

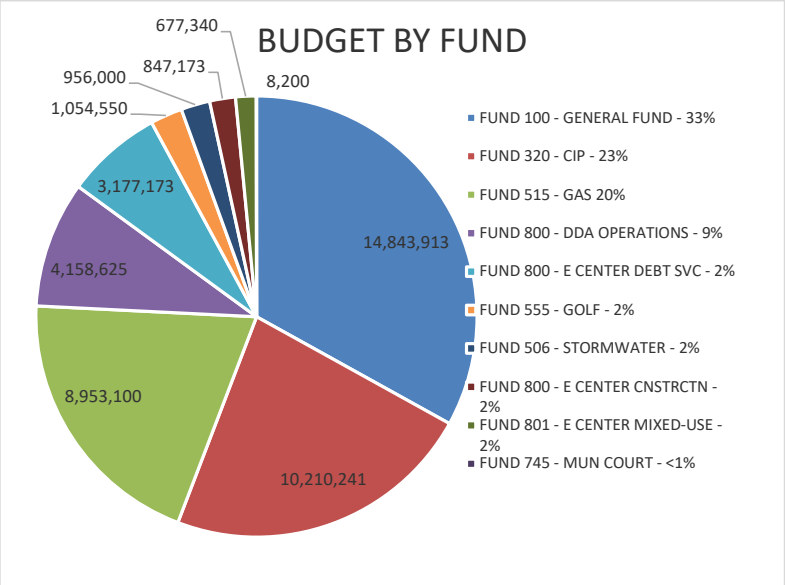
APPROVED - City of Sugar Hill Budget
Summary ~ Fiscal Year: 2020

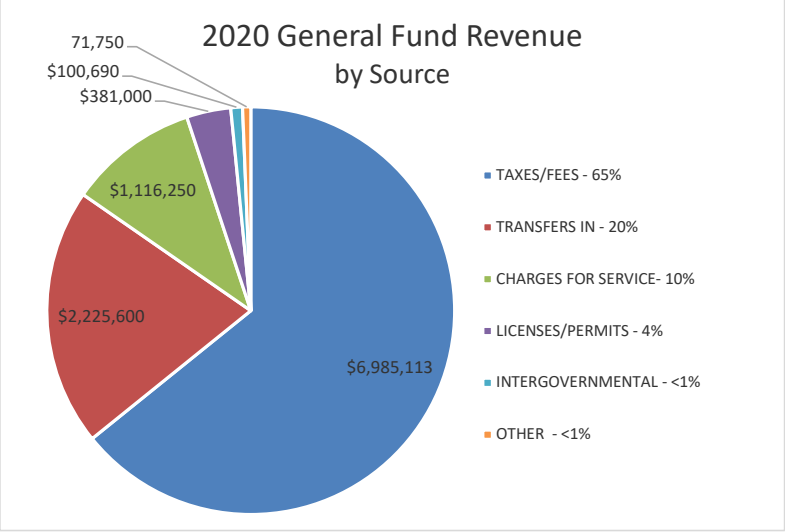
GENERAL FUND - 100	2020
Department	**Approved**
MAYOR & COUNCIL	110,110
ELECTIONS	0
ADMINISTRATION	7,214,173
INFORMATION TECHNOLOGY	322,515
PUBLIC SAFETY	538,165
STREET	1,675,150
LANDFILL	50,000
CEMETERY	76,045
RECREATION	1,526,250
CULTURAL RESOURCES/COMMUNITY ENGAGEMENT	75,000
EAGLE THEATER	587,070
BOWL/PLAZA EVENTS	950,790
PLANNING & DEVELOPMENT	1,148,085
ECONOMIC DEVELOPMENT	570,560
	$14,843,913
OTHER FUNDS & CAPITAL IMPROVEMENT BUDGET	**2020 Approved**
FUND 320 - CAPITAL IMPROVEMENT PROJECTS	10,210,241
FUND 506 - STORMWATER	956,000
FUND 515 - GAS	8,953,100
FUND 555 - GOLF	1,054,550
FUND 745 - MUNICIPAL COURT	8,200
FUND 800 - DDA OPERATIONS	4,158,625
FUND 800 - DDA - E CENTER CONSTRUCTION	847,173
FUND 800 - E CENTER DEBT SVC-SERIES A, B & C	3,177,173
FUND 801 - E CENTER MIXED-USE	677,340
	$30,042,402

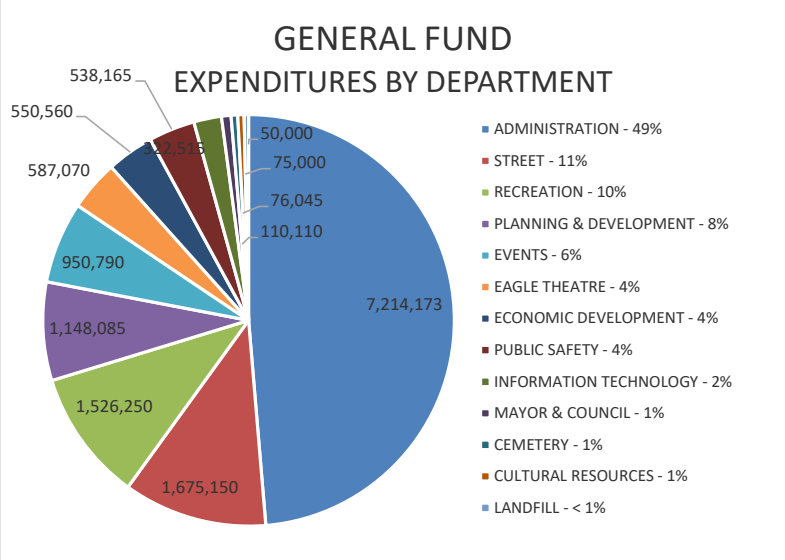
BUDGET TOTAL:	**$44,886,315**

Approved December 9, 2019

2020 BUDGET STATISTICS









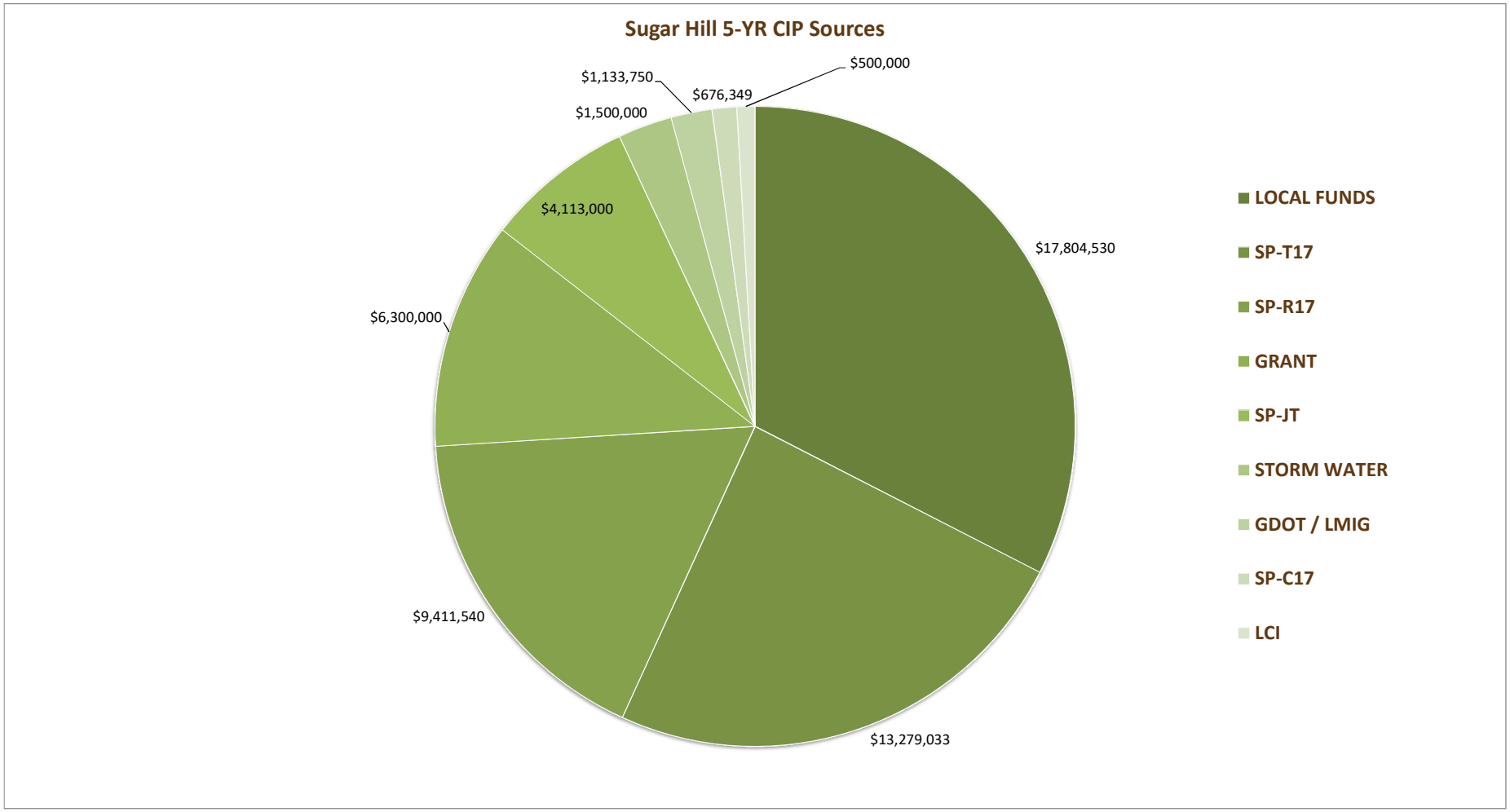
CAPITAL IMPROVEMENT BUDGET

2020 - 2024

Type	Project	Five Year Total	External Funding	Source	Local Funding	Source	2020 Total	YEAR					
								2020	2020	2021	2022	2023	2024
T	SUGAR LOOP - GREENWAY TRAIL PROGRAM (**PHASE 1**)	6,506,149	6,506,149	SPJT/SP-T17			3,430,000	3,430,000	☑	☑			
T	SPLOST SIDEWALKS- SDR, WHITEHEAD	750,000	750,000	SP-JT/T17			750,000	750,000	☑				
T	LMIG - ROAD RESURFACING	2,250,000	2,169,634	SP-T17,GDOT	80,366	LF	450,000	450,000	☑	☑	☑	☑	☑
T	LEVEL CREEK RD/ALTON TUCKER BLVD EXTENSION	1,675,000	1,675,000	SP-T17			1,675,000	1,675,000	☑				
T	SPRING HILL PEDESTRIAN IMPROVEMENTS	100,000	100,000	SP-T17			100,000	100,000	☑				
C	BOWL IMPROVEMENTS	1,290,107	476,349	SP-C17	813,758	LF	476,349	476,349	☑		☑		☑
R	GARY PIRKLE PARK IMPROVEMENTS	895,893	895,893	SP-R17			895,893	895,893	☑				
C	GOLD MINE PARK	1,075,000	1,075,000	SP-C17			1,075,000	1,075,000	☑				
R	22 AC. PARK	1,100,000	1,100,000	SP-R17			200,000	200,000	☑			☑	
ED	GATEWAY IMPROVEMENTS / WAYFARING SIGNAGE	340,000	150,000	GT	190,000	LF	95,000	95,000	☑	☑	☑		
C	CEMETERY SIGNAGE AND FENCING	150,000	0		150,000	LF	150,000	150,000	☑				
ED	DOWNTOWN ACTIVATION AND ACCESSORIES	450,000	0		450,000	LF	150,000	150,000	☑	☑	☑		
S	2020 STORMWATER SYSTEM IMPROVEMENTS	1,500,000	1,500,000	STW			300,000	300,000	☑	☑	☑	☑	☑
T	HIGHWAY 20 PEDESTRIAN BRIDGE	6,250,000	5,000,000	GT	1,250,000	LF	100,000	100,000	☑	☑	☑	☑	☑
AM	CITY HALL PARKING DECK RESURFACING	163,000	0		163,000	LF	163,000	163,000	☑				
C	ART/HISTORY ROOM BUILDOUT	200,000	200,000	SP-C17			200,000	200,000	☑				
R	E CENTER - PHASE II	6,000,000	6,000,000	SP-R17								☑	☑
R	PROPERTY ACQUISITION - PARKS/GREENSPACE/DEV	1,250,647	340,647	SP-R17	910,000	LF				☑		☑	
T	HIGHWAY 20 STREETSCAPE LANDSCAPING UPGRADES	1,000,000	850,000	GT/LCI	150,000	LF				☑	☑		
T	DOWNTOWN STREETSCAPE UPGRADES - INTERSECTION	2,252,406	1,000,000	SP-T17	1,252,406	LF				☑	☑	☑	☑
T	HIGHWAY 20 EAST WIDENING - DESIGN EHANCEMENTS	2,000,000	500,000	SP-JT/T17	1,500,000	LF					☑		☑
C	RETREAT AT ORRS FERRY	1,600,000	750,000	GT	850,000	LF				☑	☑	☑	
C	DOWNTOWN INTERACTIVE IMPROVEMENTS & PUBLIC ART	100,000	100,000	GT						☑			
T	TRANSPORTATION IMPROVEMENTS - HILLCREST	2,300,000	0		2,300,000	LF					☑	☑	☑
T	WHITEHEAD ROAD ROUNDABOUT IMPROVEMENTS	1,075,000	500,000	SP-T17	575,000	LF					☑	☑	☑
T	SUGAR LOOP - GREENWAY TRAIL PROGRAM (**FUTURE**)	11,995,000	5,125,000	SP-T23	6,870,000	LF					☑	☑	☑
ED	HIGHWAY 20 AT RIVER: WELCOME TO SUGAR HILL	450,000	150,000	GT	300,000	LF							☑
SUMMARY		**TOTAL**	**EXTERNAL**		**LOCAL**				**2020**	**2021**	**2022**	**2023**	**2024**
		$54,718,202	**$36,913,672**		**$17,804,530**				**$10,210,241**	**$5,711,796**	**$8,222,406**	**$12,318,000**	**$18,255,759**

L E G E N D

- **T** TRANSPORTATION
- **R** RECREATION
- **C** CULTURAL PROGRAMMING / RESOURCES
- **ED** ECONOMIC DEVELOPMENT
- **S** STORMWATER
- **AM** ASSET MANAGEMENT


Sugar Hill 5-YR CIP Sources
$500,000
$1,133,750
$676,349
$1,500,000
$4,113,000
$17,804,530
$6,300,000
$9,411,540
$13,279,033
LOCAL FUNDS
SP-T17
SP-R17
GRANT
SP-JT
STORM WATER
GDOT / LMIG
SP-C17
LCI

2020 OPERATING BUDGET
2020 CAPITAL IMPROVEMENT BUDGET

Paul D. Radford
City Manager

November 22, 2019

BACKGROUND AND LEGAL REQUIREMENTS

The Official Code of Ordinances of the City of Sugar Hill **(Section 6.24)** directs the City Manager to annually submit to the Mayor and City Council a proposed operating budget as well as a proposed capital improvement budget with recommendations as to the means of financing the proposed improvements for the ensuing fiscal year.

In accordance with **State law and the City of Sugar Hill's Official Code of Ordinances**, I hereby submit the proposed **2020 Operating and Capital Improvement Budgets** for your consideration. These same documents were filed with the office of City Clerk on Friday, November 22, 2019, and are available for public inspection in person or via the city's web site.

The required public notification appeared in the Gwinnett Daily Post on **Wednesday, November 20, 2019**, which also notified the public of the submission of the budget documents, their availability for public inspection and the dates of the public hearings. The public hearings have been scheduled for Monday, **December 2nd** at the December City Council work session and Monday, **December 9th** at the December City Council meeting.

2019 In Review

This has been another year of milestones for Sugar Hill. The city took possession of the entire E Center complex including the recreation/gymnasium area and the mixed-use portion. The mixed-use portion is now almost completely leased. The West Broad first and second floor spaces are now completely leased housing two restaurants, two retail shops, and a fitness studio on the first floor and an architectural firm, ad agency and dentist office on the second floor. All three rear second floor offices have been leased and the first-floor rear spaces include a brew pub and a tavern. The only remaining spaces are the rear second and third floor restaurant spaces and the small retail/restaurant space behind the theatre, and all three are in various stages of negotiation for food and use concepts.

Recreation staff have moved their offices completely from the old community center to the E Center and our events and cultural resources staff are now housed in the new Eagle Theatre. Sign-ups for membership at the E Center gymnasium (free to city residents and Sugar Hill gas customers and $35 per year for non-residents) has been a tremendous success. Since opening for business in early January, 8,189 individuals have signed-up for membership, including 6,917 city residents and 1,272 non-residents. In addition, total enrollment for optional fee-based classes offered through the E Center was 4,268 from January 2, 2019, to the present.

The Players Guild of Sugar Hill kicked off their inaugural season (Season 5 overall) in the new Eagle Theatre. Productions included:

The Importance of Being Earnest
The Odd Couple
Goodbye Charlie
Never Too Late

Season 6 started in August with the highly popular and well-attended *Calendar Girls* and will also include the following productions:

The Game's Afoot
Up, Up & Away the Best of Old-Time Radio Superheroes
Blithe Spirit
Dilemmas with Dinner

A new $78 million private sector development by Alliance Residential Partners started construction activities in late December 2018 and early January 2019 and should be ready for leasing in late Spring and be completed by July 2020. Substantial progress has been made over the past 10 months as the structures on West Broad, Level Creek and Church Street start to take shape. The development will feature 315 luxury millennial housing units, 9 carriage houses, a 4,600sf restaurant space, a new public park at the corner of West Broad and Church Street across from city hall, a new gateway sign at Level Creek and Church Street and a

structured parking deck in the middle of the development. The city purchased the Buice School from the Gwinnett County Board of Education in April 2015 and in late November 2018, sold the Buice School site and some adjacent city property holdings to Alliance Residential Company for the development of this $78 million mixed-use development.

Dogwood Forest, a $55 million assisted living and memory care facility by Solomon Holdings will close by February 28, 2020 and start construction soon thereafter. The development will sit on 6.02 acres of city-owned property on the north side of West Broad. This project has received all zoning, design review and site plan approvals and pending final coordination with Gwinnett County Water Resources and the Fire Marshal, will be in position to receive a building permit in early 2020 with an expected delivery date of 4th quarter 2021.

Prestwick Companies is building a new $46 million mixed-use luxury apartment and "Big House" concept called "The Bower" and sits on 11.6 acres on Highway 20 at the corner of Hillcrest, directly across the street from Sugar Hill Church. The new development started land clearing and site preparation work in October 2019 with utility work and building construction to start soon. The development is tentatively expected to start pre-leasing in the spring of 2021.

Over the past 5-6 years, the city has purchased several parcels on Hillcrest Drive between West Broad and Highway 20. The city has also assembled the entire 4.4-acre site beside City Hall bordered by Temple on the east, Highway 20 on the north, Hillcrest on the west and West Broad on the south. Combining these tracts provides the city the best opportunity to seek a private sector partner for redevelopment of the assemblage. We will do this through an open and competitive qualifications-based selection process.

The 2019 Sweet Life Concert Series was one of the best yet, featuring performances by Joan Jett, Trace Adkins, Clay Walker, Blood Sweat and Tears and the Commodores. The five-show concert series brought 7,500 guests to the Bowl, some for the first time to downtown Sugar Hill. The Bowl continues to evolve as every year we review our successes and opportunities, patron comments and artist comments to make the Bowl experience the best it can be.

The Eagle Theatre also played host to a sold-out performance by the Marshall Tucker Band and only a few tickets remain for Tim Shelton's Very Vintage Christmas Concert on the December 19, 2019. The Eagle was busy throughout its first full year of operation, including the Sugar Hill Players Guild, numerous private rentals from performing arts, musical and dance academies from across this part of Gwinnett. The "Tuesday Movie" series drew large crowds and featured a wide range of movie options for the entire family. The upcoming holiday season movie schedule will provide free and $2 Tuesday movie options, continuing to demonstrate the diversity of art options available at the Eagle. Total attendance at the Eagle for its first full year of operation is expected to exceed 25,000 attendees by the end of the year.

The Dawn P. Gober Community Plaza was transformed immediately after the concert series to play host to Sugar Rush under the "Big Tent." The fall festival was rebranded this year as *"Sugar Rush – Artfully Festive"* and was a huge success attracting thousands after being delayed

a day by torrential rainfall. The 2019/2020 version of the Ice Rink at Sugar Hill will be our 6th season, opened on Halloween and will host skaters until mid-February. The ice rink attracts over 15,000 visitors for the season to downtown and is one of, if not the best, outdoor ice rinks in metro Atlanta.

Management continued to invest in ongoing customer service training for the entire staff and certainly appreciated the owner/operator of the Moore Road and Sugarloaf Parkway Chick-fil-A taking the time to spend the day with our staff outlining the philosophy and expectations of Chick-fil-A customer interactions. Chick-fil-A and the Ritz Carlton have two of the best customer service ethos in the corporate world. Staff from all departments also participated in a wide range of training and educational activities ranging from safety, blended CPR/AED training, finance and accounting, downtown and economic development, events and theatre/concert venue management to elections, procurement, personnel management and engineering certifications. We are proud of our talented, diverse and highly motivated staff.

2017 SPLOST proceeds continue to exceed the county's conservative estimates, which will help with the full implementation of our planned SPLOST project list. This is especially good news for the construction schedule of the popular Sugar Hill Greenway, new parks/trailheads and improvements at Gary Pirkle Park. Road improvements, Bowl improvements and sidewalk construction - connecting the community to schools, churches and downtown - are also on our radar and the proposed 2020 Capital Improvement Budget reflects these priorities.

The city's municipal gas system maintains its position as the second lowest 12-month average cost to the consumer of any municipal system or private marketer in the state, according to the Georgia Public Service Commission. In fact, Sugar Hill natural gas customers pay approximately 50% to 150% less than any private gas marketer in the state. Sugar Hill natural gas is a cost effective and highly competitive energy source and we are proud of our safety and customer service record. In 2019, we continued the transition to a new electronic meter-reading system (AMR) and as of the writing of this budget report, staff has installed, calibrated and initiated automatic remote reading of over 30% of our system. The goal is to convert all 11,263 active meters to the new AMR system over a five-year period. For the 12 months ending 10/31/19, the gas department handled 6,943 locates, installed 249 new services, investigated 351 leak inquiries and responded to an additional 760 other system work orders.

In 2019, the city installed nearly 5 miles of new sidewalks on Suwanee Dam Road and Whitehead road. As part of that project, 3.5 miles of new curb and gutter were also installed. The city's annual road resurfacing program saw 6 miles of city streets completed.

The city's street department has been recognized by the Georgia Department of Transportation and Gwinnett County for their attention to detail and daily efforts to maintain the city's 82 acres of right-of-way as well as providing maintenance on 73 miles of city streets. The department has three crews responsible for the collection and disposal of bagged grass clippings, leaves, and yard debris from residents. In 2019, this represented 2,400 truck loads processed. In addition, the department's chipping efforts of tree limbs and branches resulted

in 220 loads as well as hauling off yard debris (225 loads) to a construction & demolition (C&D) landfill. Staff is also responsible for maintenance and monitoring of the city's closed landfill along with all record-keeping and compliance reporting.

The Street Department provides annual mosquito control applications throughout the city and performs maintenance on the city's fleet of 40 vehicles and heavy equipment. This team serves as first responders and provides support to important infrastructure repairs during and after all storms. The team also assists other city departments with construction projects, property acquisition and assimilation, demolition work, fencing, and cleanup, saving taxpayers a significant amount of money by using in-house resources.

The city's tax digest continued to grow reflecting private sector confidence in the Sugar Hill market and significant new investments. Property values have grown as well as the city recovers from the Great Recession of 2009-2014. The digest for 2019 reached nearly $1 billion, growing in a healthy and steady fashion over the last 5 years. It is still well below the digests of our neighbors – Buford ($1.4 billion), Suwanee ($1.5 billion) and Duluth ($1.59 billion).

Another positive metric is the ratio of residential to commercial property, which is also trending in a positive direction, with nearly 20% of the city's digest now commercial. This is a strong indicator of the continued confidence in the Sugar Hill market. All indicators of growth are positive - building permits, business locations and expansions, traffic counts, population growth and median household income - all point to a healthy and growing economy. Equally exciting is the enthusiasm generally shared by residents and the development community regarding the city's investments in downtown and our highly respected and award-winning placemaking initiatives. The vision of creating a 16-hour destination downtown is coming true.

Fiscally, the city remains in excellent financial shape, both in liquid (cash on hand assets) as well substantial real estate holdings to accommodate planned development/redevelopment opportunities, parks and greenspace. The city's financial policy is to maintain at least 20% of the annual budget in reserve with a recommended level of 30% for "unbudgeted reserves" for emergencies, Capital Improvement Budget (CIP) and any undefined projects. The approved 2019 General Fund budget was $13,597,366 and 30% of this calculates to $4,079,209. As of the writing of this report, the "Unreserved General Fund Balance" is over $6,000,000. The city also continues to maintain and grow a Gas Utility Fund reserve, currently at $512,873. This budget includes an additional $700,000 contribution to reserves. The desired 5-year goal is to increase reserves to provide 6-9 months of reserve coverage.

The city's cash position remains strong, despite an aggressive investment in strategic real estate acquisitions over the past five years. We anticipate ending FY2019 with nearly $16 million in cash on hand. For the sixth year in a row, the city received an "unqualified audit report", which means the audit report issued by the city's independent audit firm is issued without qualification and is free of any encumbrances or conditional statements. We are proud of our finance staff and the entire management team that work hard throughout the year to follow established procedures and maintain integrity and transparency in everything we do. We take

our responsibilities seriously in managing the resources provided to us by city council and Sugar Hill taxpayers.

In summary, 2019 was a busy year with the completion and onboarding of the E Center, robust leasing of the E Center mixed use portion, construction startup of $125 million of new private investment in our downtown and the near completion of the new Veterans Memorial. We anticipate 2020 will be equally exciting as we complete the latest Bowl Improvements, onboard the new Veterans Memorial, continue to make investments in the Historic Sugar Hill Cemetery and start the construction of the Sugar Hill Greenway and one of its trailheads/pocket parks - Gold Mine Park on Level Creek Road.

The city's strategic land purchases, which have converted some cash reserves into valuable real estate assets, has been key to helping the city council and the Downtown Development Authority (DDA) direct the implementation of the city's community-based Downtown Master Plan and vision. Owning the underlying real estate enables the city and DDA to move in the direction the city wants, not where short-term land speculators would want to take the city. While this can sometimes be a slow and frustrating process, it does help ensure that the community's vision is clearly communicated to potential investors/developers, and equally important, investors and developers demonstrate a similar passion and commitment to the vision, not just a desire for a quick profit with no long-term commitment to Sugar Hill.

While we have used cash reserves to strategically and tactically purchase properties downtown, we are now selling some of those real estate investments and reinvesting the proceeds back into cash reserves or other projects important to the city's continued growth and quality of life. The city council and staff have been able to make these investments while keeping service levels high and the millage rate the same for 16 straight years.

Downtown Sugar Hill is now well known across the region and in fact has been recognized regionally and statewide several times over the past year for innovative and creative redevelopment (E Center and Broadstone), adaptive reuse and small business support (Suite Spot) and community visioning and engagement (Georgia Municipal Association).

Downtown Sugar Hill is now the focal point of the greater Sugar Hill community. The Community Plaza, Bowl, Eagle Theatre and E Center have been the public sector commitment to the community vision that has attracted quality private sector partners and investments of well over $300 million. The award-winning Bowl and Eagle Theatre are now two of the most highly respected and in-demand venues in the metro Atlanta entertainment community.

The city is blessed with an intelligent, hard-working and vision focused mayor and council as well as dedicated members of boards and commissions such as the downtown development authority and other city boards and commissions, professional and customer-oriented city staff and hundreds of community volunteers. One of the city's greatest assets is community engagement and the citizens that give unselfishly of their time and talent. They are some of the most vocal cheerleaders for the city and its placemaking efforts.

2020 Budget Highlights

The 2020 General Fund Operating Budget reflects an **9.2% increase** over FY2019. The most significant factors influencing the budget change are:

1. Full year operational experience with the E Center and Eagle Theatre;
2. Enhanced public safety for downtown, neighborhoods, parks and greenway;
3. Cemetery operations and maintenance;
4. Enhanced facilities and grounds maintenance; and
5. An intensive neighborhood improvement program.

We continue to make investments in the professional growth of our staff through ongoing professional development, continuing education, safety training and employee benefits including health, dental, disability and retirement. The budget reflects our commitment to service delivery in all facets of city government, continued investments in our award-winning downtown, staying true to our destination city and placemaking vision without ever losing sight of our fiduciary responsibility to protect the city's fiscal stability.

The budget and city operations have remained organizationally stable as we have evolved as a staff, except for the enhancement of the city's public safety efforts to include a new Department of Public Safety. We continue to experience similar pressures other local governments are feeling as well as many private sector firms – the effects of "Baby Boomer" retirements, skill set losses, a highly competitive labor market (especially in the fields of public works) and rapidly changing technology. Overall, the 2020 Operations Budget includes eleven (11) new full-time equivalents (FTEs) including the following:

1. Four (4) new positions (chief, two deputies and one administrative position) for an enhanced public safety department and presence. The chief and administrative position are budgeted for nine (9) months and the two deputies are budgeted for six (6) months.
2. One (1) new project management position to provide back-up support to the assistant city manager for the wide range of projects and facilities under his leadership
3. One (1) new full-time facility maintenance position to assist with maintenance of the new buildings and assets added to the city's portfolio.
4. One (1) new **part-time** staff member to assist with cemetery operations.
5. Two (2) new full-time custodian positions (in addition to the hiring of Kelli Herrington in 2019) for the E Center, mixed-use common areas, Eagle Theatre, Suite Spot and City Hall. Outsourcing this task has not delivered the quality we expect and demand.
6. One (1) new full-time development inspector in planning to assist with enforcement, processing and the new neighborhood improvement initiative.
7. One (1) new **part-time** position in economic development to assist with marketing and community engagement.
8. One (1) new full-time position in our IT department to assist with network maintenance, desktop support, security and web site maintenance.

"Other Funds" include the 2020 Capital Improvement Budget (CIP), explained in more detail below, the city's three (3) enterprise funds (Stormwater, Gas and Golf) as well as the E Center, municipal court and downtown development authority (DDA) operations. Overall, the funds have **increased 3.7%** over the current year. Exclusive of the CIP, the changes in "other funds" reflect the sale of city owned downtown assets, close-out items for the E Center, increased lease revenue from the E Center and increased gas fund revenue and contributions to gas fund reserves.

The **2020 Capital Improvement Budget (CIP)** is a decrease over current year expenses but reflects a continued robust commitment to a wide range of investments important to the city, including:

- Sugar Hill Greenway construction - Phase 1
- Gold Mine Park construction
- Sidewalk construction
- Road resurfacing
- Level Creek Road extension
- Spring Hill/Level Creek pedestrian improvements
- Cemetery entry/signage and perimeter fencing
- Bowl improvements
- Gary Pirkle Park improvements
- Downtown activation investments
- 22-acre park planning/engineering
- Stormwater investments
- City Hall parking deck resurfacing
- Art/History room buildout – Broadstone development

Overall, the combined **2020 budgets for Operating expenses, Capital Improvement projects and Other Funds** reflect a **5.4% total increase** over 2019. The city remains in a strong financial position with responsible and responsive unrestricted reserves important to a city of our size.

As management staff, we are committed to efficiently and effectively delivering the services authorized by mayor and council and residents expect and deserve. We continue to be committed to providing world-class customer service, low-cost and safe natural gas, nurturing, celebrating and rewarding staff growth, increasing public greenspace, connecting our community through enhanced alternative transportation options, delivering first class music, arts and community events, keeping our public buildings and public spaces clean and safe and embracing strategic public-private partnerships.

Organizational Chart and Position Count

Legislative Branch – 6 Positions

Steve Edwards, Mayor
Susie Gajewski Walker, Mayor Pro Tem
Taylor Anderson, Council Member
Marc Cohen, Council Member
Brandon Hembree, Council Member
Curtis Northrup, Council Member

The city is served by five Council Members and a Mayor, each elected at-large. The Mayor Pro Tem is elected by the Council for a two-year term. Collectively, the Mayor and Council serve as the city's legislative body, responsible for enacting city ordinances, making land use and zoning decisions, serving as the design review board for the Town Center and Central Business District overlays and appropriating all necessary funds to conduct city business.

The Mayor and Council appoint the City Manager and City Clerk, as well as the City Attorney, Municipal Court Judge, City Auditor and Superintendent of Municipal Elections. The Mayor and Council also designate the city's official legal organ for the purpose of publishing legal notices required by charter, state or federal laws.

The Mayor and Council provide policy direction and leadership to a wide range of city authorities, committees, boards and commissions, as well as serving as a liaison between the city and citizen groups concerning community issues. These include:

Planning and Zoning Commission
Sugar Hill Downtown Development Authority
Development Authority of the City of Sugar Hill
Sugar Hill Historic Preservation Society
Sugar Hill Public Facilities Authority
Alcohol Review Board
Sugar Hill Arts Commission
Sugar Hill Youth Council
Sugar Hill Housing Authority

It is the goal of the Mayor and Council to provide positive and transparent leadership and at all times conduct city business in a fair and ethical fashion. The Mayor and Council also work to encourage citizen engagement and to conduct all work sessions and official council meetings in an orderly, legal, constructive and respectful manner.

Finally, the Mayor and Council strive to maintain and provide a wide range of high-quality municipal services that are responsive to citizen needs, are fiscally-responsible and enhance the economic health of Sugar Hill.

Executive Branch – 72 Positions

The ***City Manager*** is appointed by the Mayor and Council and is responsible for the execution of policies, directives and legislative action by the Mayor and Council as well as compliance with state and federal laws, rules and regulations. The City Manager oversees the preparation of the annual operating and capital improvement budgets and supervises the expenditures of all appropriated funds. The manager is also responsible for the administration of all personnel policies along with the employment and discharge of all city personnel not appointed directly by Mayor and Council according to the provisions of the City Charter.

It is the goal of the City Manager and the executive management team to promote and maintain a safe, pleasant and professional work environment that embraces the attitude of world-class customer service and efficient delivery of high-quality municipal services.

The ***City Clerk*** is appointed by the Mayor and Council and is responsible for the posting of all meetings of the Mayor and Council, manages records of all meetings, publishes meeting minutes in a timely fashion, responds to all requests for records covered under the Open Records Act and serves as the official custodian of all city records. The Clerk is also responsible for property tax billing, occupational licensing, occupational tax collection and alcohol beverage licensing. By action of the Mayor and Council, the City Clerk also serves as the Superintendent of Municipal Elections and is authorized to employ trained temporary poll workers for the fair and responsible execution of qualifying, reporting and election.

Other Direct Appointments

The ***City Attorney*** serves at the pleasure of the Mayor and Council and serves the city in an advisory capacity by interpreting federal, state and local laws as they pertain to the conduct of city business. The City Attorney advises the city on contract, personnel and real estate matters, and also represents the city in all litigation. Mr. Frank Hartley and Mr. Lee Thompson of the law firm of Thompson, Sweeny, Kinsinger & Pereira P.C., of Lawrenceville, Georgia currently serve as City Attorney.

The ***City Auditor*** serves at the pleasure of the Mayor and Council and is responsible for the annual audit of all city funds, operations and fiscal management processes. The auditor is charged with preparing an annual audit for presentation to the Mayor and Council that is in compliance with Generally Accepted Accounting Procedures (GAAP) and state requirements. The audit provides a financial report of the city as well as any recommendations for improving fiscal management policies, practices and processes or addressing any deficiencies. Mr. Wayne Tuck of the firm of Walker, Pierce & Tuck Associates PC, CPA's of Gainesville, Georgia currently serves as the City Auditor.

The ***Municipal Court Judge*** serves at the pleasure of the Mayor and council and is the judicial/administrative body of the city charged with resolving disputes arising from the enforcement of the various laws, codes and ordinances of the city. Items such as code

enforcement, property maintenance and nuisance violations are heard by the court. The City Attorney serves as the City Solicitor and represents the city before the court. The Municipal Court is served by a certified Municipal Court Clerk charged with preparing the court docket, collecting fees and fines and complying with state law and reporting requirements. It is the goal of the Municipal Court to efficiently improve the operation and administration of city codes and ordinances and provide for equitable application of such codes and ordinances. Margaret Washburn currently serves as the city's Municipal Court Judge.

Executive Management - 4.5 Positions

Paul Radford, City Manager
Troy Besseche, Assistant City Manager
Robyn Adams, Executive Services Manager
Nancy Dutton, Administrative Assistant to the Manager/Assistant City Manager (Part-time)

New Position: – Project Manager

We are recommending the addition of one (1) professional level position (preferably with engineering education and experience) to provide support and back up to the assistant city manager for project management and coordination and implementation of the Capital Improvement Program and Budget.

Note: The facilities/operations staff (3.5 staff members) which were previously housed in Executive Management have been moved to a new department called Facilities Management.

Operating Departments – 67.5 Positions

Administration - Jane Whittington, City Clerk **(3.5)**
The administration budget is embedded in the Administration portion of the General Fund. The City Clerk serves as the city's Human Resources Officer, supervises the functions of Customer Service, post office, and passport processing functions and serves as the election superintendent for municipal elections.

Public Works – Troy Besseche, Assistant City Manager & Director of Public Works **(16)**
Joe Appling – Superintendent of Public Works
The Assistant City Manager also serves as the city's Director of Public Works as well as the director of the city's gas utility, explained in more detail under Enterprise Funds. In late 2018, due to several retirements, public works was reorganized providing an opportunity for a long term employee to be promoted to the position of Public Works Superintendent. In this role, Joe Appling assumed day-to-day responsibilities for stormwater, roads, streets, gas operations and out-sourced sanitation services.

Facilities Management – Tim Schick, Director - **(7)**
This is a new department that realigns staff previously shown in executive management. This expanded staff group is responsible for the day-to-day care and maintenance of City Hall, Sugar Hill Cemetery, Suite Spot, Eagle Theatre and E Center and other city-owned buildings and structures. The Facilities Director reports to the Assistant City Manager and is involved in the documentation of systems and asset management.

New Positions: Three (3) new positions are being recommended – two (2) custodial positions and one new (1) facility maintenance staff member. One new custodial staff member was added in the 2019 budget. These additions will provide the type of care our tenants and guests expect and our new facilities require. We have previously outsourced these services but have not been satisfied with the level of service received. We will continue a lower level of outsourced services but under the direction of our own maintenance staff.

Cemetery (0.5)
This was a new budget item in 2018 after the city council took action to assume ownership, management and maintenance of the Historic Sugar Hill Cemetery. Funding reserves were transferred from the Sugar Hill Church Cemetery Foundation to a special restricted account in the city. Working with our Public Works and Recreation staff, the Sugar Hill Historic Preservation Society has played an active role in managing and maintaining the cemetery. The Historic Sugar Hill Cemetery is an "active" cemetery with internments occurring regularly. One additional small cemetery recently discovered on Sycamore Road was restored by an Eagle Scout with the assistance of the Historic Preservation Society and city staff maintains this one as well.

New Position: We are recommending one part-time position to assist with cemetery operations, record keeping and maintenance.

Finance – Cindy Pugh, Director **(3)**
The Finance Department is responsible for accounts receivable, accounts payable, purchasing and payroll, as well as analyzing the general operations of the city's budget for trends, concerns and opportunities. The Finance Department will also assist with city investment policies, budget development and the preparation of the annual audit completed by an appointed outside auditor. The goal of the Finance Department is to be a good steward of public funds, provide timely payments to vendors, actively collect all revenues due to the city and provide timely and understandable monthly financial reports to the City Manager, department heads, Mayor and Council and the general public.

Planning and Development - Kaipo Awana, Director **(9)**
The Planning and Development Department is responsible for long and short term planning, GIS, zoning, stormwater management compliance, development permits, building inspections and code enforcement and assists the City Manager in any annexation requests. The goal of the department is to ensure that all developments, buildings and structures are built and

maintained to code and that all development is in compliance with city ordinances and resolutions.

New Position: We are recommending one new full-time position dedicated to development inspection and code enforcement.

Recreation - Andy McQuagge, Director **(12)**
The Recreation Department is responsible for the management of city parks, greenspace, golf course and the community center, as well as providing classes and training opportunities for seniors, teens, youth and families. The city's world-class recreation and event facilities include Gary Pirkle Park, the Retreat at Orrs Ferry, City Hall, The Bowl, Dawn P. Gober Community Plaza, Sugar Hill Splash Park, E Center and in 2020, the new Gold Mine Park and the first leg of the Sugar Hill Greenway. The Recreation Director also oversees the management, operation and maintenance of the Sugar Hill Golf Club. Operational revenues and expenses of the golf course are reflected in the Enterprise Funds section of the budget outlined below.

Events and Eagle Theatre (4.5) – Megan Carnell, Manager
With the completion of the E Center and the Eagle Theatre, these new facilities were added to the city's list of world-class entertainment options that includes the Bowl and the Dawn P. Gober Community Plaza. The Eagle Theatre's first full year of operations has been a huge success playing host to a multitude of city-sponsored and private event activities including movies, the Sugar Hill Players Guild, traveling stage and concert events, community events, corporate events and many other rentals. The plaza and Bowl continued to host numerous community events such as Splash Night Fridays, Sugar Rush, the Ice Rink at Sugar Hill and numerous private events, as well as the highly successful Sweet Life Concert Series.

Economic Development – Mercy Montgomery, Director **(5)**
This department has evolved since its creation in 2014. With the hiring of Mercy Montgomery and the deployment of personnel into the subject matter areas of expertise they were hired and groomed to perform such as special events, Bowl and Eagle Theatre management, the economic development department is poised to assume its wide range of responsibilities including business recruitment, business retention, downtown development, marketing, communications, brand and content management and community engagement. The department is now fully staffed and has effectively used college and high school interns to help fulfill its mission. In addition, the part-time downtown project coordinator has been moved from executive management to Economic Development.

New Position: We are recommending one (1) new part-time position to retain a staff member who has filled in part-time during the last year as we have methodically gone about the process of recruiting, interviewing and selecting the right candidates for our downtown, marketing and communications positions. The candidate is currently a student at a nearby university.

Information Technology – Ned Jasarevic, Director **(3)**
The Information Technology Department is responsible for developing and maintaining the city's information technology infrastructure, desktop units, Wi-Fi network and back office business functions, including on-line bill pay, accounting software, and other proprietary applications. The staff is also responsible for City Hall, Suite Spot, Eagle Theatre, E Center, golf course, parks and public works building security systems. The Department takes the lead for the development and maintenance of the city's web site as well as numerous other web sites that are related to city activities such as The Bowl, Eagle Theatre, E Center and soon, the Players Guild at Sugar Hill.

New Position: We are recommending one (1) new full-time position to assist with network security, maintenance, desktop assistance and other facets of the city's information technology responsibilities. The department just recently filled a vacant position caused by the departure of our IT Technician who joined the Marine Reserves. We will keep his existing position vacant until his return sometime in the second quarter of 2020.

Public Safety Department – Vacant, Director **(4)**
In 2009, the city made the decision to contract with a private security firm – Plaza Security – to provide patrol of residential, commercial and industrial areas of the city. Plaza Security officers rotate their shifts to provide a minimum of 80 hours of service per week. The company provides a weekly report to the City Manager and others in the city and also coordinates its efforts with the Gwinnett County Police Department. The goals of this out-sourced service is to provide a security presence and patrols to improve the quality of life for residents and to help serve as a deterrent to criminal activity. This budget continues a relationship with Plaza but in a scaled-back but more strategic delivery method. Their patrols and role will be more clearly defined and directed by the director of a new city Department of Public Safety. This budget anticipates the staged onloading of Peace Officers Standards and Training Council (POST) Certified officers and an administrative staff person. The new office will be responsible for providing a physical presence in our downtown, neighborhoods, parks and the new Sugar Hill Greenway and will coordinate their enhanced public safety activities with the Gwinnett County Police Department and Plaza Security. The officers will have arrest powers and their scope of duties will be outlined by ordinance. This concept is included in the city's charter (Marshal) and is like the public safety presence provided by the cities of Buford, Dacula and Grayson.

New Positions: We are recommending the creation of four (4) new full-time positions– a public safety director, 2 deputies and one administrative staff member to be housed at city hall.

Sanitation – Outsourced to Advanced Disposal **(0)**
The city entered into an agreement with Advanced Disposal Services several years ago to "franchise" the city's collection and disposal of residential, commercial and institutional waste as well as recycling services. The service level options and costs are negotiated by the city and city staff provide customer service oversight to ensure consistent and reliable service. The cost is paid directly by the customer.

Enterprise Funds – 28.5 Positions

The city operates three enterprise funds – a municipal gas system, an 18-hole municipal golf course and a stormwater utility - each supported from revenues generated from the operation of the enterprise. If fees do not generate sufficient revenues to cover the cost of the operation, the City Council can make the policy decision to use General Fund revenues or other sources of revenue to help provide the service. Historically, the only enterprise receiving transfers from the General Fund was the Golf Fund and these transfers were accomplished at the end of the fiscal year. Starting in 2015, the council has budgeted for a general fund transfer to support the Golf Fund when adopting its budget rather than making a transfer at the end of the fiscal year to cover the revenue shortfall. The projected shortfall for FY2019 tracks the previous three years, partially attributable to the purchase of a completely new fleet of golf carts and significant irrigation/pond storage improvements. The other two (2) enterprises are self-supporting. The transfer from the General Fund for the projected golf course shortfall is shown in the Recreation budget.

Gas Fund / Department– (15.5)

Matt Allen, Supervisor

The city is blessed to own and operate a state law designated territory for the sale and delivery of natural gas that is regulated by the Georgia Public Service Commission. The system provides gas service to approximately 10,830 residential and 312 commercial customers, both within the corporate limits of the city and directly outside of the city for a total of 11,263 customers. The city is a member of the Municipal Gas Authority of Georgia (MGAG), as well as the American Public Gas Association. The city purchases its bulk gas supply through a contract with MGAG. The city's twelve month rolling cost to the gas customer is the 2nd lowest in the state among all municipal gas systems as well as substantially lower than every unregulated gas marketer. The Gas Department works hard to ensure safe, reliable and uninterruptable service and makes every effort to be professional, respectful and provide world-class customer service. The Gas Department has and continues to upgrade its delivery system to ensure an uninterruptable and safe source of energy. The 2018 budget included funds to help with the first phase of the system's meter replacement and automation program. We will continue the upgrading process in 2020 by replacing approximately 2,200 additional meters.

Golf Course – (8)

Scott Murphy, Club House Manager
Jim Dickson, Golf Course Superintendent

The Sugar Hill Golf Club opened in the spring of 1992 and since that time has proven to be one of the most beautiful and artfully laid out public 18-hole courses in north Georgia. The course sits atop one of the highest spots in Gwinnett County and its rolling hills provides some of the most spectacular golfing vistas anywhere. The clubhouse has a full-service bar, grill and banquet facility. A driving range and putting green are available for practice, lessons and pre-round warmup. The course has been rated by one golf publication as "18 of the finest holes in North Georgia." The golf course employs around 18 part-time employees and an equal number

of “volunteers”. Part-time hours range from 10 to 30 hours a week. Volunteers help with various tasks in exchange for golfing privileges. These part-time employees are not shown in the manning document.

Stormwater Management – (5)

Troy Besseche, Assistant City Manager & Director

The city’s Stormwater Management function operates as an enterprise fund, having been established under the legal framework of a stormwater utility and fee structure. The department operates out of a number of departments, sharing some of the traditional utility functions associated with billing, customer service, and administration with other departments. Several of the full-time staff members are dedicated, stormwater-only employees that work out of the shop, repairing and maintaining the infrastructure, providing surface water sampling, and supporting the compliance efforts of the program. The Municipal Separate Storm Sewer System (MS4) consists of 40.38 miles of pipe, 1,479 catch basins, and seven city-maintained detention ponds.

Judicial Branch – (0)

Margaret Washburn, Municipal Court Judge – direct appointment of Mayor and Council

The Municipal Court is the judicial/administrative body of the city charged with resolving disputes arising from the enforcement of the various laws, codes and ordinances of the city. Items such as code enforcement, property maintenance and nuisance violations are heard by the court. City Attorney Frank Hartley serves as the City Solicitor and represents the city before the court. The Municipal Court is served by Naomi Brown, a certified Municipal Court Clerk charged with preparing the court docket, collecting fees and fines and complying with state law and reporting requirements.

General Fiscal Policies and Management

The city continues to maintain reasonable and effective financial management practices. The city responsibly allocates financial resources and carefully monitors expenses to put the city in the best possible position for development opportunities. Our finance staff is all well trained. Our finance director has completed all course work and passed all testing for Level II Certification from the Georgia Government Finance Officers Association (GGFOA). The city’s two finance specialists are working on various levels of certification and recertification and should participate in many training sessions offered by state-level organizations.

The city council also received and accepted the “Unqualified 2018 Audit” in June 2018 and the Georgia Department of Audits subsequently approved the submission as meeting state law requirements. “Unqualified” is an accounting term that states the auditor is giving his highest opinion of the financial status of the city without any qualifying notes, comments or concerns. The city has received this designation for six consecutive fiscal years. All state-law required financial and operational reports have been filed with requisite state agencies and municipal bond reporting entities.

Operationally, staff has been trained, equipped and empowered to manage department budgets and to take actions to properly guarding the public trust. Regular budget reports are being circulated to staff for review, proper documentation is being secured with requisitions, purchasing is being supervised centrally, and bills are being paid on time. Strict adherence to standard operating procedures is the expected level of compliance.

The City Manager is implementing the historical financial reserve, debt, capital improvement, and investment policies currently in place. The city maintains operating budget unrestricted reserves, above the policy-established minimum, to account for undefined projects and for unforeseen emergencies. This cash reserve position puts the city in a strong and resilient position with the flexibility and nimbleness to respond to changes in the economy and to seize opportunities to improve the community. We expect increases in fund balance from 2018 to 2019 as a result of planned real estate transactions.

A five-year capital improvement program (CIP) has been developed, totaling over $54.7 million of investment over the five-year period. The 2020 CIP budget is approximately $10.2 million, with the majority of that assigned to the start of the Sugar Hill Greenway, parks, sidewalk improvements, Bowl improvements, road resurfacing and the Level Creek extension.

The CIP is expected to be fully funded within that five-year period with general fund transfers, SPLOST proceeds and grants, helping maintain a “pay-as-you-go” practice within the proposed program. Any large new capital improvement would require council action to finance it through any type of debt instrument. For the fifth year in a row, the current year capital budget and the remaining four-years of the CIP is presented as a separate fund in the budget.

We are extremely proud of the city’s staff and the many community volunteers that helped achieve our 2019 goals. These are exciting times in Sugar Hill. Highway 20, parks, top-notch public schools and the award-winning Bowl, Eagle Theatre and E Center have all served as catalysts in the Sugar Hill renaissance. The transformation of our downtown landscape over the last 36 months has been remarkable and the new investments that will be completed over the next 24 months – Broadstone by Alliance, the Bower by Prestwick and Dogwood Forest by Solomon - is going to confirm that Sugar Hill is indeed “A City on the Rise.”

On behalf of the management and staff of the city, we appreciate the support provided by the Mayor and Council, our volunteers and the community at large. We are excited about the opportunities ahead in 2020.

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