Q3. Q3: Went on a Peer Tour pre-trip. Q4: Hosted Redevelopment Peer Tour in Greenville, SC.
Create a database of developers and real estate investors	Ongoing	Ongoing	Ongoing	Ongoing	0	Ongoing

Goal 3: Report Card

Strategy	Tactic	Sub-Tactic	Goal Strategy or Tactic	Start Year	Notes
Goal 3: Gwinnett County is safe, well-connected and offers diverse amenities for people and businesses to live, work and play.					
1			Assist Gwinnett County, local Cities, and Community Improvement Districts (CIDs) with redevelopment by promoting sites in business development activities, providing business perspectives on infrastructure and site needs, sharing information, and convening a redevelopment taskforce to make recommendations.	Ongoing	We are in the process of updating our Success Builds Here page on our website to include a more robust showing of redevelopment across the community.
	a		Convene Partnership Gwinnett's existing redevelopment taskforce to consider expanding their scope of work and role in the community. Explore ways that the group can provide additional perspective to ongoing redevelopment efforts. For example, this independent group could assist the County in developing a database of properties for redevelopment and provide independent evaluations of their readiness and potential uses. The redevelopment taskforce could also provide independent assessments of opportunities to redevelop high priority sites and corridors for consideration by public and private owners.	2022	Q1: Redevelopment Council meeting held in January 2022. Q2: Redevelopment Council meeting held in June 2022. Q3: Redevelopment Council meeting held in July, August and September. Q4: Redevelopment Council meeting held in December.
	b		Encourage the redevelopment taskforce to evaluate site needs and roadblocks to redevelopment. The taskforce could prepare independent recommendations for improving development and redevelopment processes throughout the county and remove roadblocks to success.	2022	Q1: In the planning phase; created and hosted 1 Redevelopment Council meeting. Q2: We hosted 1 Redevelopment Council meeting. Q3: Redevelopment Council meeting held in July, August and September. Q4: Redevelopment Council meeting held in December.
	c		Continue leading an annual speaker series in conjunction with the monthly redevelopment task force that brings in developers from Metro Atlanta to share stories about successful redevelopment projects.	2023	Redevelopment Forum speaker series will kick off in 2023 Q1: In the planning phase; created and hosted 1 Redevelopment Council meeting. Q2: We hosted 1 Redevelopment Council meeting. Q3: Redevelopment Forum events moved to 2023 and will be hosted quarterly. Q4: Redevelopment Forum events moved to 2023 and will be hosted quarterly.
	d		Continue planning visits to other communities for local real estate professionals and elected leaders to explore and understand successful redevelopment initiatives that could have lessons for Gwinnett County projects.	2022	Q1: We created Redevelopment Council in 2022. We are in the process of confirming the location of the 2022 Peer Tour community visit. Q2: Confirmed the 2022 Peer Tour location in Greenville, SC on November 17- 18. Q3: Hosted a Peer Tour pre-trip with Redevelopment Council members and met with local developers. Q4: Hosted the Redevelopment Peer Tour event in Greenville, SC.
	e		Keep tracking prospect inquiries, submittals, and successful wins, include information about the geographic location of sites. Regularly report the number of sites inquired about, submitted, and successful won by City, County location, and CID location.	2022	Q1: In the planning phase. Q2: In the planning phase. Q3: In the planning phase and will include RFP information on our redesigned website in 2023. Q4: Website redesign RFP sent to vendors and included a page for RFP uploads. We reviewed the website proposals and will be selecting a vendor in Q1 of 2023.

	f	Utilize this information to engage in conversations about which geographic areas are generating interest (or lack thereof) and wins and why. In these conversations explore ways to improve the visibility and attractiveness of sites and identify redevelopment improvements that may make them more attractive to targeted industries. Offer recommendations based on Partnership Gwinnett’s experience with prospects.	2023	In the planning phase, and will launch in 2023
2		Establish an attraction campaign focused on bringing in developers and investors from outside the Atlanta region to facilitate redevelopment that matches the community’s vision and needs, especially for commercial space.	2023	In the planning phase, and will launch in 2023
	a	Maintain a database of developer and real estate investor contacts in the Metro Atlanta region and nation.	2023	In the planning phase, and will launch in 2023
	b	Prepare marketing materials related to real estate development and investment in Gwinnett County.	2023	In the planning phase, and will launch in 2023
	c	As Partnership Gwinnett staff grow, identify and attend regional real estate conferences to make contacts and share opportunities for development in Gwinnett County.	2023	In the planning phase, and will launch in 2023
	d	Schedule regular calls with external developers to maintain contact and keep them aware of opportunities.	2023	In the planning phase, and will launch in 2023
	e	Send a bi-annual newsletter to contacts in the developer and real estate database that highlights real estate market conditions, priority redevelopment sites, and successfully complete projects. Develop and Include links to a real estate investment opportunity section on the Partnership Gwinnett website.	2023	In the planning phase, and will launch in 2023
	f	Invite select regional developers to attend the annual Redevelopment Forum. Model this after a site selector invitation event. Include programming to showcase sites, successful projects, and investment opportunities in Gwinnett County. Also facilitate introductions with local property owners, development partners, and relevant County, City, and CID representatives.	2023	In the planning phase, and will launch in 2023
	g	Consider hosting smaller, invitation-only real estate developer/investor visits to Gwinnett County to provide tours, share stories of successful developments, and explore opportunities for local investment. Implementing this tactic will require additional time and investment from Partnership Gwinnett staff, so only implement this tactic if staff is confident that this investment will provide a return.	2024	In the planning phase, and will launch in 2024
3		Conduct an annual survey of the business community to understand and communicate which community investments are highest priority for their operations and employees.	2022	Ongoing
	a	Develop questions for the business survey that cover topics relevant to business needs. Format the questions in a clear manner that will provide useful feedback to Partnership Gwinnett and other organizations. Keep the survey as brief as possible to avoid future fatigue. Leave room for open-ended feedback to cover future topics. Include metadata related to the business’ industry, location, and owner demographics.	2022	Q1: In the planning phase. Q1: In the planning phase. Q3: Surveys for redevelopment have begun starting with the Redevelopment Council. Q4: Survey was sent to attendees of the Metro Atlanta Redevelopment Summit and Redevelopment Peer Tour.
	b	Work with other county organizations, including the Chamber of Commerce, to distribute the survey on a bi-annual or quarterly basis. Conducting the survey more than once a year will allow the addition of topical questions.	2022	Q1: In the planning phase. Q2: In the planning phase. Q3: Surveys sent after the conclusion of each event. Q4: Surveys sent after the conclusion of each event.
	c	After collecting survey results, prepare a full report for distribution on Partnership Gwinnett’s website and through newsletters. Also prepare a press release summarizing key findings and changes from past surveys.	2022	Q1: Ongoing Q2: Ongoing: Created a survey for the Redevelopment Council to help update the Success Builds Here website page and collateral. Q3: Ongoing Q4: Ongoing
	d	Support and encourage key community development projects identified by this survey. If the project or initiative is outside of Partnership Gwinnett's scope of work then it can support these efforts through marketing, advocacy, convening relevant partners, and other supporting roles.	2022	Q1: Ongoing Q2: Ongoing: Created a survey for the Redevelopment Council to help update the Success Builds Here website page and collateral. Q3: Ongoing Q4: Ongoing



Partnership Gwinnett 4.0 Strategic Plan

Communications Metric Tracking



Communications Metrics: Key Performance Indicators (KPIs)						
KPIs	Q1	Q2	Q3	Q4	TOTAL	Notes
Total number of media reach	194,000,000	110,000,000	33,100,000	132,000,000	469,100,000	Total interactions with a piece of content.
Ad equivalency rates for impressions	\$1,791,586	\$1,021,030	\$306,049	\$1,223,263.00	\$4,341,928.00	Advertising value equivalency (AVE) is used to measure the dollar value of media coverage of a PR campaign.
Total media exposure	39	70	25	131	265	Total number of articles.
Total new social media followers (all channels)	250	293	309	297	1149	Combined new followers across all social channels
Partnership Gwinnett website sessions	7,158	8,553	6,997	9,876	32,584	All users who interacted with our website.

Partnership Gwinnett 4.0 Strategic Plan							
Yearly Metric Tracking							
Yearly Metrics: Key Performance Indicators (KPIs)							
Yearly Metrics		2022	2023	2024	2025	2026	Source
Gwinnett County Total Population		990,563					ESRI
Diversity Index		84.4					ESRI
Gwinnett County Employment Growth	Q1	410,366					JobsEQ
	Q2	424,592					JobsEQ
	Q3	Will be available in 2023Q1					JobsEQ
	Q4	Will be available in 2023Q2					JobsEQ
	Growth Rate	4.5% (2021Q2-2022Q2)					JobsEQ
Target Industry Employment Growth	Manufacturing	28,906 (2022Q2)					JobsEQ
	Supply Chain	50,145 (2022Q2)					JobsEQ
	Technology	14,786 (2022Q2)					JobsEQ
	Life Science	4,313 (2022Q2)					JobsEQ
	HQ	42,685 (2022Q2)					JobsEQ
	TOTAL	140,368 (2022Q2)					JobsEQ
	Growth Rate	5.1% (2021Q2-2022Q2)					JobsEQ
Unemployment Rate		2.6%					ESRI
GDP		\$47.6 billion (chained 2012 dollars) *Note: 2021 is most current data available					BEA
Gwinnett County Average Wage Growth	Q1	\$57,929					JobsEQ
	Q2	\$58,825					JobsEQ
	Q3	Will be available in 2023Q1					JobsEQ
	Q4	Will be available in 2023Q2					JobsEQ
	Growth Rate	5.7% (2021Q2-2022Q2)					JobsEQ
Target Industry Average Wage Growth	Q1	\$83,245					JobsEQ
	Q2	\$85,673					JobsEQ
	Q3	Will be available in 2023Q1					JobsEQ
	Q4	Will be available in 2023Q2					JobsEQ
	Growth Rate	5.7% (2021Q2-2022Q2)					JobsEQ
Highschool graduation rate		82.48% (2020-2021, GCPS)					GOSA
Populational Educational Attainment Population Age 25+	High School (only)	19.22%					ESRI
	Associate's (only)	10.55%					ESRI
	Bachelor's (only)	26.34%					ESRI
	Graduate (only)	14.19%					ESRI
Median Household Income		\$79,789					ESRI
Share of population age 25 to 44		29.33%					ESRI
Commercial real estate availability (Vacant SF)	Office	3.78 million sq ft					CoStar
	Industrial	2.91 million sq ft					CoStar
New Construction (SF under construction)	Office	225,580 sq ft					CoStar
	Industrial	3.34 million sq ft					CoStar
Median Home Value		\$280,413					ESRI