

planning & development water resources law
transportation police financial services
human resources gwinnett county corrections
fire & emergency services
community services DOSS

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DEVELOPMENT AND
INFRASTRUCTURE

OVERARCHING OBSERVATIONS:

- We have observed that these departments have made significant cuts in personnel and operations to reduce their budgets. However, if revenues continue to decline, additional cuts will be required.
- We believe that they perform core functions and do not, for now, propose eliminating any of their services or programs.
- We recommend these departments consider a fundamental restructure of their business model to allow services to be delivered more effectively with lower cost and more revenue.

PLANNING AND DEVELOPMENT

Observations

- The department has instituted significant budget cuts.
- The department has impacted revenue by increasing fees.

Considerations

- Combine functions within the department to facilitate efficiencies.
- Policies and procedures should be more “business friendly” so as to create a more 50/50 tax digest between residential and business.

PLANNING AND DEVELOPMENT

Recommendations

- Evaluate policies and procedures to attract more businesses in order to generate revenue through economic development.
- Evaluate fees for services on an annual basis for increases or decreases that will generate revenue and be competitive.
- Licensing staff should engage an outside firm on a commission basis for a “Revenue Discovery Contract” to find businesses and/or individuals that are not properly reporting.

TRANSPORTATION

Observations

- Cost-cutting strategies have been implemented to gain efficiencies and reduce budget.
- The transit portion is not a core function with a \$12.5M budget and \$2M from General Fund.

Considerations

- What role could technology and/or outsourcing play?
- Transit buses were purchased using Federal funding totaling \$40M+, due back if the system were eliminated.

TRANSPORTATION

Recommendations

- Consider an external review to recommend efficiencies, organizational improvements, restructuring and/or outsourcing to create better use of state-of-the-art control center and operations in general.
- Conduct market study to determine the best business model for transit system. Include strategies to increase ridership and revenues to get to “break-even” \$0 out of general fund.
 - Pursue the sale of advertising space on the exterior and interior of Gwinnett Transit busses.
 - Consider feasibility and cost savings of eliminating local routes while retaining express routes.

WATER SERVICES

Observations

- Water services state-of-the-art facilities has become a benchmark. It is an enterprise fund, and fully funded by monthly fees.
- It plans no new debt and to pay down existing debt.
- The current storm water enterprise funding level is at 50% of what is required to repair the infrastructure that is estimated to fail within the next 10 years.

Considerations

- How do we fund the replacement of the water storm infrastructure expected to fail over the next 10 years?

WATER SERVICES

Recommendations

- We fully support the Department's plan to avoid any future bond funding and to fund all capital projects going forward on a "pay as you go" basis.
- The Department needs to develop a plan to fund the cost of repairing and replacing the storm water infrastructure that is expected to fail within the next 10 years.