



2023 BUSINESS PLAN PRESENTATION

Glenn Stephens
County Administration



2021 – 2022 YTD Recap

Accomplishments

- Enhanced employee benefits and pay
- Established new departments
- Pursued organizational analysis and improvement

Challenges

- Organizational coherence
- Economic volatility
- Leadership development
- Change management

Department Snapshot

External Dependencies

- Gwinnett County Citizens
- Gwinnett County Board Commissioners
- Gwinnett County Vendors
- Neighboring Municipalities
- State and Federal Government
- The Sociopolitical Climate

Notable Metrics/Trends

- There have been 13 leadership transitions at the department director level since 2017
- Annual contracts renewed since January have increased an average of 8.6% compared to an average of 1.6% last year over the same time period
- Over 3,000 COVID positive isolations have been documented in the County since we began weekly COVID reporting by departments in August 2020

Identified Constraints & Opportunities

- Continued delivery of core services while expanding scope of services to meet community needs
- Limited in-house expertise in some focus areas
- External resource limitations
- Leadership capacity

Operational Decisions



- Deliberate approach to equity and inclusion
- Internal Management Academy-Department Director cohort
- Focused organizational improvements

County Initiatives & Involvement

- Operational Performance Assessment
- Equity Action Plan
- Equitable redevelopment of Gwinnett Place
- Redevelopment plans for Stone Mountain Tennis Center

Total Budget

Total 2023 Budget	\$8,263,846
Decision Packages	\$0