

ANNUAL REPORT  
2011





# Board of Commissioners



Charlotte **Nash**

Commission Chairman



Jace **Brooks**

District 1 Commissioner



Lynette **Howard**

District 2 Commissioner



Tommy **Hunter**

District 3 Commissioner



John **Heard**

District 4 Commissioner

# County Administration



Glenn **Stephens**

County Administrator



Aaron **Bovos**

Deputy County Administrator/CFO

*Jace Brooks was sworn in as District 1 Commissioner in September 2012, and Tommy Hunter was sworn in as District 3 Commissioner on December 11, 2012.*

# Planning and Development

## Planning and Development Director (Acting)

Bryan **Lackey**

## Office Services Coordinator

Melissa **Vaughan**

## Strategic Infrastructure Planning Division

Donna **Joe**

## Economic Analysis and Planning Division

### Economic Analysis

Current Planning

Long-Range Planning

Planning Data Services

Alan **Durham**

Candice **McKie**

Jeff **West**

Nancy **Lovingood**

Patrick **Quinn**

## Development Division

Division Director of Development

Kathy **Holland**

## Plan Review

Section Manager

Building Plan Review

Development Plan Review

Fire Plan Review

Stormwater Plan Review

Water and Sewer Plan Review

Dana **Baites**

Marcus **Canada**

Michael **Jeness**

Steve **Collins**

Adena **Fullard**

Charli **Young**

## Permits and Inspections

Building Permits

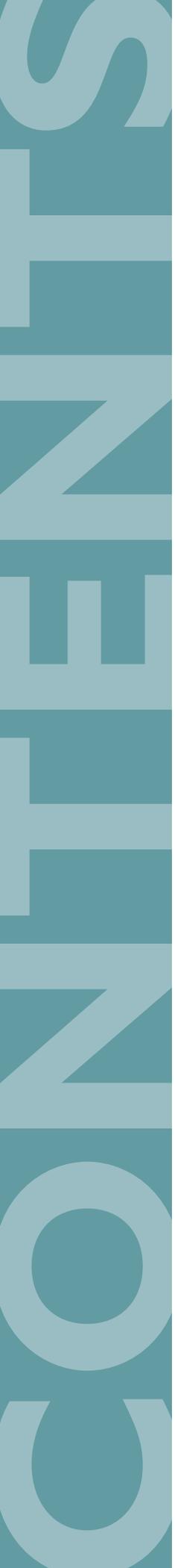
Building and Development Inspections

License and Revenue

Shlaine **Collins**

Joel **Rodriguez**

David **O'Kelley**



**Mission, Vision, Values**



**Administration Division**



**Economic Analysis and Planning Division**



**Strategic Infrastructure Planning Division**



**Development Division – Plan Review**



**Development Division – Permits and Inspections**



**Statistics**



**Engage Gwinnett Update**

Department of Planning and Development  
Office of the Director



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(tel) 678.518.6003 • (fax) 678.518.6240  
www.gwinnettcounty.com

November 30, 2012

Gwinnett County Board of Commissioners:

**SUBJECT:** 2011 Annual Report of Planning and Development Activity

I, along with the staff of the Department, am pleased to present the following report that summarizes the activities and accomplishments of 2011. Listed below are some of our major accomplishments for the year:

- Continued work on the development of a Unified Development Ordinance which will update and consolidate several development related ordinances
- Continued efforts, initiated in 2010, in development of the updated Gwinnett County Water and Wastewater Master Plan
- Established a Planning and Development Study Committee which evaluated and recommended modifications to the department's operations to allow maintaining efficiency and effectiveness at current service levels
- Established a Vacant Structure registration process in conjunction with Code Enforcement to assist neighborhoods with vacant or abandoned structures with various property maintenance issues within Gwinnett County

I want to express my appreciation to the staff of the Department for their professionalism and dedication in meeting the needs of our customers and the citizens of Gwinnett.

Additionally, I would like to thank the Board of Commissioners and the County Administrator for their support of the Department and our efforts.

Sincerely,

Bryan **Lackey**, PE  
Director of Planning and Development



# Mission

To enhance the quality of life and property values in Gwinnett County by planning for growth and enforcing construction and environmental standards for development in new and revitalizing residential and non-residential neighborhoods.

# Vision

To protect the natural environment and facilitate the creation of a built environment desired by the citizens of Gwinnett County through planning and development review.

# Values

## **Integrity**

We are committed to conducting business responsibly with integrity through planning, reviewing, and monitoring of development.

## **Responsiveness**

We will endeavor to provide quality service to our customers in a timely manner.

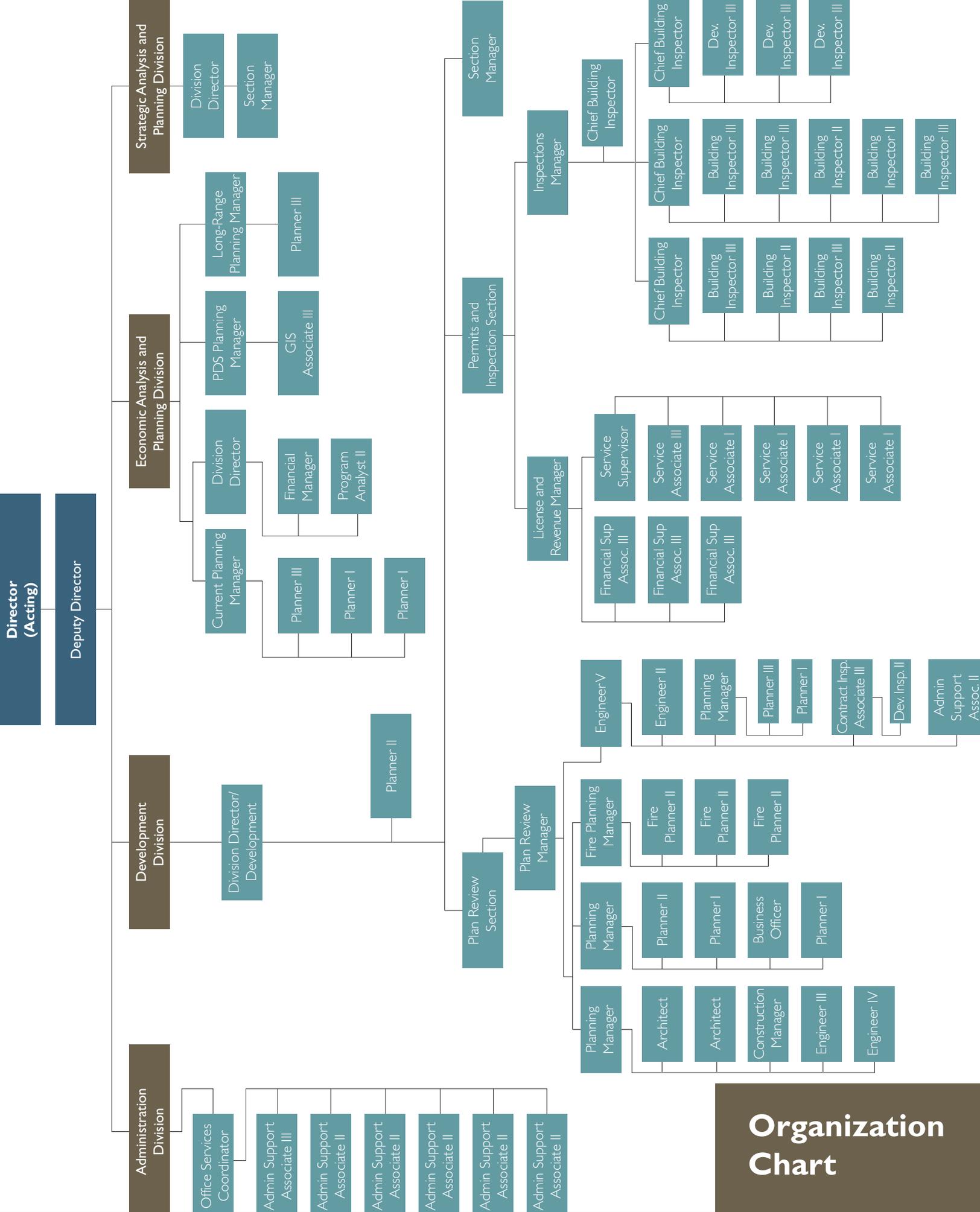
## **Excellence**

We will strive to maintain an excellent standard of service to our customers while committing ourselves to act with courtesy and professionalism.

## **Teamwork**

We will encourage and support an environment where team members bring individual strengths and talents to work together to meet our unified goal of superior customer service.





# Organization Chart

# Major Accomplishments

## Water and Sewer Master Planning

The Strategic Infrastructure Planning Division continued its efforts, started in 2010, in leading the effort to develop the Gwinnett County Water and Wastewater Master Plan. This plan, required by the Metropolitan North Georgia Water Planning District, will recommend future water and wastewater infrastructure (pipelines, pump stations, plants, etc.) that will be necessary to serve our citizens as growth occurs over the next 30 years. The plan will be fully aligned with the 2030 Unified Plan, being based on the population and employment projections developed in that plan. It will be implemented using water and wastewater flow triggers in order to ensure the most effective and efficient use of funds to design and construct infrastructure as it is needed. The Master Plan completion is projected in 2012.



## Unified Development Code and Sector Plan Request for Proposal

Gwinnett County's Unified Development Ordinance (UDO) will formalize the community's vision for future development, which was captured in the 2030 Unified Plan. The UDO will update, streamline, and combine the County's existing zoning resolution, development regulations, and other related ordinances into one integrated code document that will embrace the new image, goals, and policies of the 2030 Unified Plan. By doing so, the UDO will help ensure that future development in the county is consistent with the community's vision. A central goal of the UDO is to create a final product that is easily understood by the public, the development community, and Gwinnett County officials.

## Planning and Development Study Committee

In an effort to help maintain the department's current levels of service, in January 2011 the Board of Commissioners established the Planning and Development Study Committee. This committee was comprised of Board appointees to evaluate the department's current operations and to recommended potential modifications that the department could make to maintain current service levels in light of recent and ongoing resource challenges. Committee recommendations will be included on the department's 2012 Balanced Scorecard to track implementation.

## Vacant Structure Registry

In an effort to assist the neighborhoods in Gwinnett with various Property Maintenance issues associated with vacant or abandoned structures, the department, in collaboration with the Code Enforcement Unit, established a vacant structure registration process where the owner and/or a responsible party must register a vacant building to assist the neighborhood and the County in addressing the various property maintenance issues that will serve to help maintain the quality of life within these neighborhoods.

# Administration Division

## Division Overview

Department Director (Acting)  
Division Director – Development  
Plan Review Manager  
Inspections Manager  
Planner II  
Office Services Coordinator  
Administrative Support Associate III  
Administrative Support Associate II  
Administrative Support Associate II  
Administrative Support Associate II  
Administrative Support Associate II  
Administrative Support Associate II

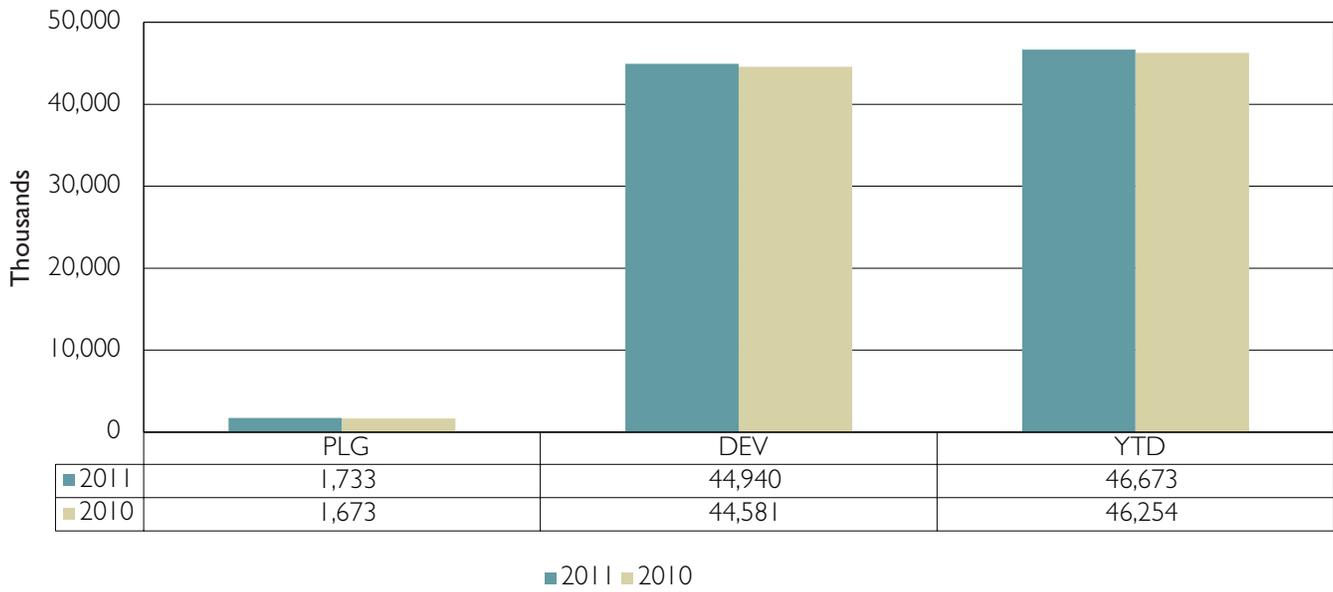
Bryan **Lackey**  
Kathy **Holland**  
Dana **Baites**  
Joel **Rodriguez**  
Patricia **Huguenard**  
Melissa **Vaughan**  
Martha **Nash**  
Vicki **Harrod**  
Cathy **Kuhl**  
Deborah **Reeves**  
Pamela **Siegmund**  
Amanda **Street**

**Under the guidance of the Planning and Development Acting Director, Management and Administration is responsible for:**

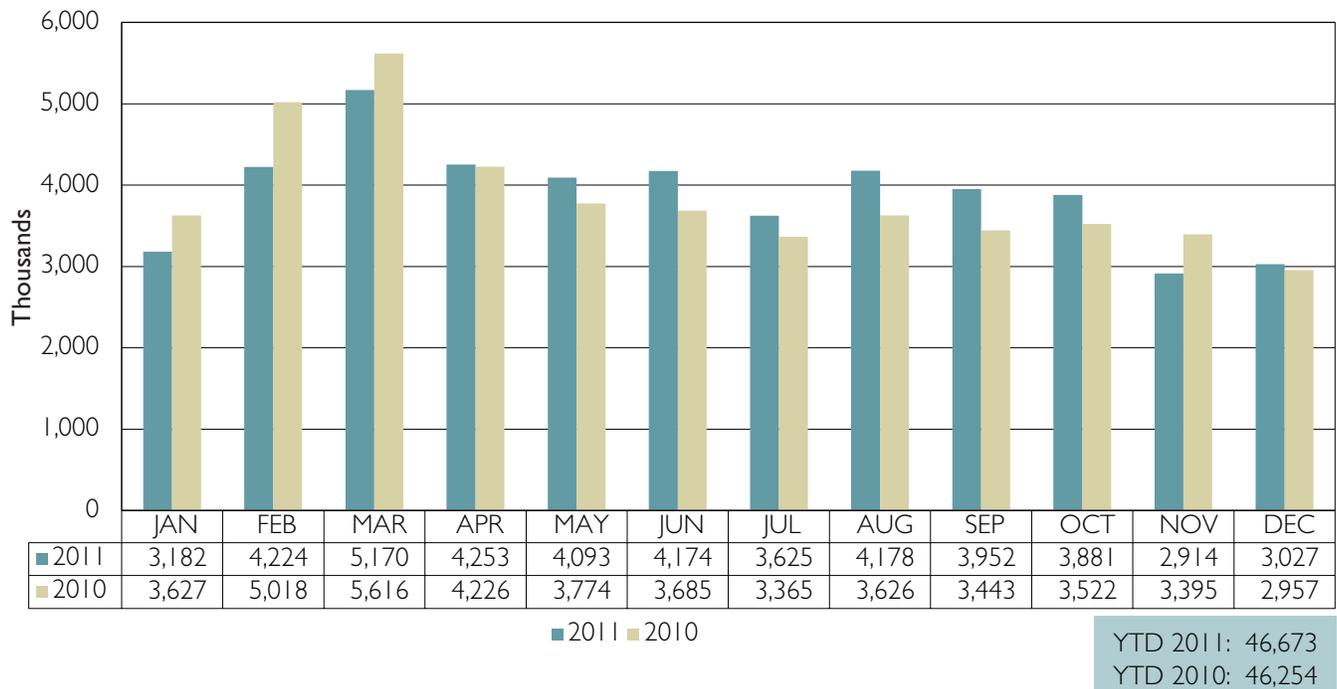
- Overseeing the management of planning and development by developing vision, mission, and strategic plans to implement Board of Commissioners' goals and objectives
- Providing exceptional service to residents, visitors, property owners, and businesses of the County
- Administering policies and procedures for compliance and enforcement of the ordinances and regulations
- Assisting the County Administrator's Office with special projects
- Providing administrative support to department management staff
- Managing day-to-day activities of the Planning and Development Department, including the preparation and administration of the annual department budget, annual and monthly reports, payroll, personnel, procurement, and management information reporting
- Providing administrative support to the Strategic Infrastructure Planning, Economic Analysis and Planning, and Development divisions



# 2011 vs. 2010 Visitors to Planning and Development (Annually)



# 2011 vs. 2010 Visitors to Planning and Development (Monthly)

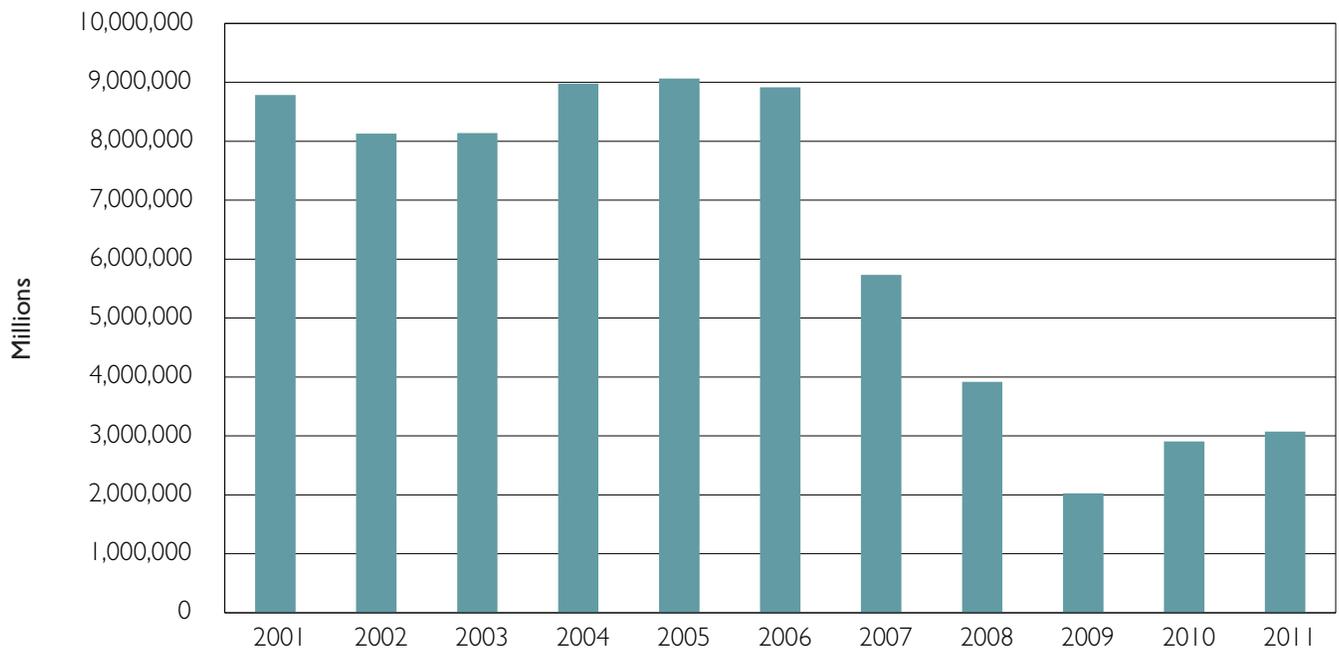


# Planning and Development Revenue

## 2011 Actual vs. 2010 Actual

|                                       | 2011 Actual         | 2010 Actual         |
|---------------------------------------|---------------------|---------------------|
| <b>Miscellaneous</b>                  |                     |                     |
| 40704002                              | \$ 16,021           | \$ 21,969           |
|                                       |                     |                     |
| <b>Planning</b>                       |                     |                     |
| 40404002                              | \$ 118,985          | \$ 92,630           |
|                                       |                     |                     |
| <b>Fire/Planning and Development</b>  |                     |                     |
| 40407002                              | \$ 670,687          | \$ 526,336          |
|                                       |                     |                     |
| <b>Land Development</b>               |                     |                     |
| 40404001                              | \$ 81,800           | \$ 217,100          |
| 40704001                              | 292,689             | 247,456             |
| <b>Total</b>                          | <b>\$ 374,489</b>   | <b>\$ 464,556</b>   |
|                                       |                     |                     |
| <b>Building Construction</b>          |                     |                     |
| 40407001                              | \$ 1,895,086        | \$ 1,802,009        |
|                                       |                     |                     |
| <b>Planning and Development Total</b> | <b>\$ 3,075,268</b> | <b>\$ 2,907,500</b> |

## Planning and Development Revenue Summary 2001 – 2011



# Economic Analysis and Planning Division

## Division Overview

Manager of Economic Development  
Program Analyst II  
Current Planning Manager  
Planner III  
Planner I  
Planner I  
Long-Range Planning Manager  
Planner III  
Planning Data Services Manager  
GIS Associate III

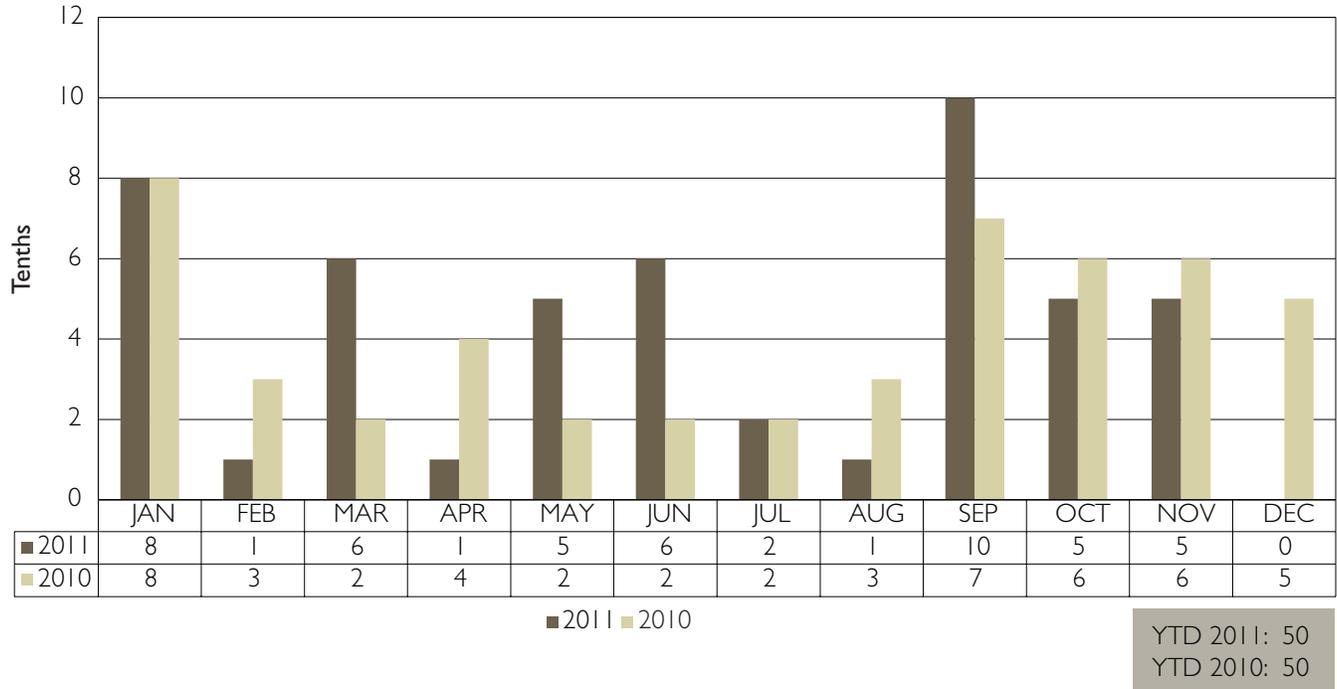
Alan **Durham**  
Candice **McKie**  
Jeff **West**  
Andrew **Mendzef**  
Todd **Hargrave**  
Alicia **McElheney**  
Nancy **Lovingood**  
James **Pugsley**  
Patrick **Quinn**  
Mike **Pappas**

**Under the guidance of the Planning and Development Acting Director, the Economic Analysis and Planning Division is responsible for:**

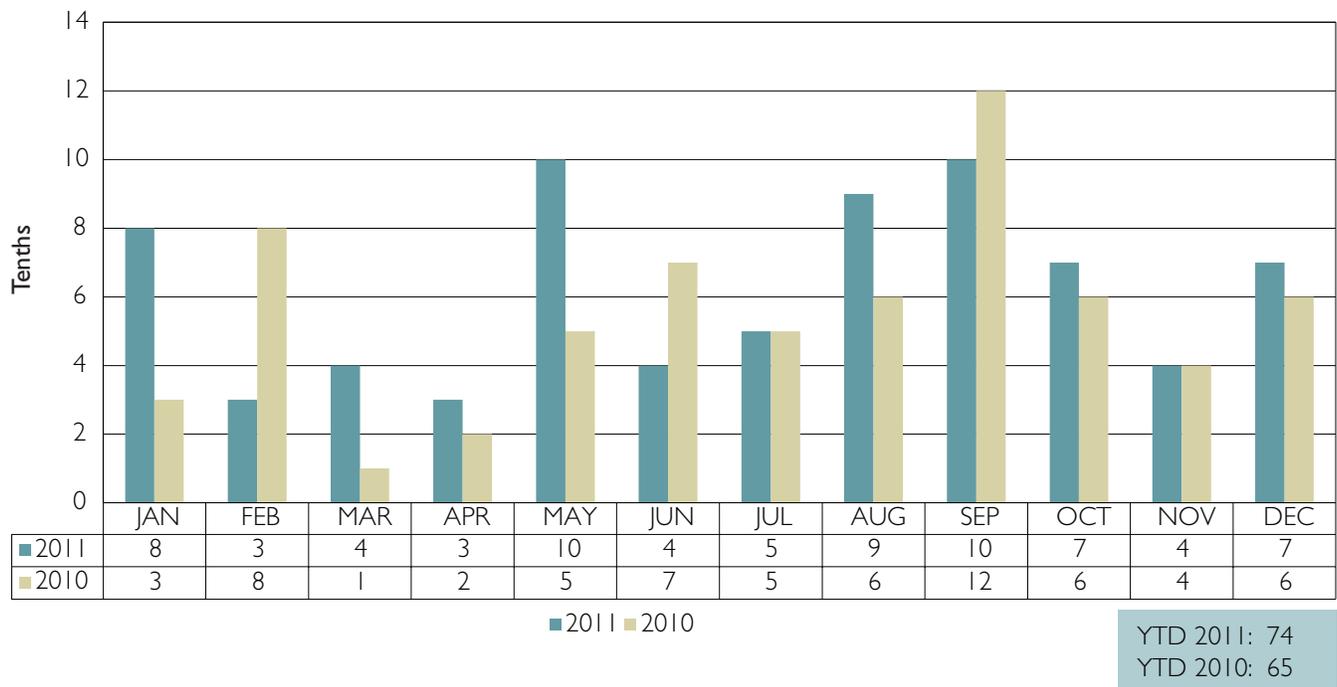
- Attracting new businesses and providing expansion incentives for existing firms to increase jobs in Gwinnett
- Optimizing the residential/non-residential balance in the tax digest
- Increasing income and wealth demographics for Gwinnett
- Encouraging revitalization and redevelopment
- Developing and maintaining forecast models for long-term planning including revenue, expenditure, and population; providing economic analysis and research in support of County management; publishing Gwinnett County Economic Indicators depicting the County's economic climate
- Handling rezonings and Special Use Permits and preparing staff analyses to be used by the Planning Commission and Board of Commissioners in conducting public hearings
- Maintaining files and records; providing staff support for the Municipal Gwinnett County Planning Commission
- Maintaining official zoning maps and street name changes
- Preparing, updating, and refining the Unified Plan and its components, e.g., land use, long-range transportation, and public facilities plans
- Providing current statistical information, forecasts, and other data used by other agencies and the public



# 2011 vs. 2010 Rezoning Applications Accepted



# 2011 vs. 2010 Special Use Permits



# Strategic Infrastructure Planning Division

## Division Overview

Division Director  
Section Manager

Donna **Joe**  
Todd **Cleaver**

Under the guidance of the division director of the Strategic Infrastructure Planning Division, the division is responsible for:

- Coordinating long-range infrastructure planning efforts in multiple County departments (most particularly Planning and Development, DWR, Transportation, and Community Services) as well as between the County and other planning entities to ensure that various infrastructure projects are all in alignment with long-term objectives of the 2030 Unified Plan



# Development Division – Plan Review

## Division Overview

### Building Plan Review

Planning Manager  
Architect  
Construction Manager I  
Architect  
Engineer III  
Engineer IV

Marcus **Canada**  
Don **Alford**  
Monica **Fenderson**  
John **Powell**  
Claudia **Reit**  
Prem **Shah**

### Development Plan Review

Planning Manager  
Planner I  
Business Officer  
Planner II  
Planner I

Michael **Jenness**  
Sharon **Cook**  
Thuy **Hotle**  
Maria **Serban**  
Lauren **Tidwell**

### Fire Plan Review

Fire Planning Manager  
Fire Planner II  
Fire Planner II  
Fire Planner II

Steven **Collins**  
Jim **Egan**  
Kenneth **Ferguson**  
Shawn **Gaunt**

### Stormwater Plan Review

Engineer V  
Engineer II  
Development Inspector II  
Contract Inspector Associate III  
Administrative Support Associate II

Adena **Fullard**  
Cornelius **Ani**  
Scott **Medders**  
Gary **Nicely**  
Maja **Radovic**

### Water and Sewer Plan Review

Planning Manager  
Planner I  
Planner III

Charli **Young**  
Leslie **McCoy**  
Debra **McKee**

# Development Division – Plan Review

Under the guidance of the Development Division director, the division is responsible for regulation, plan review, and inspection of land development and building construction activity in unincorporated Gwinnett County. The division also performs code enforcement for construction within incorporated areas of Gwinnett County limited to plan review and inspection of work associated with utility construction permits for water and sewer installation and plan review of commercial construction projects for issuance of fire permits. The division enforces requirements of the development regulations, construction and fire codes, *Floodplain Management Ordinance*, *Soil Erosion, Sedimentation and Pollution Control Ordinance*, *Buffer, Landscape and Tree Ordinance*, and the *Metropolitan River Protection Act*. Major responsibilities by section include:

- **Building Plan Review:** Performing construction code compliance review and authorizing issuance of building permits for commercial construction projects located in unincorporated Gwinnett County which includes enforcement of conditions of rezoning and special use permits that impact building design
- **Development Plan Review:** Performing plan review, authorizing and permitting all civil site plans, final plats, signs and various other land development activities located in unincorporated Gwinnett County; assigning street and subdivision names, issuing street addresses, approving location plans for new residences and additions to existing homes, reviewing Chattahoochee River Corridor plans, and providing administrative and technical support for the Zoning Board of Appeals (ZBA) and the Tree Advisory Committee (TAC)
- **Fire Plan Review:** Performing plan review for compliance with fire and accessibility codes and ordinances and authorizing issuance of fire permits for commercial construction projects located in Gwinnett County (unincorporated and incorporated) which include fire sprinkler systems, racking, fire alarm and detection systems, commercial hoods and suppression systems, hazardous materials, and pyrotechnics
- **Stormwater Plan Review:** Performing plan review, authorizing, and inspecting all stormwater facilities for developer-installed projects; facilitating flood prevention, proper stormwater drainage, and protecting and enhancing water quality in streams and lakes in Gwinnett County
- **Water and Sewer Plan Review:** Performing plan review, authorizing, and inspecting all water and sewer mains and facilities for developer-installed projects including unincorporated Gwinnett County as well as the cities in Gwinnett; assisting developers and consultants during the design and construction phase of projects to ensure outstanding water and sewer facilities for the County



# Development Division – Permits and Inspections

## Division Overview

### Building Permits

Permits Supervisor  
Service Associate III  
Service Associate I  
Service Associate I  
Service Associate I  
Service Associate I

Shlaine **Collins**  
April **Herren**  
Peggy **Jackson**  
Leah **Law**  
Mary **Rooks**  
Helen **Sessom**

### Building Inspections

Building Inspector III  
Building Inspector III  
Building Inspector II  
Chief Building Inspector  
Building Inspector II  
Building Inspector II  
Chief Building Inspector  
Chief Building Inspector  
Building Inspector III  
Building Inspector III  
Building Inspector III

Andy **Blalock**  
John **Brown**  
Clay **Felton**  
Todd **Herget**  
Charles **Hoffmeyer**  
Gill **Johnson**  
Ray **Leach**  
Johnny **Lyons**  
Joe **Martin**  
Buck **Scharfnorth**  
Tony **Smith**

### Development Inspections

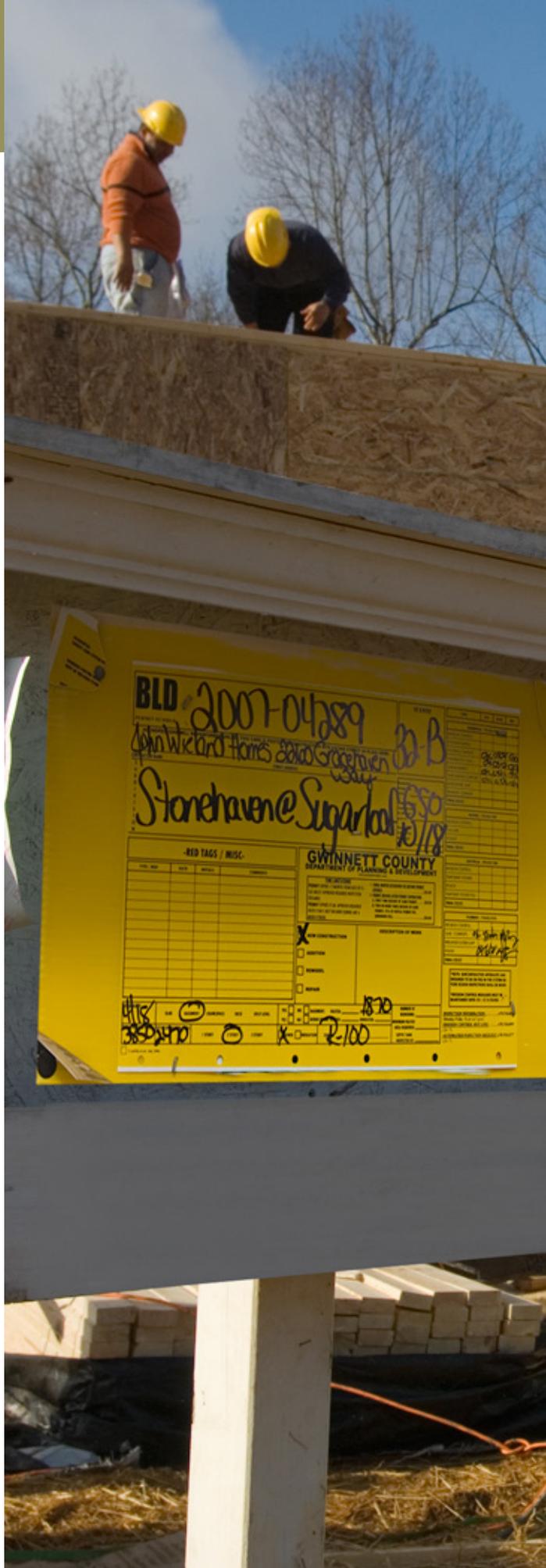
Development Inspector III  
Development Inspector III  
Chief Development Inspector  
Development Inspector III

Ricky **Britt**  
Mickey **Burns**  
Bruce **Erskine**  
Dougal **Young**

### License and Revenue

Financial Manager  
Financial Support Associate III  
Financial Support Associate III  
Financial Support Associate III

David **O'Kelley**  
Brandi **Everett**  
Sandy **Forrester**  
Cathy **Malone**

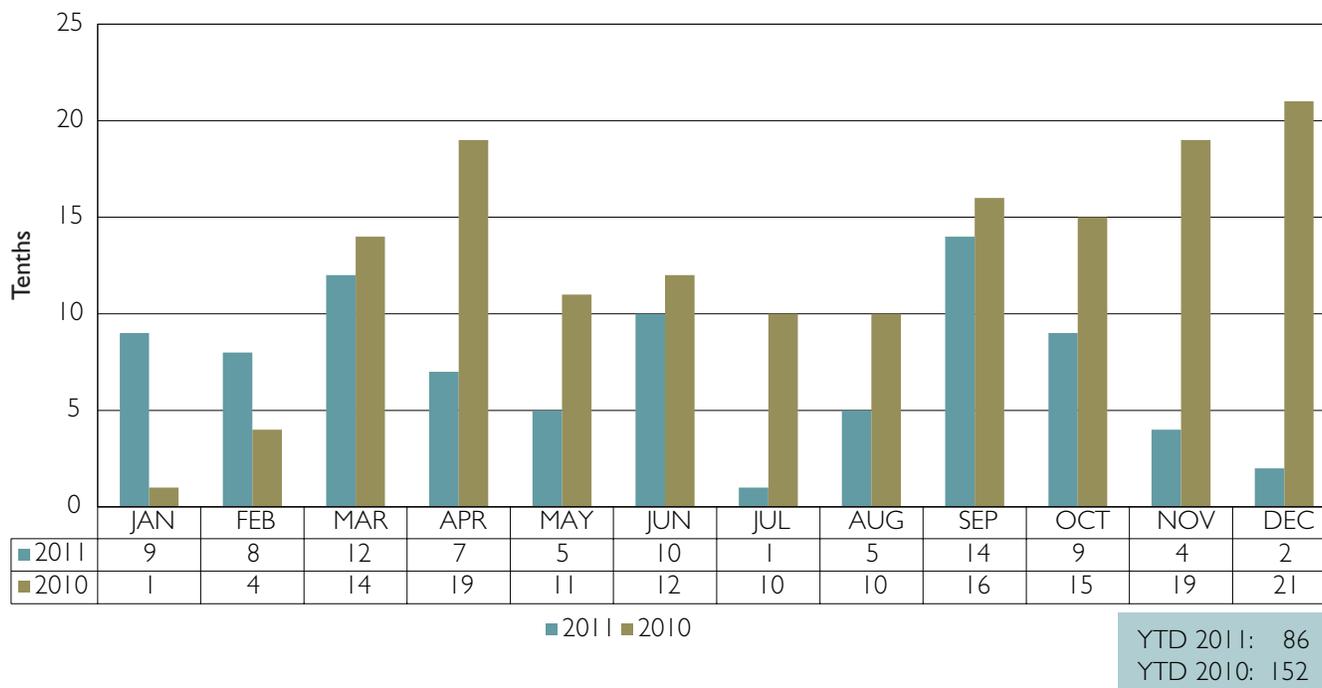


# Development Division – Permits and Inspections

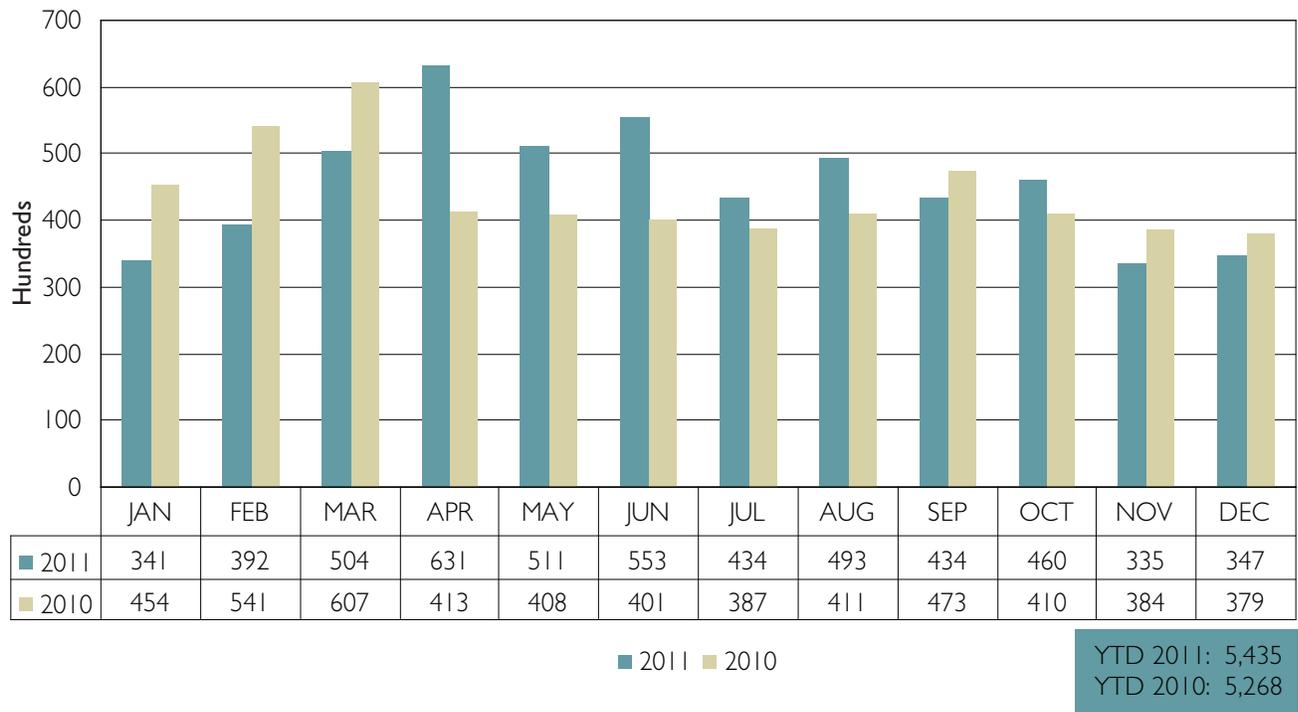
- Building Permits: Issuing building permits, handling building permit revisions, building permit renewals and extensions, temporary Certificate of Occupancy/Completion, replacement of permit cards, payment of re-inspection fees, subcontractor affidavits, contractor name changes, and subcontractor name changes
- Building Inspections: Inspecting all building construction including commercial structures, plumbing, electrical, HVAC, and erosion and sediment controls to ensure adherence to applicable construction design plans, codes, standards, and zoning conditions; responding to citizen complaints; supporting the Board of Construction Adjustments and Appeals (BCCA)
- Development Inspections: Inspecting sites of approved development plans in unincorporated Gwinnett County including new streets, nonresidential driveways, stormwater management facilities, erosion and sediment control, stream buffer protection, grassing, curbing, paving, landscaping, buffers, tree save areas, and applicable conditions of rezoning or Special Use Permit approval; responding to citizen complaints
- License and Revenue: Administering the *Occupation Tax and Business Regulation Ordinance*, *Alcoholic Beverage Ordinance*, *Adult Entertainment Ordinance*, *Cable and Video Service Ordinance*, *Hotel/Motel Ordinance*, *Pawn Shop Ordinance*, and *Video Store Ordinance*; collecting taxes and fees for occupation applications and renewals, Alcoholic Beverage License applications and renewals, Alcoholic Beverage Wholesale Tax, Alcoholic Beverage Mixed Drink Tax, Financial Institution Tax, Rental Motor Vehicle Tax, Hotel/Motel Tax, Cable TV Franchise fees, and Commercial Solid Waste Regulatory fees

## Building Plan Review

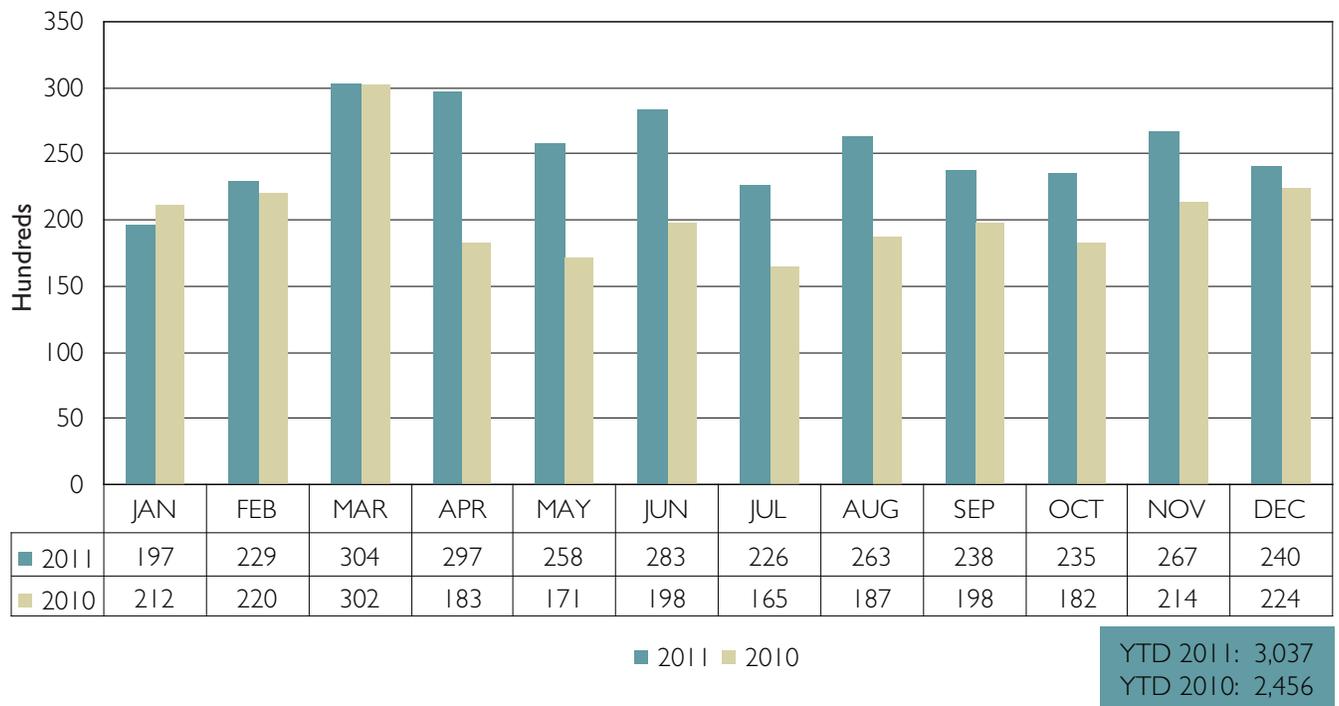
### 2011 vs. 2010 New Projects Reviewed



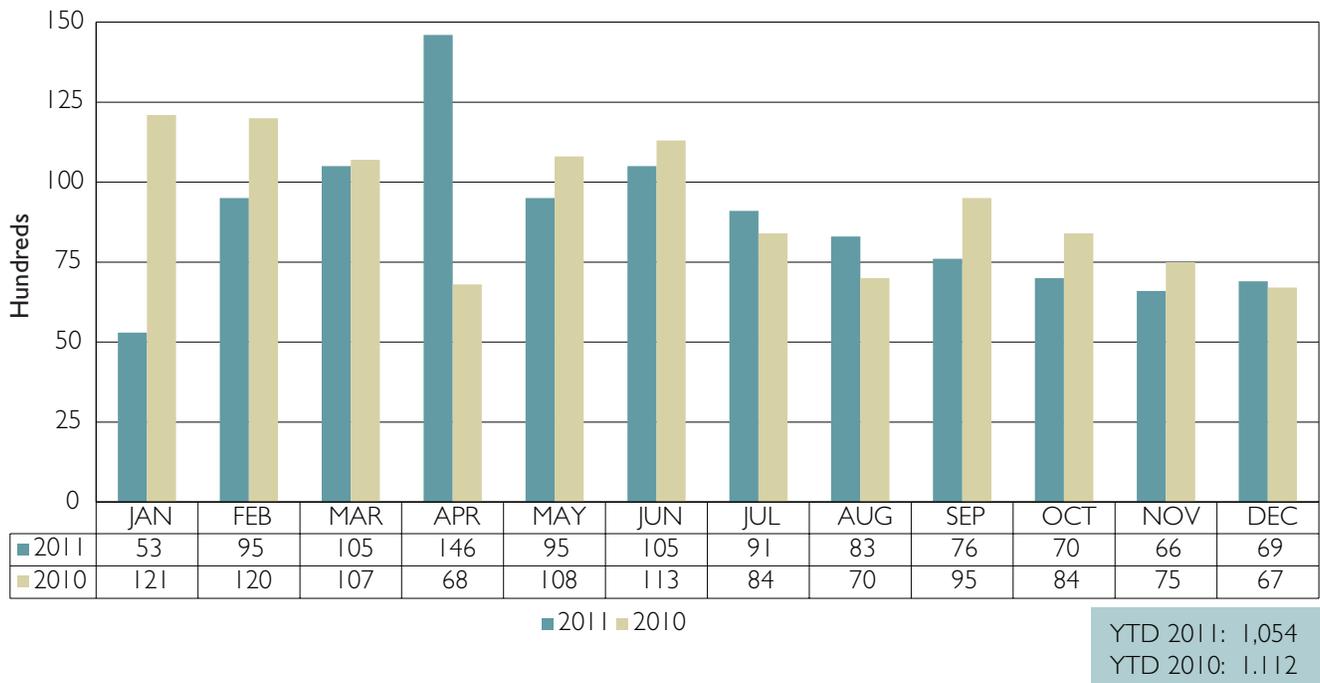
## 2011 vs. 2010 Architectural Plans Reviewed



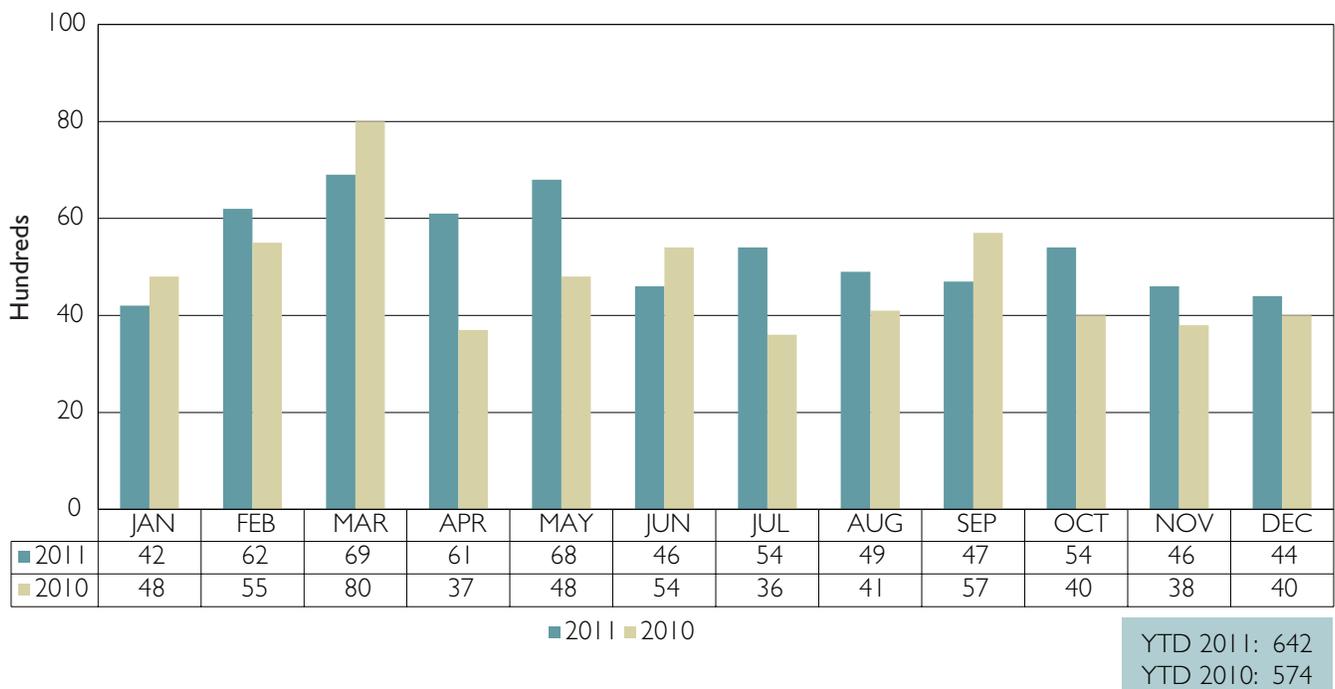
## 2011 vs. 2010 Architectural Building Plans Approved



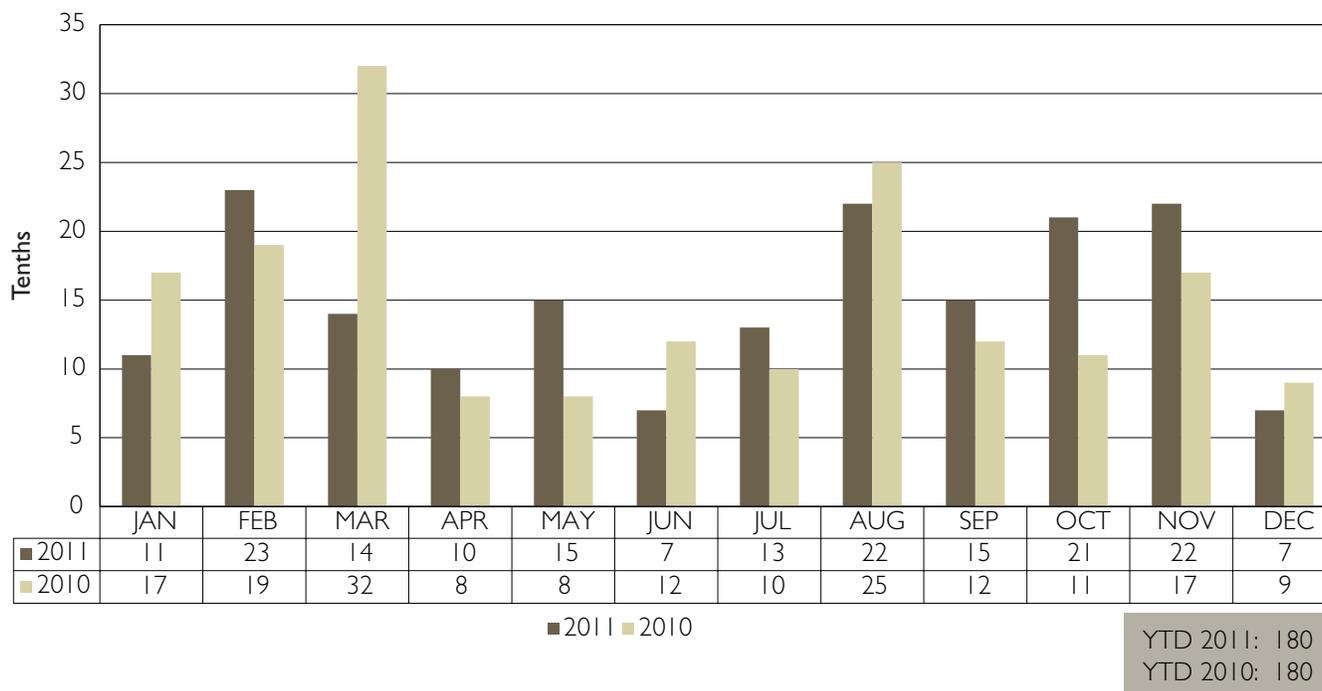
# 2011 vs. 2010 Interior Finish Plans Reviewed



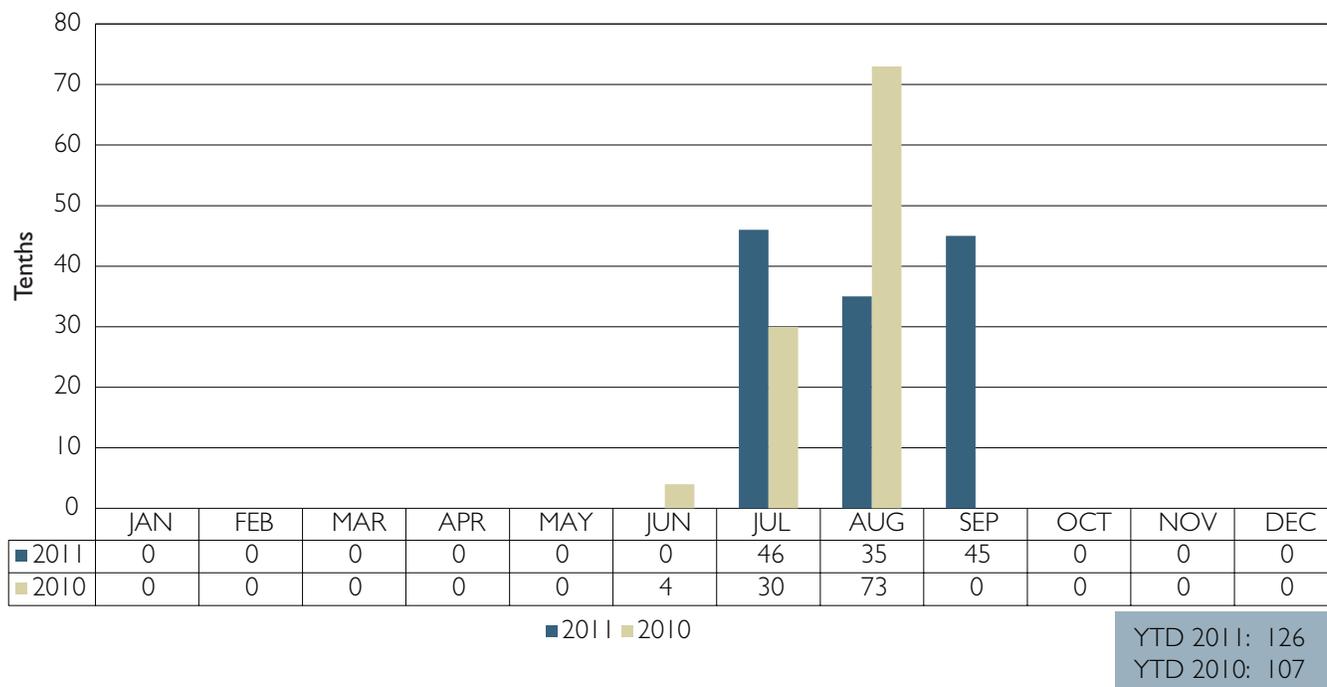
# 2011 vs. 2010 Interior Finish Plans Approved



## 2011 vs. 2010 Development Plans Submitted

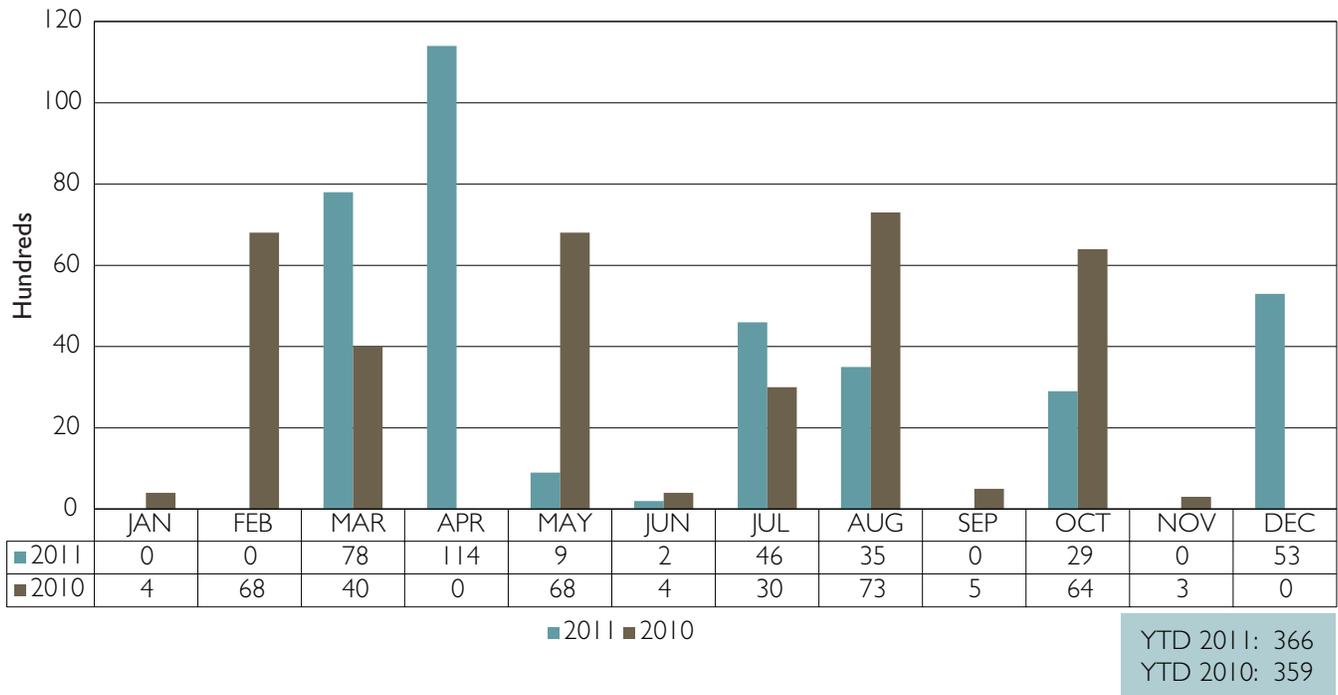


## 2011 vs. 2010 Residential Lots Authorized\*

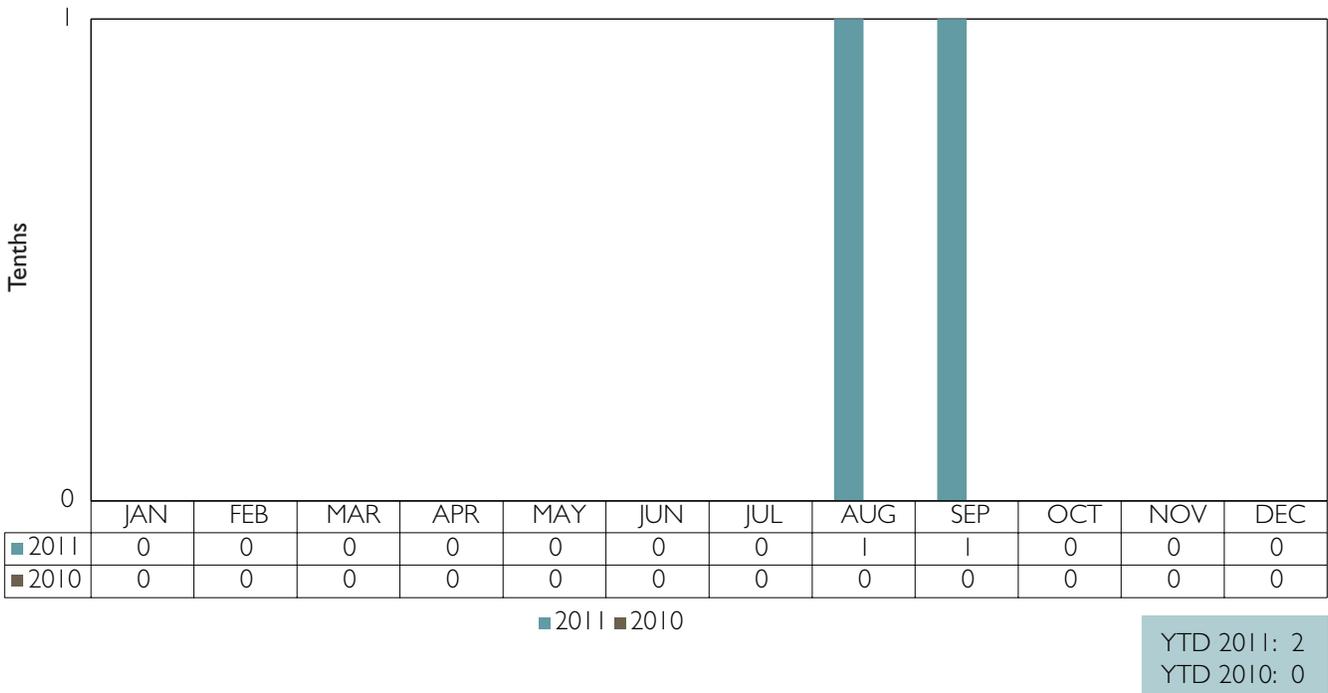


\*Preliminary plat approvals

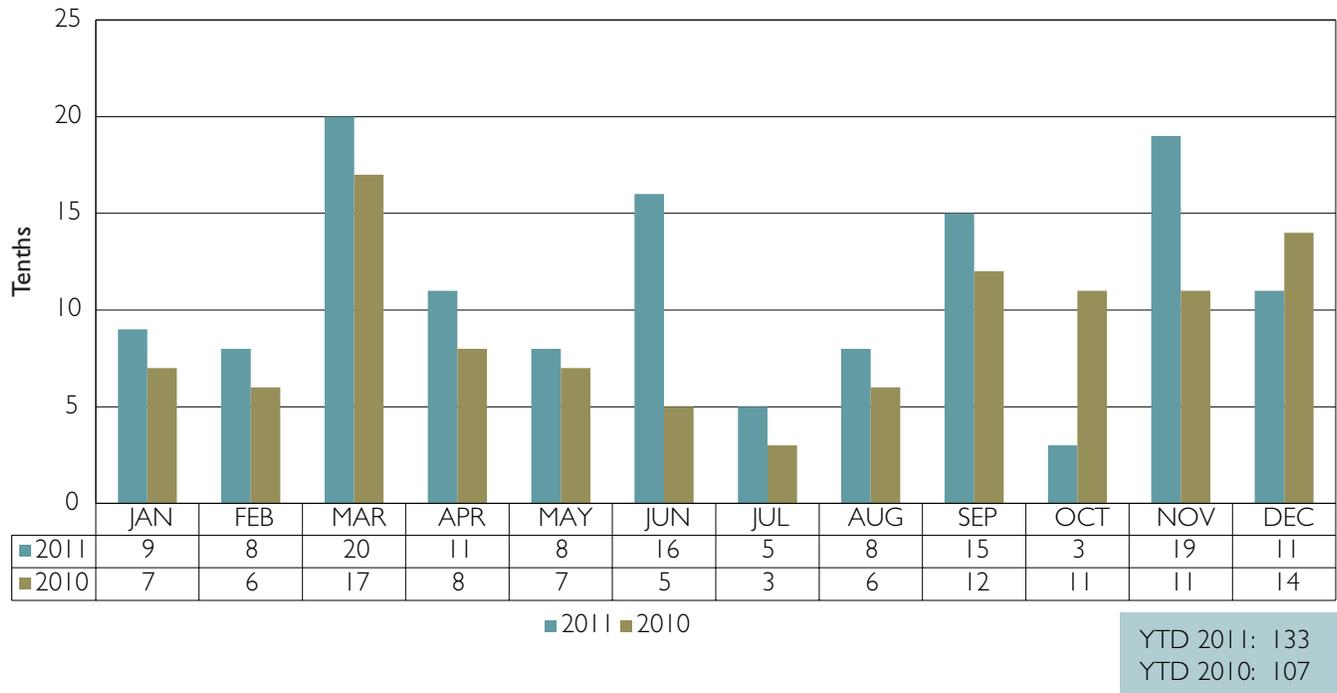
# 2011 vs. 2010 Residential Lots Platted/Authorized



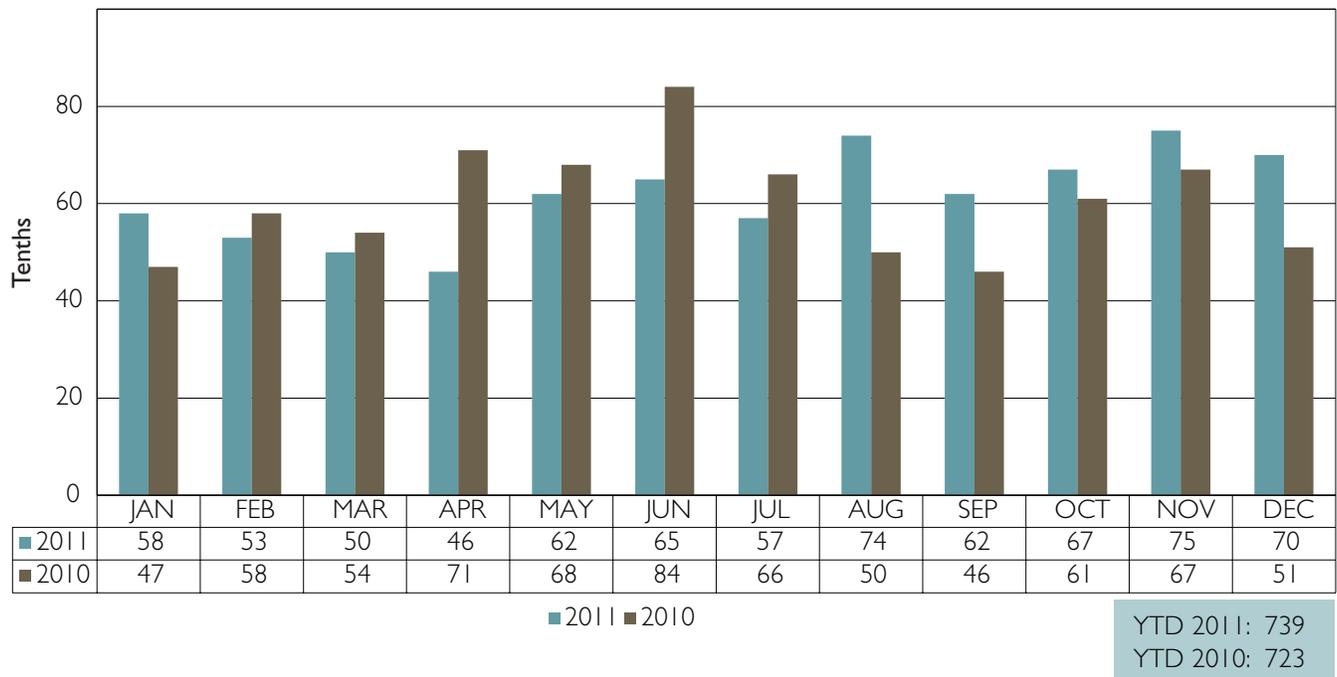
# 2011 vs. 2010 S/D Development Permits



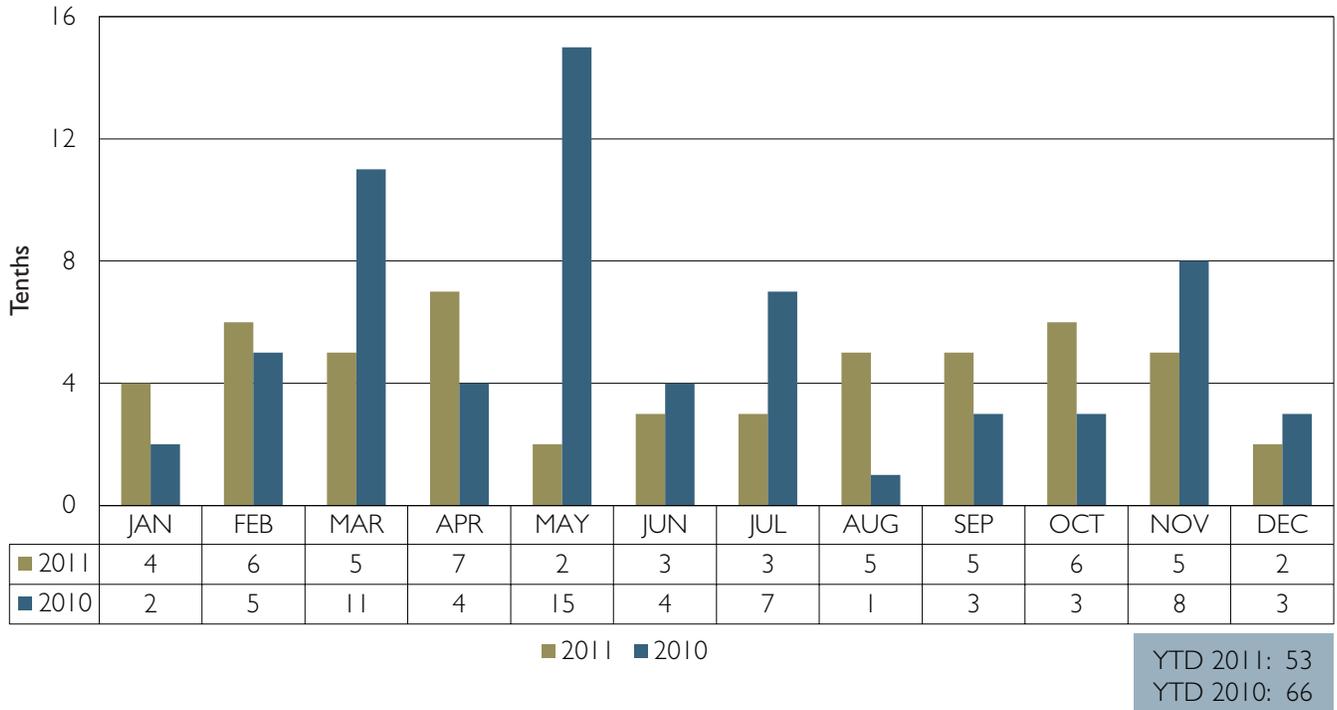
# 2011 vs. 2010 Commercial Development Permits



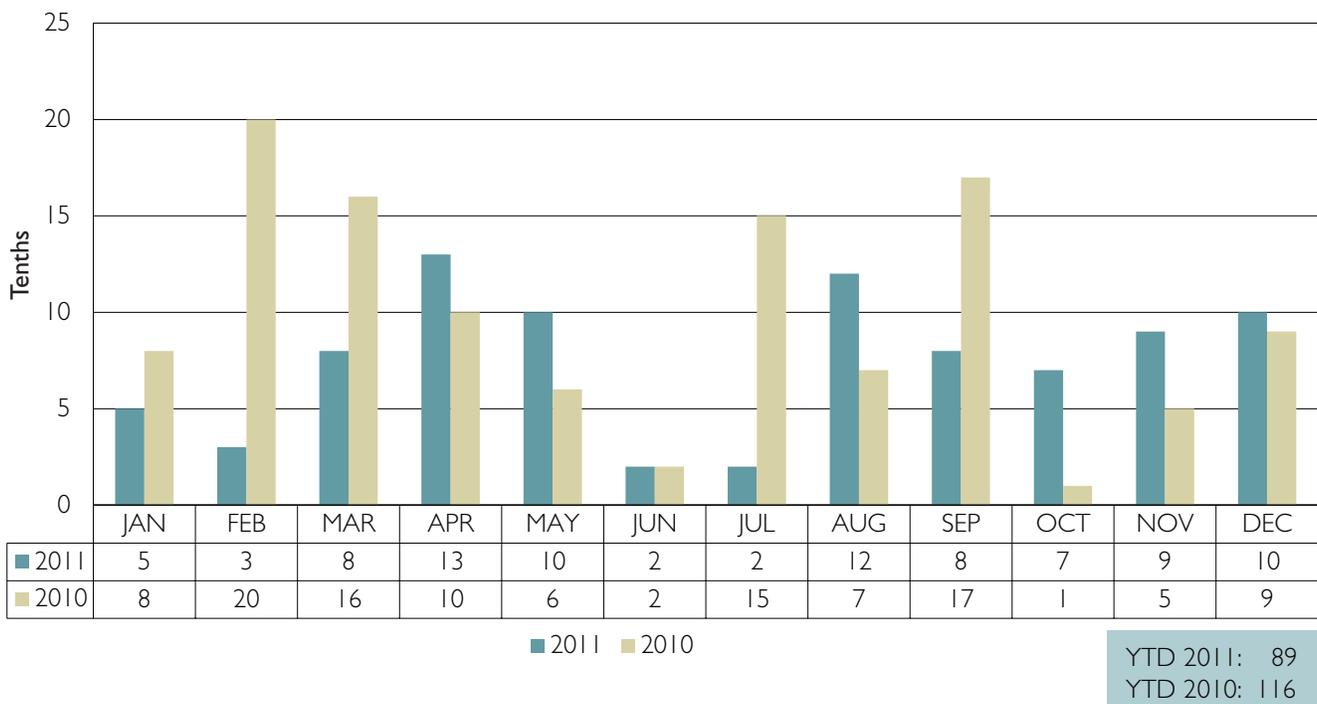
# 2011 vs. 2010 Sign Permits



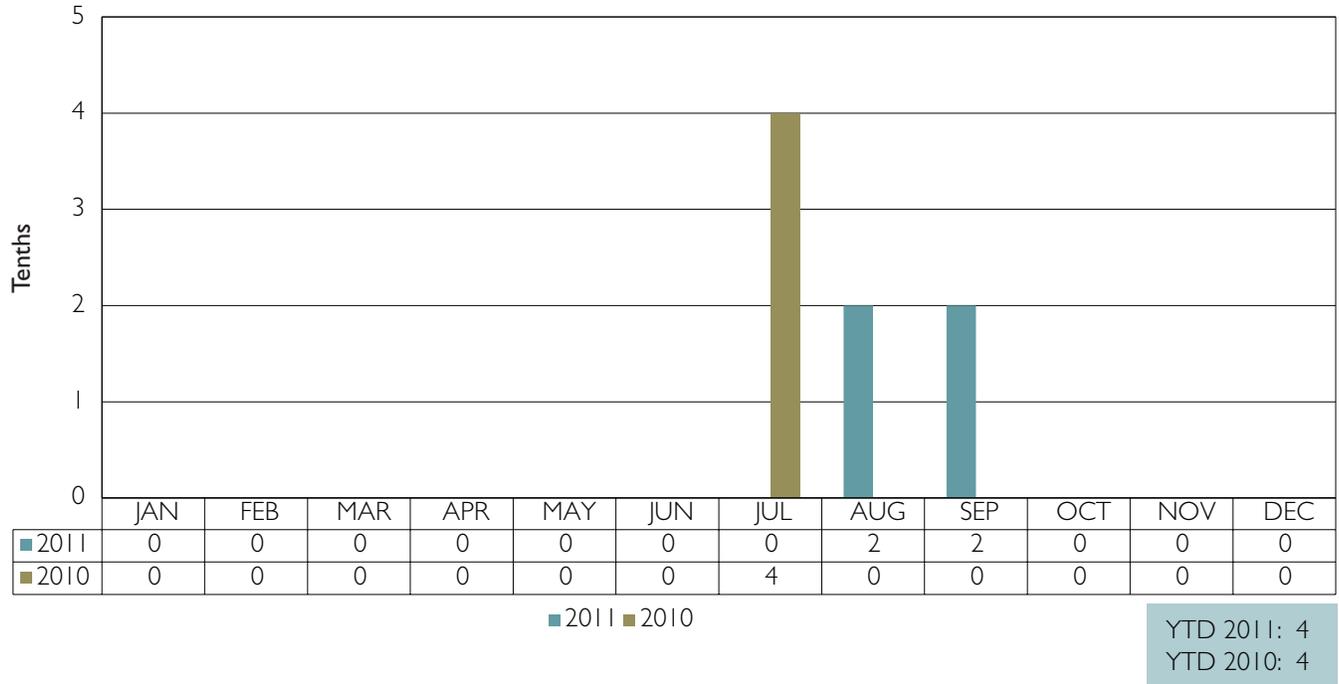
## 2011 vs. 2010 Administrative Variances Approved



## 2011 vs. 2010 Zoning Board of Appeals Variances Received



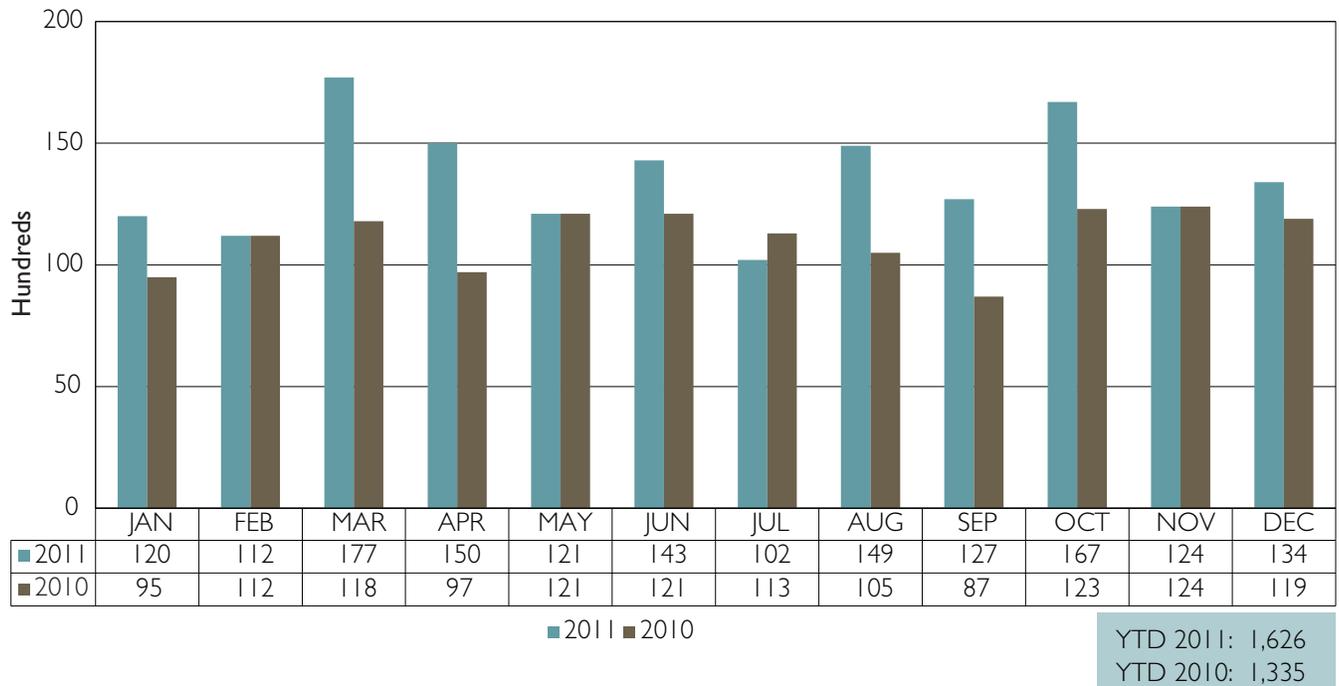
# 2011 vs. 2010 Development Regulations Waivers



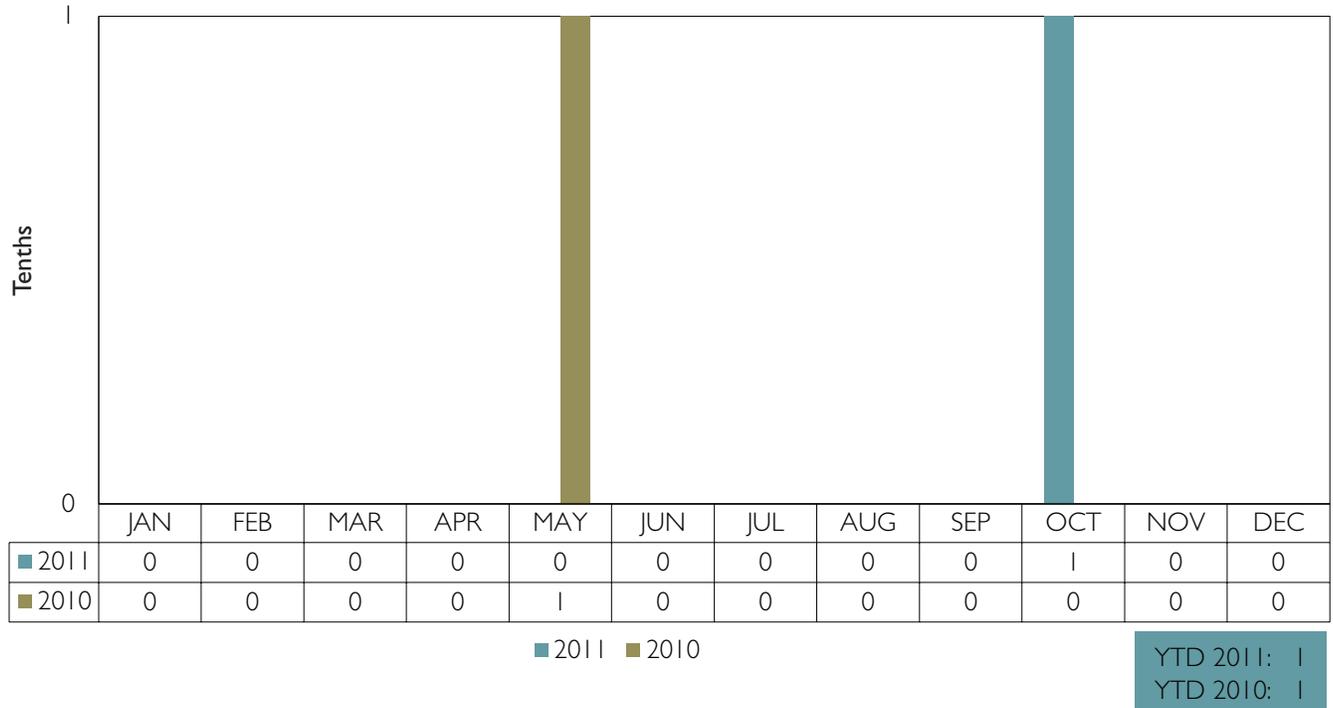
## 2011 vs. 2010 City Projects Reviewed



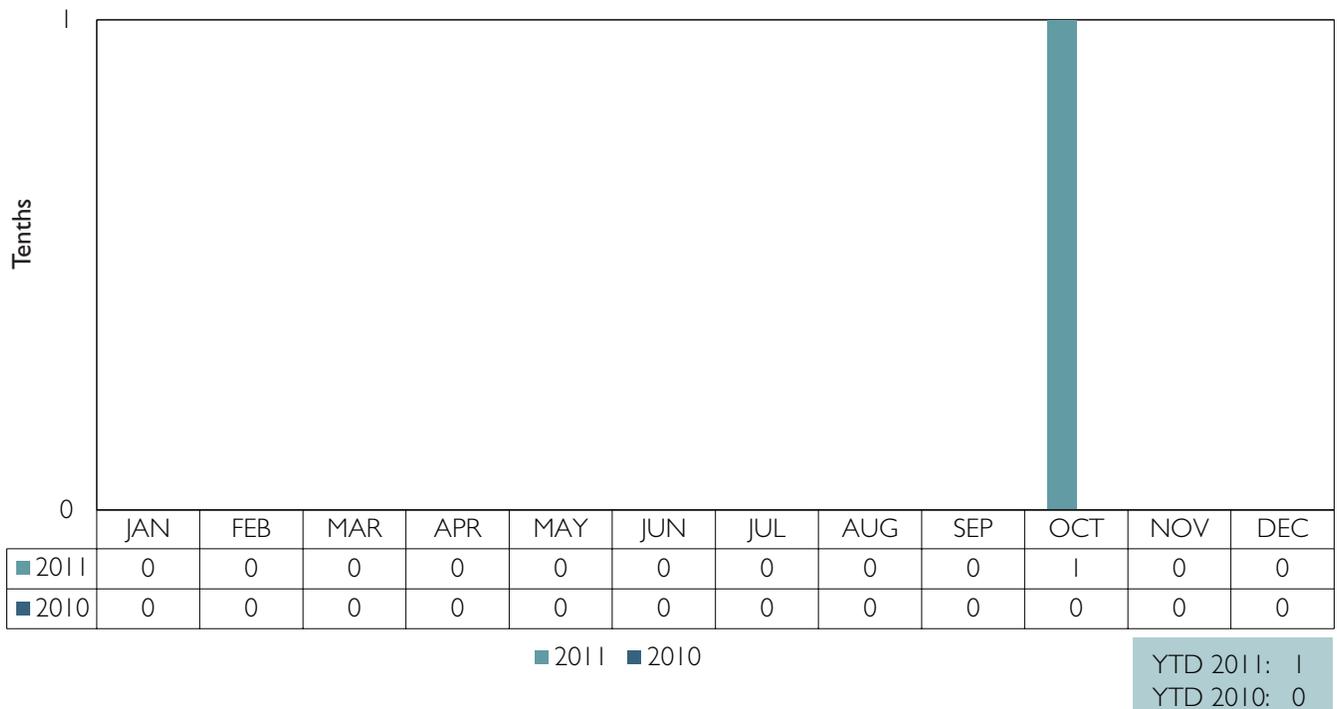
## 2011 vs. 2010 City Projects Approved



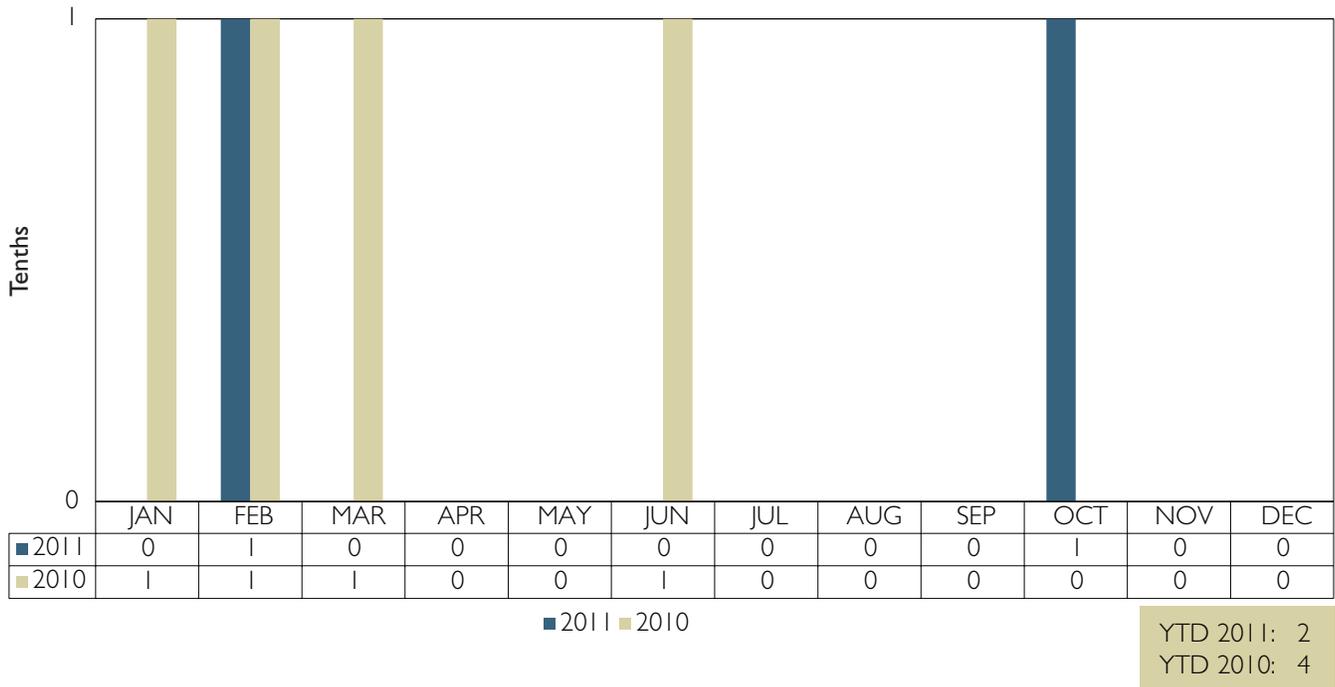
## 2011 vs. 2010 Burn Permits Reviewed



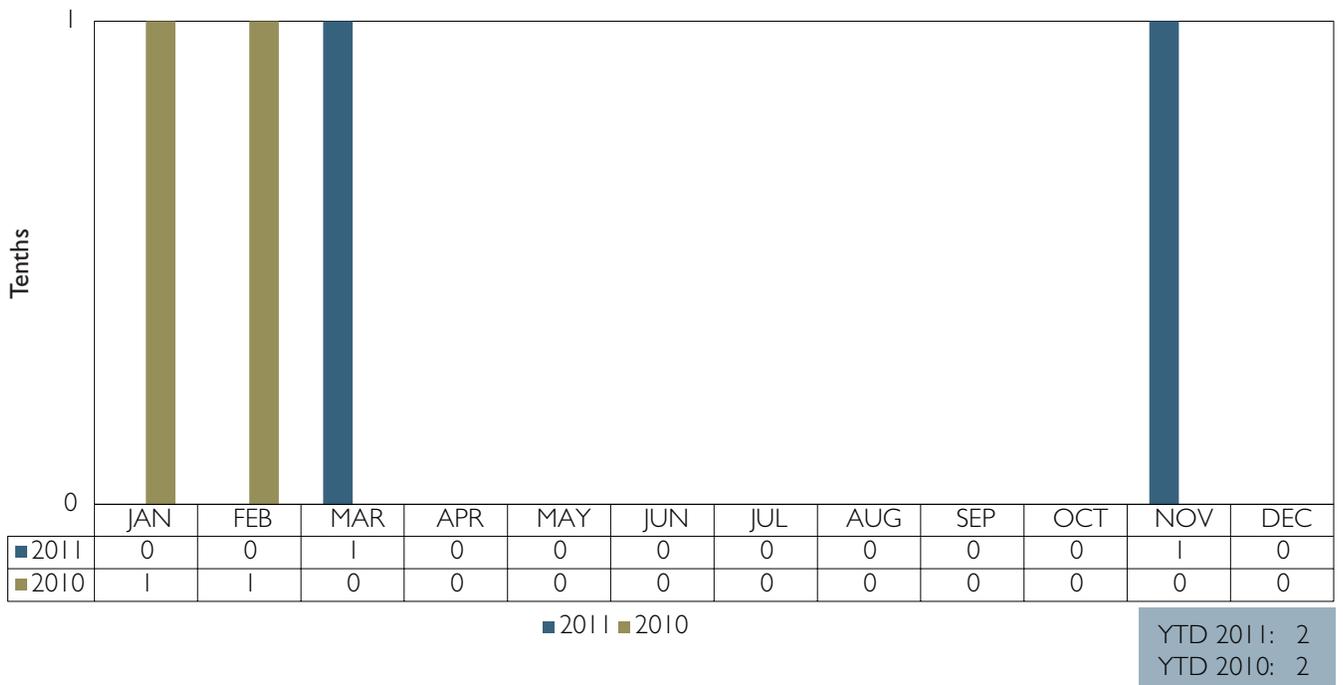
## 2011 vs. 2010 Burn Permits Approved



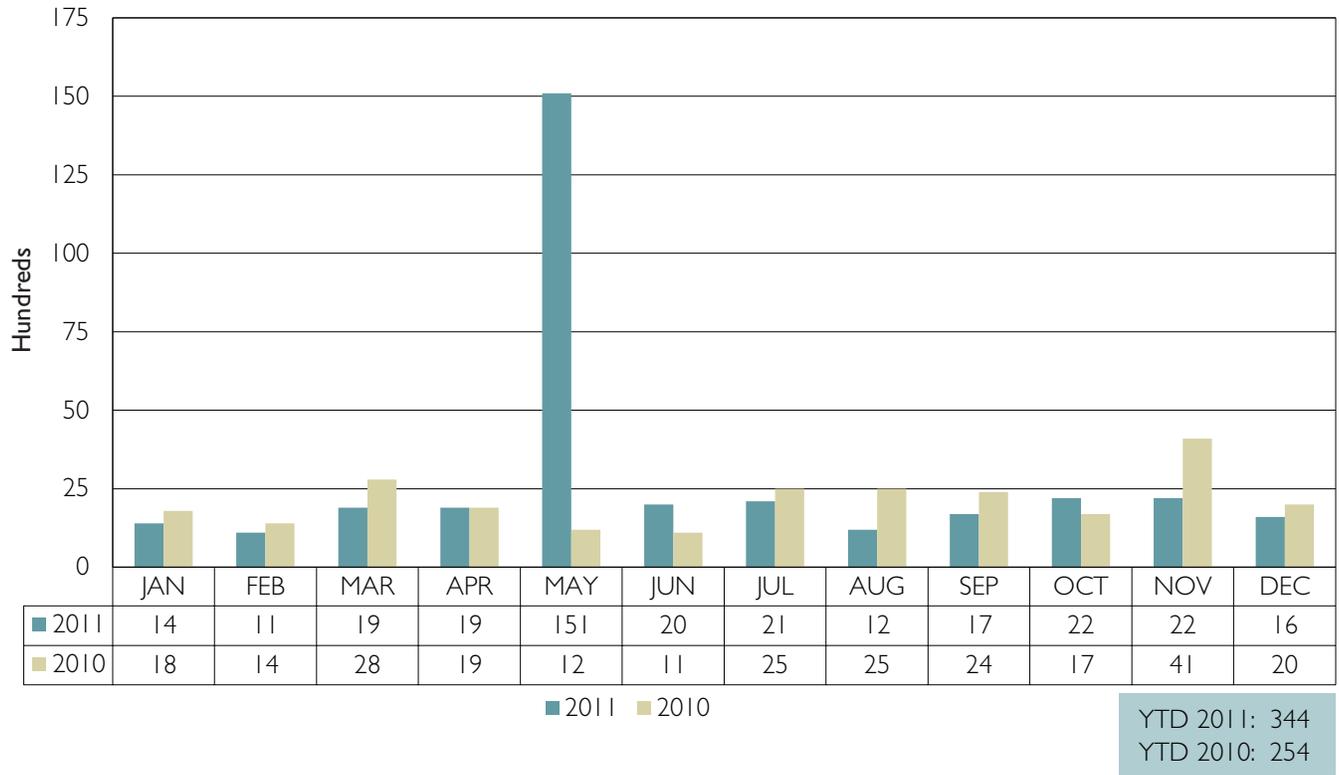
## 2011 vs. 2010 Stream Buffer Variances Submitted



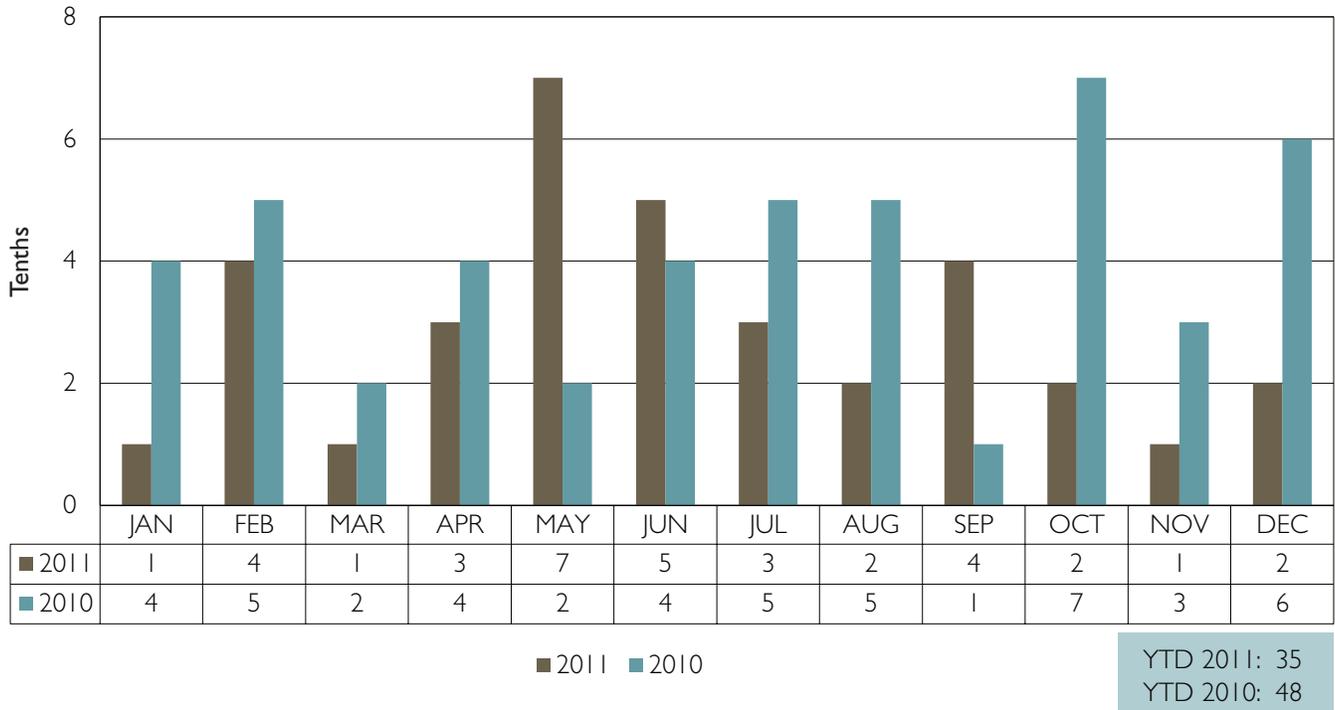
## 2011 vs. 2010 Stream Buffer Variances Approved



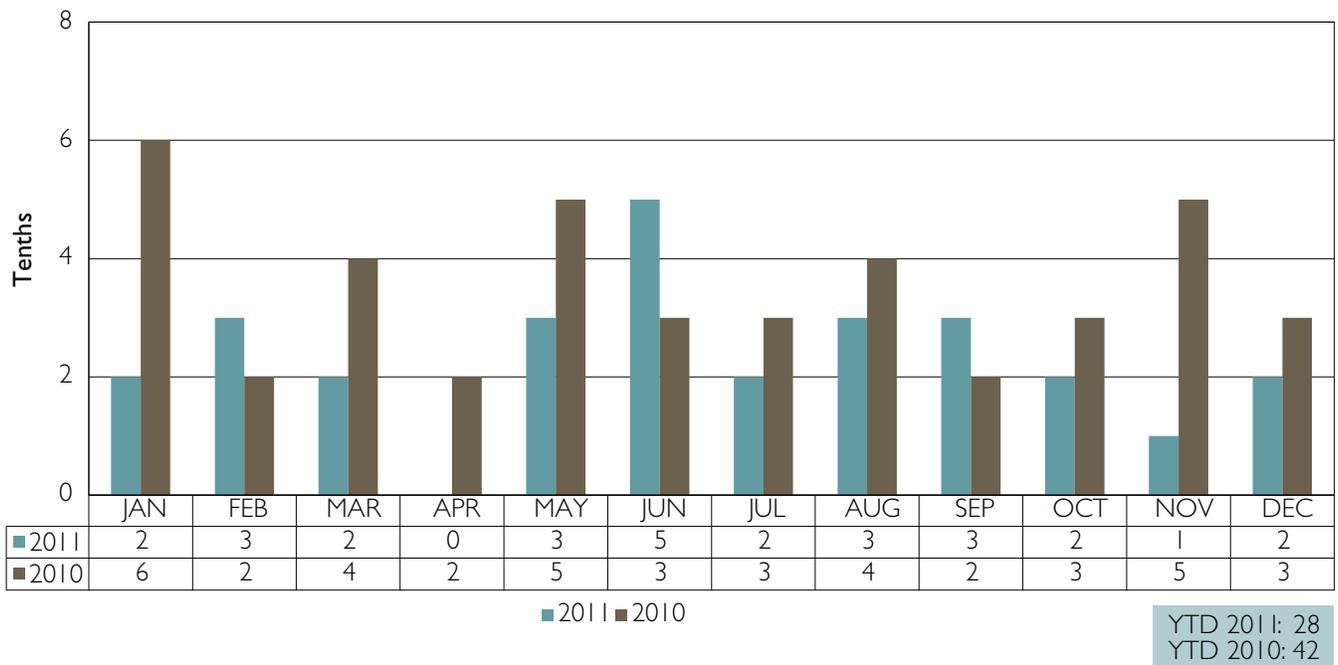
# 2011 vs. 2010 BMP Inspections



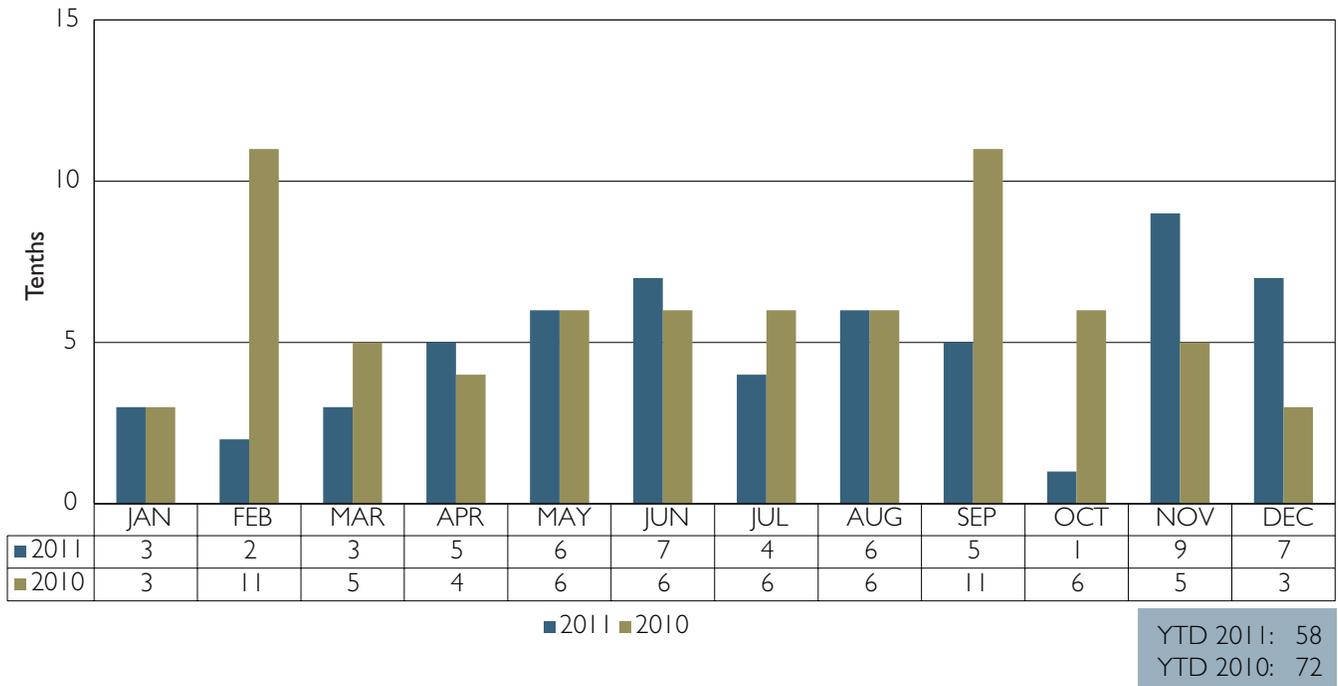
## 2011 vs. 2010 City Projects Reviewed



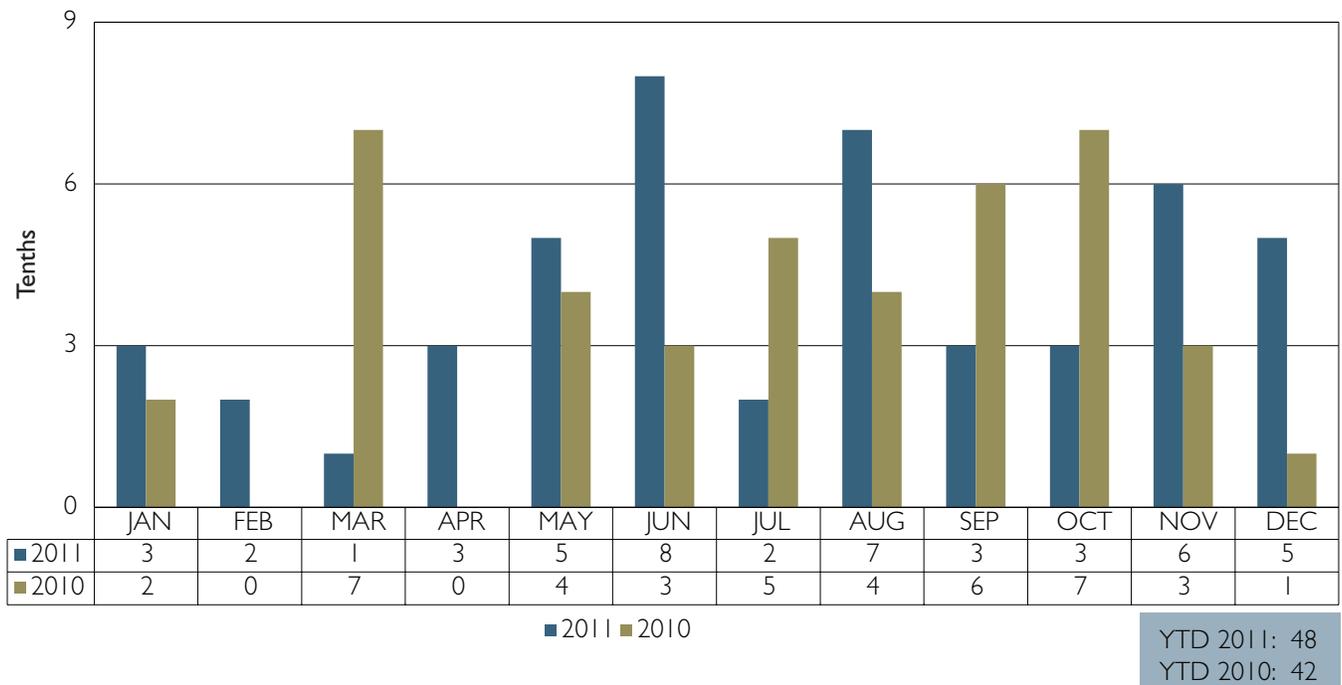
## 2011 vs. 2010 City Projects Approved



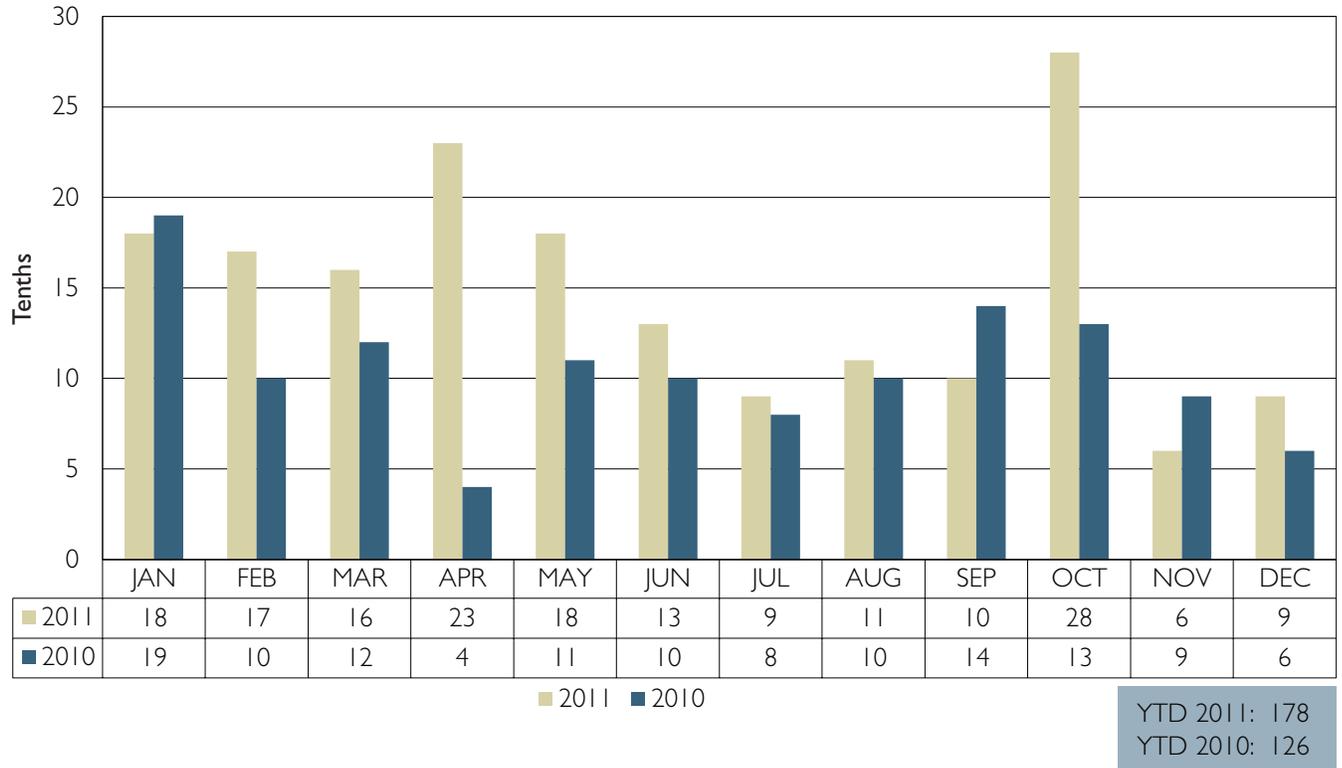
## 2011 vs. 2010 Variances Submitted



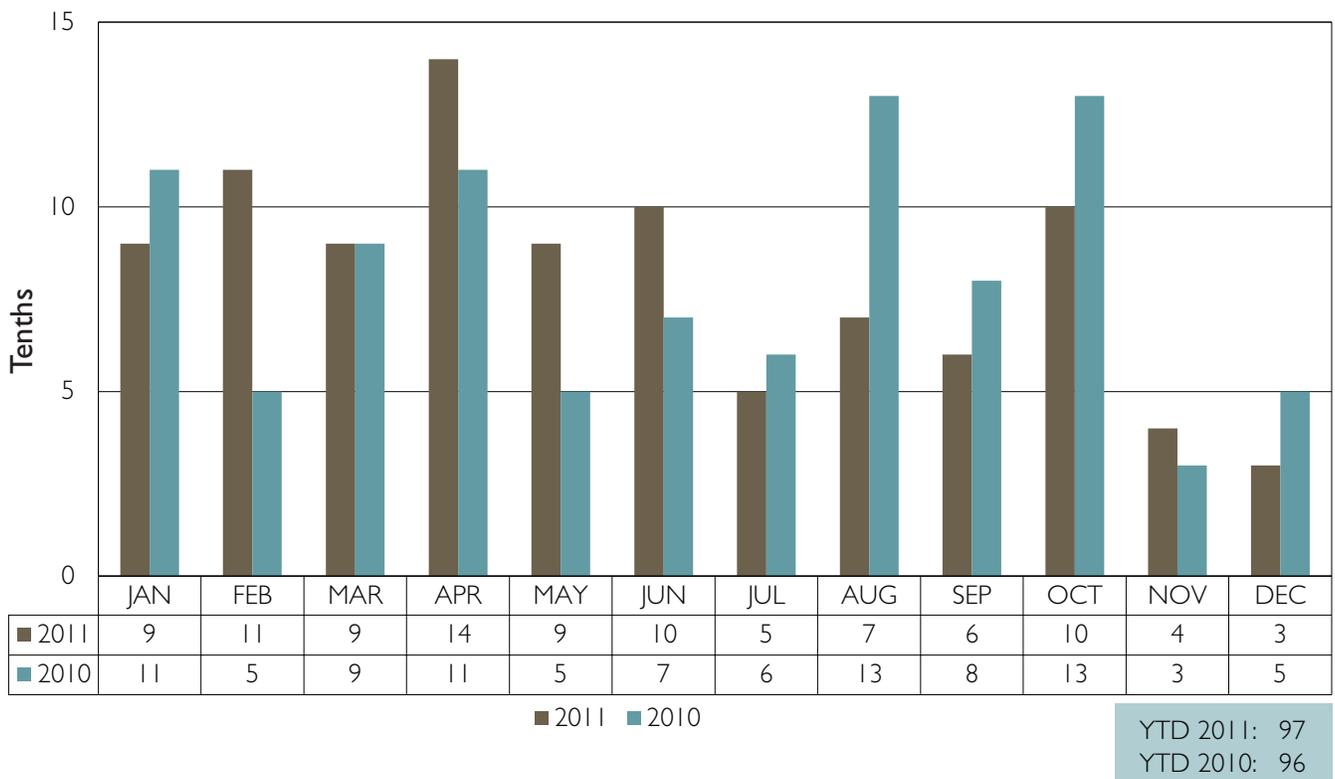
## 2011 vs. 2010 Variances Approved



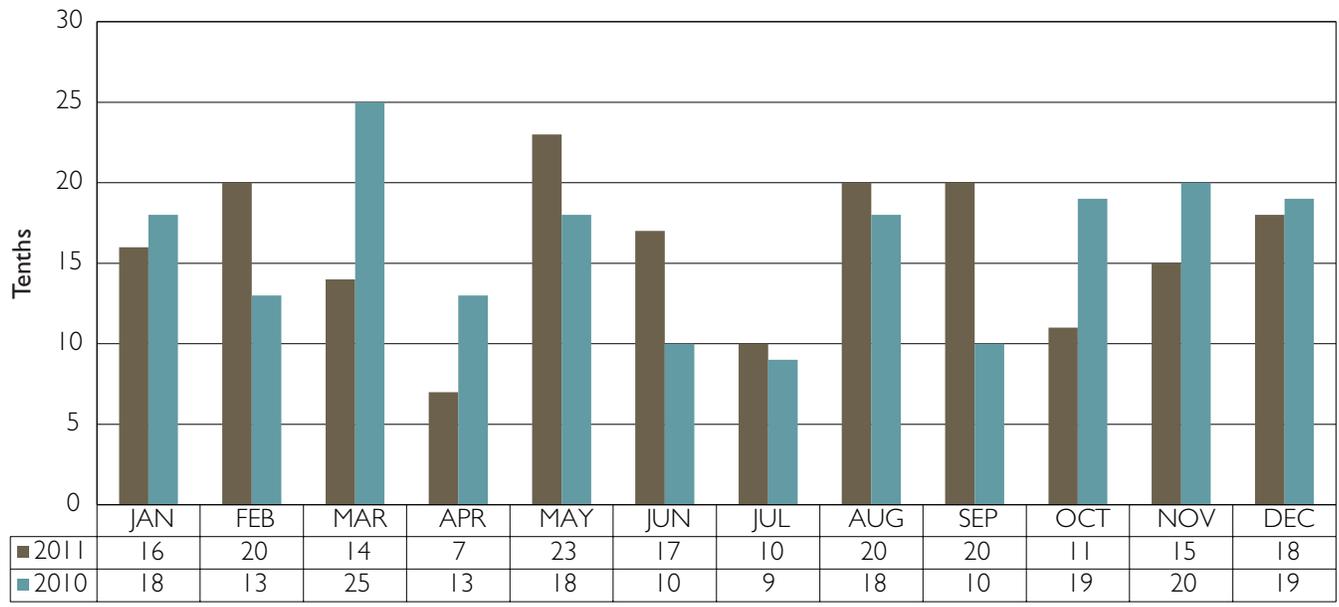
# 2011 vs. 2010 As-Builts Submitted



# 2011 vs. 2010 As-Builts Approved



# 2011 vs. 2010 Construction Permits Issued

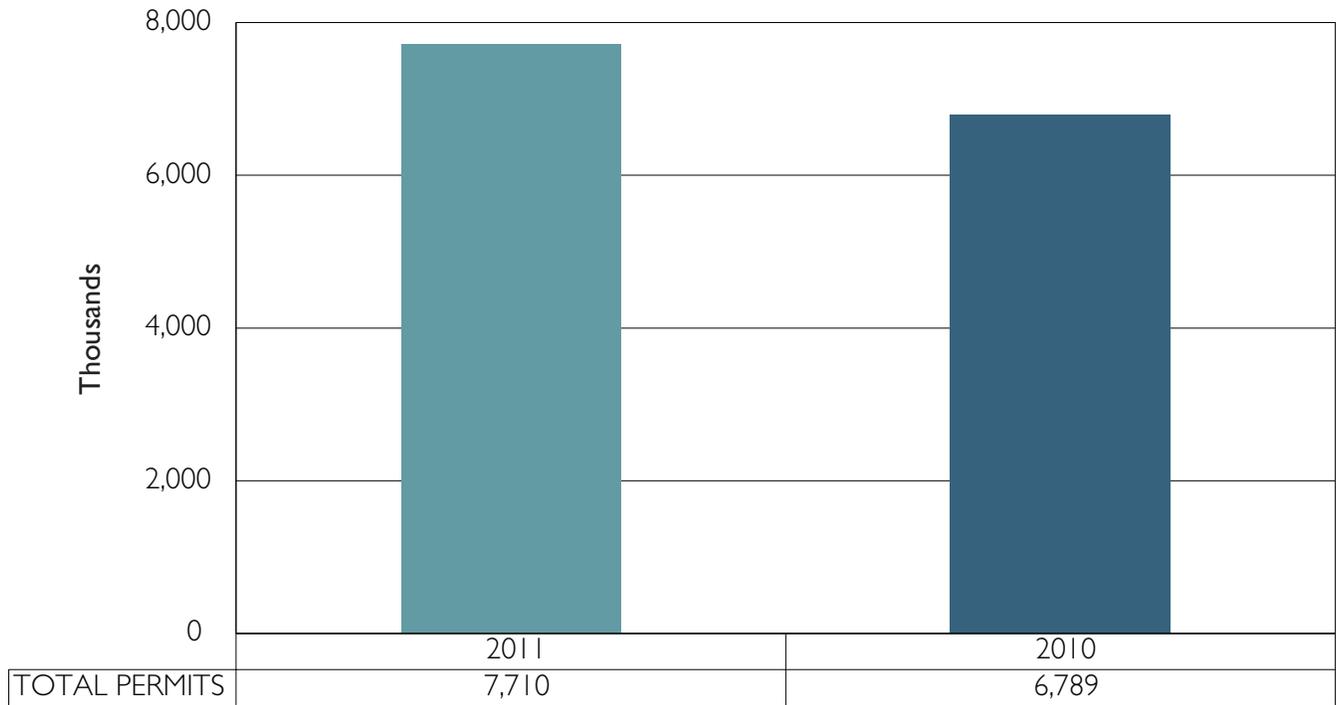


■ 2011 ■ 2010

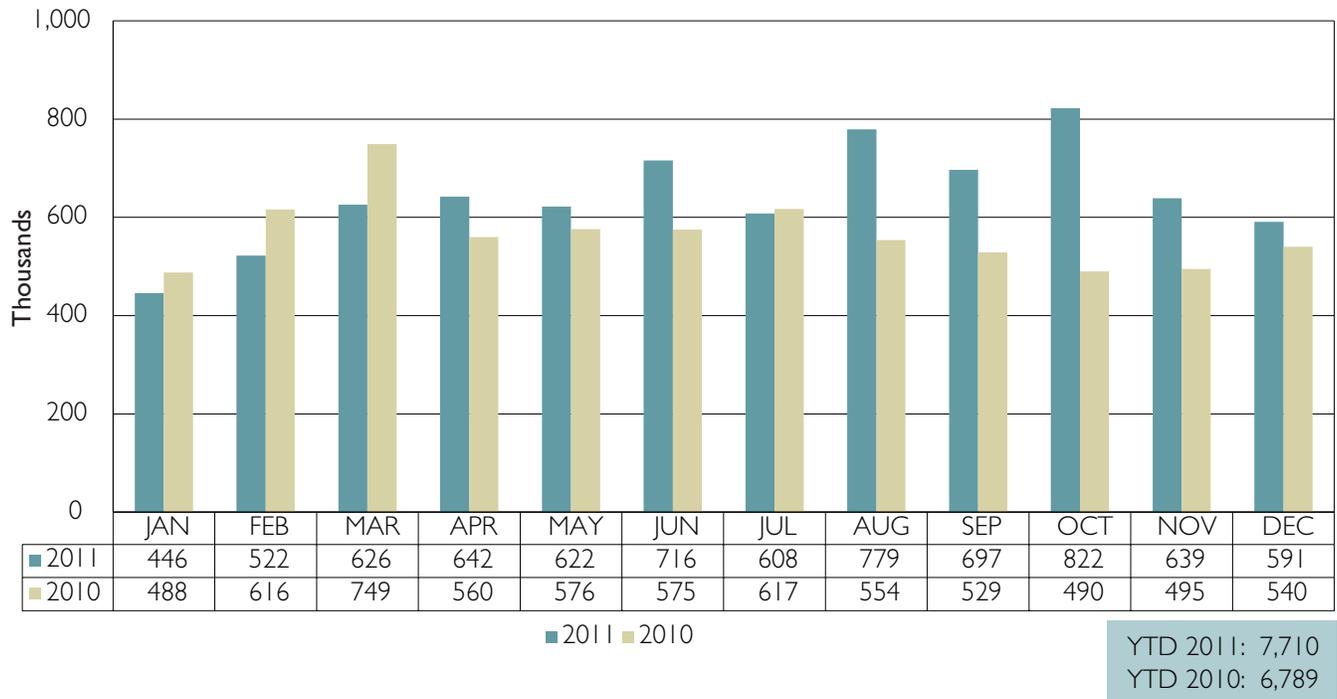
YTD 2011: 191  
YTD 2010: 192

# Building Construction – Building Permits

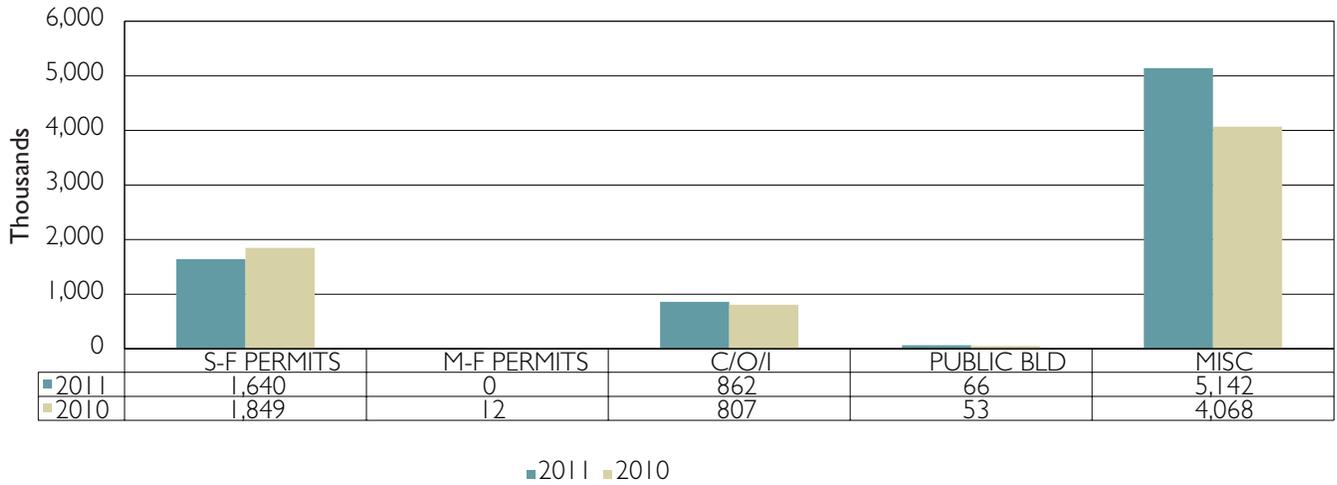
## 2011 vs. 2010 Total Building Permits (Annually)



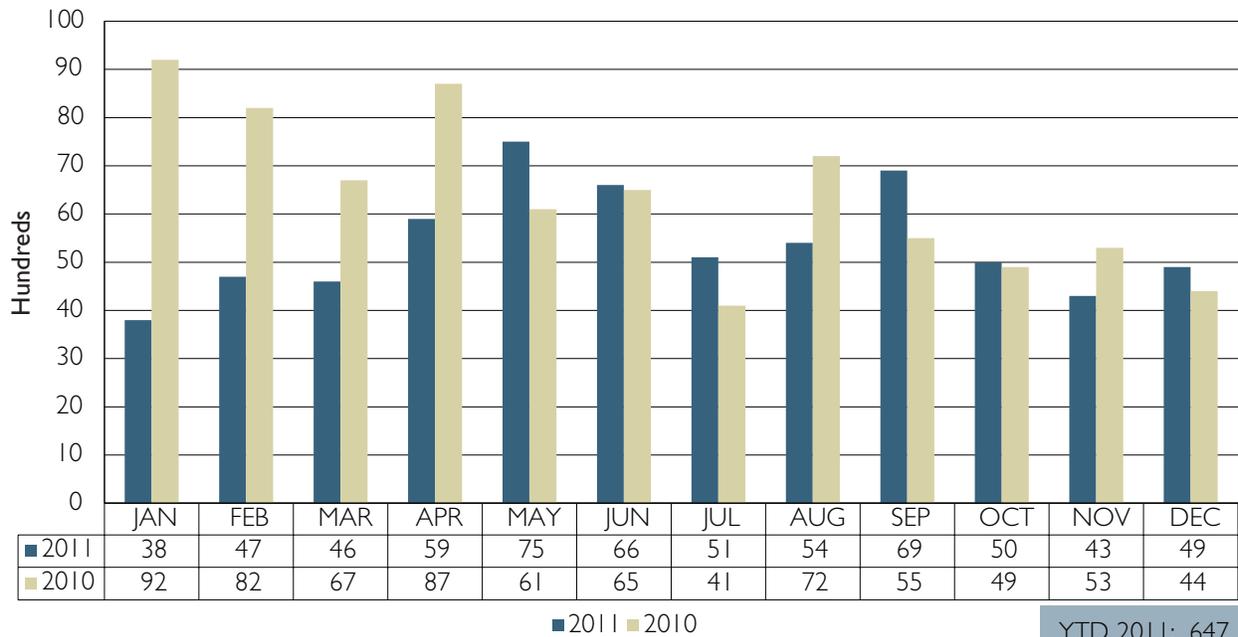
## 2011 vs. 2010 Total Building Permits (Monthly)



# 2011 vs. 2010 Total Building Permits

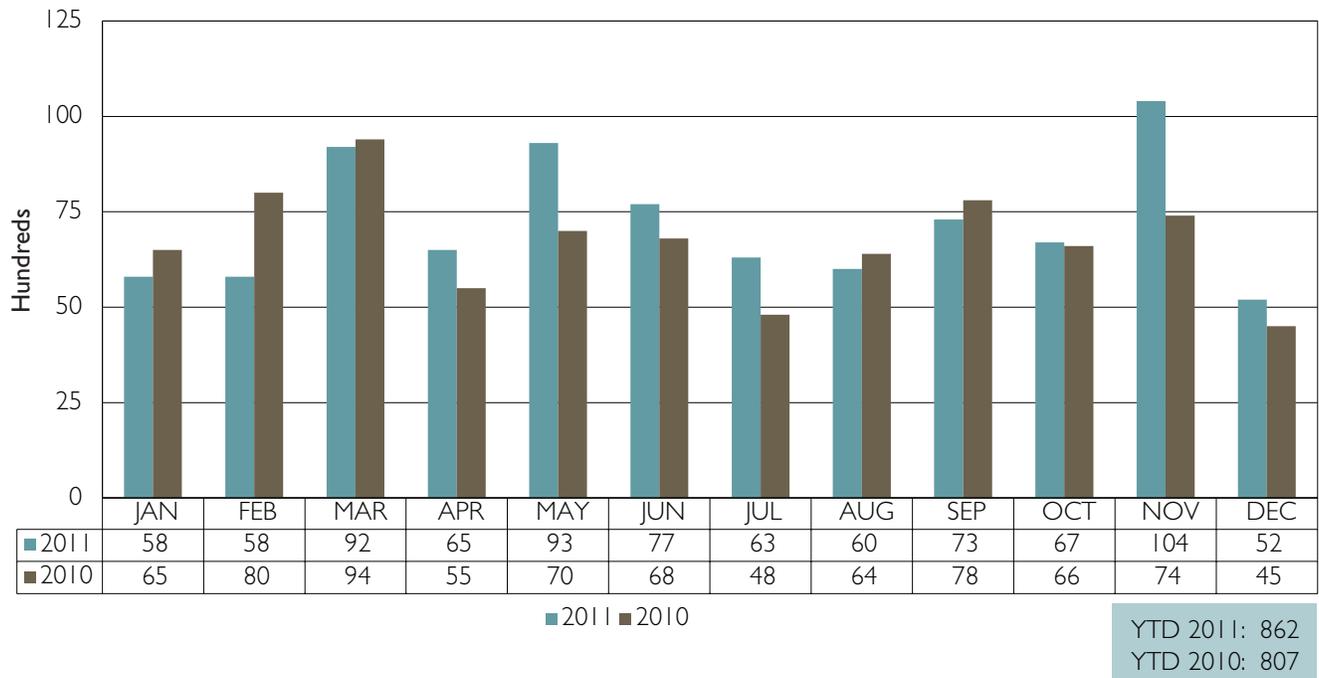


# 2011 vs. 2010 Residential Building Permits

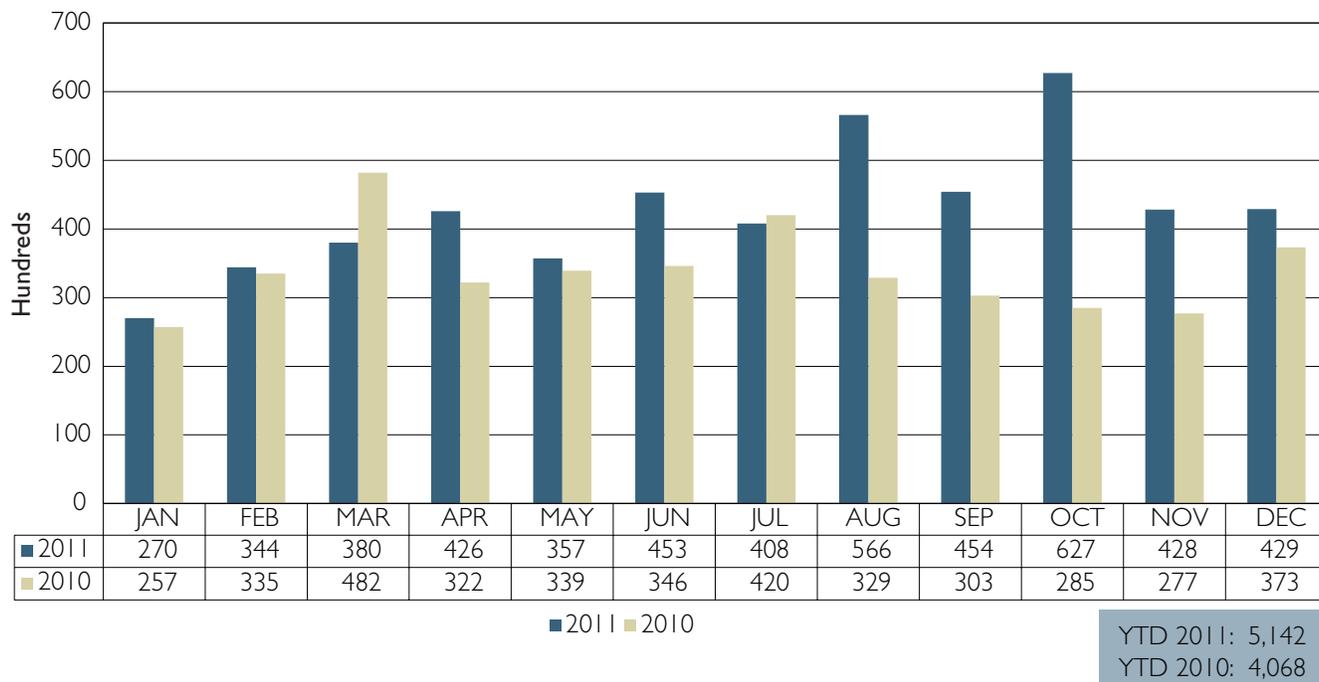


YTD 2011: 647  
YTD 2010: 768

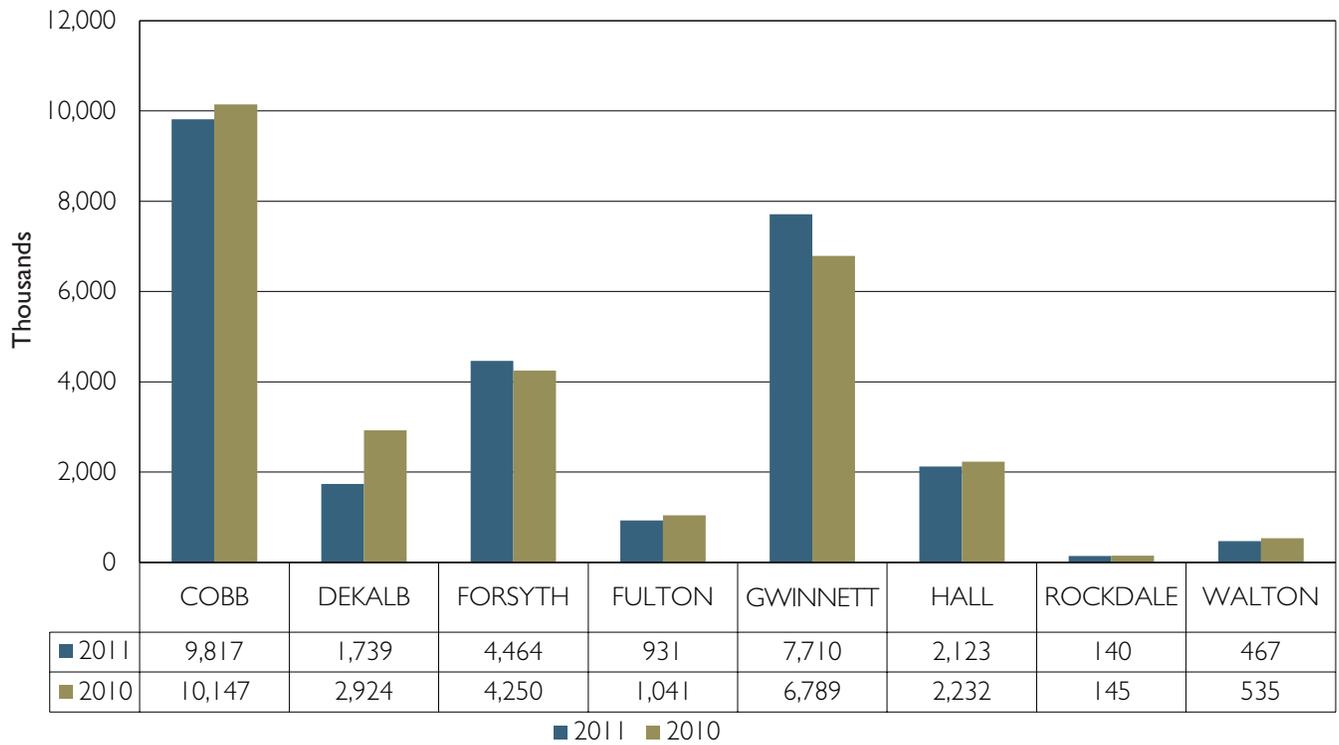
# 2011 vs. 2010 Commercial/Office/Industrial Permits



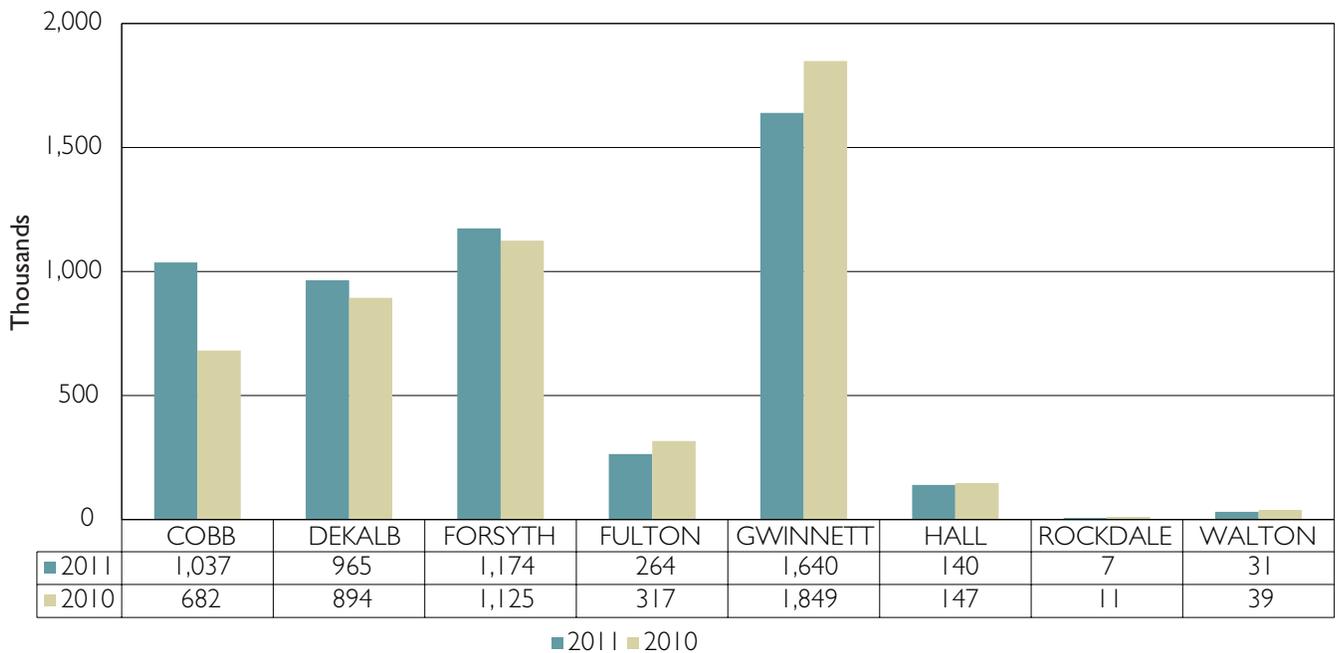
# 2011 vs. 2010 Miscellaneous Permits



## 2011 vs. 2010 Building Permits (Metro Atlanta)

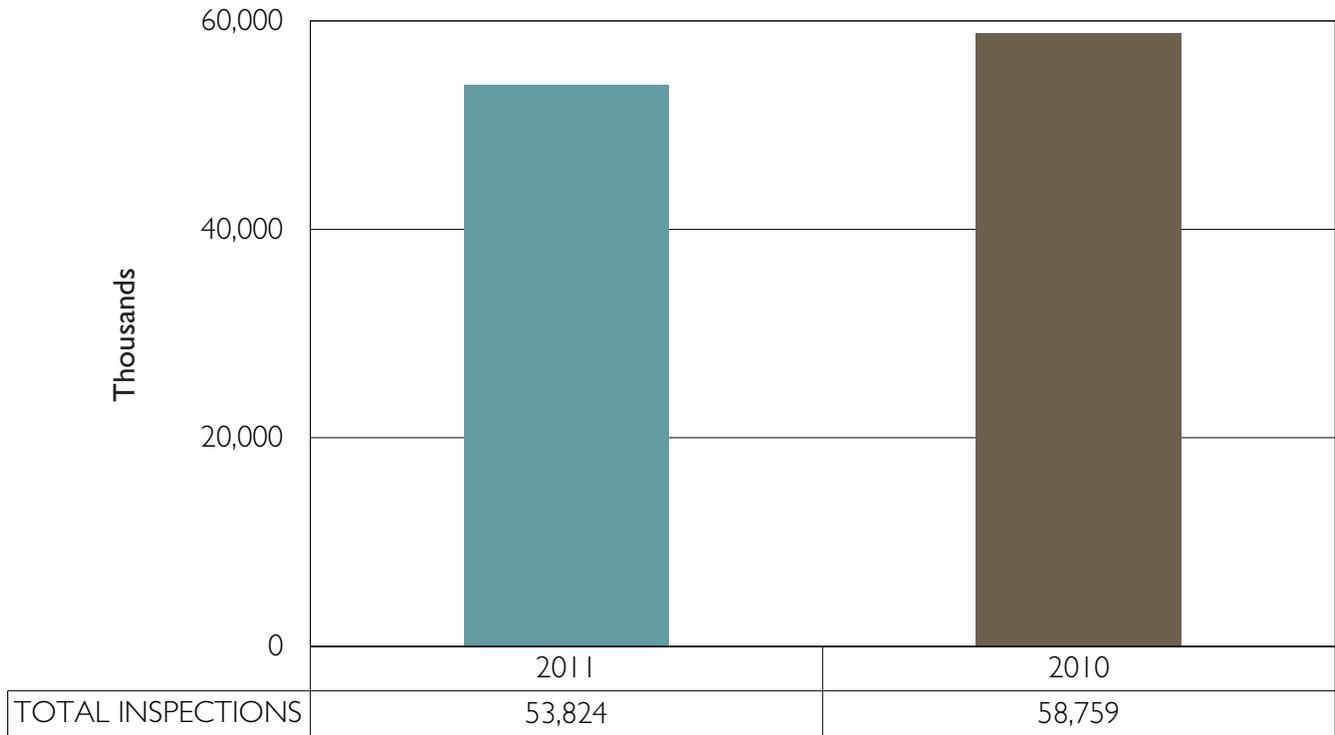


## 2011 vs. 2010 Single-Family Building Permits (Metro Atlanta)

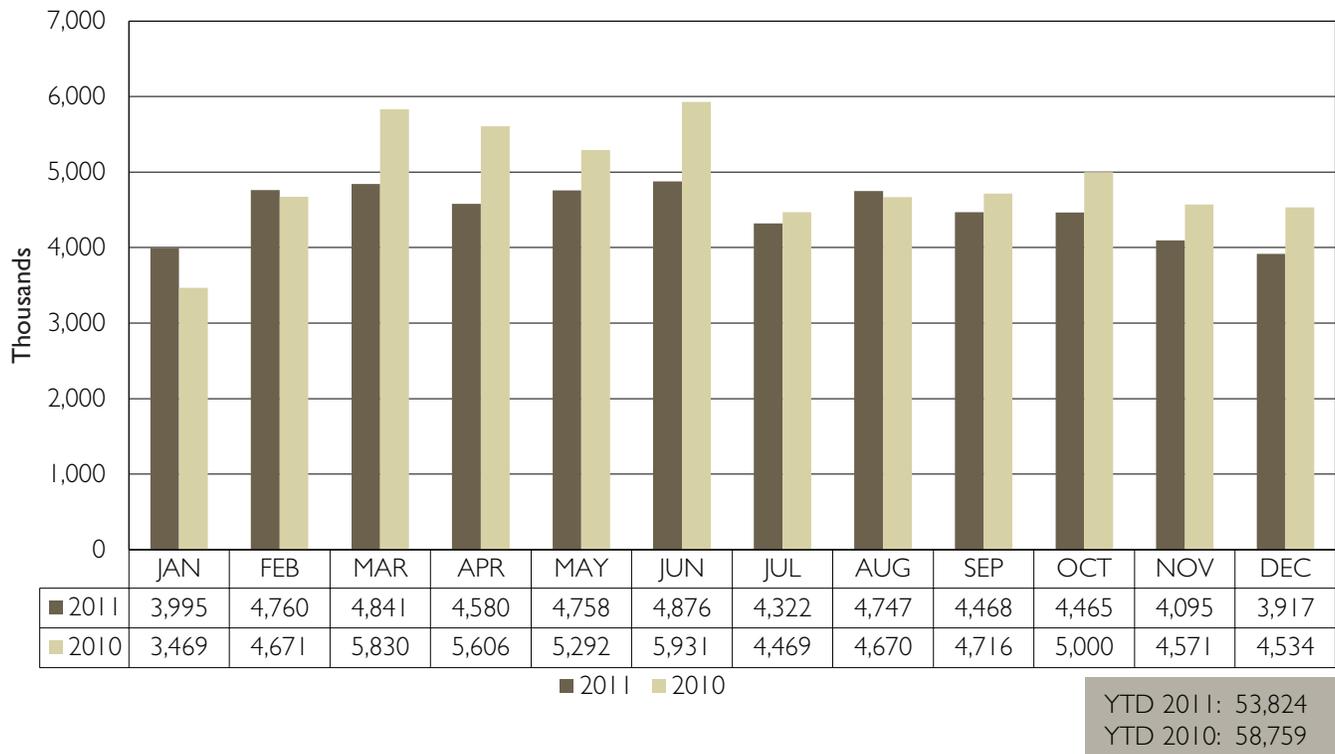


# Building Construction – Building Inspections

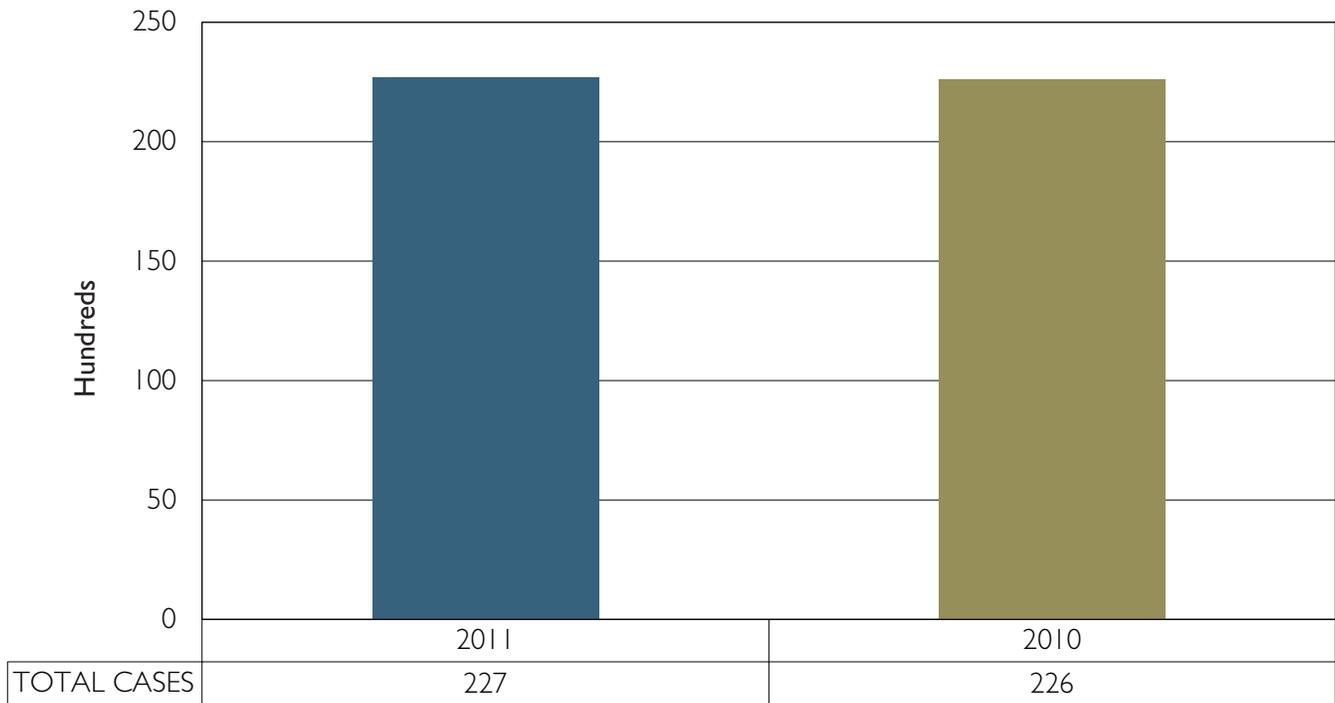
## 2011 vs. 2010 Building Inspections (Annually)



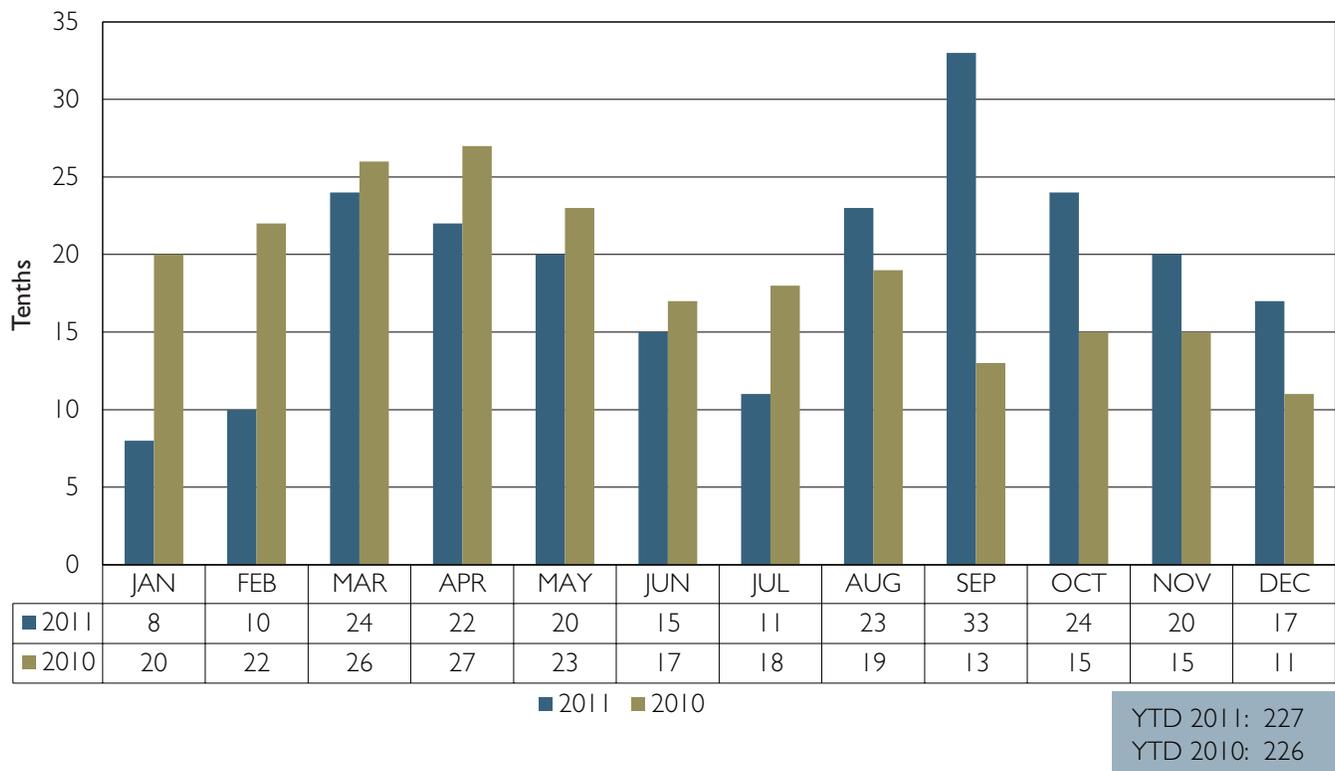
## 2011 vs. 2010 Building Inspections (Monthly)



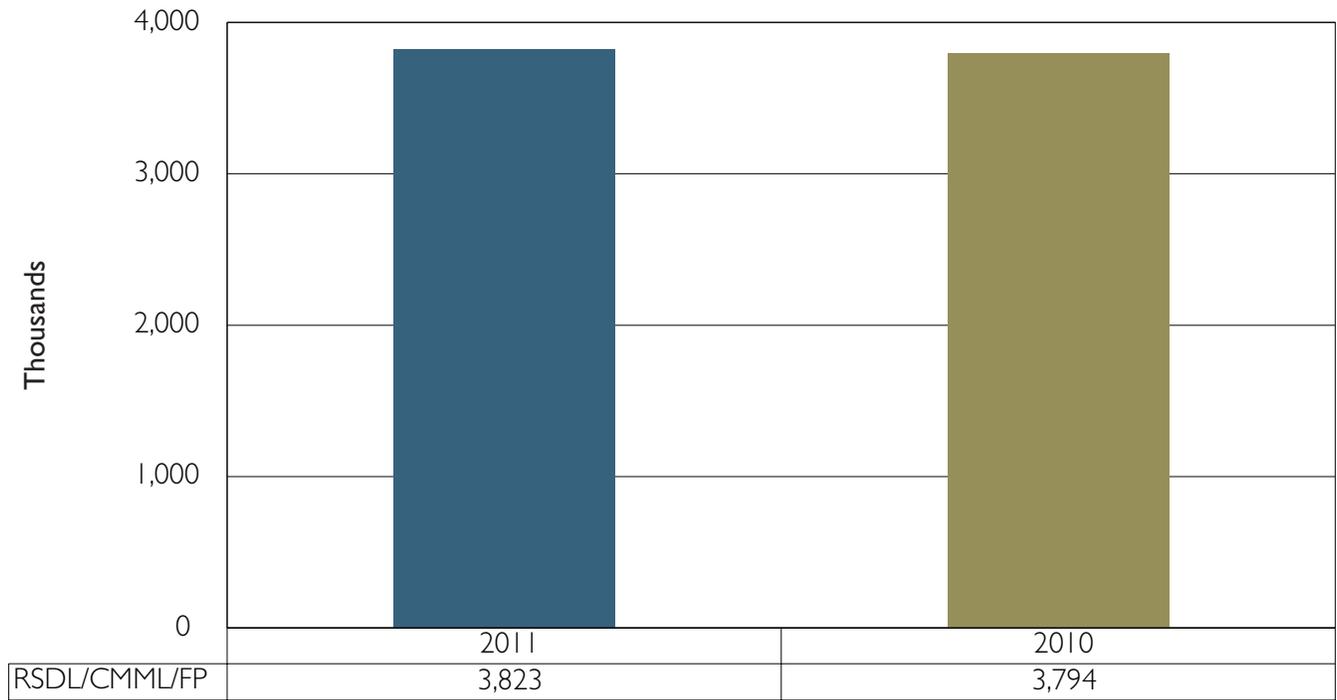
# 2011 vs. 2010 Building Complaint Cases (Annually)



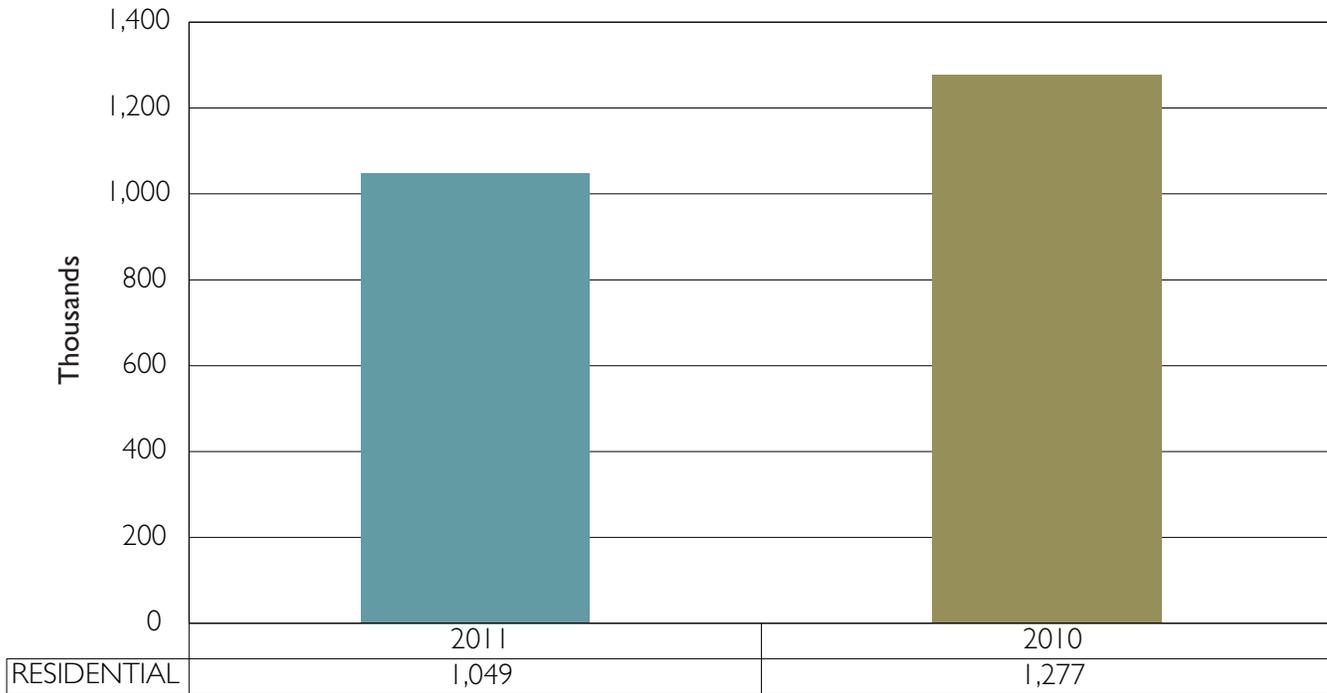
# 2011 vs. 2010 Building Complaint Cases (Monthly)



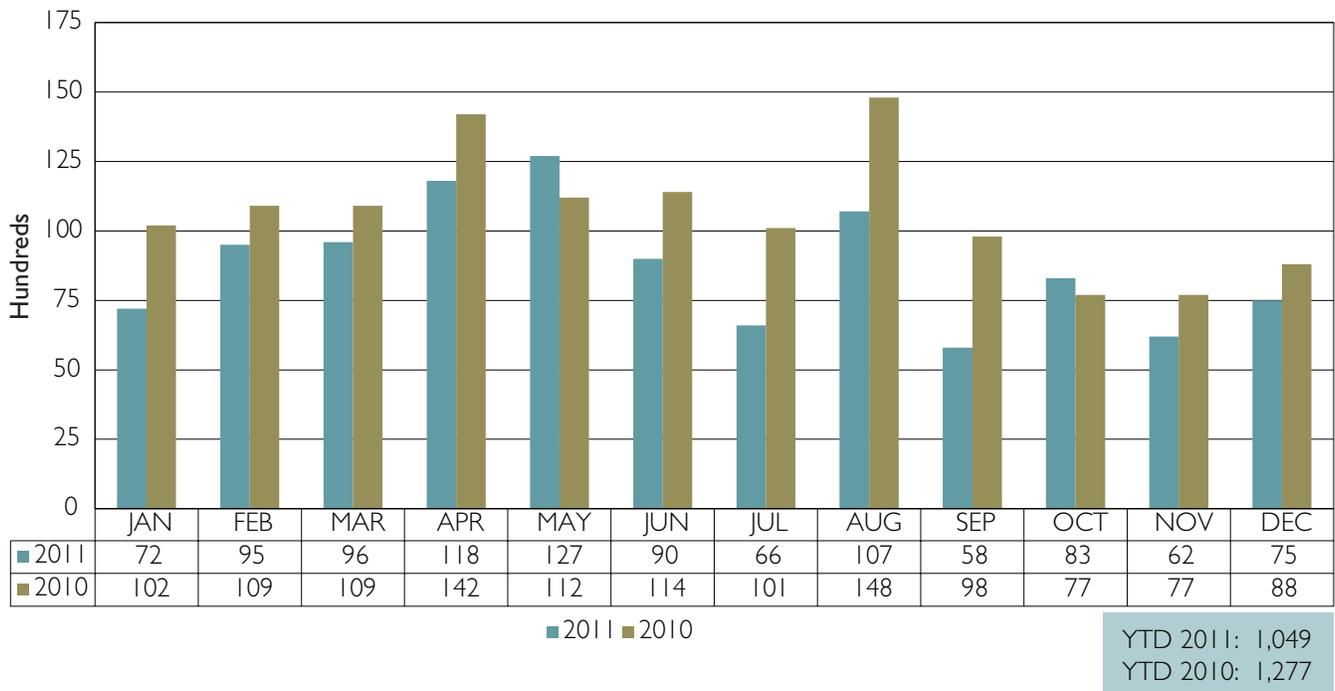
## 2011 vs. 2010 Total Development Inspections (RS/CMML/FP)



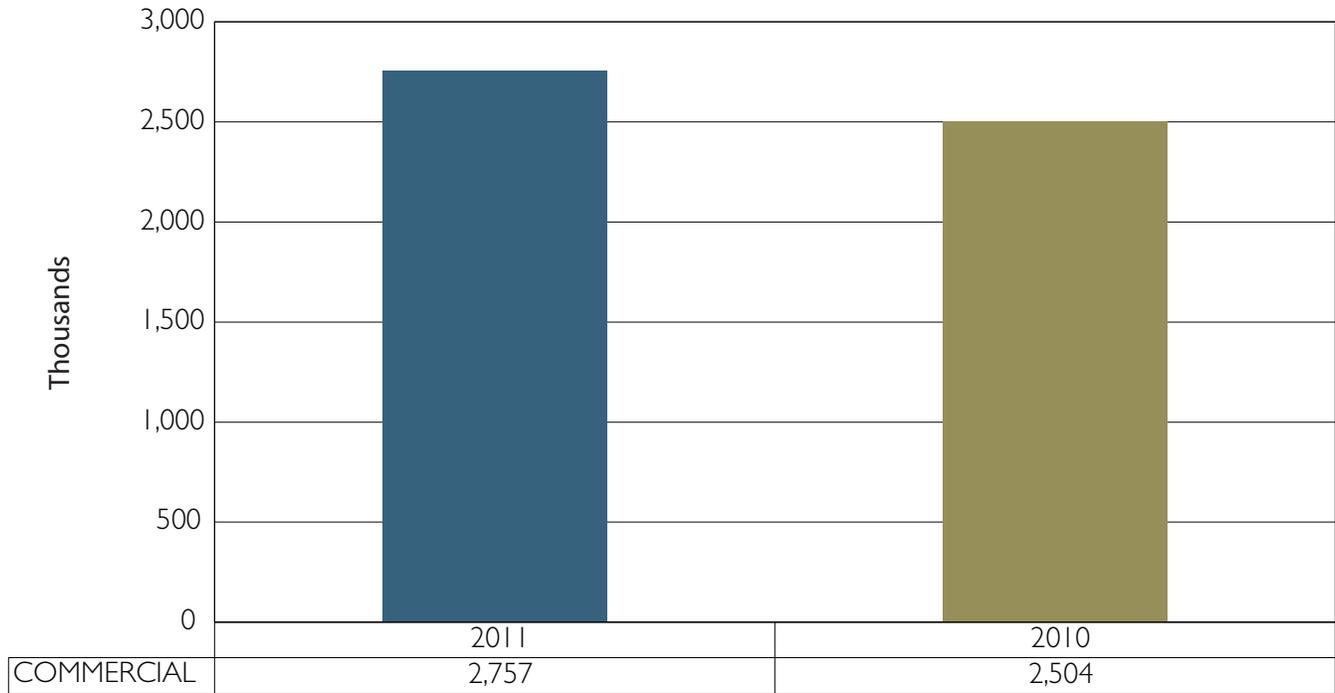
# 2011 vs. 2010 Residential Development Inspections (Annually)



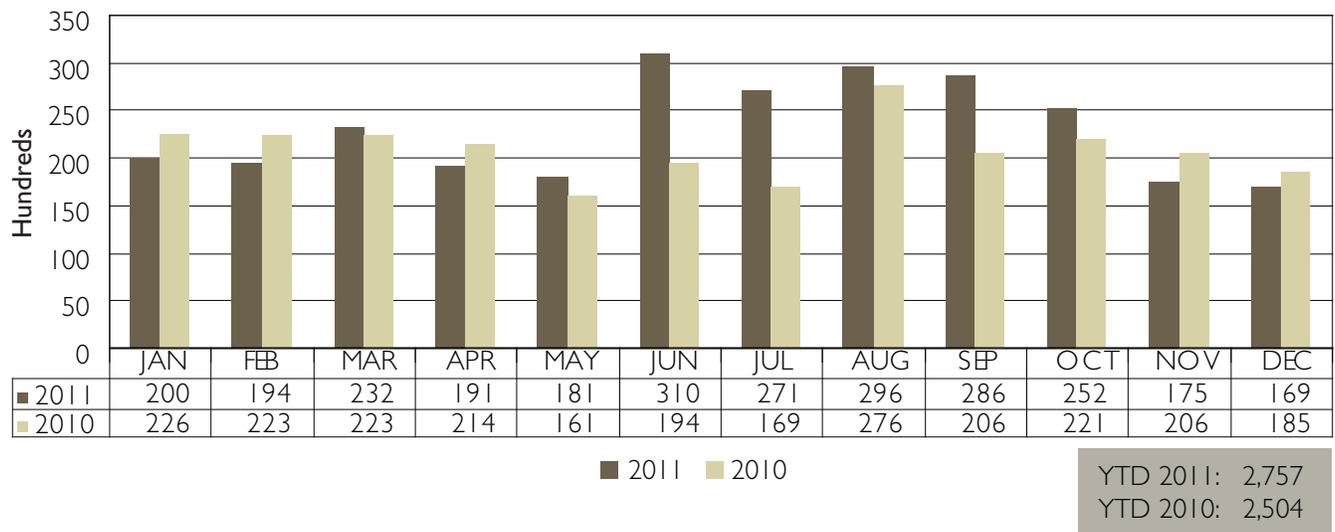
# 2011 vs. 2010 Residential Development Inspections (Monthly)



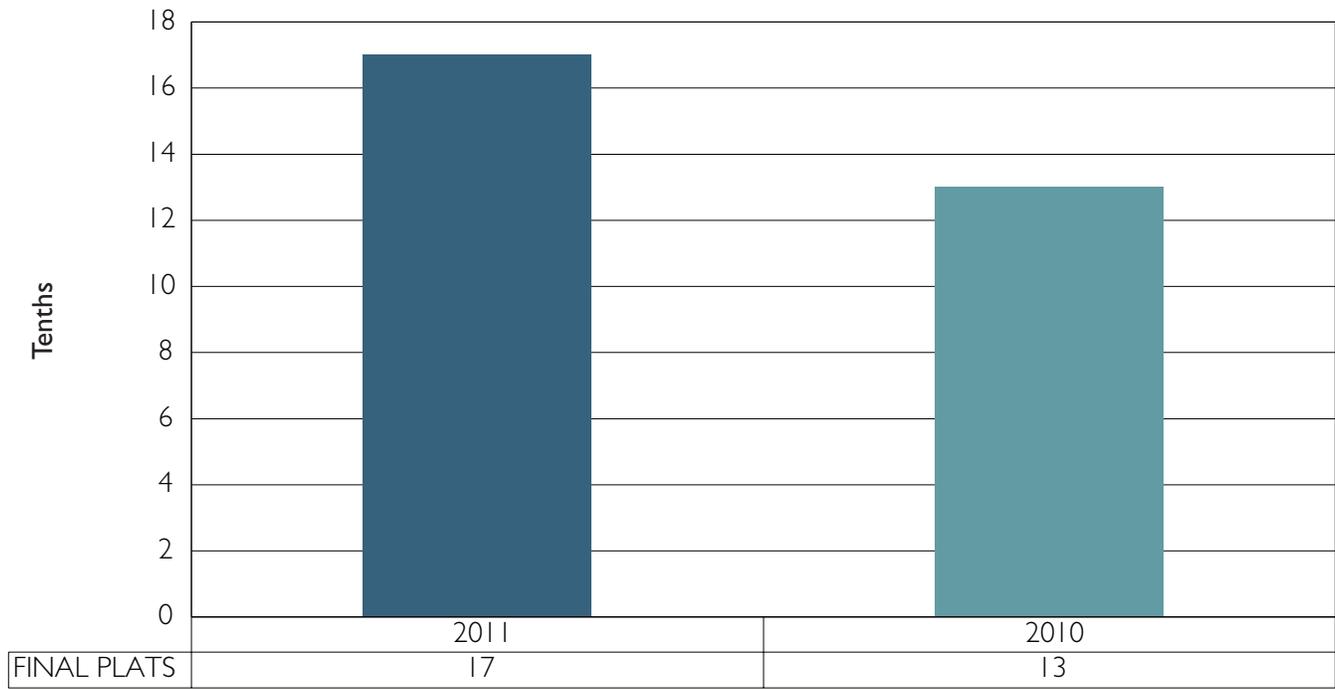
# 2011 vs. 2010 Commercial Development Inspections (Annually)



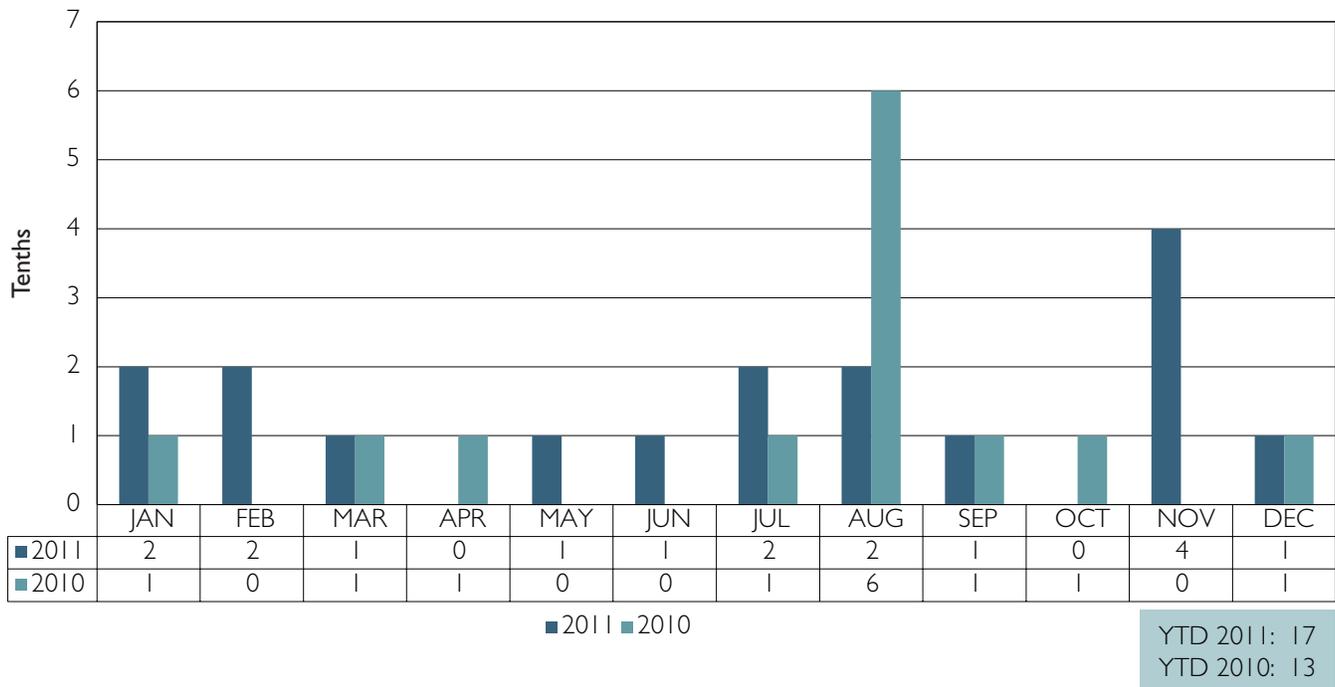
# 2011 vs. 2010 Commercial Development Inspections (Monthly)



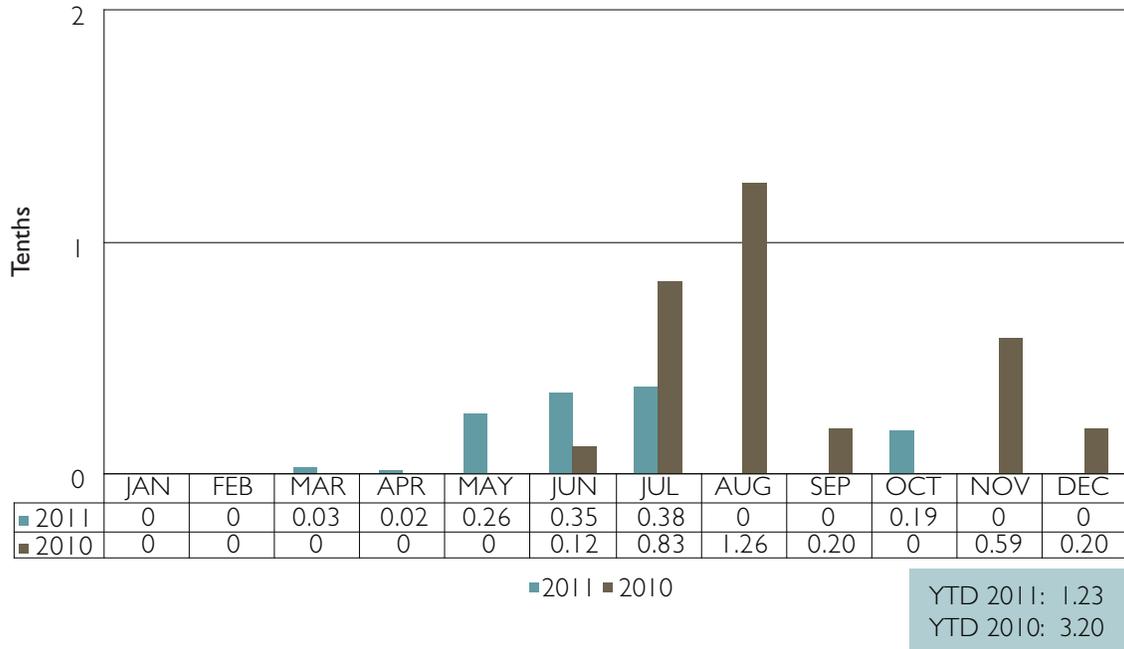
# 2011 vs. 2010 Final Plats Development Inspections (Annually)



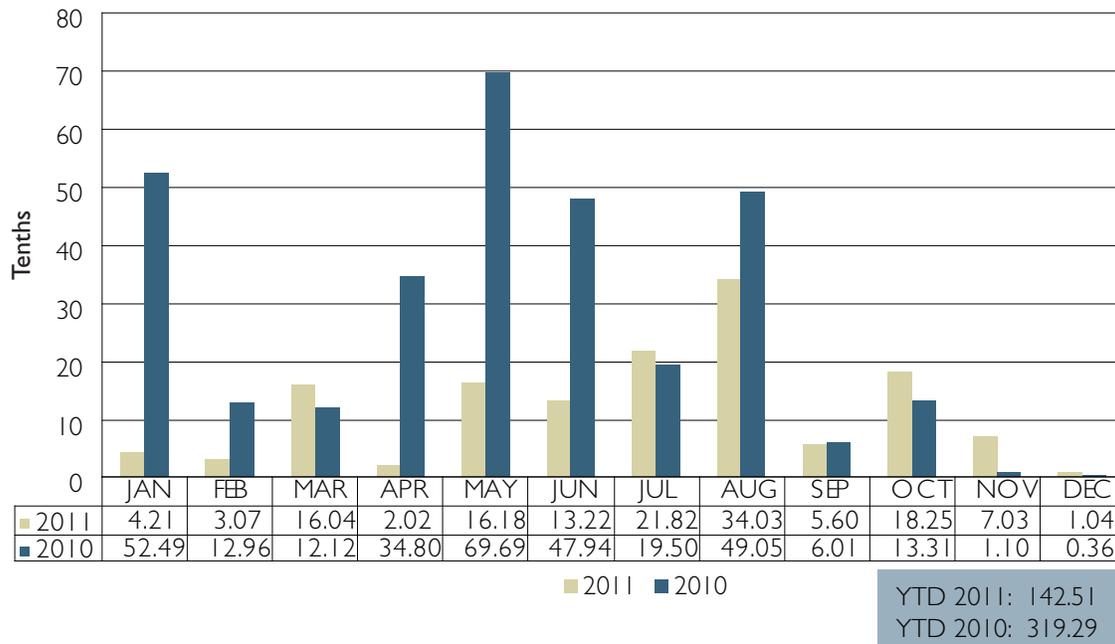
# 2011 vs. 2010 Final Plats Development Inspections (Monthly)



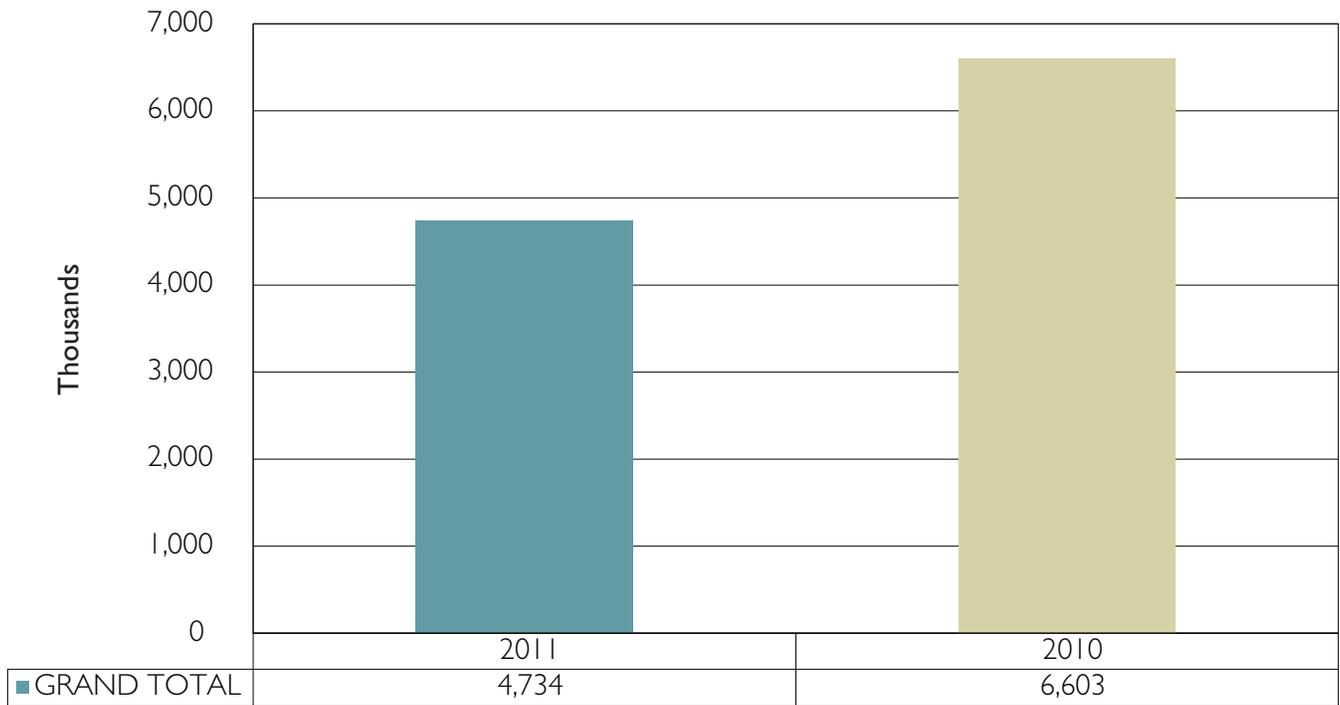
# 2011 vs. 2010 Miles of New Paved Streets



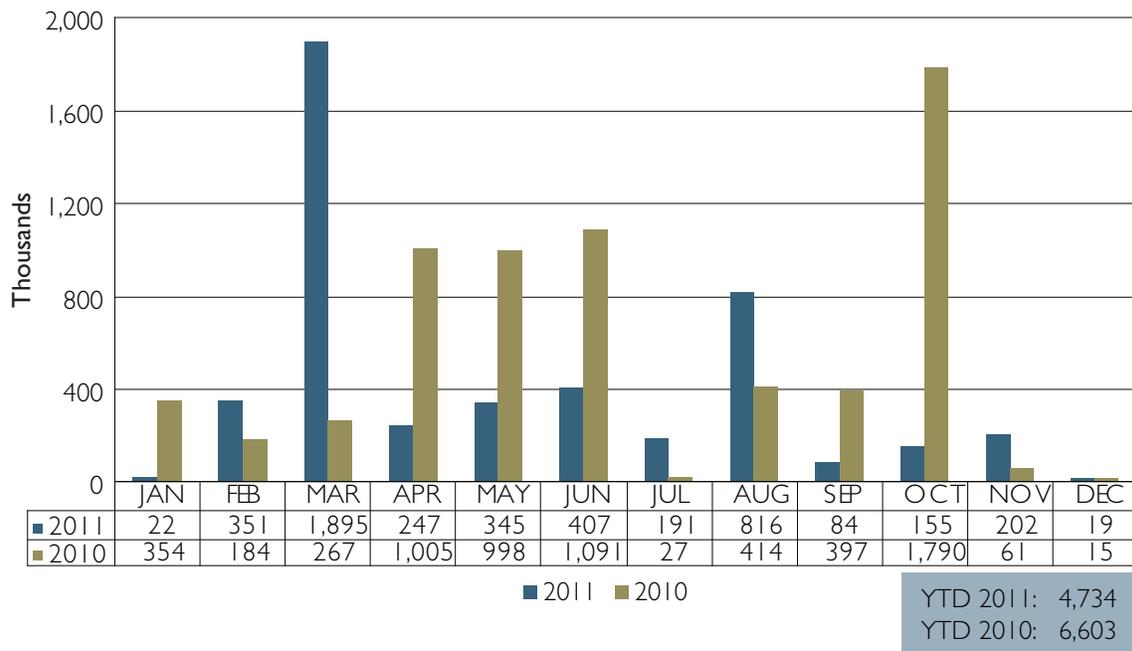
# 2011 vs. 2010 Replanted Acres



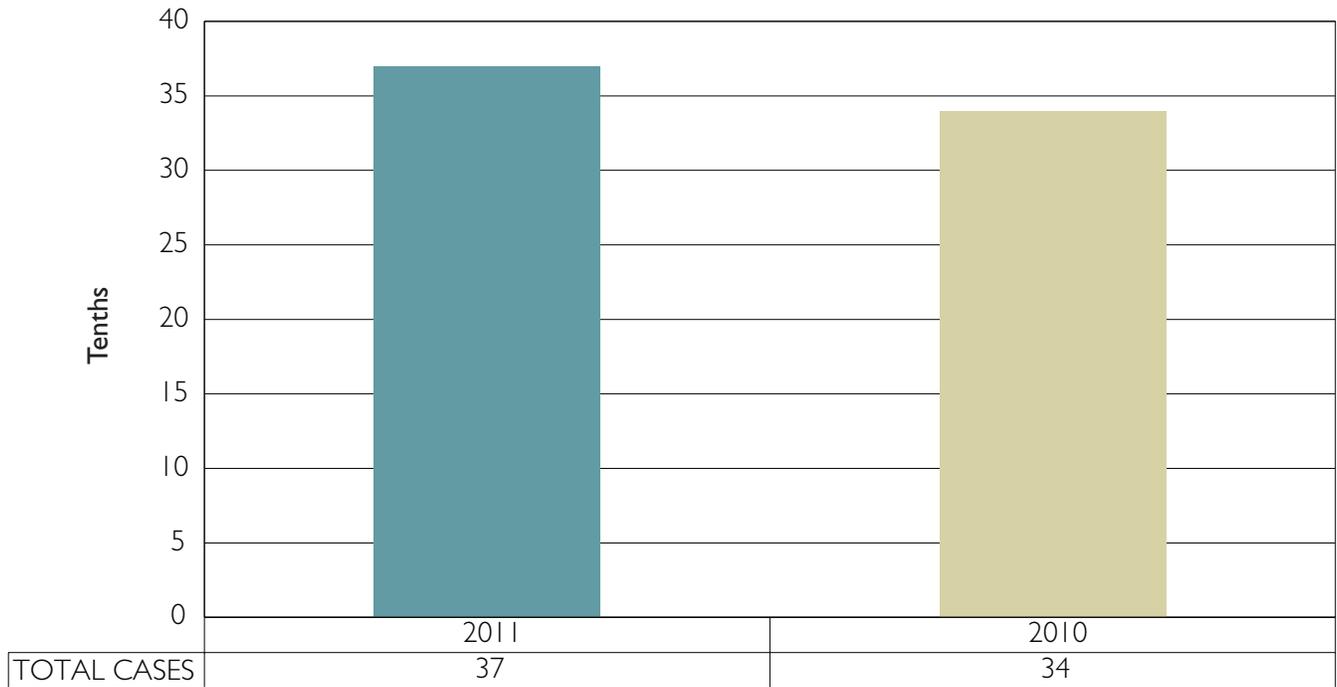
# 2011 vs. 2010 Trees Planted and Preserved (Annually)



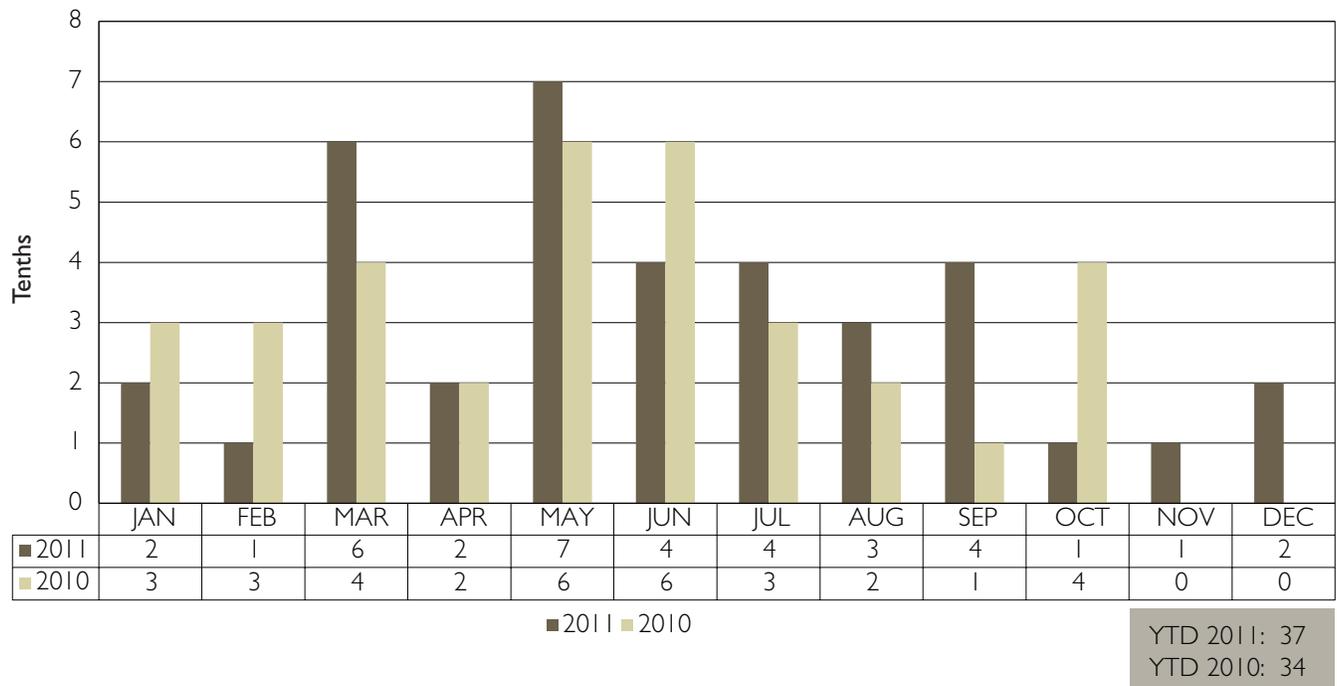
# 2011 vs. 2010 Trees Planted and Preserved (Monthly)



# 2011 vs. 2010 Development Complaint Cases (Annually)



# 2011 vs. 2010 Development Complaint Cases (Monthly)

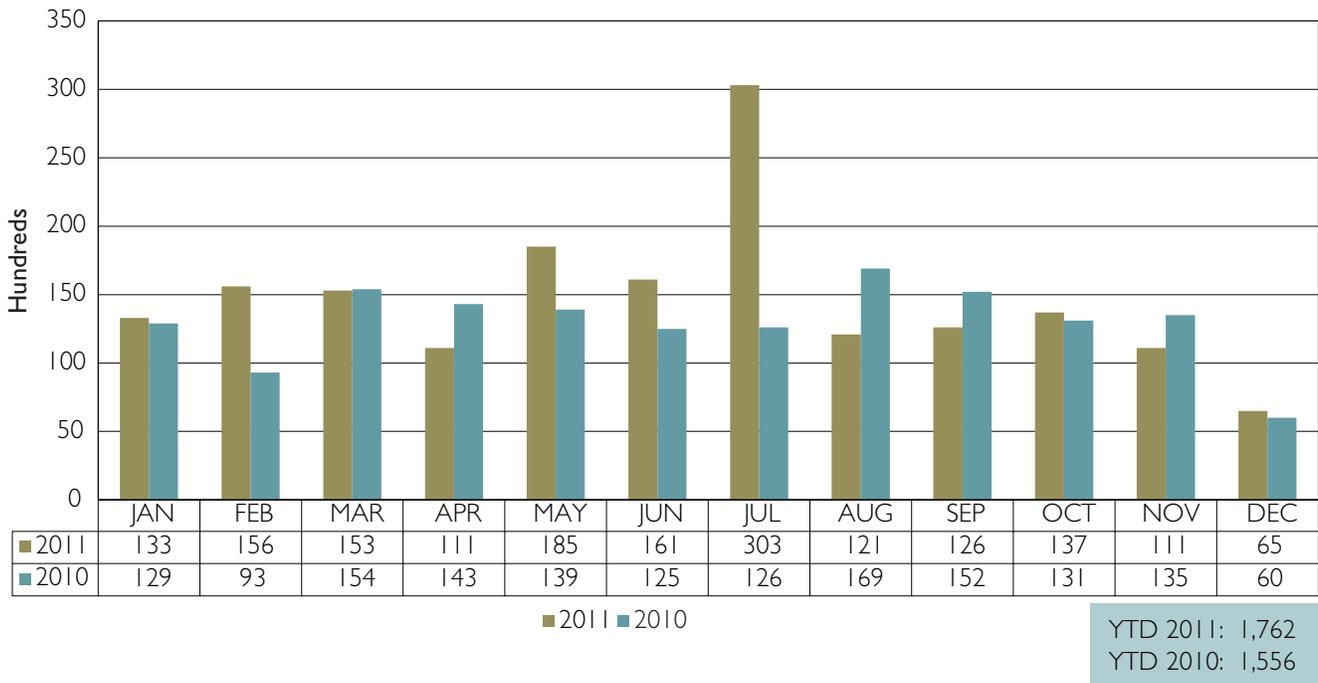


# License and Revenue

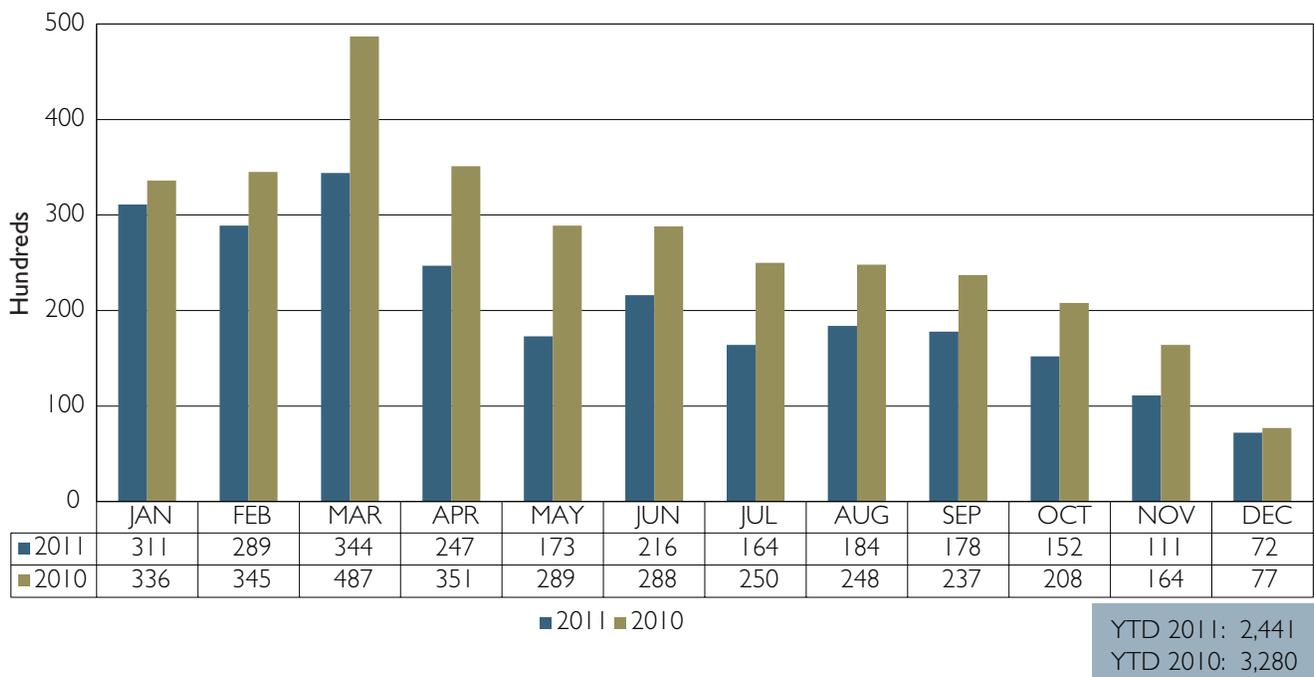
## 2011 Actual Revenue vs. 2010 Actual:

|  | 2011 Actual          | 2010 Actual          |
|--|----------------------|----------------------|
| <b>Alcoholic Beverage Excise Taxes</b>             |                      |                      |
| 40107002; 40107003; 40107004; 40107005             | \$ 5,137,881         | \$ 5,376,010         |
| <b>Alcoholic Beverage License Fees</b>             |                      |                      |
| 40401003; 40401004; 40401005; 40401006; 40401008   | \$ 2,676,042         | \$ 2,784,177         |
| <b>Cable Television Franchise Fees</b>             |                      |                      |
| 40101100   | \$ 2,543,970         | \$ 3,757,154         |
| <b>Financial Institutions Business License Tax</b> |                      |                      |
| 40110002   | \$ 1,016,689         | \$ 744,478           |
| <b>Hotel/Motel Occupancy Taxes</b>                 |                      |                      |
| 40107001   | \$ 6,545,657         | \$ 6,033,377         |
| <b>Occupancy Taxes</b>                             |                      |                      |
| 40101200; 40401009                                 | \$ 15,783,375        | \$ 13,541,906        |
| <b>Rental Motor Vehicle Excise Tax</b>             |                      |                      |
| 40107016   | \$ 849,395           | \$ 806,580           |
| <b>Solid Waste Fees, Regulatory and Tipping</b>    |                      |                      |
| 40101110; 41301002                                 | \$ 95,574            | \$ 777,842           |
| <b>License and Revenue Total</b>                   | <b>\$ 34,648,583</b> | <b>\$ 33,821,524</b> |

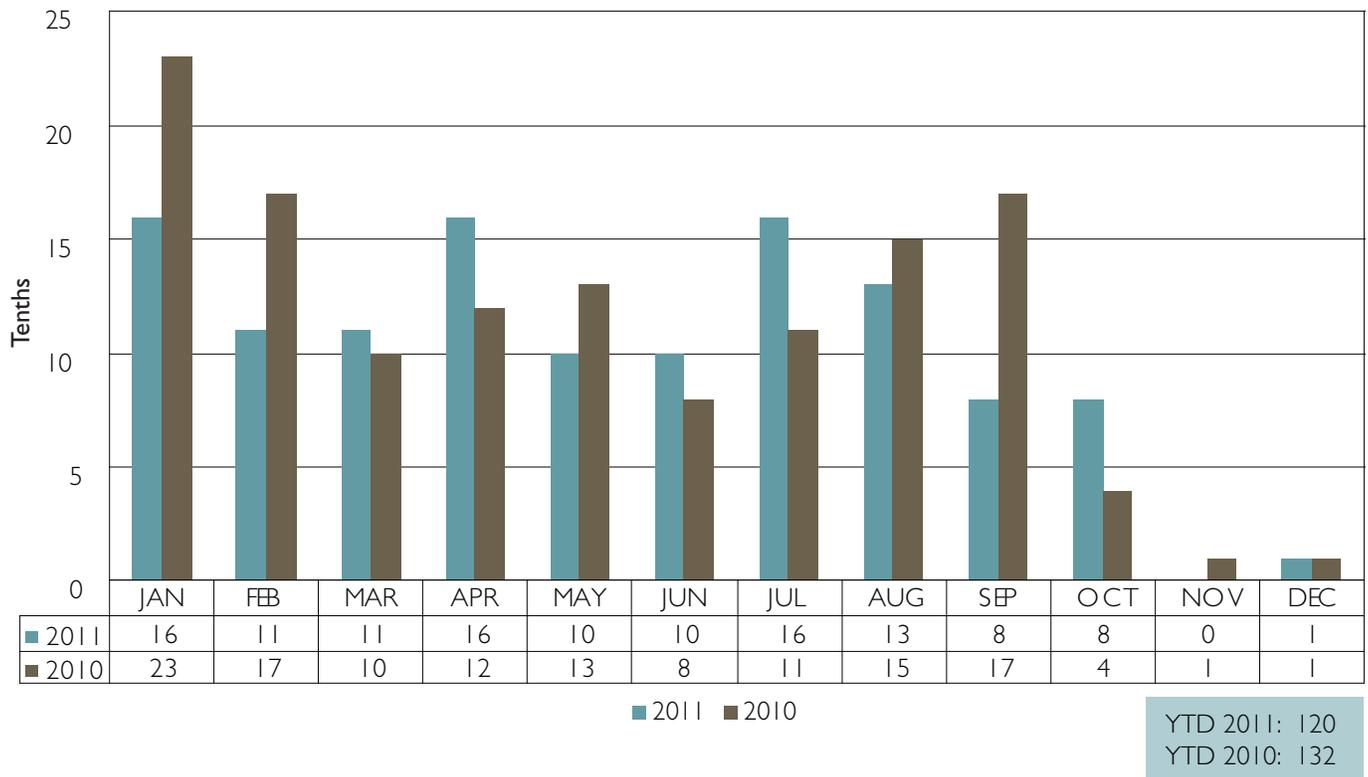
## 2011 vs. 2010 Commercial Licenses Issued



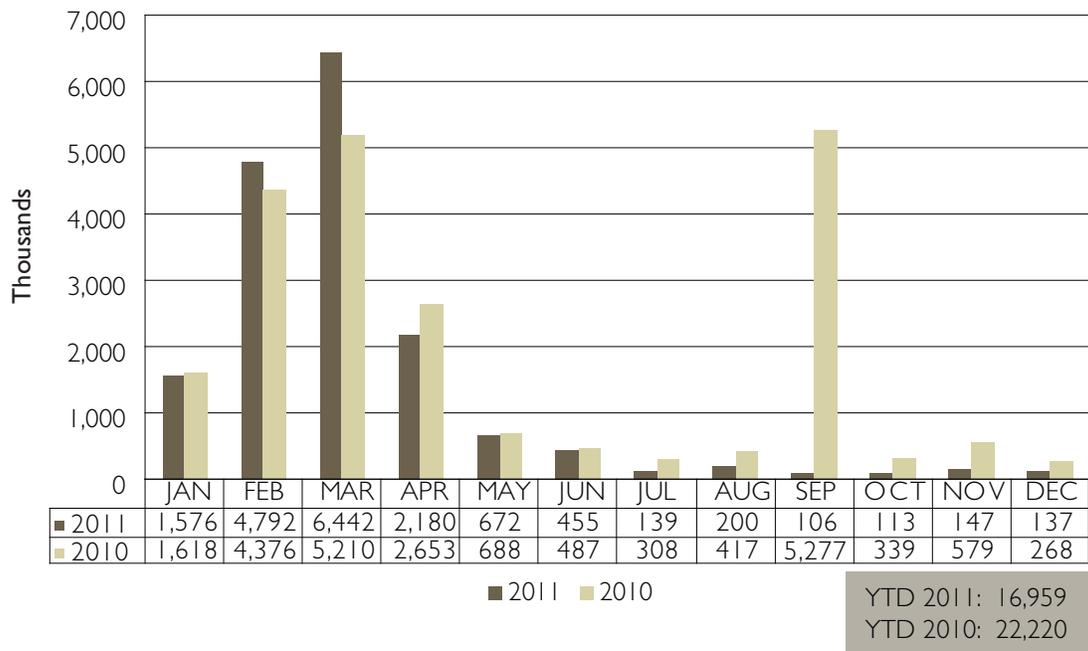
## 2011 vs. 2010 Home-Based Licenses Issued



# 2011 vs. 2010 Alcoholic Beverage Licenses Issued



# 2011 vs. 2010 Occupation Tax Certificates Issued





Citizens Committee  
on the Future of  
Gwinnett County

# Planning and Development Update

## Gwinnett County's final update on Engage Gwinnett recommendations

On August 15, 2012, Gwinnett County released a final update to the recommendations made by both Engage Gwinnett and its technology-focused offshoot, the Excellence Through Innovation Task Force. Although formal reporting is ending, the valuable contributions by these citizens and their ideas will live on.

By the time of the final report, Gwinnett County had taken action on approximately three-quarters of the recommendations made by Engage Gwinnett and pledged that progress will continue on the remaining recommendations. Those actions reduced annual spending by millions of dollars and created new sources of income for county government, offsetting declining tax revenues.

Another significant result of Engage Gwinnett was a follow-up review of the County's computer systems, policies, and processes conducted by a group of outside volunteers with relevant knowledge and experience. The Excellence Through Innovation recommendations were aimed at maximizing efficiency and prioritizing long-term information technology goals. The County had accepted and acted on approximately one-third of those suggestions by the publication of the final report; progress will continue on the remaining recommendations.

Together, these two teams of citizen volunteers had a significant impact on County operations and finances. They donated countless hours of valuable time and brought a variety of outside perspectives and priorities to the table. Yet again, the Gwinnett County community pulled together to weather a perfect storm of global recession and falling tax revenues with a steadily growing population and increased needs for services.

For many years to come, we will continue to feel the impact of budget cuts resulting from these recommendations. Gwinnett is now on a more sustainable path of less costly and increasingly efficient government that provides a firm foundation for future growth of our local economy.

This was a very challenging and time-consuming process, and the Board of Commissioners has expressed deep appreciation for the support of everyone involved.

To view Gwinnett County's final report on  
Engage Gwinnett and Excellence Through Innovation recommendations, please visit

[www.EngageGwinnett.com](http://www.EngageGwinnett.com)



**Please consider the environment before printing this report.**