

## Community Services Response to Feb 3<sup>rd</sup> Question - Financial Analysis and Staff Cost

February 16, 2010

Engage Community Services Work Group Members:

(This is the response to your question about the financial analysis and staff costs from the February 3, meeting.)

Any projected costs savings in the attached were utility costs and did not include staff savings. The primary staff savings are shown in Michael's note below. I think this is what the Engage Gwinnett folks were asking. If not, let me know and we will take another run at it.

Steve

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**From:** Plonowski, Michael  
**Sent:** Thursday, February 11, 2010 5:33 PM  
**To:** North, Steve  
**Subject:** FW: Engage Gwinnett

Steve—Attached is the material Dennis prepared for the Engage Gwinnett group. It mentions the closing of GJAC, but does not include any information on projected savings. The savings that we projected when we presented the idea to the BOC were as follows:

Overtime Savings—Weekends	\$162,000
Overtime Savings---Holidays	19,160
Utility Cost Reduction	<u>23,000</u>
Total	\$204,160

## Introduction

Gwinnett County agencies and departments have implemented a number of best practices in an effort to become more efficient and lessen our impact on the environment. These endeavors encompass a broad range of categories including energy, water, waste, and air. The purpose of Gwinnett County's Environmental Sustainability Program is to formalize those undertakings, determine our current environmental baseline, and establish a comprehensive plan for County efforts in the future.

In the course of our analysis, an informal Gwinnett County task force researched the "green" processes being performed in various Gwinnett County organizations. In addition, this task force reviewed recommendations from organizations such as the National Association of Counties (NACO), the International Council of Local Environmental Initiatives (ICLEI), the U.S. Green Building Council (USGBC), and the Environmental Protection Agency (EPA). Consideration was also given to studies and environmental plan implementations from across the nation.

In particular, several Gwinnett County task force members assisted the Atlanta Regional Commission (ARC) in the development of their Green Communities Certification Program. This Program is designed to aid local governments in reducing their overall environmental impact. In order to measure effectiveness, local governments receive points across ten categories. Local governments achieve certification by exceeding a certain minimum point level. Those who attain certification will receive region wide recognition for their leadership on environmental sustainability. Our Gwinnett Environmental Sustainability Program uses the ARC's Certification Program as the framework for determining the County's environmental baseline and guiding future sustainability development. The Atlanta Regional Commission's Certification Program is in-line with established best practices and by attaining certification through this program the County will reach its ultimate goal of effective and efficient use of resources with minimal negative environmental consequences.

Each Certification Program category has government and community criteria. The government measures are ways for the local jurisdiction to increase sustainability in its own facilities, fleet, and operations; whereas, the community measures are ways to create a more sustainable community.

Many of the initiatives and goals we are pursuing not only have a positive environmental impact, they also have a positive financial impact. For instance, overall, we are looking to reduce our energy consumption by 10 percent by 2012. This equates to a reduction in energy usage of approximately 20 to 30 million kilowatt-hours and a lessening in greenhouse gas emissions of 15,000 to 20,000 metric tons. Moreover, we project that this energy usage reduction will result in an annual savings to the County's utility budget of over \$1 million.

Much of this anticipated reduction is attributed to the initiatives that were identified through Gwinnett County's Environmental Sustainability Program. Moreover, the funds we are receiving through the DOE's Energy Efficiency and Conservation Block Grant have allowed us to establish our previously mentioned ambitious goal of 2012. Without these stimulus funds, our 10 percent reduction goal would be much further in the future.

Two such initiatives that will help us attain our energy reduction goal are energy audits and the energy efficiency retrofits that are identified through the audits. Through the implementation of these two initiatives, we are expecting to lower our energy consumption by over 16 million kilowatt-hours. This should result in a decrease in our utility costs of around \$800,000. Through our LED traffic signal upgrade project, we are expecting an additional annual savings of \$150,000 to \$200,000.

Our final stimulus funded project, Gas-to-Energy/FOG, is expected to have the capacity to generate around 1.6 megawatts of energy through a renewable fuel source. With the real-time electric rate tariff at the F. Wayne Hill Plant, this project has a conservative annual savings of well over \$500,000.

Other projects that will aid us in our energy usage reduction and subsequent lowering in utility costs are our boiler replacement project and our HVAC controls upgrade project. Depending on environmental conditions and our ability to institute HVAC control strategies, we could see an annual savings of \$50,000 or more from these upgrades.

We are also pursuing a number of policies that will have a positive impact on our electric utility savings. These include our LEED and ENERGY STAR policies, our "Lights Out/Power Down" policy, our Thermostat Setting policy, and our policy of closing GJAC at night and weekends. It is difficult to project the energy savings associated with these policies; nevertheless, each of these is a well-recognized best-practice and will aid us in reaching, and hopefully exceeding, our energy goals.

In terms of water savings and reductions, Gwinnett County initiated informal water audits in 2007, as a result of the prolonged drought in the southeast. These audits and their associated recommendations resulted in an annual water savings of over 15 million gallons and a savings in utility costs of around \$100,000. We believe there are additional opportunities for savings through more detailed water audits and the use of high efficiency plumbing fixtures. However, with limited funding available for either of these programs in the near future, we will be restricted in our ability to take advantage of their benefits.

Following is a list of the initiatives completed in 2009, along with the anticipated Green Communities points. In addition, a list of the projected initiatives for 2010 is also provided. Following this list, a brief discussion is presented for each of the environmental categories that the County is pursuing.

Level 1 Certification: 175 to 224 Points  
 Level 2 Certification: 225 to 274 Points  
 Level 3 Certification: 275 to 375 Points

<b>Completed Initiatives 2009</b>		<b>To Be Done Initiatives 2010</b>	
<b>Initiative</b>	<b>Points</b>	<b>Initiative</b>	<b>Points</b>
LEED Building	10	Complete Streets	10
Energy Codes	5	Bike/Pedestrian Plan	5
Outdoor Lighting Efficiency	5	Traffic Signal Synchronization	5
Rainwater or Reuse Water	5	Landscape Practices	5
DCA WaterFirst Community	5	Energy Audits	10
Water Supply and Water Conservation Management Plan	5	LED Traffic Lights	5
Wastewater Management Plan	5	Water Audits	10
Stormwater Management Plan	5	Commute Options	10
Green Roof	5	Bicycle Facilities	5
Shade Coverage Requirements	5	Traditional Recycling Program	5
Curbside Recycling	5	Nontraditional Recycling Program	5
Nontraditional Recycling	5	Employee Education and Involvement	5
Revitalization Incentives/Strategies	10	Member Education and Involvement	5
LEED Policy	10	<b>To Be Done Initiatives 2010</b>	<b>85</b>
ENERGY STAR Policy	5	<b>Completed Initiatives 2009</b>	<b>165</b>
ENERGY STAR/LEED Renovation Policy	5	<b>Projected Total</b>	<b>250</b>
ENERGY STAR Partner	5		
ENERGY STAR Purchasing Policy	5		
“Lights Out/Power Down” Policy	5		
High Efficiency Plumbing Fixtures	5		
Gardens and Farmers Markets	5		
Green Fleet Policy	10		
No-Idling Policy	5		
Environmentally Preferable Purchasing	10		
Recycled Paper Purchasing	5		
Smart Growth Incentives/Bonuses	5		
Greenspace Plan	5		
Facility at a Greyfield	5		
<b>Completed Initiatives 2009</b>	<b>165</b>		

## Green Building

**LEED Policy:** Leadership in Energy and Environmental Design (LEED) is an objective certification program and nationally accepted benchmark for the design, construction, and operation of high performance “green” buildings. Studies show that LEED certified projects cost less to operate and maintain, are energy and water efficient, and contribute to occupant health and productivity. The Gwinnett County Environmental Sustainability team has proposed a policy recommending LEED certification for new construction. This policy requires that all County funded and owned structures that will include at least 5,000 square feet of conditioned space, are intended for regular occupancy, and are new construction shall be designated as a LEED certified project.

**LEED Building:** The Gwinnett County Environmental & Heritage Center is the County’s first LEED certified building. This facility exemplifies the County’s early commitment to “green” building prior to an official policy regarding LEED construction being adopted. In addition, Gwinnett County has several LEED registered projects including the 911 Center, the Police Training Facility, the Senior Service Center, and the Hamilton Mill Library.

**ENERGY STAR Policy:** ENERGY STAR is a joint program developed by the U.S. Environmental Protection Agency and the U.S. Department of Energy. Its purpose is to help users and owners save money and protect the environment through the use of energy efficient products and practices. The Gwinnett County Environmental Sustainability team has proposed a policy recommending that new buildings, constructed and owned by the County, that are not LEED certified, be certified Designed to Earn ENERGY STAR.

**ENERGY STAR/LEED Renovation Policy:** In order to ensure the continued optimum performance of LEED certified or ENERGY STAR rated buildings, or to attain optimum performance of renovations in non-LEED certified or ENERGY STAR rated buildings, the Gwinnett County Environmental Sustainability team has proposed a policy recommending that renovations follow LEED guidelines or be ENERGY STAR certified.

## Energy Efficiency

**Energy Audits:** An energy audit is a study of a facility and its systems that is undertaken with the objective of identifying means of reducing the facility’s energy consumption while maintaining and possibly improving the facility’s operations. The Gwinnett Environmental Sustainability team recommends that energy audits be a major tool in the County’s energy management efforts. Studies indicate that a detailed audit, coupled with the audit’s associated energy efficiency retrofit projects, typically results in a 15 to 20 percent energy savings with an annual return on investment of 30 to 40 percent and a simple payback of 2 to 3 years. Gwinnett County recently received funding through the Department of Energy’s Energy Efficiency and Conservation Block Grant (EECBG) to fund energy audits for over one hundred of the County’s facilities. In addition, the County received over \$2 million to fund the energy efficiency upgrades that will be identified through the audits.

**ENERGY STAR Partner:** The ENERGY STAR Partnership is a commitment between an organization and ENERGY STAR to protect the environment through the continuous improvement of energy performance. Gwinnett County became an ENERGY STAR Partner in May 2009.

**ENERGY STAR Purchasing Policy:** A key component of Energy Efficiency that will have a future benefit in reducing energy consumption is the establishment of an ENERGY STAR Purchasing Policy for the County. One of the ENERGY STAR programs oldest elements is the voluntary ENERGY STAR labeling and recognition program to identify energy efficient manufactured products. Products in more than 50 categories are eligible for the ENERGY STAR label. These ENERGY STAR labeled products have been specified and manufactured to use less energy, save money, and help protect the environment. The Gwinnett Environmental Sustainability team has proposed an ENERGY STAR policy for the County.

**LED Traffic Light Upgrades:** One of the major trends in governmental energy conservation has been the conversion of traffic signal lighting to LED's (Light Emitting Diodes). LED's are one of the most efficient forms of lighting. They require 80 percent to 90 percent less energy than standard incandescent bulbs in traffic signal applications. In addition, they last an average of seven years, compared to a single year for incandescent bulbs. LED's also burn much brighter and richer, which makes them more visible to drivers. So, although LED lighting modules are far more expensive than incandescent bulbs, their lower energy costs, ease of maintenance, and high performance have made them the preferred approach. The Gwinnett County Department of Transportation has been following this national trend by purchasing new signals in LED configuration and retrofitting existing signals with LED modules. Presently, the County has 645 signals, 400 of which are equipped with LED's. The retrofit program has been implemented through a combination of approaches, including routine maintenance, capital funded upgrades, and SPLOST projects. Gwinnett County recently received over \$1 million through the EECBG to retrofit the remaining incandescent traffic signals.

**“Lights Out/Power Down” Policy:** One of the simplest ways to reduce energy consumption, particularly in office facilities, is by ensuring that non-emergency lights and office equipment are turned off or powered down when not in use. Gwinnett County has adopted a formal policy requiring these actions.

**Energy Codes:** In order to ensure commercial and residential buildings are constructed to safe and energy efficient standards, Gwinnett County enforces the International Building Code, National Electrical Code, International Fuel Gas Code, International Mechanical Code, International Plumbing Code, International Residential Code, International Energy Conservation Code, and the International Fire Code.

**Outdoor Lighting Efficiency Codes:** The purpose of this measure is to require the efficient operation of outdoor lighting in non-residential areas. Gwinnett County requires outdoor lighting to be designed and installed in such a manner as to limit misdirected, excessive, or unnecessary light and include photosensors or lighting controllers to turn lights on and off appropriately.

## Green Power

The Gwinnett County Department of Water Resources (DWR) has implemented a Green Power initiative as part of the Gwinnett Environmental Sustainability Program. The purpose of this initiative is to maximize the production of digester gas at the F. Wayne Hill Water Resources Center (FHWRC) and to utilize this gas to meet on-site energy needs. An anticipated secondary benefit to this initiative is a reduction in the County's operating costs through a reduction in energy expenses.

Currently, this initiative consists of two projects. The first project is the installation of a natural gas generator that will use the digester gas as fuel. In turn, the generator will provide a portion of the plant's energy. This project is underway and is funded by a \$5 million State Revolving Fund loan through the Georgia Environmental Facility Authority.

The second project of this initiative is the installation of a Fats, Oils, and Greases (FOG) waste station. FOG waste in the sewer system can cause sewer spills. The majority of sewer spills in the Gwinnett area are caused by FOG build up in the sewers. FOG also has a high energy value. The FOG receiving station would not only increase the gas production and BTU value but also reduce FOG related issues in the collection system. This "green" solution to FOG disposal would provide a new source of revenue to DWR in the form of tipping fees to help offset some of the operating costs of the FHWRC. This project is underway and is funded at \$3.5 million through the EECBG.

The renewable energy generated through this project is estimated at around 1.6 megawatts to 2.0 megawatts. Moreover, as this plant operates on a real-time pricing plan, the opportunity exists to dramatically lower the County's energy costs.

## Water Use Reduction and Efficiency

**Water Audits:** A water audit is a review of an organization's water usage practices with the purpose of determining what changes in operations and physical plant would produce cost effective savings. When the Atlanta area's drought conditions came to a head in October 2007, and water use reduction goals were set, County departments responded with the implementation of numerous measures to curtail water usage. The Gwinnett Environmental Sustainability team recommends expansion of this program in both depth and breadth as funding is available.

**High Efficiency Plumbing Fixture Policy:** Plumbing fixtures manufactured prior to 1992 consume at least three times the amount of water as fixtures manufactured under current standards. The technologies for high efficiency fixtures are improving quickly, and there are now opportunities to utilize more efficient fixtures than the commonly accepted 1992 standards. The Gwinnett Environmental Sustainability team has proposed a policy recommending that the County adopt stricter standards in line with these technologies and require them in all new construction and renovations, and phase in the more efficient standards in all of its existing facilities.

**Rainwater or Reuse Water Program:** The Gwinnett Environmental and Heritage Center uses clean, non-potable, reuse water from the nearby water treatment facility for irrigation, flushing toilets, and the heating and cooling system. The Gwinnett County Environmental Sustainability team recommends that the County continue this practice at the Environmental and Heritage Center and expand this program as practicable to other facilities to support the use of captured rainwater or reuse water to irrigate landscape.

**DCA WaterFirst Community:** WaterFirst is a voluntary community partnership between local governments and the Georgia Department of Community Affairs. Its intention is improving the efficiency of water use and the protection of water sources. To qualify as a WaterFirst community, a local government must exceed current requirements in eight categories: Watershed Assessment, Stormwater Master Planning, Water Supply Planning, Water Supply Protection, Water Conservation, Wastewater Treatment Systems and Management, Residual Biosolids, and Water Reclamation and Reuse. Gwinnett County has been a WaterFirst community since 2003, which was the first year this program started.

**Water Supply and Water Conservation Management Plan:** The Metropolitan North Georgia Water Planning District's Water Supply and Water Conservation Management Plan includes a framework for water supply facilities and strategies for resource management. Management strategies call for intensive demand management and an aggressive water conservation program. Returning highly treated wastewater to source water is included as a part of the District's comprehensive approach to water resources management. The plan also outlines an education plan to raise public awareness of water supply and water conservation issues. Gwinnett County is in compliance with this plan.

**Wastewater Management Plan:** The Metropolitan North Georgia Water Planning District's long-term Wastewater Management Plan sets forth strategies for comprehensive wastewater management efforts. The Wastewater plan outlines a long-term implementation schedule for consolidating public wastewater treatment systems into fewer, larger facilities that produce reusable water. The wastewater plan provides for comprehensive wastewater planning to establish future sewer service areas and calls for more intensive management of privately owned septic systems. Additional measures for septic system management, with particular attention on locally defined "critical areas" are also included. Gwinnett County is in compliance with this plan.

**Stormwater Management Plan:** The Metropolitan North Georgia Water Planning District's Watershed Management Plan sets forth strategies and recommendations for effective watershed management and stormwater control. The Watershed Plan provides requirements for local programmatic efforts, including six model ordinances which provide for post-development stormwater management, floodplain management, conservation/open space development, illicit discharge and illegal connection controls, litter control, and stream buffer protection. Additional measures for Total Maximum Daily Loads (TMDLs), source water watersheds, substantially impacted areas, and comprehensive water quality monitoring programs are also included. The watershed plan also includes provisions for extensive public awareness and education efforts. Gwinnett County is in compliance with this plan.

## Trees and Greenspace

**Greenspace Plan:** Greenspace is land in a natural or minimally developed condition that provides community benefits in the form of environmental protection and passive recreation opportunities. Greenways are linear corridors of greenspace that frequently contain trails for recreational use and non-motorized transportation. Gwinnett County adopted the Open Space and Greenways Master Plan on May 21, 2002. This plan is a comprehensive document intended to inform and guide the County's ongoing greenspace preservation program. The primary goals of the plan are to increase recreation opportunities, protect and improve water quality, increase connectivity via a system of greenways trails, and reduce the environmental impacts of development. A few of the numerous secondary goals of the plan include enhancing aesthetics throughout the County, protecting plant and animal habitat, promoting biodiversity, enhancing air quality, and improving transportation opportunities.

**Green Roof:** A green roof is a roof with vegetation on the majority of its surface. The objective of a green roof is to reduce stormwater runoff and heat island effects while increasing the energy efficiency of the building. The Gwinnett Environmental and Heritage Center has the largest sloped vegetative roof in the southeast. It is composed of drought-resistant, low growing, native species vegetation.

**Landscaping Practices:** With the increasing emphasis and benefits associated with environmentally friendly products and practices, the Gwinnett Environmental Sustainability team has proposed a policy recommending that the County adopt a comprehensive landscape management plan. This plan includes landscape management practices that require planting of drought tolerant landscapes, minimal irrigation with potable water, and the composting or mulching of landscape debris. In addition, this plan provides for integrated pest management practices that require the use of least-toxic chemical pesticides, minimize the use of chemicals applied, and require that pesticides are used in targeted locations only and for targeted species. Finally, this plan encourages the planting of locally adopted plants that require no fertilizer and reduce the use of artificial chemicals.

**Shade Coverage Requirements:** There are a number of benefits that result from planting trees in parking lot areas. For instance, trees increase shade and cool the parking lot surroundings. Trees reduce stormwater run-off and pollutants. Finally, trees in parking lot areas lessen evaporative emissions from parked cars. Gwinnett County has a Buffer, Landscape, and Tree Ordinance & Handbook that addresses these concerns.

**Community Garden:** The intent of this item is for the County to support and designate space for a community garden. Early in 2009, Water Resources investigated the feasibility of offering space for a community garden at its Lanier Filter Plant. They identified an area of about 1.2 acres that is fenced separately from the plant facility. In 2009, this location was used for a Community Garden. Water Resources plans to continue this practice for the foreseeable future.

## Transportation and Air Quality

**Commute Options:** Automobiles contribute significantly to air pollution. According to the Clean Air Campaign, one mile driven produces approximately 1 pound of air pollution. Moreover, poor air quality is harmful to everyone, especially children and the elderly. Based on these statements, it is easy to see why it is important that we take advantage of “cleaner” commute options. Gwinnett County currently participates in the Commuter Rewards program through the Clean Air Campaign. The Gwinnett Environmental Sustainability team recommends that the County expand this program to meet the ARC’s Green Communities commute requirements.

**Green Fleet Policy:** The Gwinnett Environmental Sustainability team has proposed a Green Fleet policy directing the purchase of the most fuel efficient vehicle that meets the needs for the use of the vehicle. The policy also gives preference to the purchase of alternative fuel and/or hybrid vehicles for new or replacement vehicle purchase, when these technologies are appropriate for the application. This policy should ultimately result in money savings, reduced greenhouse gas emissions, reduced air toxic pollution and associated health impacts, and increased energy security.

**No-Idling Policy:** Each day, Americans waste approximately 3.8 million gallons of gasoline by voluntarily idling their cars. Some of this idling is due to common myths surrounding the process. However, the bottom line is that reducing unnecessary idling can lower exposure to harmful emissions, save money on fuel and maintenance, and improve air quality. Therefore, Gwinnett has adopted a no-idling policy for County vehicles.

**Complete Streets:** Complete streets are designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists, and transit riders of all ages and abilities must be able to safely move along and across a complete street. Often, creating a complete street means changing the policies and practices of transportation agencies. A Complete Street Policy ensures that the entire right of way is routinely designed and operated to enable safe access for all users. The Gwinnett Environmental Sustainability team recommends that all road projects result in a complete street appropriate to local context and needs.

**Traffic Signal Synchronization:** A cost effective way to increase the efficiency of the existing road system is to further coordinate traffic signal timing and further invest in Intelligent Traffic Systems technology such as electronic driver signboards that display traffic conditions and alternatives. As part of the Comprehensive Transportation Plan/Unified Plan, The Department of Transportation recently completed an Intelligent Transportation System and Traffic Control Center Master Plan. The Gwinnett Environmental Sustainability team recommends that the County continue its support of the Department of Transportation in these efforts.

**Bicycle Facilities:** In order to support the use of bicycling as a transportation alternative, it is recommended that the County provide end-of-trip bicycle facilities at all community facilities such as parks, recreational centers, libraries, and community gardens. End-of-trip bicycle facilities should be comprised of bike parking and lockers.

**Bike/Pedestrian Plan:** As another means of promoting and improving bicycling and walking as alternative transportation methods, it is recommended that the County develop and adopt a Bike/Pedestrian Plan. This Plan should be in alignment with the aforementioned Greenspace Plan and Complete Streets Plan. Whereas the focus of the Greenspace Plan is on connectivity of protected greenspace within and among communities; and the Complete Streets Plan is on streets being designed and operated to enable safe access for all users including pedestrians, bicyclists, motorists, and transit riders; the focus of the Bike/Pedestrian Plan is on on-street **and** off-street bicycle and pedestrian facilities.

## **Recycling and Waste Reduction**

**Environmentally Preferable Purchasing:** Environmentally preferable goods and services have a lesser effect on human health and the environment when compared with competing products or services that serve the same purpose. This comparison applies to raw materials, manufacturing, packaging, distribution, use, reuse, operation, maintenance, and disposal. The Gwinnett Environmental Sustainability team has proposed an environmentally preferable purchasing policy in-line with the recommendations from the EPA.

**Traditional Recycling Program:** County office buildings, just like any typical office building, can generate a large amount of waste including paper, glass, and metal. The Gwinnett Environmental Sustainability team is developing a program that will formalize and expand the existing recycling and waste reduction program for traditional materials such as paper, glass, and metal.

**Nontraditional Recycling Program:** The Gwinnett Environmental Sustainability team is developing a program that will formalize and expand the existing nontraditional recycling and waste reduction program for nontraditional materials such as copier toner, ink cartridges, batteries, cell phones, compact fluorescent lamps, and electronics.

**Recycled Paper Purchasing:** The Gwinnett Environmental Sustainability team has proposed a policy requiring that computer and fax paper have at least 30 percent recycled content.

**Curbside Recycling:** Currently, the County requires waste haulers to provide curbside collection of recyclables to homeowners. It is recommended that the County continue to require curbside recycling to all residents through the waste service providers.

**Nontraditional Recycling Facilities:** Nontraditional recyclables include electronics, batteries, cell phones, and compact fluorescent lamps. Gwinnett Clean & Beautiful provides a database of drop off locations for each of the items listed in the nontraditional category. All of this nontraditional recycling is performed by local businesses.

## **Land Use**

**Facility at a Greyfield:** One of the metrics of the ARC's Green Communities certification program is the ownership of a building located on a greyfield site. The intent of this metric is to allow local jurisdictions to receive recognition for showing an early commitment to

environmental sustainability in land use. The Gwinnett County Central Services Facility is located on the site of an aging strip mall. This facility exemplifies the County's early commitment to greyfield development.

**Revitalization Incentives/Strategies:** Today, Gwinnett County faces different challenges than it has during the past decades of remarkable growth. The County can no longer focus on continued new development (so-called "greenfield" development). Gwinnett is now dealing with the consequences of rapid population growth, rapid diversification of the County's population, and an aging built environment. We must focus our energy and resources on reclaiming, re-energizing, redeveloping, and revitalizing those areas of the County that are aging and declining.

**Smart Growth Incentives/Bonuses:** The purpose of this initiative is to promote smart growth development. Smart growth development is defined as development and redevelopment in existing downtown areas, transit oriented development, traditional neighborhood development, mixed-use development, and in-fill development.

## **Education**

In order to fully reap the benefits of a government environmental sustainability program and create a culture of sustainability, it is necessary to educate and inform the employees on the measures being implemented and offered. Similarly, to maximize the potential of the community aspects of this program and increase citizen awareness of the County's environmental sustainability efforts, it is imperative that the County develop a community focused education and involvement program.