#### gwinnett county



## Department of **Planning and Development**



## 2013 Business Plan









## Introduction



- Department Overview
- Major Accomplishments and Initiatives
- Operating Budget/Financial Details
- Balanced Scorecard Metrics

## **Planning & Development**

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#### <u>Mission</u>

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.

#### <u>Vision</u>

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.

#### <u>Values</u>

Integrity, Responsiveness, Excellence, Teamwork

## **Core Services**

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#### • Development

- Site, Utilities, and Life Safety Plan Review
- Code and Ordinance Conformance
- Inspections: Development, Building, and Construction
- Issuance of Building Permits
- License and Revenue: Occupational Tax Certificate, Hotel/Motel Tax, Rental Car Tax
- Alcoholic Beverage Ordinance
- Planning
  - Rezoning Applications (Current)
  - Monitor Unified Plan Implementation (Long-Range)

## **Core Services**

- Economic Development
  - Recruitment and Retention
    - Partnership Gwinnett
    - Development Authority
  - Redevelopment
    - Redevelopment Agency
    - Tax Allocation District Management
    - Opportunity Zone Management
- Strategic Infrastructure Planning
  - Coordination of long range infrastructure planning activities to support the Unified Plan
    - \* Primarily Water and Wastewater

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- Unified Development Ordinance Project (Policy A.1.1 and A.2.1)\*
  - Research and Development Character Area Study (Policy A.1.6)
- Business License Renewal Process Modifications HB 87
- Planning and Development Study Committee\*
  - Implementation of Recommendations

Denotes Objective on Balanced Scorecard

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The Unified Development Ordinance project is a major component of many of the Unified Plan Initiatives

The first being to "Revise the Zoning Resolution to permit higher densities and more by-right uses in designated mixed-use centers"

The UDO is scheduled for completion in early 2013



Policy A.1.6: Promote University Parkway (SR 316) Corridor as Gwinnett's Research and Development Belt

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## The R&D Overlay Zoning District will help attract businesses like CISCO to the 316 corridor.

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- Unified Development Ordinance Project (Policy A.1.1 and A.2.1)\*
  - Research and Development Character Area Study (Policy A.1.6)
- Business License Renewal Process Modifications HB 87
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  - Implementation of Recommendations

Denotes Objective on Balanced Scorecard

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- Housing Task Force (Policy A.4.2 and A.4.3)\*
- Vacant Structure Registration Process
- 2030 Unified Plan Scorecard
- Online Plan Submittal Outreach\*
   In-house training of local firms

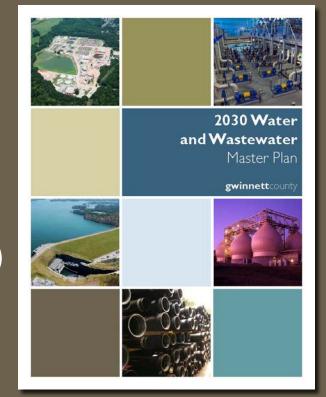


Denotes Objective on Balanced Scorecard

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- Completion of the Water and Sewer Master Plan (Policy A.1.3 & A.2.2)
- Volunteer Efforts: 800+ hours\*
- Updated Construction Code
- Evaluation of "Green" Infrastructure practices\*
- Assist Redevelopment Through Amended Stormwater Regs (Policy A.2.1)
- Detailed Census Analysis\*
- Continued Cross Training and Evaluation of Organization\*

\* Denotes Objective on Balanced Scorecard



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## **2013 Major Initiatives**

- Unified Development Ordinance Project Completion
- Refinement of the Business License Renewal Process
- Online Plan Submittal Outreach
  - Informational Video Development
- Revise Maintenance Bond Process
- Accela Upgrade
  - Additional Online Permitting Services for Customers
  - Mobile Applications
- New Development and Enforcement Service District
- Short-Term Work Plan Update
- Continuation of 2012 Initiatives

## Environment

- Business License Renewal Completion of First Year and Modifications for 2013
- Restructuring and Restaffing of the Economic Development Division
- New Service District
- Unified Development Ordinance
- City of Peachtree Corners





### **2013 Operational Budget**

FUND	2013 Proposal				
001 – Economic Development and Planning	\$639,345				
102 – Fire Plan Review	\$596,468				
104 – Development and Enforcement District	\$7,053,565				
106 – License and Revenue	\$698,000				
501 – Water and Sewer	\$1,198,873				
590 - Stormwater	\$419,749				
Total	\$10,606,000				

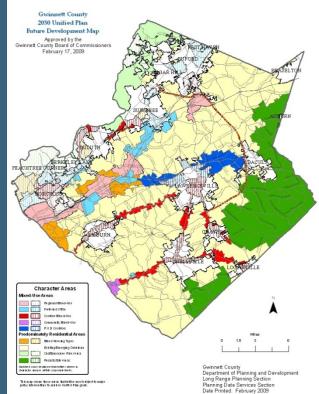


## 2013 Capital Budget

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#### • Sector plan studies

- Detailed Planning of the Unified Plan Character Areas
- Development Forfeiture– Projects where bondhas been called



### **Decision Package**

- 2030 Unified Plan Recalibration
  - As the Plan was being finalized, the economic downturn was just beginning. The results of the recession placed tremendous fiscal constraints on our ability to implement the Plan

### **Balanced Scorecard**

Planning & Development Scorecard Trend: A Period: Month 🔍 July 🔍 2012 💽 🖗 🆉 🗐										
Citizens/Customer Perspective				\$	00	Financial Perspective				\$ 0 E
	Actual	Target	Status	Trend	Tools		Actual	Target	Status T	Trend Tools
Improve customer service			۲	R		Effective Budget Management			0	~
% Chamber requests addressed within timeframe	100 %	100 %	0		۲	<ul> <li>Evaluate and</li> </ul>	50 %	100 %	0	<b>N</b>
# training sessions complete	7	18 / yr		-	۲				0	R
% positive customer feedback for Administration staff	<mark>94 %</mark>	100 %		\$	۲	Enhance	90 %	100 %	0	<b>a</b> 👳
% positive customer feedback for Licensing & Revenue staff	75 %	2							0	2
% positive customer feedback for Building Permits staff	70 %	100				Customer	\$ 249	\$ 200 / mo	•	9 9
% positive customer feedback for Current Planning staff	100 %	100 %			۲		839			
% positive customer feedback for Inspections staff	<mark>83 %</mark>	100 %	٥	-	۲	Service	7			
% positive customer feedback for Building Plan Review staff	<mark>75 %</mark>	100 %	۵				2			
% positive customer feedback for Fire Plan Review staff	NaN	100 %								
% positive customer feedback for Development Plan Review staff	100 <mark>%</mark>	100 %	۲							
% positive customer feedback for Storm/Water/Sewer Plan Review staff	100 %	100 %	0			Update and				
Consolidate regulations and ordinances			6	-						
% UDO complete	71 %	100 %	0	1		Modernize				
Improve technical resources			0							
# SDM chapters revised	7	11	6	+		Regulations and				
Enhance economic well-being			0							
# development incentives offered	5	3 / yr	0			Ordinances				
Support preservation efforts for quality housing stock			٢	- 1						
% Housing Task Force activities complete	85 %	100 %	0	-	۲					
Encourage environmental preservation			0	₩.						
% green infrastructure practices evaluated	20 %	100 %	0	A	۲					

### **Balanced Scorecard**

Planning & Development Score	card Trend: 🔻 Period: 🚺 Month	💌 July	/	▼ 201	2 💌 🕨	+ / î I					
Internal Process Perspective				4	0	Learning/Growth Perspective				4	08
	Actual	Target	Status 1	Trend	Tools		Actual	Target	Status		Tools
Enhance access to department data			- <u>-</u>	2		Enhance departmental communication			0	R	
# zoning cases mapped in GIS	Ctropathor		•	*	٠	# communication updates	3	12 / yr	•	an a	۲
Aid in Unified Plan Progress	Strengther		2	-		# coordination activities complete	13	12 / mo	0	Ā	۲
% sector plans complete	Staff		2	-	9	Enhance employee skill levels.			0	N.	
Ensure compliance with codes, ordina	Stall					# specialized training issues addressed	16	20 / yr	0	<b>N</b>	٢
Inspection accuracy rate		_				% inspector cross-training complete	65 %	100 %	0	-	۲
Fire Plan Review Accuracy Rate	Knowledge	•	V	Ø	Ŷ	Enhance effectiveness of supervision and plan for succession			0		
Building Plan Review Accuracy Rate	and Chille		D.	A	ا چ	# employees completing formal training	1	4 / yr	0		۲
Development Plan Review Accuracy Rate	and Skills					Increase departmental bench-strength			0		
Storm/Water/Sewer Plan Review Accurac				R	•	% key mgmt positions w/candidates	22	100	•	-	
Verify accuracy of department data			0	N.		# key mgmt positions vacant	3	0	•	-	
% telecommunication towers registered	68 %	100 %	0	-	90	Enhance available productive hours				-	
% oversized signs registered	20 %	100 %		15	<b>9</b> (9)	Enhance	2,264	2,835		2	
Define organizational processes					2 2	Ennance					
% policies and procedures established	NA	100 %			(iii)	Efficiency of					
Enhance departmental processes			0			Efficiency of					
# study committee recommendations comp	leted 6	12 / yr	0			Oporationa					
# L&R - BP process review recommendatio	ns completed NA	12 / yr		$\overline{}$	9	Operations					
Conserve departmental resources	<u> </u>	879	0	-		and Services					
# printed pages saved	4,163	2,500 / mo	0	-		and Services					
Facilitate department planning functio	ns		6	-							
% census report complete	60 %	100 %	•	-	•						

## Key Performance Measures

Measure	2012 Target	YTD Result	2013 Target						
Plan Review Staff Accuracy	100%	95%	100%						
Study Committee Recommendations	12	6	12						
Inspector Training Sessions	20	16	20						
UDO Implementation	100%	71%	100%						
Online Submittal Training Sessions	18	7	18						
<b>Oversized Signs Registration</b>	100%	<b>20%</b>	100%						

## Summary

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### Budget/Financial Details

- Creation and operation under the New Development and Enforcement Service District
- Resources to meet the demands required by HB 87

### Organization Strategy

- Update and modernize regulations, ordinances, and related technology
- "One-Stop Shop" when doing business In Gwinnett
- Open communication and synergy between Economic
   Development, Strategic Infrastructure Planning, Land Use
   Planning
- Unified Plan support and vision





## **Questions?**



