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city of suwanee, georgia

budget document



FISCAL YEAR

2012

city of **suwanee, georgia**
annual budget

for the fiscal year
July 1, 2011 - June 30, 2012



CITY COUNCIL



Dave Williams
Mayor



Jace Brooks
Mayor Pro Tem



Jimmy Burnette
Councilmember



Dan Foster
Councilmember



Dick Goodman
Councilmember



Kevin McOmber
Councilmember

MANAGEMENT TEAM



Marty Allen
City Manager



Jessica Roth
Assistant to the City Manager



Elvira Rogers
Administrative Services Director



Denise Brinson
Economic and Community Development Director



Amie Sakmar
Financial Services Director



Josh Campbell
Planning Director



Mike Jones
Chief of Police



Janet Moon
Deputy Chief of Police



James Miller
Public Works Director

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ICMA Center for Performance Measurement

executive summary

fiscal year 2011-2012

This section provides an overview of the budget and the City's financing. Included are the budget message; an outline of budget policies and procedures; organizational charts; budget comparison by fund; governmental and proprietary fund types combining statement; governmental fund types combining statement; the budget resolution and authorized positions resolution.

To: Mayor and Council
From: Marvin Allen, City Manager
CC: Mike Jones, James Miller, Elvira Rogers, Josh Campbell, Denise Brinson, Jessica Roth and Amie Sakmar
Date: June 20, 2011
Re: City Manager's Budget Message for FY 2012

The City of Suwanee remains fiscally strong and financially well-rounded. We are proud to present a **balanced budget**, once again, that includes a proposed **0.05 millage rate decrease.** Due to anticipated increases in certain revenues, combined with past financial management efforts, and coupled with adequate fund reserves, the budget recognizes the current economic environment our citizens and businesses are experiencing and provides some modest tax relief while still maintaining quality service levels.



Employee healthcare costs are significant and can escalate substantially from year to year. I applaud staff for their efforts to contain these costs. Renewal of the City's current healthcare plan was projected to increase 6%. The City formed a staff committee to study various options. The current plan was modified (increased deductibles, increased co-pays, etc.), increasing some costs to employees, but resulting in a net cost increase of just 1% to the City.

Highlights

a. At 5.65 mills, the millage rate is proposed to be 0.05 mills lower than last year. The millage rate has either remained the same or been reduced over each of the past nine years.
b. The proposed budget is balanced. It relies on anticipated revenues with no fund balance being used for operating expenses. The budget proposes to use $222,520 of general fund balance for capital improvements. The budget includes $406,420 in capital transfers.
c. General fund revenues are expected to decrease by approximately $421,610 from $12,265,830 (FY11 current) to $11,844,220 (FY12 proposed).
d. The general fund budget is about 5.0% more than the adopted FY11 budget. General fund expenditures are projected to increase from $11,223,380 in the FY11 adopted budget to $11,844,220 in the proposed FY12 budget. At $11,844,220, the proposed general fund budget is about 3% less than the FY11 amended budget.
e. Annual bond payments totaling approximately $1.6 million for the 2002 Open Space Initiative and City Hall project remain the City's largest expenditures.
f. Due to declining revenue growth, the proposed budget largely focuses on maintaining the City's current service levels. Primary expenditure areas include maintaining current service and staffing levels, a 2.5% cost of living adjustment for employees, Phase 2 of a two-year Strategic Plan, legal fees associated with ongoing Service Delivery Strategy litigation, and increased landscaping commitments on Peachtree Industrial Boulevard.
g. A new police substation/training facility is proposed to be constructed in the Suwanee Gateway area at a construction cost of approximately $1.6 million.
h. Healthcare costs continue to rise. As such, certain cost-saving changes to the city's healthcare benefit package were made for employees primarily via increased deductibles.
i. The positive financial impact of the SPLOST program continues to provide funds for many of the major capital projects and reduces the pressure on the City's annual general fund budget. The 2009 SPLOST program is expected to provide about $10.4 million over the next three years for capital items and projects.
j. Due to Suwanee's growth over the last decade, the new Census figures are anticipated to increase the city's Insurance Premium Tax revenue by about $228,848.

General Fund Proposed Budget

		FY11 (adopted)		*FY11 (current)*		*FY12 (proposed)*
Revenues	$	11,107,310	$	11,702,080	$	11,621,700
Use of Fund Balance	$	116,070	$	563,750	$	222,520
Total	$	11,223,380	$	12,265,830	$	11,844,220
Expenditures	$	11,223,380	$	12,265,830	$	11,844,220
Ending Fund Balance	$	6,959,198	$	6,592,447	$	6,369,927

Executive Summary

The City's overall financial position remains strong and stable. Reflecting the City's sound financial base and past conservative financial practices, Standard & Poor's recently **upgraded** the city's bond rating from AA- to AA.

However, Suwanee is not immune to the current sluggish economic environment. Most revenue sources are expected to remain relatively stable. The budget anticipates slightly more revenue than the FY11 adopted budget, but slightly less revenue is anticipated to be received from the FY11 actual budget. The 2010 Census confirmed Suwanee's rapid growth over the last decade. As a result, the City's Insurance Premium Tax revenues are anticipated to increase. When combined with other minor revenue fluctuations, the proposed millage rate is projected to be reduced by 0.05 mills to 5.65 mills for FY11. **General fund revenues are projected to be $11,621,700.**

The FY12 budget primarily focuses on maintaining existing service level. There are few new or additional proposed projects planned beyond those provided for through capital funding sources. Using various capital funding sources, such as 2005 SPLOST, 2009 SPLOST, Open Space funds and existing capital funds, a few **capital projects will be undertaken.**

Property tax revenue is anticipated to decline slightly this fiscal year. This is due to valuation reductions on real and personal property similar to the value reductions being experienced throughout the nation. Based on past trends and available data, staff projected a 3% reduction on real property collections and a 5% reduction on personal property collection from FY11 projections.

The City's **tax digest continues to add taxable items more slowly.** An average of roughly 850 taxable item additions (parcels, buildings, and other individual property improvements) were added annually to the City's digest over the last decade. However, just 123 items were added to the tax digest in 2011, bringing the total number to 12,020 as of January 1, 2011. **The overall tax digest growth (at 40% assessment) has increased from $371 million to $1.1 billion over the past nine years.** With this growth the City has realized increased revenues along with increased service demands.

Although much slower than in past years, the City's overall building permit value continues to rise. Anticipated construction projects are projected to account for approximately $39,025 in new property tax revenue. However, the County's ongoing property value updates (reassessments) are expected to result in a decrease of approximately $142,662 in property taxes for the City. The impact to the digest is a decrease in the City's net revenues of $103,637.

2009 SPLOST

The **2009 Special Purpose Local Option Sales Tax** (SPLOST) program will provide about $1.8 million in revenue for capital spending over the next 12 months. Anticipated SPLOST proceeds fluctuate with the economy. As a result, local spending and revenue estimates are adjusted periodically. The City will receive approximately $1.8 million annually until the cumulative total equals about $10.4 million (estimated). To date we have received about $4 million from the 2009 program. SPLOST revenue funds various capital items as allowed by the approved ballot question.

SPLOST funds are separated from general funds. Still, SPLOST provides relief for the general fund and funds projects that otherwise might not be accomplished. If this money were included as part of the City's general fund, the overall budget would need to total approximately $17,226,866 to accomplish the same goals (an increase of 45%). The value of SPLOST is significant; the voter-approved funds allow the City to address important capital needs without placing more demands on the general fund and property taxes.

There are no additional major parks planned in the coming year. Enhancements to existing facilities and completion of projects currently underway are planned, however. Additional projects that are lower maintenance projects, such as trails and other enhancements, are anticipated.

Several SPLOST-funded projects planned will improve connectivity in our community. Upcoming projects include, but are not limited to:

- the Suwanee Creek Greenway renovation;
- Town Center Park irrigation well;
- street and road resurfacing;
- sidewalk construction;
- road repairs and reconstruction;
- stormdrainage projects;
- general park enhancements;
- police substation/training facility.



SPLOST funds allow the City to continue to make capital improvements throughout the entire community and improve the overall quality of life for everyone in Suwanee.

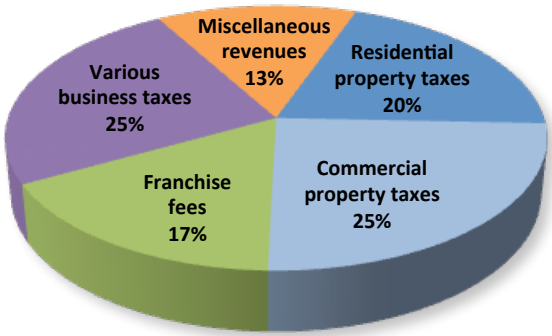
Bond payment for the City's Open Space Initiative and City Hall project remains one of the largest items in the budget at $1.6 million for the annual debt service payments.

The City's Open Space Initiative resulted in the opening of multiple park facilities in the past several years and the acquisition of **more than 250 acres of land.** Town Center Park, Suwanee Creek Park, DeLay Nature Park, Sims Lake Park, White Street Park and PlayTown Suwanee are the largest of the sites acquired through this effort in the past several years. The most significant recent acquisition was a 12-acre tract located on Smithtown Road which, like the DeLay Nature Park, is being held for future development.

Revenue Highlights

Property tax revenue makes up the largest source of the City's revenues. **The budget proposed is based on a millage rate of 5.65 mills**. This will generate $5,145,930 – a decrease of $182,910 from the FY11 current budget. If this millage rate is adopted as proposed, the City will have held or decreased the millage rate in each of the past nine years and decreased in each of the past 2 years.

FY2012 General Fund Proposed Revenues



Various Business Taxes include:
- alcoholic beverage
- business
- hotel/motel
- licenses and permit taxes

Miscellaneous revenues include:
- motor vehicle
- other taxes penalties
- charge for service
- fines and forfeitures
- investment income
- contributions
- miscellaneous revenues
- other financing sources

Although there has been a modest decline in the City's tax digest, due to overall economic conditions and falling property values, the tax digest remains healthy and strong. The existing digest is projected to decrease by 3% because of lower property values and associated reassessments. In the FY12 budget, one mill is projected to generate $909,970 in property tax revenue. This is a decrease of $30,897 per mill from the previous year's estimate.

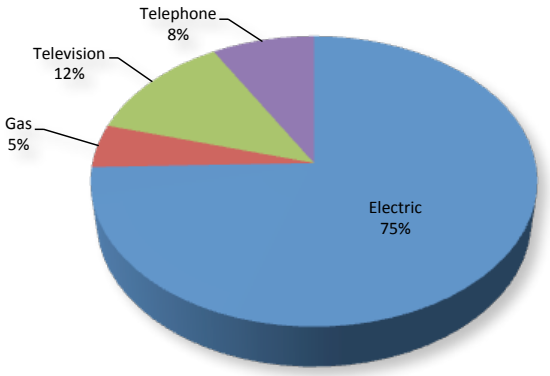
Approximately 68.9% of this year's millage will be used for operations, 21.9% will go to repay open space bonds, and 9.2% will be used to pay for the city's URA bonds used to construct the new City Hall.

This budget proposes **using $222,520 of budgeted fund balance** and includes $421,610 in capital transfers. In previous years, fund balance has been used as a revenue source ranging from $90,000 to $1,000,000 for one-time capital project contributions. As in previous years when some fund balance has been budgeted, it is being proposed to pay for capital projects, **not day-to-day operations.**

General fund balance is unencumbered cash held by the City - essentially the City's "savings account." The City's **general fund balance of $6.5 million** provides about seven months of operating expenditure coverage. Due to sound financial planning and controlled quality growth, the City has been able to provide the appropriate reserves for continued financial stability. Suwanee has an adopted fund balance policy that provides guidelines for preserving an adequate fund balance in order to sustain financial stability and prudent management of the City's reserves. The City's policy creates a "stabilization" account that provides for 4 months of general fund budgeted expenditures and transfers. The remaining balance, after June 20, 2011, will be classified as "unassigned." Unassigned funds may be used for new programs or other desired uses outside of the current and established budget or for one-time capital investments. See the City's Fund Balance Policy for more information.

The Georgia Taxpayer's Bill of Rights (SB 177) requires that the City report increased tax revenue that will be received as a result of increased property values. If property tax revenue increases due to reassessments, SB 177 requires that cities roll back taxes or hold public hearings and publish press releases to notify interested persons that taxes have been in effect increased. The proposed millage rate of 5.65 is unlikely to require the City to acknowledge an increase in property tax revenue due to decreases in the tax digest.

Franchise fee payments from electric, natural gas, cable television, and telephone providers are expected to increase somewhat, largely due to a 20% electricity rate increase by Georgia Power. Electric franchise fees show the largest projected increase, $129,540, or 9.7% over last year's budgeted amount. Gas, cable television, and telephone show modest increases that total about $39,040.



Permit fees collected in FY11 were about $50,000 higher lower than the previous year and more in line with historical trends before the housing bubble burst between 2006 and 2008. Given the current housing market trends, a conservative estimate of $150,000 is projected for this category. Based on our current economic trends, growth is expected to stabilize and range from $100,000 to $250,000 over the next few years.

Residential developments such as Suwanee Station, Highland Station, McGinnis Reserve, Village Grove and Stonecypher are expected to experience some new construction. With continued relatively high vacancy rates, new commercial development is likely to be limited. The City has completed a 10-year financial projection, both for revenues and expenditures. This helps with long-range planning and will serve as another useful tool as we envision for the future.

The budget projects an increase **in collections from business taxes**. Growth in commercial construction leads to growth in new businesses. Conservative figures were used to project new business growth. The recent increase in population from the most recent Census will increase the City's share of Insurance Premium Taxes from the state. This category is expected to increase by $218,530 over last year's estimate.

Alcoholic beverage excise tax revenue is anticipated to remain stable compared with large increases in previous years. Fewer new establishments are projected to open this year. The budgets for both the excise tax ($735,000) and mixed-drink tax ($78,300) are expected to increase slightly.

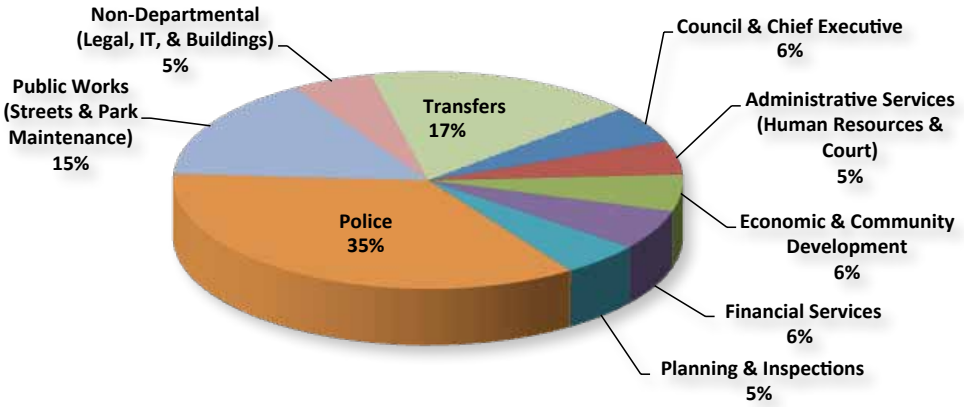
Hotel/motel taxes remain unsteady. They were down 4% in FY08 monthly averages, up 25% in FY09 (due to a rate increase from 5% to 7%), down 22% in FY10 and are projected to be back down in 9% in FY11. The City's Suwanee Gateway Initiative continues toward its goal of revitalizing the entire I85 hotel district.

Expenditure Highlights

Suwanee remains a vibrant community with changing and expanding needs that demand high-quality services.

During the course of FY11, the budget increased approximately 9% from $11,223,380 (adopted) to $12,265,830 (amended). The increase largely went to fund capital projects ($937,680) and not operations. Past SPLOST revenues were less than initially projected due to the slow economy. In order to keep previously identified projects funded at the recommended CIP approved levels, in FY11 general funds were transferred to various projects. As such, **general fund expenditures for FY12 are projected to decrease** from $12,265,830 (FY11 amended) to $11,844,220 in the FY12 budget.

Department % of Budget



To help maintain quality service levels, the budget includes one full-time position in finance, one part-time dispatcher for police and expanded hours for janitorial staff ($101,779). In the past, the City implemented a comprehensive pay-for-performance system with variable raises given based on individual performance levels. While this is an effective approach for managing performance levels, financial conditions must be such that it is affordable. As such, the budget includes a **2.5% COLA** – pay for performance increase for employees. Combined, these decisions totaled $164,399.

Healthcare costs continue to increase for the City and its employees. The City made several changes to the existing benefits package this year in order to save substantial money. In FY10, the City created a new **Healthcare Reimbursement Account** (HRA) program to help offset the cost to employees of new healthcare deductibles. The net effect of the various healthcare adjustments made by the City resulted in substantial savings from the renewal proposal initially received from the City's healthcare provider. This year the city faced similar increases with the renewal. Certain plan changes were made to keep costs inline and manageable. The net increase to the budget is $13,680.

Remaining Open/Green Space Funds ($375,538) are proposed to be combined with 2009 SPLOST revenues to supplement the costs of the proposed **Suwanee Creek Greenway rehabilitation.** Construction is anticipated this fiscal year.

Stormwater management remains an important City function. In order to implement state-mandated MS4 Permit requirements, various water-related projects are needed; $30,000 has been budgeted to undertake program requirements for this year.

Continuing the Tax Allocation District (TAD) is a priority for improving the **Suwanee Gateway.** In November 2007, voters approved legislation to create a TAD. A Redevelopment Plan was adopted, and the City created the Suwanee Gateway Tax Allocation District. The Gateway fund has accumulated $129,883 since its creation.

Even in strong economic times, difficult decisions are made about what will be funded and what will not as a result of limited resources. This is true again in FY12, when the economy and revenues are down. Many worthy items were not funded this year.

Special Revenue Funds

Special revenue funds are established to account for revenue sources that are restricted to use for specified purposes. For Suwanee, these funds include Suwanee Day, Public Art, Confiscated Assets (Police), Community Garden, and Hotel/Motel Tax. There are no new major concerns or issues with these funds for FY12.

The hotel/motel tax fund is declining. It should also be noted that in FY09 City Council increased the Hotel/Motel tax rate from 5% to 7% and contracted with the Gwinnett Convention and Visitors Bureau (GCVB) to help support its ongoing efforts by providing the additional 2% to the GCVB for promotion and other services.

Staff proposes a balanced budget for ongoing hotel/motel expenditures such as promotions/advertising, communications and other related programs. Budgeted expenditures are lower than last year's estimates due to declining revenues. As the Suwanee Gateway Initiative moves forward in coming years more attention will be focused on this area.

Enterprise Fund

A comprehensive analysis of the City's **water system** was completed in FY09. The study identified several issues that warrant action in order to operate the system at a high level. Like past years, the budget includes a general fund transfer of $150,000. These funds are typically used for various capital improvements.



In July 2003, the City received low-cost financing from the Georgia Environmental Facilities Authority (GEFA) to make major system improvements and enlarge the City's water system. This funding allowed the City to replace old infrastructure, address several existing problems, and provide capacity for an additional 120+ customers from the new Stonecypher neighborhood. Results of this effort include improved water pressure, improved fire flows, increased storage capacity, and overall improved reliability. This project was completed in 2005 and loan payments began in FY07. In 2011, using American Recovery and Reinvestment Act funds, the City made additional improvements to the system. In FY11, the water system paid off both of these outstanding loans early ($616,026) saving $111,200 in future interest payments.

For the FY11 budget, the Council approved an increase in water rates for this and the following three years. While this increase will improve the small system's revenues, the water system fund continues to be subsidized by the general fund. The City is implementing a multi-year plan to improve the performance and operations of the system and reduce the subsidy over time.

Agency Fund

The City maintains one agency fund, the municipal court fund. The municipal court fund accounts for the collection of various fines and forfeitures that are disbursed to other agencies. The net funds received are transferred to the general fund to help cover operating costs associated with the court.



Due to an ongoing Service Delivery Strategy dispute between Gwinnett County and its municipalities, the City is prohibited from using radar to issue speeding citations. While police and the court system are not intended to be revenue generators, revenues still need to be projected for budgetary purposes. This inability to use radar is expected to result in reduced revenues. At $1,489,860, the FY12 Budget revenues are proposed to be $26,520 lower than FY11 budget ($1,516,380).

Municipal Court generates approximately $124,155 per month. About $80,388 of this amount is transferred to the general fund. About $37,933 each month is paid out to the various trust funds. The City's Indigent defense trust fund costs for FY11 were approximately $93,092.

Downtown Development Authority

The mission of the City of Suwanee Downtown Development Authority (DDA) is to create, revitalize, preserve, and maintain the historic center of Suwanee. This is an important part of Suwanee's sense of place and identity. In FY09, the Downtown Master Plan was completed which provides a blueprint for future downtown growth and development. Daily administrative operations of the DDA are part of the general fund. In addition to providing staffing and general administration, the City is providing $7,000 to support the DDA for FY12. The DDA owns one of the most historic buildings in Suwanee – Pierces' Corner on Main Street. The DDA and city are currently evaluating options for the building in an effort to preserve it.

Capital Project Funds

These funds account for resources used for the acquisition of land and capital assets or construction of major capital facilities. Currently, there are a total of 10 capital project funds. The City's Capital Improvement Program (included as a part of this document) provides information for readers interested in learning more about the funds and future projects that will be completed in the next five years.

The **SPLOST Fund** includes final proceeds from the 2005 SPLOST and 2009 SPLOST, which began in April of 2009. SPLOST funds are a major source of revenue for the City's various capital projects. SPLOST money is legally restricted for use in categories specifically approved by voters, such as recreation, public safety, parking enhancements, etc. This fund will help Suwanee construct 17 separate projects over the next few years. These projects include: new police substation/training facility; rehabilitation and extension of the Suwanee Creek Greenway; enhancements to various parks; multiple roadway, sidewalk, and trail projects; street resurfacing; and storm drainage system improvements.

In 2001, Suwanee voters approved an approximately $17 million bond referendum to fund acquisition of open space and development of parks in Suwanee. The **Open/ Green Space Fund** was subsequently created. The FY12 budget closes this fund. The City has used this money over the years to acquire and develop various projects including Town Center Park, Suwanee Creek Park, Sims Lake Park, PlayTown Suwanee, Delay Nature Park (undeveloped), Suwanee Creek Greenway and others. Prior to the referendum in 2000, the city owned or controlled approximately 28 acres of park/greenspace. Today, the City owns or controls over 350 acres (acquired though various sources including this fund). As previously noted, what remains of the Open/Green Space proceeds ($375,538) were combined with SPLOST funding and used for the Suwanee Creek Greenway rehabilitation.



Other smaller Capital Project Funds include Paved Streets and Storm Drainage, Public Facilities maintenance and enhancements, Cemeteries, Public Safety Projects and PIB Landscaping.

With a proposed five-year capital budget of more than $24.9 million, the City has a large number of capital projects (24) to manage and oversee. In addition to designated staff project managers, the City also uses a private consulting firm to advance these projects and provide professional program management services.

Budget Presentation

The City of Suwanee takes pride in presenting a complete and clear budget for public use. The GFOA establishes guidelines for an effective budget presentation, which are designed to assess how well a government's budget serves as a policy document, a financial plan, an operations guide, and a communications device. Relevant information has been included in each function area to provide a quick snapshot of the department's objectives, workload and productivity measures, and a summary of the budget changes for the year. The performance measures allow for ongoing reporting and establishment of goals for the coming fiscal year. In doing this, the document becomes especially useful to the reader, clarifying the purpose and functionality of each department and in turn, city government as a whole. This is also a valuable internal resource to aid departments in fulfilling their daily activities. Logic tables are included, which help link department goals and objectives to performance measures. We also added results from the 2008 and 2010 International City Manager's Association (ICMA) National Citizen's Survey. It should also be noted that the budget document for Fiscal Year 2011 was submitted to GFOA for consideration and again received the Distinguished Budget Presentation Award for the sixth year.

The City's budget is an impressive and comprehensive financial document. In addition to core spending and revenue information, it contains both required and desired information that is useful for reporting, data tracking, and generally making more informed decisions. The City recognizes the need for accurate and concise information for readers of all levels and interests. As such, the City provides a condensed Citizen's Operating Budget. It is not intended to replace the City's full budget, instead it attempts to summarize it, focusing on certain important and interesting points for a potential reader.



Conclusion

Suwanee remains a safe, economically vibrant, diverse, well-rounded community. In FY11, the City administered an independent scientific survey called the National Citizens Survey that randomly polled 1,200 citizens of Suwanee. The responses to the survey were overwhelmingly positive and underscored the community's ranking in 2007 as one of Money Magazine's Top 10 Small Places to Live. Ninety-seven percent of surveyed respondents rated Suwanee was a "good" or "excellent" place to live.

With this budget, the City will maintain existing service levels, make progress on efforts to improve service delivery, and improve and beautify our facilities for safe and enjoyable use by our citizens. City Council sets a vision and, with a dedicated staff, works as a team to ensure that Suwanee models regional leadership and exceeds expectations in all endeavors. We will build upon our track record of success and almost three-dozen awards over the past several years to continue producing excellent results.

The City of Suwanee remains economically strong and fiscally sound. While slowing economic conditions and rising costs increase financial challenges for Suwanee and other similar communities, the City's past conservative financial policies coupled with strong past development patterns have helped to soften some of these financial difficulties. Though overall revenues are expected to decline this year, the proposed millage rate is slightly reduced, thereby avoiding passing along to our citizens any additional hardship during this difficult economic period. Hard choices have been made in this budget in order to balance it. However, the core services are being maintained at the high levels to which Suwanee citizens have become accustomed.

Suwanee is unique both as a government organization and a community. City Council and staff are committed to working together to make Suwanee a great place. The City does not take an arbitrary approach to providing services, but instead takes the time to plan initiatives with citizen involvement, and then implement the strategies identified in the plan. Each year, Suwanee's City Councilmembers, supported and supplemented with planning data and goals provided by City department heads, set aside three days of their personal time to gather and discuss with one another and staff issues facing our community as well as predict future challenges that may arise. Having a Council willing to collectively set the direction for the next year is unusual and commendable. The resulting Short-Term Work Program developed during that important planning session sets the goals for the coming year. A copy of this program is included in section XII.

The City staff will continue to work very hard to carry out the goals of the Mayor, City Council, citizens, and stakeholders in Suwanee. Our staff deserves the credit and praise that go along with our noteworthy accomplishments and continued success. I would personally like to thank each staff person for his or her contributions over the past year.

I would like to thank each person within our various City departments who spend the time and energy on formulating their budget request each year. This serves as our budget starting point, so their effort is greatly appreciated. Financial Services Director Amie Sakmar leads us through the budget process each year and takes tremendous pride in producing an outstanding and meaningful budget document. Jessica Roth, assistant to the city manager, spends considerable time and effort managing the Capital Improvements Program. Tracy Padgett and Susan VanNus, play key roles in the layout and creation of the award-winning budget document. All of these staff members typify the dedication and commitment to excellence that is the hallmark of Suwanee's staff team.

Mayor Dave Williams and each of our Councilmembers deserve recognition and credit for setting the tone and providing leadership to keep the City moving in the right direction. This commitment to community service and desire to improve your community helps motivate City staff to continue striving for excellence. Thanks for your thoughtful input and guidance on the direction of the City as outlined in both the short-term work program and this document.

One final note; Suwanee is currently undertaking a community-driven Strategic Plan (Suwanee 20/20 Vision). This is probably one of the more important efforts of recent years. This plan will help identify the community's values, priorities and goals for

the next decade or more. At this point in the process, it is unknown what will change from it. However, the City has a strong track record of thoughtful planning. Past strategic planning efforts have led to several important and community defining initiatives like the Open Space Initiative and Town Center. I look forward to what will come of this effort.

Please contact me if you have any questions or comments about this document.

Respectfully submitted,

Marvin R. Allen
City Manager



This budget document contains a wide variety of information about the services the City of Suwanee provides to the community. The purpose of this guide is to explain how the budget document is organized and to help the reader find the information that they may be looking for.

How is this document organized?
The City's budget is organized on the basis of funds. Each fund is considered a separate budgetary and accounting entity. Resources are allocated to, and accounted for, in individual funds based upon the purposes of the specified activities.

The budget document is divided into fifteen main sections separated by tabs: Executive Summary, General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Fund, Enterprise Fund, Agency Fund, Line Item Detail, Capital Improvement Program, Downtown Development Authority, ICMA, Short Term Work Program, Citizen Survey, Supplemental Information, and Glossary. The content of each section is summarized below.

Executive Summary: This section relates to the entire City. It includes the transmittal letter, budgetary and financial policies, organizational charts, combined statements, and budget resolutions.

General Fund: The general fund is the primary operating fund that provides for basic government services, such as police protection, recreation and parks, planning and zoning, building inspections, code enforcement, economic and community development, special events, municipal court services, and road, sidewalk, and infrastructure maintenance. Each service area is organized by function categories. The beginning of each category is divided by a title page for easy reference.

Special Revenue Funds: Special revenue funds represent revenues that are legally restricted for specific purposes. The City maintains the following special revenue funds:

- Suwanee Day
- Public Arts
- Confiscated Assets
- Community Garden
- Hotel/Motel Tax

A statement of service for each fund has been provided to help the reader understand the function of each special revenue fund.

Capital Project Funds: Capital project funds account for financial resources used for the acquisition or construction of major capital facilities for the City's governmental fund types.

All of the capital project budgets are presented on a project basis and are not broken out by fiscal period, since most of the projects are expected to expand more than one fiscal period. The City maintains the following capital project funds:

- 2009 SPLOST
- 2005 SPLOST
- Public Facilities Maintenance
- Public Facilities Enhancement
- Cemetery
- Paved Streets
- Storm Drainage
- Public Safety Projects
- Peachtree Industrial Boulevard (PIB) Medians
- Suwanee Tax Allocation District

A statement of service for each fund has been provided to help the reader understand the function of each capital project fund.

Debt Service Fund:	The debt service fund accounts for the accumulation of resources for, and the payment of, the refunded 2002 general obligation bonds for open green space and the 2006 Urban Redevelopment Authority revenue bonds for the construction of the New City Hall.
Enterprise Fund:	The City maintains one enterprise fund, the water fund. This fund's activities include all aspects of establishing, operating and maintaining equipment, and other work related to the water system. Costs are recovered through charges to water customers. Expenses have been summarized by functional categories: administration, supply, distribution, and debt service.
Agency Fund:	The City maintains one agency fund, the municipal court fund. The municipal court fund accounts for the collection of various fines and forfeitures which are disbursed to other agencies. The net funds received are transferred to the general fund.
Line Item Detail:	This section serves as a reference for City of Suwanee department heads. It contains the general fund line item detail of revenues and expenditures.
Capital Improvement Program:	The Capital Improvement Program is a plan for capital expenditures to be incurred each year over a five year period. It provides the City Council and staff with a process of identifying and prioritizing capital projects.
Downtown Development Authority:	The Downtown Development Authority of Suwanee is a legally separate entity. The authority is included in the budget document for information purposes. The majority of the Downtown Development Authority funding is provided by the City of Suwanee's general fund.
ICMA:	The International City/County Management Association's (ICMA) Center for Performance Measurement was created to help cities and counties obtain accurate, fair, and comparable data about the quality and efficiency of service delivery to their citizens. The comparative performance measurement program collects, analyzes, and reports comparative performance data from local governments in nineteen service areas.
Short Term Work Program (STWP):	The Short Term Work Program (STWP) is a five year plan of action that the City intends to complete in order to address identified needs and goals. The STWP is a planning document, but also plays an important role in budget development.
Citizen Survey:	The National Citizen Survey™ explores residents' opinions about the community and services provided by local government. The survey concentrates on eight focus areas: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement, and public trust.
Supplemental Information:	The Supplemental Information section includes economic and demographic information.
Glossary:	Alphabetical list of terms used throughout this document and their definitions.

The Annual Budget is a fiscal plan which presents the services to be provided to the community and the funds necessary to perform these services. Key steps in this process are described within.

Budget Preparation
The City of Suwanee operates under a fiscal year that begins on July 1st and ends June 30th. The major steps in the process are outlined below with a detailed schedule on page 20.

Proposed Budget- A proposed budget shall be prepared by the City Manager with the participation of all the City's Department Directors within the provisions of the City Charter. The City will cover current expenditures with current revenues. The City will avoid budgetary procedures that cover current expenditures at the expense of meeting future years' expenditures, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.

a. The budget shall include four basic segments for review and evaluation. These segments are:
   1. Revenues
   2. Personnel costs
   3. Operations and maintenance cost
   4. Capital and other (non-capital) project costs

b. Departments develop performance and expenditure requests for the next fiscal year.

c. During the months of March and April, the City Manager reviews all departmental operations and budget requests in order to propose a recommended balanced budget.

d. At least 30 days prior to the fiscal year commencing July 1st, the City Manager submits to Council a proposed operating budget for all operating funds. The operating budget includes recommended expenditures and the means for financing them.

e. A series of workshops and public hearings are held before making any final changes to the City Manager's recommended budget.

f. The annual budget is formally adopted by Council before July 1st.

Expenditure Control
Once the annual budget has been adopted, expenditure control is maintained on the appropriation unit basis (group of accounts) with travel and capital expenditures maintained under full control. Throughout the year, all expenditures and revenues are monitored.

Budget Control
Georgia Law, O.C.G.A. §36-81-3 establishes the legal level of budgetary control at the department level. Within the overall budget limitations, authority is delegated to the City Manager. When acting on the authority delegated by the City Manager to the Financial Services Director, intra-departmental transfers of appropriation and revenue anticipation may be approved as deemed necessary. Under no circumstances, however, may the total budget of any department be increased or decreased without Council approval.

Reporting
Monthly financial reports will be prepared by the Financial Services Director to enable the Department Directors to manage their budgets and to enable the Financial Services Director to monitor and control the budget as authorized by the City Manager. Summary financial and budgetary reports will be presented to the City Council quarterly. Such reports will be in a format appropriate to enable the City Council to understand the overall budget and financial status.

Policy Guidelines
The overall goal of the City's financial plan is to establish and maintain effective management of the City's financial resources. The following section outlines the policies used to guide the preparation and management of the City's budget. This section consists of operating budget polices, capital expenditures' policies, revenue policies and financial accounting policies.

The development and preparation of the City's budget are guided by the following policies:

- All funds are required to balance. Anticipated revenue must equal the sum of budgeted expenditures. All funds should be included in the budget process along with work programs, objectives and strategies.
- The Capital Improvement Program requires coordination and planning in conjunction with the various operating fund budgets.
- The General Fund is based on long-range financial plans which include unallocated fund reserves. The goal is to keep the reserve at approximately the level of three to six months of operating expense. This reserve protects the City against catastrophic revenue losses and major emergency expenditures.

Revenue Policies
The City will maintain effective collection systems and implement aggressive enforcement strategies in order to maximize revenues from available sources.

The City will maintain a broad revenue base; that is, a large number of widely diversified revenue sources that will be established and maintained in order to distribute the revenue burden equitably and protect the City from short-term fluctuations in any one revenue source.

The City will implement user fees in all areas where feasible and productive as well as seek to set fees at levels related to the costs of providing the services and to be consistent with what other jurisdictions/organizations are charging. Moreover, user fees will be reviewed annually as part of the budget process and will be adjusted as needed with Council approval in order to recoup costs or match market increases.

The projection of revenues will receive conservative treatment in order that actual revenues at the fund level will consistently equal or exceed budgeted revenues.

Financial Structure
The financial transactions of the City are budgeted and recorded in individual funds. A fund is an independent financial and accounting entity. It is a set of interrelated accounts used to record revenues and expenditures associated with a specific purpose. Funds have a balancing set of accounts and records, cash and other financial resources in conjunction with all related liabilities and residual equities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations or restrictions. Funds are classified into three basic types: governmental, proprietary or fiduciary.

Governmental Funds
Governmental funds are used to account for all or most of the government's general activities, including the collection and disbursement of earmarked monies, the acquisition or construction of general fixed assets and the servicing of general long-term debt.

The following types of governmental funds are utilized by the City:

- The General Fund is the principal fund of the City of Suwanee and is used to account for all major activities of the government such as Police, Public Works and Planning.
- Special Revenue Funds are used to account for the proceeds of specific revenue sources legally restricted to expenditures of specific purpose. The Police Confiscation and Hotel/Motel Funds are examples of special revenue funds.
- Capital Project Funds are used to account for financial resources for the acquisition, renovation or construction of major capital facilities and improvements.

Proprietary Funds
Proprietary funds are used to account for activities similar to those found in the private sector. Enterprise funds account for activities that are usually self-sustaining, principally through user charges for services rendered. The City utilizes one proprietary fund, the Water Fund.

Fiduciary Funds
Fiduciary funds are used to account for assets held on behalf of outside parties, including other governments or on behalf of other funds within the government. When these assets are held under the terms of a formal trust agreement either a pension trust fund, a nonexpendable trust fund or an expendable trust fund is used. Agency funds generally are used to account for assets that the government holds on behalf of others as their agent. Traditionally these funds have not been included in the Operating Budget because the receipt of revenue is uncertain. The City maintains one fiduciary fund, the Municipal Court fund.

Accounting Basis
The governmental funds are accounted for on the modified accrual basis of accounting. Under this basis, revenues are recognized when they are susceptible to accrual, when they become measurable and available. Likewise, expenditures are recorded as the liabilities are incurred, if measurable. However, principal and interest on general long-term debt are recorded as fund liabilities when due. Revenues susceptible to accrual are property taxes, licenses, interest revenues and charges for service. Fines are not susceptible to accrual generally since they are not measurable until received in cash. The City considers property taxes as available in the period for which they were levied if they are collected within 60 days after year-end.

The accrual basis of accounting is utilized by proprietary fund types, pension trust funds and non-expendable trust funds. Under this method, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred. Estimated uncollectible accounts receivable are reserved at year-end.

Budgetary Basis
All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). The General, Special Revenue, and Capital Project funds are developed on a modified accrual basis. The Enterprise fund is developed on the accrual basis. All annual appropriations lapse at the fiscal year end. The basis for budgeting is consistent with the basis for accounting with the difference being encumbrances. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for expenditures of resources are recorded to reserve that portion of the applicable appropriation, is utilized in governmental funds. Encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures because the commitments will be honored through subsequent years' budget appropriations.

AUGUST	• City Council, City Manager and Department Directors attend Mid-Year Planning Retreat.
NOVEMBER	• City Manager and Department Directors attend Planning retreat.
FEBRUARY	• City Council, City Manager and Department Directors attend Council Planning retreat.
MARCH-APRIL	• All Operating Departments, following the City Manager's Guidelines, prepare their Budget and Capital Improvement Request. • City Manager evaluates Budget Requests and Capital Improvement Requests. • City Manager prepares Budget.

MAY-JUNE	• City Manager presents Recommended Budget to City Council. • Council Work Sessions are held. • Public Hearings are conducted. • City Council adopts Annual Budget.

2010

AUGUST 28	Mid-year Council Strategic Retreat
NOVEMBER 29-30	Department Head Planning Retreat

2011

JANUARY 28	Proposed Budget Schedule Distributed to Department Heads
FEBRUARY 3-5	City Council Planning Retreat
MARCH 18	Department Head Requests Due to City Manager
MARCH 25	Capital Improvements Budget Projections Due to City Manager
APRIL 8	Revenue Forecasts Complete
APRIL 15	Departmental Function Sheets (goals, objectives, measures) Due
APRIL 22	City Manager to Complete Review of All Expenditure Requests
APRIL 26	First Draft Presented to City Council for Review (Regular April Council Meeting)
APRIL 28	**Special Workshop: Operating Budget Review @ 5:30 pm**
MAY 5	**Special Workshop: Capital Budget Review @ 5:30 pm**
MAY 12	Operating Budget Review Work Session @ 5:30 pm (Regular May Workshop)
MAY 24	Presentation of Proposed Budget Document and Capital Improvement Plan to City Council (Regular May Council Meeting)
MAY 25	Budget Available for Public Review
JUNE 9	**1ST Public Hearing on Budget and CIP as a Called Council Meeting @ 5:30 pm (Before Regular June Workshop)**
JUNE 21	**2ND Public Hearing on Budget and CIP @ 6:30 pm Public Hearing on Occupational Taxes @ 6:30 (if needed) Scheduled Adoption of Budget @ 7:00 pm (Regular June Council Meeting)**
JULY 1	Begin Fiscal Year 2011 - 2012

A Capital Improvement Program (CIP) covering a five year period, will be developed, reviewed and updated annually. As resources are available, the most current year of the CIP will be incorporated into the current year operating budget.

To be considered in the CIP, a project must have an estimated cost of at least $10,000 in one of the fiscal years of the project. Projects may not be combined to meet the minimum standard unless they are dependent upon each other. Items that are operating expenses, such as maintenance agreements and personal computer software upgrades, will not be considered within the CIP.

The City will identify the estimated costs and potential funding sources for each capital project prior to inclusion in the CIP. The operating costs to maintain capital projects shall be considered prior to the decision to undertake the projects. Capital projects and capital asset purchases will receive a higher priority if they meet a majority of the following criteria:

- It is a mandatory project.
- It is a maintenance project based on approved replacement schedules.
- It will improve efficiency.
- It will provide a new service.
- It is mandated by policy.
- It has a broad extent of usage.
- It lengthens the expected useful life of a current asset.
- It has a positive effect on operating and maintenance costs.
- There are grant funds available.
- It will eliminate hazards and improve public safety.
- There are prior commitments.
- It replaces an asset lost to disaster or damage.

The CIP is presented annually to the City Council for approval. Any substantive change to the CIP after that must be resubmitted for approval by the City Council.

I. PURPOSE

The City recognizes that the foundation of any well-managed debt program is a comprehensive debt policy. A debt policy sets forth the parameters for issuing debt and managing outstanding debt and provides guidance to decision makers regarding the timing and purposes for which debt may be issued, types and amounts of permissible debt, method of sale that may be used and the structural features that may be incorporated. The debt policy should recognize a binding commitment to full and timely repayment of all debt as a requirement for entry into the capital markets. Adherence to a debt policy helps to ensure that a government maintains a sound debt position and that credit quality is protected. Advantages of a debt policy are as follows:

- Enhances the quality of decisions by imposing order and discipline.
- Promotes consistency and continuity in decision making.
- Rationalizes the decision making process.
- Identifies objectives for staff to implement.
- Demonstrates a commitment to long-term financial planning objectives.
- Regarded favorably by the rating agencies in reviewing credit quality.

This policy is intended only to address the City's criteria with respect to the issuance of debt which is secured by the full faith and credit of the City. Policies with respect to the issuance of revenue backed debt and other debt instruments will be adopted by City Council as such financing vehicles become necessary or prudent to accomplish future capital funding needs. This General Obligation debt policy will be reviewed and amended as necessary no less than every third year after its initial adoption.

II. CREDITWORTHINESS OBJECTIVES

The City seeks to maintain the highest possible credit rating for all categories of short and long term General Obligation debt that can be achieved without compromising delivery of basic City services and achievement of adopted City policy objectives. The City recognizes that external economic, natural, or other events may from time to time affect the creditworthiness of its debt. The City is committed to full and complete financial disclosure, and to cooperating fully with rating agencies, institutional and individual investors, City departments, and the general public to share clear, comprehensible, and accurate financial information. The City is committed to meeting secondary disclosure requirements on a timely and comprehensive basis.

A. Financial Disclosure: Official statements accompanying debt issues, Annual Financial Reports, and continuous disclosure statements will meet (at a minimum), the standards articulated by the Governmental Accounting Standards Board (GASB), the National Federation of Municipal Analysts, the Securities and Exchange Commission (SEC), and Generally Accepted Accounting Principles (GAAP).

B. Capital Planning: To enhance creditworthiness and prudent financial management, the City is committed to systematic capital planning, intergovernmental cooperation and coordination, and long term financial planning. Evidence of this commitment to systematic capital planning will be demonstrated through adoption of a five year Capital Improvement Program (CIP) and adherence to the Short Term Work Program component of the City's Comprehensive Plan.

III. DEBT AFFORDABILITY MEASURES

A. Assumption of Additional Debt: The City shall not assume more tax supported general purpose debt than it retires each year without conducting an objective analysis as to the community's ability to assume and support additional debt service payments. The City acknowledges the importance of pay-as-you-go financing in meeting its capital funding requirements to date. The City reaffirms its commitment to pay-as-you-go financing and will consider the feasibility of this funding option prior to any issuance of long-term General Obligation debt. When appropriate, self-supporting debt (e.g., revenue bonds) shall be issued before general obligation bonds.

B. Affordability Targets: The City acknowledges the importance of establishing and adhering to standards of affordability when issuing long term general obligation indebtedness. These standards may include, but are not limited to outstanding direct and overlapping debt per capita, direct debt service payments as a percentage of current revenues and current expenditures, and undesignated general fund balance as a percent of annual revenues and expenditures. The City will conduct a review of rating agency target ranges for these criteria no less than every third year after the initial adoption of this policy and will endeavor to maintain actual debt, value and other appropriate ratios which equal or surpass the current acceptable ranges and/or ratios associated with the City's then current ratings. The decision on whether or not to assume new debt shall be based on these costs and benefits, the current conditions of the municipal bond market, and the City's ability to afford new debt as determined by the aforementioned standards.

IV. PURPOSE AND USES OF DEBT

A. Asset Life: The City will consider long term financing for the acquisition, maintenance, replacement, or expansion of physical assets only if they have a useful life of at least five years. Debt will be used only to finance capital projects and equipment. City debt will not be issued for periods exceeding the useful life or average useful lives of the projects to be financed.

B. Use of Limited Tax General Obligation Debt: Before issuing limited tax general obligation bonds, the City will consider all other financing alternatives or funding sources, including non-debt financing. The City shall only use limited tax general obligation bonds:

- Under catastrophic or emergency conditions; or
- If the project to be financed will generate positive net revenues after debt service. Net revenues after debt service must not only be positive over the life of the bonds, but become positive on an annual basis within the first five years after completion of the project; or
- If the project will significantly reduce City operating costs; or
- If an equal or greater amount of non-City matching funds will be lost if the City limited tax general obligation funds are not applied in a timely manner; or
- If the project to be financed is less than $1,000,000; or
- If the project to be financed provides essential City services or would so advance core City policy objectives that its value overrides the value of obtaining voter approval.

V. DEBT STANDARDS AND STRUCTURE

A. Length of Debt: Debt will be structured for the shortest period consistent with a fair allocation of costs to current and future beneficiaries or users.

B. Debt Structure: Debt will be structured to achieve the lowest possible net cost to the City given market conditions, the urgency of the capital project, and the nature and type of security provided. Moreover, to the extent possible, the City will design the repayment of its overall debt so as to recapture rapidly its overall credit capacity for future use. The City shall strive to repay at least 20 percent of the principal amount of its general obligation debt within five years and at least 40 percent within ten years.

C. Backloading: The City will seek to structure debt with level principal and interest costs over the life of the debt. "Backloading" of costs will be considered only when natural disasters or extraordinary or unanticipated external factors make the short term cost of the debt prohibitive, when the benefits derived from the debt issuance can clearly be demonstrated to be greater in the future than in the present, when such structuring is beneficial to the City's overall amortization schedule, or when such structuring will allow debt service to more closely match project revenues during the early years of the project's operation.

D. Variable Rate Debt: The City may choose to issue securities that pay a rate of interest that varies according to a formula that is pre-determined or results from a periodic remarketing of the securities, consistent with state law and covenants of pre-existing bonds, and depending on market conditions. The City will have no more than 15 percent of its outstanding general obligation bonds in variable rate form.

E. Second Lien Debt: The City shall issue second lien debt only if it is financially beneficial to the City or consistent with creditworthiness objectives.

F. Refunding: Periodic reviews of all outstanding debt will be conducted to determine refunding opportunities. Refunding will be considered, within federal tax law constraints, if and when there is a net economic benefit of the refunding or the refunding is essential in order to modernize covenants essential to operations and management.

In general, advance refunding for economic savings will be undertaken when a net present value savings of at least three percent of the refunding principal can be achieved. Current refunding that produces a net present value savings of less than three percent will be considered on a case-by-case basis. Refunding with negative savings will not be considered unless there is a compelling public policy objective.

G. Bond Anticipation Notes: Use of short term borrowing, such as bond anticipation and tax-exempt commercial paper, will be undertaken only if the transaction cost plus interest of the debt are less than the cost of internal financing, or available cash is insufficient to meet working capital requirements.

H. Credit Enhancements: Credit enhancements, letters of credit, bond insurance, etc., may be used, but only when net debt service on the bonds is reduced by more than the costs of the enhancement.

VI. DEBT ADMINISTRATION AND PROCESS

All short term and long term debt over $5,000 must be approved by City Council. Short term debt would include lease purchase agreements, installment purchases, and professional service agreements. All purchases should be in compliance with the City's purchasing policy.

A. Bond Sales: The City Manager shall produce appropriate ordinance(s) and, if needed, bond sale resolutions for consideration by the City Council. Before the sale of general obligation bonds the City Manager will submit a "Sources, Uses, and Payments" memo to the City Council identifying source and use of bond proceeds, funds for deposit of all bond proceeds, and funds for payment of debt service. No bonds or other forms of general obligation indebtedness shall be incurred by the City without approval of the "Sources, Uses, and Payments" memo by the City Council.

B. Bond Fund: All payment of general obligation debt service shall be from the Bond Interest and Redemption Fund. This Fund shall act as a clearing account for debt service and will not itself be used as a final source of debt payment. The Department of Finance shall make debt service payments out of the Bond Fund by transferring the amounts from the accounts specified in the "Sources, Uses, and Payments" memo.

C. Investment of Bond Proceeds: All general obligation and revenue bond proceeds shall be invested as part of the City's consolidated cash pool unless otherwise specified by the bond legislation or by the City Manager or the Financial Services Director. Investments will be consistent with those authorized by existing City and State law and by the City's investment policies.

D. Costs and Fees: All costs and fees related to issuance of bonds will be paid out of bond proceeds or by sources identified by the City Manager.

E. Call Provision: Call provisions for bond issues shall be made as short as possible consistent with the lowest interest costs to the City. When possible, all bonds shall be callable only at par.

F. Competitive Sale: In general, City debt will be issued through a competitive bidding process. Bids will be awarded on a true interest cost basis, providing other bidding requirements are satisfied.

G. Negotiated Sale: Negotiated sales of debt will be considered when the complexity of the issue requires specialized expertise, when a change of underwriter may result in losses, when the negotiated sale would result in substantial savings in time or money, or when market conditions or City credit are unusually volatile or uncertain.

H. Underwriters: For all competitive and negotiated sales, underwriters will be required to demonstrate sufficient capitalization and experience related to the debt issuance. The criteria used to select an underwriter in a competitive sale shall be the true interest cost. In a negotiated sale, the underwriter may be selected through a request for proposals (RFP). The criteria used to select an underwriter in a negotiated sale should include the following:
   - Overall experience
   - Market philosophy
   - Capability
   - Financial statement
   - Public finance team and resources
   - Breakdown of underwriter's discount

I. Financial Advisor: The City will retain an external independent financial advisor, to be selected for a term of up to four years, through a process administered by the City's Finance Department. The utilization of the financial advisor for particular bond sales will be at the discretion of the City Manager on a case-by-case basis and pursuant to the financial advisory services contract. The selection process for financial advisors will require comprehensive municipal debt experience, experience with diverse financial structuring requirements and pricing of municipal securities. Upon expiration of a four-year contract, the City has the option, after a full competitive process, of signing a new contract with the existing financial advisor. For each City bond sale the financial advisor will provide the City information on pricing and underwriting fees for comparable sales by other issuers.

J. Other Service Providers: The City Manager shall have the authority to periodically select other service providers (escrow agents, verification agents, trustees, arbitrage consultants, etc.) as necessary to meet legal requirements and minimize net City debt costs. These services can include debt restructuring services and security or escrow purchases. The City Manager may select firm(s) to provide such financial services related to debt without an RFP. A firm so selected must receive City Council approval before conducting any transaction or providing any service.

K. Arbitrage Compliance: The Department of Finance shall maintain a system of record keeping and reporting to meet the arbitrage rebate compliance requirement of the federal tax code.

1. **Scope**
   This investment policy does not apply to the investment activities of the ICMA employee retirement funds and the employee retirement accounts. This policy does apply to all remaining funds for the City of Suwanee.

2. **Objectives**

   A. Safety of the principal is the foremost objective of the City of Suwanee. Those investing funds on the City's behalf must first ensure that capital losses are avoided by limiting credit and interest risk. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest risk is the risk that market value portfolios will fail due to an increase in general interest rates.
   B. Liquidity is the second objective of the investment portfolio. The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be anticipated.
   C. Return on Investment is the third objective of the investment portfolio. This objective is subordinate to safety and liquidity. After the first two objectives are met, the goal of the investment portfolio of the City of Suwanee shall be designed to attain a market-average rate of return.
   D. Maintaining the Public Trust is the fourth objective. City officials act as custodians of the public trust. In keeping with the public trust, the investment officials shall seek to avoid engaging in transactions which may jeopardize the public's faith in the abilities of those who govern the City of Suwanee.

3. **Delegation of Authority**
   The Financial Services Director is the designated investment officer of the City of Suwanee and is responsible for the investment decisions. In the absence of the investment officer, the City Manager shall perform the duties. The investment officer is responsible for writing, maintaining and establishing guidelines to be reviewed and approved by the City Council. The investment officer is responsible for the maintenance of other written administrative procedures consistent with this policy and the requisite compliance. City Council may create an investment committee to monitor the investment portfolio and the activities of the investment officer.

4. **Prudence**
   The standard of prudence to be used by investment officials shall be the prudent person. The prudent person standard states: Investments shall be made with judgment and care under circumstances then prevailing which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. Investment officers acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

5. **Standards and Procedures**
   All standards and procedures created by the investment officer must be reduced to writing when possible.

6. **Ethics and Conflicts of Interest**
   The investment officer shall read and familiarize himself/herself with section 2.14 of the City of Suwanee Charter. The investment officer shall manage the City's portfolio in a manner consistent with section 2.14 of the City of Suwanee Charter.

7. **Internal Controls**
   The investment officer shall establish and maintain a system of internal controls, which shall be documented in writing. The controls shall be designed to prevent and control losses of public funds arising from fraud, employee error, misrepresentation by third parties, or imprudent actions by employees and officers.

8. **Reporting**
   The investment officer shall create reporting procedures that must be approved by the City Council.

9. **Authorized Investment Instruments**
   All investment activity is required to be in compliance with Chapter 83 of Title 36 of the Official Code of Georgia, which establishes guidelines for local government investment procedures.

   The City of Suwanee may invest funds subject to its control and jurisdiction in the following:
   A. Certificates of deposit issued by banks insured by the FDIC. Deposits in excess of the FDIC coverage must be collateralized by securities with a market value equal to at least 110% of the deposit. Only those securities described in Georgia Code 50-17-59 can be pledged as collateral;
   B. Obligations issued by the United States government;
   C. Obligations fully insured or guaranteed by the United States government or a United States government agency;
   D. Obligations of any corporation of the United States government;
   E. Obligations of the State of Georgia or of other States;
   F. Obligations of other political subdivisions of the State of Georgia;
   G. The local government investment pool created by Code Section 36-83-8.

Suwanee shall only use those investment instruments allowed by state law. Those instruments not listed above, but allowable by state law must be approved by the City Council. The City Attorney must also approve any investment instrument not listed above. Prime bankers acceptances and repurchase agreements must be approved by affirmative vote of the City Council.

10. Banks and Dealer Selection

The investment officer will create banking service procurement procedures. The officer will be required to maintain a list of eligible banks and dealers. The institutions should be appropriately capitalized. The officer will create procedures for determining the creditworthiness of banks. Preference will be given to banks located within the City of Suwanee to the extent possible. The preference should not jeopardize the investment policy objectives of safety, liquidity, and return on investment.

11. Diversification and Maturities

It is the policy of the City of Suwanee to diversify its investment portfolio. Investments held should be diversified to the extent practicable to control the risk of loss resulting from over-concentration of assets in a specific maturity, issuer, instrument, dealer, or bank. Diversification strategies will be established by the investment officer and periodically reviewed by the Council. The average maturity date of securities may not exceed one year without City Council's approval. The investment officer shall diversify maturities and to the extent possible match those maturities to cash flows.

12. Safekeeping and Custody

All securities shall be held by a third party custodian designated by the investment officer and approved by the Council. The third party custodian shall be required to issue a safekeeping statement to the investment officer listing the specific instrument, rate, maturity, and other pertinent information. All securities transactions entered into by the City of Suwanee shall be conducted on a delivery-versus-payment basis. In other words, the security must be delivered before funds are released.

13. Performance Evaluation

The investment officer will seek to achieve or exceed a market rate of return on the City's portfolio. Given the safety and liquidity needs of the City, the basis used to determine whether market yields are being achieved shall be the one year Treasury Bill.

BACKGROUND

The City of Suwanee maintains its financial operations in a manner consistent with sound financial management principles, which require that sufficient funds be retained by the City to provide a stable financial base at all times. An adequate fund balance level is an essential element in both short-term and long-term financial planning. It serves to mitigate current and future risks, sustain operations during economic downturns, provides cash flow liquidity for the City's general operations, and enhances creditworthiness. Maintenance of sufficient levels of fund balance enables the City to stabilize funding for operations, stabilize taxes and fees, and realize cost savings in issuing debt. While adequate levels of fund balance are important, the City strives to maintain an appropriate amount that is neither too high nor low.

PURPOSE

This policy establishes guidelines for preserving an adequate fund balance in order to sustain financial stability and to provide prudent management of the City's financial reserves. Fund balance is a surplus of funds accrued from unexpended operating budgets and unanticipated revenues.

COMPONENTS OF FUND BALANCE

Fund balance consists of four accounts: restricted, designated, stabilization, and unassigned. Funding of these accounts follow the order listed.

- **Restricted account** consists of funds that are mandated by a third party through laws, regulations, and other legal requirements to be used for a specific purpose. There is no minimum funding requirement for this account.

- **Designated account** consists of funds set aside by ordinance or resolution (including annual budget resolutions) for specific purposes. There is no minimum funding requirement for this account.

- **Stabilization account** consists of a minimum of four months of general fund budgeted expenditures and transfers. As a part of the budget resolution, the City Council will annually commit the funding level of the stabilization account.

- **Unassigned account** consists of the remaining funds not segregated above. These funds may be used for new programs or positions desired outside of the current and established budget or for one-time capital investments. There is no minimum funding requirement for this account.

POLICY

The stabilization account provides the City with a "rainy day" fund for use in unforeseen, unbudgeted emergency situations, such as rapidly declining real estate values and/or tax collection rates; the loss of a major taxpayer; sudden changes in revenues or spending requirements imposed by the state or federal government; natural disasters or emergency infrastructure failures; or unforeseen litigation. A minimum of four months of general fund budgeted expenditures and transfers is prudent based upon an evaluation the City's operating characteristics, diversity of tax base, reliability of non-property tax sources, working capital needs, impact on bond rating, state and local economic outlooks, emergency and disaster risk, and other contingencies.

The City Manager will report to the City Council an estimated, unaudited balance of both the stabilization and unassigned account balances during the annual budget submission process. Recommendations of the use of these funds would be included as an element of the annual operating budget. Any funds in addition to the minimum requirement of four months maybe authorized by City Council in the budget resolution.

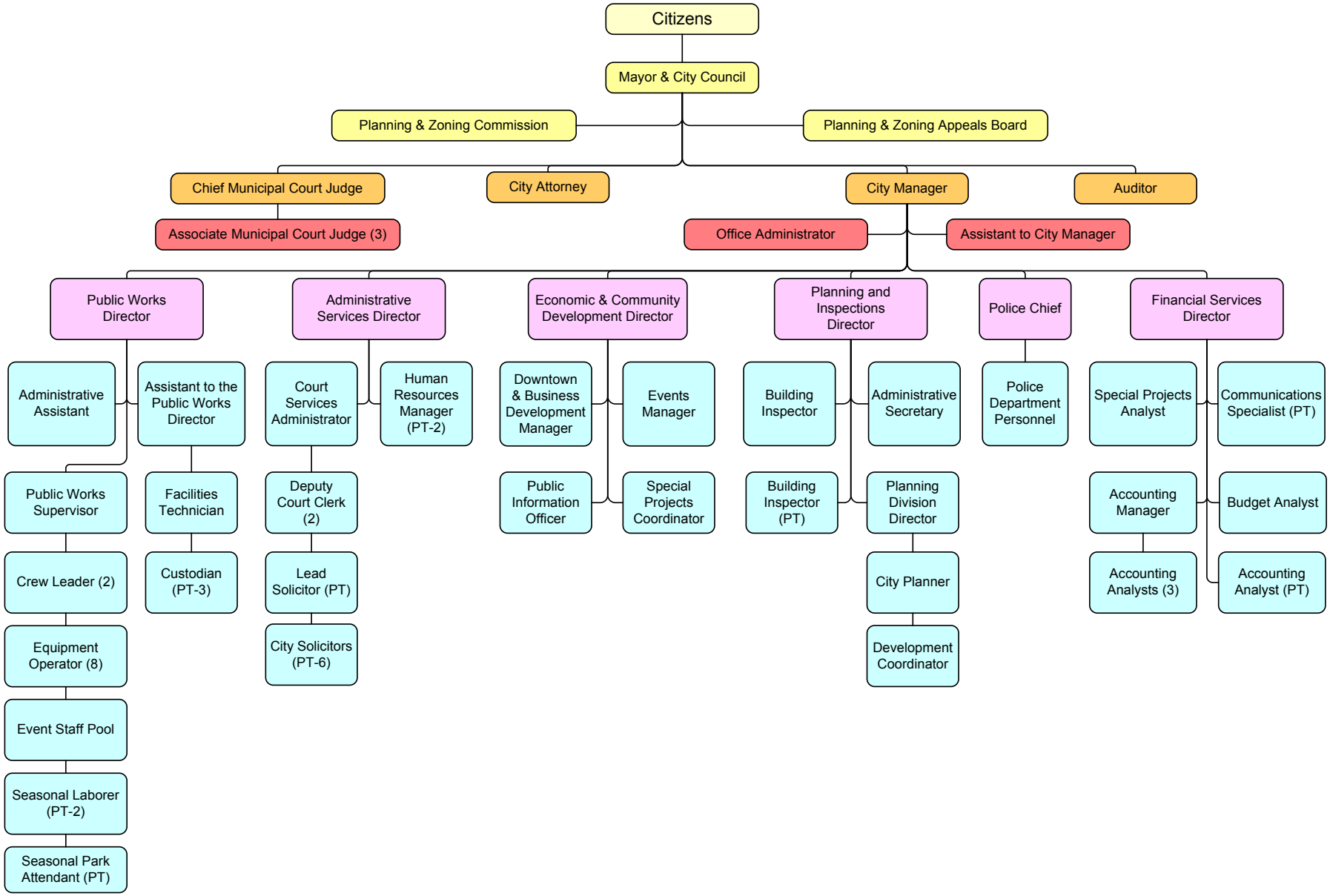
After the City has allocated resources to the stabilization account, any excess funds would be reported in the unassigned account and may be utilized for other municipal purposes, including, without limitations, additional capital improvement needs identified in the five-year capital improvement plan. The five-year capital improvement plan would include resource allocation of these unassigned funds.

UTILIZATION

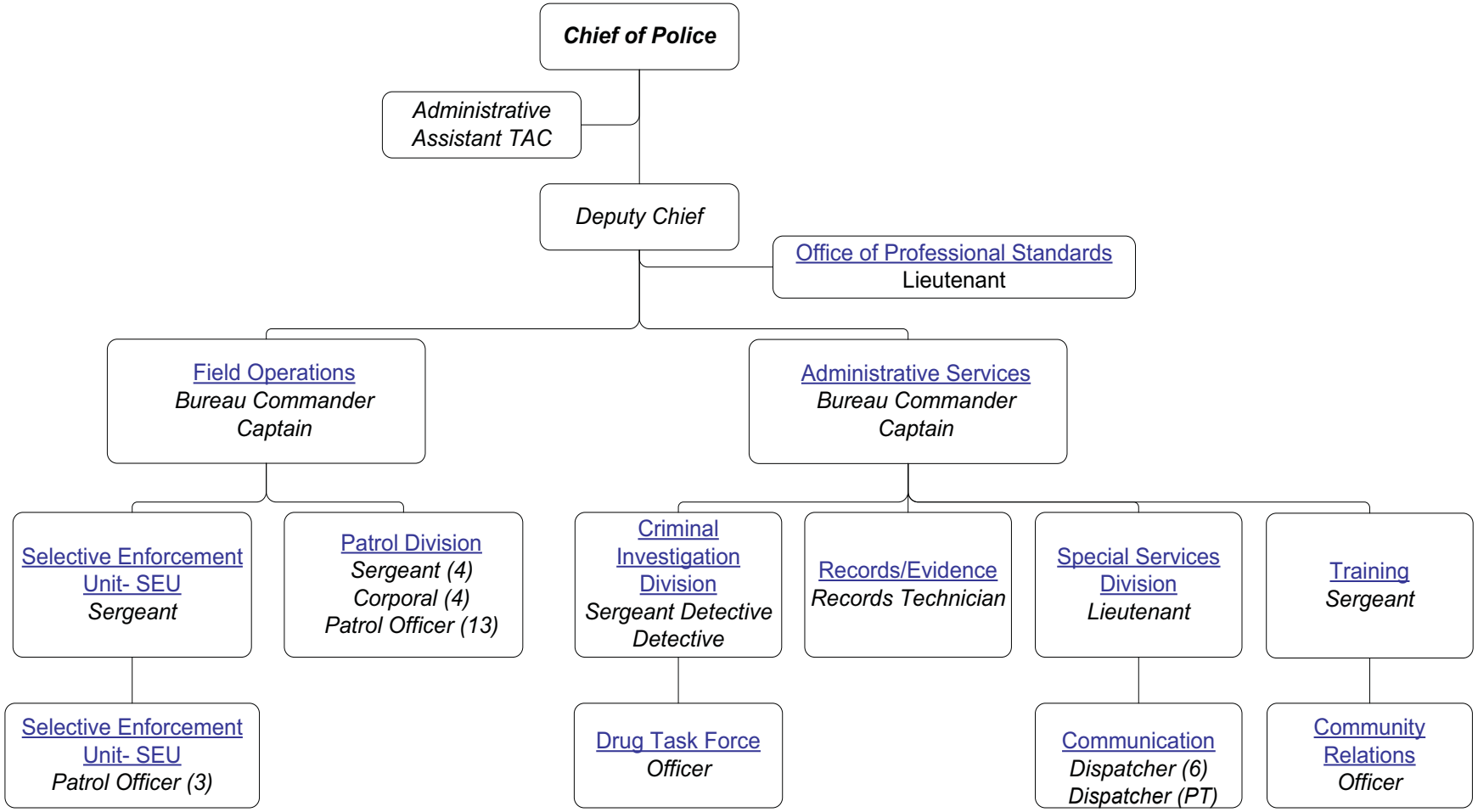
The stabilization account reserves below minimum standards should only be used to provide a short-term solution to maintaining services until projected revenue growth or necessary expenditure reductions are achieved to balance the budget. The City will evaluate the current economic conditions and their impact on future revenue projections to determine the extent of expenditure reductions or revenue increases that are required to achieve day-to-day financial balance.

RESTORATION

When it becomes necessary for the City to draw funds from the stabilization account, wherein the balance drops below the minimum level of four months, the City will develop a plan to replenish the account to the minimum level from net revenue surpluses in subsequent fiscal year(s) until the balance is restored to the minimum level.


Citizens
Mayor & City Council
Planning & Zoning Commission
Planning & Zoning Appeals Board
Chief Municipal Court Judge
City Attorney
City Manager
Auditor
Associate Municipal Court Judge (3)
Office Administrator
Assistant to City Manager
Public Works Director
Administrative Services Director
Economic & Community Development Director
Planning and Inspections Director
Police Chief
Financial Services Director
Administrative Assistant
Assistant to the Public Works Director
Court Services Administrator
Human Resources Manager (PT-2)
Downtown & Business Development Manager
Events Manager
Building Inspector
Administrative Secretary
Police Department Personnel
Special Projects Analyst
Communications Specialist (PT)
Public Works Supervisor
Facilities Technician
Deputy Court Clerk (2)
Public Information Officer
Special Projects Coordinator
Building Inspector (PT)
Planning Division Director
Accounting Manager
Budget Analyst
Crew Leader (2)
Custodian (PT-3)
Lead Solicitor (PT)
City Planner
Accounting Analysts (3)
Accounting Analyst (PT)
Equipment Operator (8)
City Solicitors (PT-6)
Development Coordinator
Event Staff Pool
Seasonal Laborer (PT-2)
Seasonal Park Attendant (PT)

city of suwanee police department organizational chart effective date 7-1-2011



	Position	FY 2008		FY 2009		FY 2010		FY 2011		FY 2012	
	Grade	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Chief Executive											
City Manager	Appointed	1		1		1		1		1	
Assistant to the City Manager	72	1		1		1		1		1	
Office Administrator	61	1		1		1		1		1	
Administrative Secretary [1]	57	1									
Total Chief Executive		4		3		3		3		3	
General Administration											
Administrative Services Director	75	1		1		1		1		1	
Human Resources Manager	69		2		2		2		2		2
Total General Administration		1	2	1	2	1	2	1	2	1	2
Financial Administration											
Financial Services Director	78	1		1		1		1		1	
Accounting Manager	67	1		1		1		1		1	
Budget Analyst	67									1	
Communications Specialist	63		1		1		1		1		1
Accounting Analyst	62	3	1	3	1	3	1	3	1	3	1
Special Projects Analyst	62	1		1		1		1		1	
Total Financial Administration		6	2	6	2	6	2	6	2	7	2
Public Information											
Public Information Officer	67	1		1		1		1		1	
Judicial											
Chief Judge	Appointed		1		1		1		1		1
Associate Judge	Appointed		3		3		3		3		2
Lead City Solicitor	Appointed		1		1		1		1		1
City Solicitor	Appointed		6		6		6		6		6
Court Services Administrator	67	1		1		1		1		1	
Deputy Court Clerk [2]	60	2	1	2	1	2		2		2	
Police Technician [2]	61	1		1							
Total Judicial		4	12	4	12	3	11	3	11	3	10
Police Administration											
Police Chief	79	1		1		1		1		1	
Police Captain	72	1		1		1		1		1	
Administrative Assistant	60	1		1		1		1		1	
Total Police Administration		3		3		3		3		3	
Criminal Investigation											
Police Lieutenant [3]	70	1		1		1					
Police Sergeant	68	1		1		1		1		1	
Police Officer	64	2		2		2		2		2	
Total Criminal Investigation		4		4		4		3		3	

	Position	FY 2008		FY 2009		FY 2010		FY 2011		FY 2012	
	Grade	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Patrol											
Deputy Police Chief	77	1		1		1		1		1	
Patrol Captain	72			1		1		1		1	
Police Lieutenant [3]	70	1						1		1	
Police Sergeant	68	5		5		5		5		5	
Police Corporal	66	3		3		3		4		4	
Police Officer	64	14		16		15		16		16	
Total Patrol		24		26		25		28		28	
Records & Identification											
Records & Evidence Technician	60	1		1		1		1		1	
Police Training [4]											
Police Sergeant	68		1		1	1		1		1	
Dispatcher											
Police Lieutenant	70	1		1		1		1		1	
Communications Officer	61	6		6		6		6		6	1
Total Dispatcher		7		7		7		7		7	1
Community Relations [4]											
Police Officer	64		1		1	1		1		1	
Targeted Police											
Police Officer [5]	64	2		2		2					
Public Works Administration											
Public Works Director [6]	78			1		1		1		1	
Assistant to the Public Works Director	72	1		1		1		1		1	
Public Works Supervisor	68	1		1		1		1		1	
Crew Leader	61	1		2		2		2		2	
Facilities Technician [7]	61							1		1	
Administrative Assistant	60	1		1		1		1		1	
Equipment Operator [7]	59	9		9		9		8		8	
Custodian	PT								3		3
Seasonal Laborer	PT		2		2		2		2		2
Seasonal Park Attendant	PT				1		1		1		1
Event Staff Pool [8]	PT		1		1		1		1		1
Total Public Works Administration		13	3	15	4	15	4	15	7	15	7
Protective Inspection Administration											
Public Works & Inspections Director [6]	78	1									
Building Official [9]	71	1		1							
Building Inspector [9]	64	1	1	1	1	1		1		1	
Inspections Assistant [9]	60	1		1							
Total Protective Inspection Administration		4	1	3	1	1		1		1	

	Position Grade	FY 2008 Full Time	FY 2008 Part-Time	FY 2009 Full Time	FY 2009 Part-Time	FY 2010 Full Time	FY 2010 Part-Time	FY 2011 Full Time	FY 2011 Part-Time	FY 2012 Full Time	FY 2012 Part-Time
Planning & Zoning											
Planning Director	77	1		1		1		1		1	
Planning Division Director (10)	72	1		1		1		1		1	
Principal Planner (10)	69										
City Planner	67	1		1		1		1		1	
Development Coordinator	61	1		1		1		1		1	
Administrative Secretary (1)	57			1		1		1		1	
Total Planning & Zoning Administration		4		5		5		5		5	
Codes Enforcement											
Building Inspector	63		1		1		1		1		1
Economic Development											
Economic Development Director	77			1		1		1		1	
Economic Division Director (11)	75	1									
Events Manager	65									1	
Events Coordinator (12)	63		1	1		1		1			
Special Projects Coordinator	61		1	1		1		1		1	
Total Economic Development		1	2	3		3		3		3	
Downtown Suwanee											
Downtown & Business Development Manager	69		1		1		1	1		1	
Total		**79**	**26**	**84**	**25**	**82**	**21**	**83**	**23**	**84**	**23**

(1) In fiscal year 2009, the Administrative Secretary position had been moved from Chief Executive to Planning & Zoning.

(2) In fiscal year 2010, the Red Light Camera program was dissolved, one part-time court clerk and a police technician position were dissolved.

(3) In Fiscal year 2011, Police Lieutenant position moved from Criminal Investigation to Patrol.

(4) In fiscal year 2010, a full-time police officer position moved from Patrol to Community Relations, enabling the Police Training position to become full-time.

(5) In fiscal year 2011, Targeted Police was moved into Patrol.

(6) In fiscal year 2009, the Public Works & Inspections Director focus had been changed from Public Works and Inspections to Public Works with an emphasis on Storm Drainage.

(7) In fiscal year 2011, one equipment operator position was reclassed to facilities technician.

(8) Event Staff Pool is comprised of a group of temporary staffing that provide 1,000 hours of pool labor a year.

(9) In fiscal year 2010, the Building Official position, the Inspections Assistant position, and a part-time Building Inspector position were dissolved due to economic conditions.

(10) In fiscal year 2008, the Principal Planner position was upgraded to the Planning Division Director.

(11) In fiscal year 2009, the Economic Division Director position had been upgraded to the Economic Development Director.

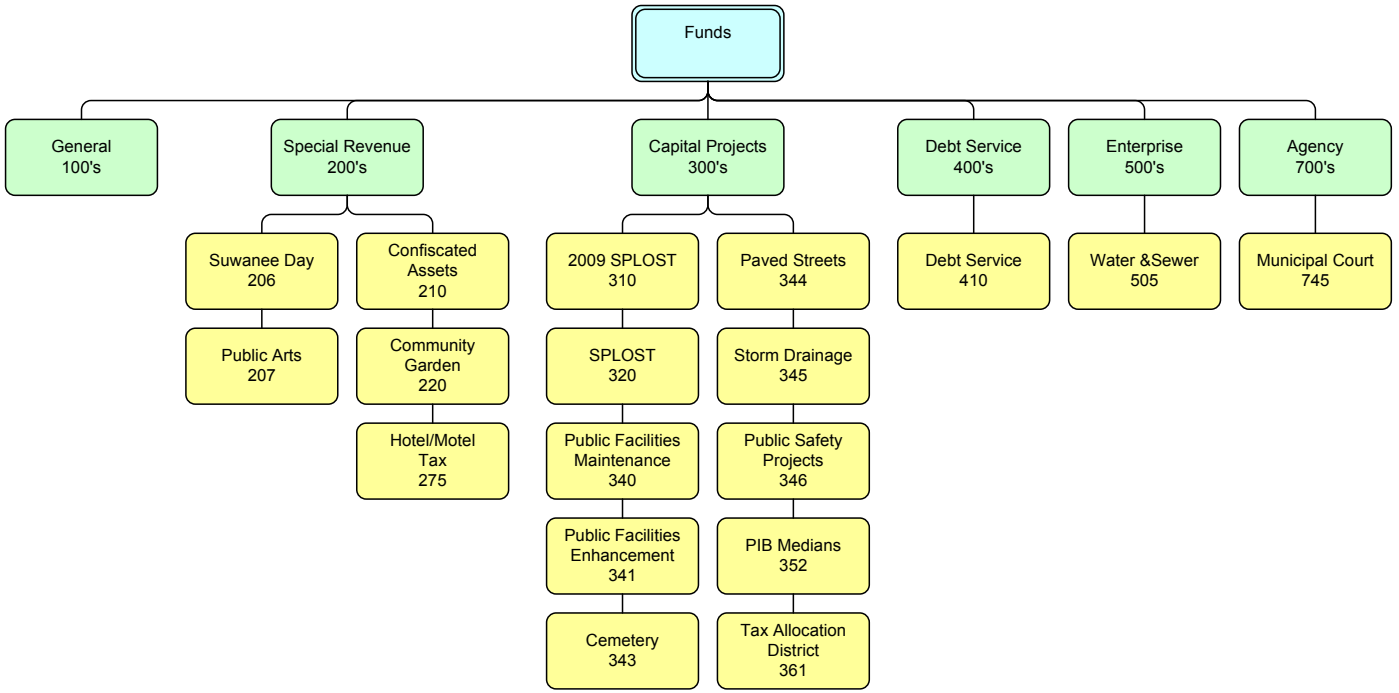
(12) In fiscal year 2012, the Events Coordinator position was upgraded to the Events Manager.

The financial activity of the City of Suwanee takes place in accounting entities called funds. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balance, revenues, and expenditures.

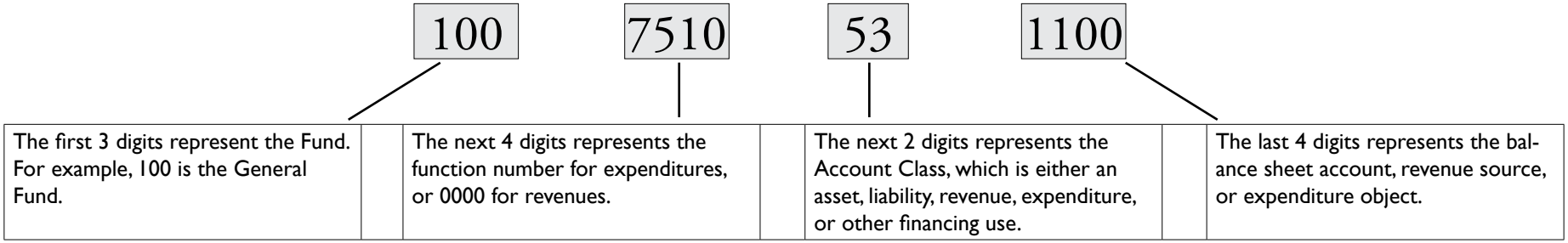
The General Fund is the City's primary operating fund and accounts for basic governmental services. It accounts for all the financial activity of the general government, except for those required to be accounted in another fund.

Other fund types are: Special Revenue, Capital Project, Debt Service, Enterprise and Agency Funds.

- **Special Revenue Funds** are used to account for revenues derived from specific taxes, grants, or other restricted revenue sources. The use and limitation of the special revenue funds are specified by City ordinance or federal or state statutes.
- **Capital Project funds** are used to account for the acquisition or construction of major capital investments.
- **Debt Service Fund** is used to account for the accumulation of resources to pay the general obligation and revenue bonds' long-term debt principal, interest and related costs.
- **Enterprise Fund** is used to account for operations that are financed in a manner similar to private business.
- **Agency Funds** are used to account for revenues that belong to parties other than the City. The Court is our only Agency Fund.



The City of Suwanee follows the State of Georgia's Uniform Chart of Accounts for Local Governments. The primary goal for the development of the State's Uniform Chart of Accounts is to improve government accountability by making financial information reported more comparable, thereby enabling local taxpayers and local policy makers to better understand and evaluate local government service delivery and operations.



The following are examples of the City's account coding structure:

100-7510-531100

The above number would be used to code an expense to the Economic Development Assistance department.

100 - General Fund

7510 – Economic Development and Assistance

531100 – General Supplies

275-0000-111110

The above number would be used to code the Hotel/Motel fund's cash in bank.

275 – Hotel/Motel Special Revenue Fund

0000 – used for revenue

111110 – Cash in bank

After the 3 digit fund number, the next 4 numbers for expenditures represent the function classifications.*

1000 General Government
2000 Judicial
3000 Public Safety
4000 Public Works
5000 Health and Welfare
6000 Culture / Recreation
7000 Housing and Development
8000 Debt Service
9000 Other Financing Uses

**The City of Suwanee is a relatively small governmental body, with 107 employees and only 6 departments.*

At the City of Suwanee, we use the following administrative functions:

General Government	1110	Governing Body - The City Council is the legislative governing authority of the City.
	1120	Legislative Committees - Consists of two boards; the Planning and Zoning Commission, and the Planning and Zoning Appeals Board.
	1320	Chief Executive - The City Manager's office is responsible for carrying out the City Council's policy decisions, for providing vision and leadership to the organization, and for overseeing the day-to-day operations.
	1500	General Administration - This department consists of the Human Resources division as well as the City Clerk.
	1511	Financial Administration - responsible for the accounting and financial reporting of all City operations and is entrusted with collecting, depositing, and investing all City funds.
	1512	Accounting - Primarily responsible for the external audit of the City's financial records and preparation of the CAFR.
	1530	Law - The City Attorney has the responsibility of responding to requests for advice and in answering legal matters.
	1535	Data Processing - Provides secure, efficient, innovative, and cost effective data communication services that will support and enhance the daily business operations of the City.
	1565	General Government Buildings - This department manages building operations and maintenance activities for the City's Governmental facilities.
	1570	Public Information - Efforts serve to help create an informed and involved citizenry.
Judicial	2650	Municipal Court - Processes all citations handles through the Court, provides assistance to the Judge, attorneys, solicitors, and defendants.
Public Safety	3210	Police Administration - Plans, directs, and manages the Police Department including patrol services, investigations, communications, training, community policing, and public relations.
	3221	Criminal Investigation Division - Responsible for the protection of persons, the apprehension of criminals, the recovery of property, and the prevention of crime.
	3223	Patrol Division - Strives to provide the highest quality of Police services while maintaining and improving the quality of life for citizens, businesses, and the motoring public.
	3224	Records and Identification Police - Maintains accurate records of arrests, reported crimes, and traffic related incidents.
	3240	Police Training - Protect the lives, rights, property, and dignity of all citizens and visitors of our City by providing all members of the Police department with the best training possible.
	3250	Special Detail Services Police - Police Officers who work off-duty assignments at various events and businesses within the City.
	3251	Gateway Patrol- Interactive patrol focus in the I-85 Gateway business area.
	3260	Police Station and Buildings - To provide a quality work environment for the members of the police department with preventive building maintenance and technologically forward planning for the future.
	3270	Dispatcher - Answers all emergency and non-emergency phone calls made to Suwanee Police, then dispatches all calls for service where police service is needed.
Public Safety	3285	Public Relations Police - Foster an atmosphere of mutual trust, cooperation, and respect with the public.
Public Works	4100	Public Works Administration - Maintains safe and functional City buildings, infrastructure, traffic signage, street, water system, and City vehicles.
	4221	Paved Streets - For the repair and maintenance of all streets within the City limits.
	4250	Storm Drainage - For the repair and maintenance of the storm drainage infrastructure and for the issuance of the City's MS4 (Stormwater) Permit.
	4970	Special Detail Services - Public Works staff who work special events that take place within the City. Participation is voluntary.
Culture/ Recreation	6190	Special Facilities and Activities - To provide the funding of production costs of event-related activities for the City.
	6220	Park Areas - Provides maintenance services for all parks and the Suwanee Greenway.
Housing and Development	7200	Protective Inspection Administration - To enforce requirements as adopted by the City in order to safeguard the public health, safety, and general welfare of life and property.
	7400	Planning and Zoning - Responsible for managing current and long-range planning activities and overseeing development review activities.
	7450	Code Enforcement - Works with both residences and business in the enforcement of building, zoning, and public nuisance ordinances.
	7510	Economic Development and Assistance - Oversees all marketing efforts for the City, manages the tourism dollars , manages all City economic development activities including business retention and recruitment, and provides public art to the community with a range of artistic styles.
	7520	Downtown Suwanee - Enables the Downtown district to become the social, economic, and cultural heart of Suwanee through redevelopment and historic preservation.
Other Financing Uses	9100	Other Financing Uses - Accounts for operation transfers from the general fund to other funds.

Fund	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Amount of Change	% Change
General Fund	$ 10,428,084	$ 12,097,822	$ 12,338,509	$ 12,265,830	$ 11,844,220	$ (421,610)	-3.44%
Special Revenue Funds:							
Suwanee Day	79,329	87,978	78,060	77,750	77,750	-	0.00%
Public Arts	-	-	-	80,500	80,500	-	0.00%
Confiscated Assets	74,510	8,715	22,112	99,250	98,250	(1,000)	-1.01%
Community Garden	-	-	1,776	8,900	6,420	(2,480)	-27.87%
Hotel/Motel Tax	150,132	379,703	313,034	234,380	202,650	(31,730)	-13.54%
Debt Service	1,623,590	1,622,796	1,620,178	1,612,690	1,604,150	(8,540)	-0.53%
Enterprise	121,573	163,963	120,916	402,960	241,000	(161,960)	-40.19%
Agency	2,044,437	1,617,616	1,798,378	1,516,380	1,489,860	(26,520)	-1.75%
Gross Total	14,521,655	15,978,593	16,292,963	16,298,640	15,644,800	(653,840)	-4.01%
Less Interfund Transfers	(703,320)	(782,793)	(670,482)	(680,970)	(774,900)	(93,930)	13.79%
Net Total Budget	$ 13,818,335	$ 15,195,800	$ 15,622,481	$ 15,617,670	$ 14,869,900	$ (747,770)	-4.79%



	FY 2008 Actual			FY 2009 Actual		
	Governmental	Proprietary	Total	Governmental	Proprietary	Total
Revenues						
Property Taxes	$ 5,398,361		$ 5,398,361	$ 5,926,092		$ 5,926,092
Franchise Taxes	1,521,682		1,521,682	1,777,986		1,777,986
Alcoholic Berverage Taxes	794,986		794,986	795,413		795,413
Business Taxes	1,517,270		1,517,270	1,465,980		1,465,980
Hotel/motel Taxes	421,497		421,497	475,889		475,889
Other Taxes Penalties	37,762		37,762	77,775		77,775
Licenses and Permits	1,057,705		1,057,705	368,872		368,872
Intergovernmental Grants	818		818	-		-
Charge for Services	227,016	$ 93,405	320,421	145,444	$ 64,658	210,102
Fines and Forfeitures	1,276,932		1,276,932	1,007,164		1,007,164
Investment Income	292,840	1,597	294,437	313,921	599	314,520
Contributions and Donations	53,092		53,092	18,392		18,392
Miscellaneous Revenues	20,791		20,791	47,448		47,448
Total Revenues	12,620,752	95,002	12,715,754	12,420,376	65,257	12,485,633
Expenditures/Expenses and Other Uses:						
Council & Chief Executive	454,022		454,022	488,846		488,846
Administrative Services	571,077		571,077	588,640		588,640
Economic & Community Development	953,890		953,890	1,027,015		1,027,015
Financial Services	537,139		537,139	564,410		564,410
Planning & Inspections	790,519		790,519	703,050		703,050
Police	3,467,696		3,467,696	3,737,093		3,737,093
Public Works	1,365,677	106,440	1,472,117	1,637,992	149,377	1,787,369
Non-Departmental	518,519		518,519	592,766		592,766
Debt Service	1,623,590	15,133	1,638,723	1,622,796	14,586	1,637,382
Total Expenditures/Expenses and Other Uses	10,282,129	121,573	10,403,702	10,962,608	163,963	11,126,571
Excess (deficiency) of revenues over (under) expenditures	2,338,623	(26,571)	2,312,052	1,457,768	(98,706)	1,359,062
Other Financing Sources (Uses)						
Proceeds from capital lease	72,573		72,573	94,316		94,316
Sale of capital asset	7,550		7,550			
Transfers in	1,891,916	70,600	1,962,516	1,628,632	150,000	1,778,632
Transfers out	(2,073,516)		(2,073,516)	(3,234,406)		(3,234,406)
Total other financing sources	(101,477)	70,600	(30,877)	(1,511,458)	150,000	(1,361,458)
Net change in fund balance	2,237,146	44,029	2,281,175	(53,690)	51,294	(2,396)
Fund Balances, beginning of year	6,773,132	1,848,673	8,621,805	9,010,278	1,892,702	10,902,980
Fund Balances, end of year	$ 9,010,278	$ 1,892,702	$ 10,902,980	$ 8,956,588	$ 1,943,996	$ 10,900,584

FY 2010 Actual			FY 2011 Budget			FY 2012 Budget		
Governmental	Proprietary	Total	Governmental	Proprietary	Total	Governmental	Proprietary	Total
$ 5,846,602		$ 5,846,602	$ 5,902,110		$ 5,902,110	$ 5,533,930		$ 5,533,930
1,694,211		1,694,211	1,804,840		1,804,840	1,973,420		1,973,420
784,189		784,189	772,000		772,000	813,300		813,300
1,360,254		1,360,254	1,328,180		1,328,180	1,587,530		1,587,530
393,156		393,156	389,070		389,070	354,650		354,650
73,032		73,032	55,000		55,000	55,000		55,000
349,965		349,965	414,880		414,880	366,820		366,820
68,088		68,088	28,600		28,600	-		-
64,237	$ 62,501	126,738	83,200	$ 85,550	168,750	79,700	$ 90,000	169,700
1,334,381		1,334,381	1,178,470		1,178,470	1,075,000		1,075,000
206,272	1,485	207,757	58,710	1,000	59,710	63,770	500	64,270
96,504		96,504	171,300		171,300	168,900		168,900
26,333		26,333	18,500	500	19,000	12,500	500	13,000
12,297,224	63,986	12,361,210	12,204,860	87,050	12,291,910	12,084,520	91,000	12,175,520
538,609		538,609	642,260		642,260	652,550		652,550
518,221		518,221	556,030		556,030	592,980		592,980
928,281		928,281	1,012,350		1,012,350	1,010,430		1,010,430
567,180		567,180	633,600		633,600	706,230		706,230
512,681		512,681	595,670		595,670	594,540		594,540
3,753,064		3,753,064	4,061,700		4,061,700	4,289,720		4,289,720
1,497,834	97,297	1,595,131	1,834,680	375,040	2,209,720	1,816,100	241,000	2,057,100
498,855		498,855	682,880		682,880	601,920		601,920
1,620,178	23,619	1,643,797	1,612,690	27,920	1,640,610	1,604,150	-	1,604,150
10,434,903	120,916	10,555,819	11,631,860	402,960	12,034,820	11,868,620	241,000	12,109,620
1,862,321	(56,930)	1,805,391	573,000	(315,910)	257,090	215,900	(150,000)	65,900
		-						-
14,161	(7,038)	7,123	5,000		5,000	5,000	150,000	155,000
1,629,000	287,450	1,916,450	1,605,690	150,000	1,755,690	1,601,900		1,601,900
(3,938,766)		(3,938,766)	(2,747,440)		(2,747,440)	(2,045,320)		(2,045,320)
(2,295,605)	280,412	(2,015,193)	(1,136,750)	150,000	(986,750)	(438,420)	150,000	(288,420)
(433,284)	223,482	(209,802)	(563,750)	(165,910)	(729,660)	(222,520)	-	(222,520)
8,956,588	1,943,996	10,900,584	8,523,304	2,167,478	10,690,782	7,959,554	2,001,568	9,961,122
$ 8,523,304	$ 2,167,478	$ 10,690,782	$ 7,959,554	$ 2,001,568	$ 9,961,122	$ 7,737,034	$ 2,001,568	$ 9,738,602

FY 2008 Actual

	General	Suwanee Day	Confiscated Asset	Hotel/Motel Tax	Debt Service	Total Governmental Funds
Revenues						
Property Taxes	$ 5,398,361					$ 5,398,361
Franchise Taxes	1,521,682					1,521,682
Alcoholic Berverage Taxes	794,986					794,986
Business Taxes	1,517,270					1,517,270
Hotel/motel Taxes	252,898			$ 168,599		421,497
Other Taxes Penalties	37,762					37,762
Licenses and Permits	1,057,705					1,057,705
Intergovernmental Grants	818					818
Charge for Services	227,016					227,016
Fines and Forfeitures	1,259,195		$ 17,737			1,276,932
Investment Income	264,000	$ 1,077	869	4,215	$ 22,679	292,840
Contributions and Donations	500	52,592				53,092
Miscellaneous Revenues	20,791					20,791
Total Revenues	12,352,984	53,669	18,606	172,814	22,679	12,620,752
Expenditures						
Council & Chief Executive	454,022					454,022
Administrative Services	571,077					571,077
Economic & Community Development	724,429	79,329		150,132		953,890
Financial Services	537,139					537,139
Planning & Inspections	790,519					790,519
Police	3,393,186		74,510			3,467,696
Public Works	1,365,677					1,365,677
Non-Departmental	518,519					518,519
Debt Service					1,623,590	1,623,590
Total Expenditures	8,354,568	79,329	74,510	150,132	1,623,590	10,282,129
Excess (deficiency) of revenues over (under) expenditures	3,998,416	(25,660)	(55,904)	22,682	(1,600,911)	2,338,623
Other Financing Sources (Uses)						
Proceeds from capital lease	72,573					72,573
Sale of capital asset	7,550					7,550
Transfers in					1,891,916	1,891,916
Transfers out	(2,073,516)					(2,073,516)
Total Other Financing Sources	(1,993,393)	-	-	-	1,891,916	(101,477)
Net change in fund balance	2,005,023	(25,660)	(55,904)	22,682	291,005	2,237,146
Fund Balance, beginning of year	5,580,537	47,391	61,247	187,627	896,330	6,773,132
Fund Balance, end of year	$ 7,585,560	$ 21,731	$ 5,343	$ 210,309	$ 1,187,335	$ 9,010,278

FY 2009 Actual

	General	Suwanee Day	Confiscated Asset	Hotel/Motel Tax	Debt Service	Total Governmental Funds
Revenues						
Property Taxes	$ 5,926,092					$ 5,926,092
Franchise Taxes	1,777,986					1,777,986
Alcoholic Berverage Taxes	795,413					795,413
Business Taxes	1,465,980					1,465,980
Hotel/motel Taxes	203,945			$ 271,944		475,889
Other Taxes Penalties	77,775					77,775
Licenses and Permits	368,872					368,872
Charge for Services	111,630		$ 33,814			145,444
Fines and Forfeitures	994,207	$ 314	43	2,297	$ 10,303	1,007,164
Investment Income	231,289	82,632				313,921
Contributions and Donations	18,392					18,392
Miscellaneous Revenues	47,448					47,448
Total Revenues	12,019,029	82,946	33,857	274,241	10,303	12,420,376
Expenditures						
Council & Chief Executive	488,846					488,846
Administrative Services	588,640					588,640
Economic & Community Development	559,334	87,978		379,703		1,027,015
Financial Services	564,410					564,410
Planning & Inspections	703,050					703,050
Police	3,728,378		8,715			3,737,093
Public Works	1,637,992					1,637,992
Non-Departmental	592,766					592,766
Debt Service					1,622,796	1,622,796
Total Expenditures	8,863,416	87,978	8,715	379,703	1,622,796	10,962,608
Excess (deficiency) of revenues over (under) expenditures	3,155,613	(5,032)	25,142	(105,462)	(1,612,493)	1,457,768
Other Financing Sources (Uses)						
Proceeds from capital lease	94,316					94,316
Transfers in	1,632				1,627,000	1,628,632
Transfers out	(3,234,406)					(3,234,406)
Total Other Financing Sources	(3,138,458)	-	-	-	1,627,000	(1,511,458)
Net change in fund balance	17,155	(5,032)	25,142	(105,462)	14,507	(53,690)
Fund Balance, beginning of year	7,585,560	21,731	5,343	210,309	1,187,335	9,010,278
Fund Balance, end of year	$ 7,602,715	$ 16,699	$ 30,485	$ 104,847	$ 1,201,842	$ 8,956,588

FY 2010 Actual

	General	Suwanee Day	Public Arts	Confiscated Asset	Community Garden	Hotel/Motel Tax	Debt Service	Total Governmental Funds
Revenues								
Property Taxes	$ 5,846,602							$ 5,846,602
Franchise Taxes	1,694,211							1,694,211
Alcoholic Berverage Taxes	784,189							784,189
Business Taxes	1,360,254							1,360,254
Hotel/motel Taxes	168,430					$ 224,726		393,156
Other Taxes Penalties	73,032							73,032
Licenses and Permits	349,965							349,965
Intergovernmental Revenues	68,088							68,088
Charge for Services	64,237							64,237
Fines and Forfeitures	1,245,968			$ 88,413				1,334,381
Investment Income	198,655	$ 145	$ 6	315	$ 7	740	$ 6,404	206,272
Contributions and Donations	2,500	79,606	9,426		4,972			96,504
Miscellaneous Revenues	21,699				4,634			26,333
Total Revenues	11,877,830	79,751	9,432	88,728	9,613	225,466	6,404	12,297,224
Expenditures								
Council & Chief Executive	538,609							538,609
Administrative Services	518,221							518,221
Economic & Community Development	537,187	78,060				313,034		928,281
Financial Services	567,180							567,180
Planning & Inspections	512,681		-					512,681
Police	3,730,952			22,112				3,753,064
Public Works	1,496,058				1,776			1,497,834
Non-Departmental	498,855							498,855
Debt Service							1,620,178	1,620,178
Total Expenditures	8,399,743	78,060	-	22,112	1,776	313,034	1,620,178	10,434,903
Excess (deficiency) of revenues over (under) expenditures	3,478,087	1,691	9,432	66,616	7,837	(87,568)	(1,613,774)	1,862,321
Other Financing Sources (Uses)								
Sale of capital asset	14,161							14,161
Transfers in							1,629,000	1,629,000
Transfers out	(3,938,766)							(3,938,766)
Total other financing sources	(3,924,605)	-	-	-	-	-	1,629,000	(2,295,605)
Net change in fund balance	(446,518)	1,691	9,432	66,616	7,837	(87,568)	15,226	(433,284)
Fund Balance, beginning of year	7,602,715	16,699	-	30,485	-	104,847	1,201,842	8,956,588
Fund Balance, end of year	$ 7,156,197	$ 18,390	$ 9,432	$ 97,101	$ 7,837	$ 17,279	$ 1,217,068	$ 8,523,304

FY 2011 Budget

	General	Suwanee Day	Public Arts	Confiscated Asset	Community Garden	Hotel/Motel Tax	Debt Service	Total Governmental Funds
Revenues								
Property Taxes	$ 5,902,110							$ 5,902,110
Franchise Taxes	1,804,840							1,804,840
Alcoholic Berverage Taxes	772,000							772,000
Business Taxes	1,328,180							1,328,180
Hotel/motel Taxes	155,300					$ 233,770		389,070
Other Taxes Penalties	55,000							55,000
Licenses and Permits	414,880							414,880
Intergovernmental Revenues	28,600							28,600
Charge for Services	83,200							83,200
Fines and Forfeitures	1,079,470			$ 99,000				1,178,470
Investment Income	50,000	$ 250	$ 500	250	$ 100	610	$ 7,000	58,710
Contributions and Donations	5,000	77,500	80,000		8,800			171,300
Miscellaneous Revenues	18,500							18,500
Total Revenues	11,697,080	77,750	80,500	99,250	8,900	234,380	7,000	12,204,860
Expenditures								
Council & Chief Executive	642,260							642,260
Administrative Services	556,030							556,030
Economic & Community Development	619,720	77,750	80,500			234,380		1,012,350
Financial Services	633,600							633,600
Planning & Inspections	595,670							595,670
Police	3,962,450			99,250				4,061,700
Public Works	1,825,780				8,900			1,834,680
Non-Departmental	682,880							682,880
Debt Service							1,612,690	1,612,690
Total Expenditures	9,518,390	77,750	80,500	99,250	8,900	234,380	1,612,690	11,631,860
Excess (deficiency) of revenues over (under) expenditures	2,178,690	-	-	-	-	-	(1,605,690)	573,000
Other Financing Sources (Uses)								
Gain (Loss) on disposal of capital assets	5,000							5,000
Transfers in							1,605,690	1,605,690
Transfers out	(2,747,440)							(2,747,440)
Total other financing sources	(2,742,440)	-	-	-	-	-	1,605,690	(1,136,750)
Net change in fund balance	(563,750)	-	-	-	-	-	-	(563,750)
Fund Balance, beginning of year	7,156,197	18,390	9,432	97,101	7,837	17,279	1,217,068	8,523,304
Fund Balance, end of year	$ 6,592,447	$ 18,390	$ 9,432	$ 97,101	$ 7,837	$ 17,279	$ 1,217,068	$ 7,959,554

FY 2012 Budget

	General	Suwanee Day	Public Arts	Confiscated Asset	Community Garden	Hotel/Motel Tax	Debt Service	Total Governmental Funds
Revenues								
Property Taxes	$ 5,533,930							$ 5,533,930
Franchise Taxes	1,973,420							1,973,420
Alcoholic Berverage Taxes	813,300							813,300
Business Taxes	1,587,530							1,587,530
Hotel/motel Taxes	152,500					$ 202,150		354,650
Other Taxes Penalties	55,000							55,000
Licenses and Permits	366,820							366,820
Charge for Services	79,700							79,700
Fines and Forfeitures	977,000			$ 98,000				1,075,000
Investment Income	60,000	$ 250	$ 500	250	$ 20	500	$ 2,250	63,770
Contributions and Donations	5,000	77,500	80,000		6,400			168,900
Miscellaneous Revenues	12,500							12,500
Total Revenues	11,616,700	77,750	80,500	98,250	6,420	202,650	2,250	12,084,520
Expenditures								
Council & Chief Executive	652,550							652,550
Administrative Services	592,980							592,980
Economic & Community Development	649,530	77,750	80,500			202,650		1,010,430
Financial Services	706,230							706,230
Planning & Inspections	594,540							594,540
Police	4,191,470			98,250				4,289,720
Public Works	1,809,680				6,420			1,816,100
Non-Departmental	601,920							601,920
Debt Service							1,604,150	1,604,150
Total Expenditures	9,798,900	77,750	80,500	98,250	6,420	202,650	1,604,150	11,868,620
Excess (deficiency) of revenues over (under) expenditures	1,817,800	-	-	-	-	-	(1,601,900)	215,900
Other Financing Sources (Uses)								
Sale of capital asset	5,000							5,000
Transfers in							1,601,900	1,601,900
Transfers out	(2,045,320)							(2,045,320)
Total other financing sources	(2,040,320)	-	-	-	-	-	1,601,900	(438,420)
Net change in fund balance	(222,520)	-	-	-	-	-	-	(222,520)
Fund Balance, beginning of year	6,592,447	18,390	9,432	97,101	7,837	17,279	1,217,068	7,959,554
Fund Balance, end of year	$ 6,369,927	$ 18,390	$ 9,432	$ 97,101	$ 7,837	$ 17,279	$ 1,217,068	$ 7,737,034

Project Based Budgets

	2009 SPLOST	2005 SPLOST	Public Facilities Maintenance	Public Facilities Enhancement	Cemetery	Paved Streets	Storm Drainage	Public Safety Projects	PIB Medians	Suwanee Tax Allocation District	Total
Revenues											
Intergovernmental Grants	$ 10,356,865	$ 7,087,792									$ 17,444,657
Investment Income	17,020	323,414	$ 500	$ 1,000	$ 250	$ 500	$ 500	$ 250	$ 250	$ 3,000	346,684
Total Revenues	10,373,885	7,411,206	500	1,000	250	500	500	250	250	3,000	17,791,341
Expenditures											
Purchased Professional and Technical Services	1,729,866	1,562,883	50,000	150,000	25,000	50,000	10,000	8,570	5,250	21,000	3,612,569
Supplies		5,000	10,000	6,000		1,500					22,500
Capital Outlay	11,122,192	5,454,550	151,500	692,000	71,250	279,000	128,500	100,000	270,000	140,000	18,408,992
Total Expenditures	12,852,058	7,022,433	211,500	848,000	96,250	330,500	138,500	108,570	275,250	161,000	22,044,061
Excess (deficiency) of revenues over (under) expenditures	(2,478,173)	388,773	(211,000)	(847,000)	(96,000)	(330,000)	(138,000)	(108,320)	(275,000)	(158,000)	(4,252,720)
Other Financing Sources (Uses)											
Transfer In	2,604,648	403,975	211,000	847,000	96,000	330,000	138,000	108,320	275,000	158,000	5,171,943
Transfer Out	(126,475)	(792,748)									(919,223)
Total Other Financing Sources	2,478,173	(388,773)	211,000	847,000	96,000	330,000	138,000	108,320	275,000	158,000	4,252,720
Net change in fund balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Project Balances as of June 1, 2011

	2009 SPLOST	2005 SPLOST	Public Facilities Maintenance	Public Facilities Enhancement	Cemetery	Paved Streets	Storm Drainage	Public Safety Projects	PIB Medians	Suwanee Tax Allocation District	Total
Revenues											
Intergovernmental Grants	$ 6,967,394	-									$ 6,967,394
Investment Income	5,051	$ 50,017	$ 500	$ 1,000	$ 250	$ 500	$ 500	$ 250	$ 250	$ 3,000	61,318
Total Revenues	6,972,445	50,017	500	1,000	250	500	500	250	250	3,000	7,028,712
Expenditures											
Purchased Professional and Technical Services	1,602,480	73,239	50,000	150,000	25,000	50,000	10,000	8,570	5,250	21,000	1,995,539
Supplies			10,000	6,000		1,500					17,500
Capital Outlay	9,624,458	1,077,903	151,500	692,000	71,250	279,000	128,500	100,000	270,000	140,000	12,534,611
Total Expenditures	11,226,938	1,151,142	211,500	848,000	96,250	330,500	138,500	108,570	275,250	161,000	14,547,650
Excess (deficiency) of revenues over (under) expenditures	(4,254,493)	(1,101,125)	(211,000)	(847,000)	(96,000)	(330,000)	(138,000)	(108,320)	(275,000)	(158,000)	(7,518,938)
Other Financing Sources (Uses)											
Transfer in	789,648	2,525	211,000	847,000	96,000	330,000	138,000	108,320	275,000	158,000	2,955,493
Transfer out	(2,525)										(2,525)
Total Other Financing Sources	787,123	2,525	211,000	847,000	96,000	330,000	138,000	108,320	275,000	158,000	2,952,968
Net change in fund balance	(3,467,370)	(1,098,600)	-	-	-	-	-	-	-	-	(4,565,970)
Fund Balance, beginning of year	3,467,370	1,098,600	-	-	-	-	-	-	-	-	4,565,970
Fund Balance, end of year	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Governmental Funds

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Revenues					
Property Taxes	$ 5,398,361	$ 5,926,092	$ 5,846,602	$ 5,902,110	$ 5,533,930
Franchise Taxes	1,521,682	1,777,986	1,694,211	1,804,840	1,973,420
Alcoholic Beverage Taxes	794,986	795,413	784,189	772,000	813,300
Business Taxes	1,517,270	1,465,980	1,360,254	1,328,180	1,587,530
Hotel/motel Taxes	421,497	475,889	393,156	389,070	354,650
Other Taxes Penalties	37,762	77,775	73,032	55,000	55,000
Licenses and Permits	1,057,705	368,872	349,965	414,880	366,820
Intergovernmental Grants	818	-	68,088	28,600	-
Charge for Services	227,016	145,444	64,237	83,200	79,700
Fines and Forfeitures	1,276,932	1,007,164	1,334,381	1,178,470	1,075,000
Investment Income	292,840	313,921	206,272	58,710	63,770
Contributions and Donations	53,092	18,392	96,504	171,300	168,900
Miscellaneous Revenues	20,791	47,448	26,333	18,500	12,500
Total Revenues	12,620,752	12,420,376	12,297,224	12,204,860	12,084,520
Expenditures					
Council & Chief Executive	454,022	488,846	538,609	642,260	652,550
Administrative Services	571,077	588,640	518,221	556,030	592,980
Economic & Community Development	953,890	1,027,015	928,281	1,012,350	1,010,430
Financial Services	537,139	564,410	567,180	633,600	706,230
Planning & Inspections	790,519	703,050	512,681	595,670	594,540
Police	3,467,696	3,737,093	3,753,064	4,061,700	4,289,720
Public Works	1,365,677	1,637,992	1,497,834	1,834,680	1,816,100
Non-Departmental	518,519	592,766	498,855	682,880	601,920
Debt Service	1,623,590	1,622,796	1,620,178	1,612,690	1,604,150
Total Expenditures	10,282,129	10,962,608	10,434,903	11,631,860	11,868,620
Excess (deficiency) of revenues over (under) expenditures	2,338,623	1,457,768	1,862,321	573,000	215,900
Other Financing Sources (Uses)					
Proceeds from capital lease	72,573	94,316	-	-	-
Sale of capital asset	7,550	-	14,161	5,000	5,000
Transfers in	1,891,916	1,628,632	1,629,000	1,605,690	1,601,900
Transfers out	(2,073,516)	(3,234,406)	(3,938,766)	(2,747,440)	(2,045,320)
Total Other Financing Sources	(101,477)	(1,511,458)	(2,295,605)	(1,136,750)	(438,420)
Net change in fund balance	2,237,146	(53,690)	(433,284)	(563,750)	(222,520)
Fund Balances, beginning of year	6,773,132	9,010,278	8,956,588	8,523,304	7,959,554
Fund Balances, end of year	$ 9,010,278	$ 8,956,588	$ 8,523,304	$ 7,959,554	$ 7,737,034

General Fund

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Revenues					
Property Taxes	$ 5,398,361	$ 5,926,092	$ 5,846,602	$ 5,902,110	$ 5,533,930
Franchise Taxes	1,521,682	1,777,986	1,694,211	1,804,840	1,973,420
Alcoholic Beverage Taxes	794,986	795,413	784,189	772,000	813,300
Business Taxes	1,517,270	1,465,980	1,360,254	1,328,180	1,587,530
Hotel/motel Taxes	252,898	203,945	168,430	155,300	152,500
Other Taxes Penalties	37,762	77,775	73,032	55,000	55,000
Licenses and Permits	1,057,705	368,872	349,965	414,880	366,820
Intergovernmental Grants	818	-	68,088	28,600	-
Charge for Services	227,016	111,630	64,237	83,200	79,700
Fines and Forfeitures	1,259,195	994,207	1,245,968	1,079,470	977,000
Investment Income	264,000	231,289	198,655	50,000	60,000
Contributions and Donations	500	18,392	2,500	5,000	5,000
Miscellaneous Revenues	20,791	47,448	21,699	18,500	12,500
Total Revenues	12,352,984	12,019,029	11,877,830	11,697,080	11,616,700
Expenditures					
Council & Chief Executive	454,022	488,846	538,609	642,260	652,550
Administrative Services	571,077	588,640	518,221	556,030	592,980
Economic & Community Development	724,429	559,334	537,187	619,720	649,530
Financial Services	537,139	564,410	567,180	633,600	706,230
Planning & Inspections	790,519	703,050	512,681	595,670	594,540
Police	3,393,186	3,728,378	3,730,952	3,962,450	4,191,470
Public Works	1,365,677	1,637,992	1,496,058	1,825,780	1,809,680
Non-Departmental	518,519	592,766	498,855	682,880	601,920
Total Expenditures	8,354,568	8,863,416	8,399,743	9,518,390	9,798,900
Excess (deficiency) of revenues over (under) expenditures	3,998,416	3,155,613	3,478,087	2,178,690	1,817,800
Other Financing Sources (Uses)					
Proceeds from capital lease	72,573	94,316	-	-	-
Sale of capital asset	7,550	-	14,161	5,000	5,000
Transfer in	-	1,632	-	-	-
Transfer out	(2,073,516)	(3,234,406)	(3,938,766)	(2,747,440)	(2,045,320)
Total Other Financing Sources	(1,993,393)	(3,138,458)	(3,924,605)	(2,742,440)	(2,040,320)
Net change in fund balance	2,005,023	17,155	(446,518)	(563,750)	(222,520)
Fund Balances, beginning of year	5,580,537	7,585,560	7,602,715	7,156,197	6,592,447
Fund Balances, end of year	$ 7,585,560	$ 7,602,715	$ 7,156,197	$ 6,592,447	$ 6,369,927

Special Revenue

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Revenues					
Hotel/motel taxes	$ 168,599	$ 271,944	$ 224,726	$ 233,770	$ 202,150
Fines and Forfeitures	17,737	33,814	88,413	99,000	98,000
Investment Income	6,161	2,654	1,213	1,710	1,520
Contributions and Donations	52,592	82,632	94,004	166,300	163,900
Miscellaneous Revenues	-	-	4,634	-	-
Total Revenues	245,089	391,044	412,990	500,780	465,570
Expenditures					
Economic & Community Development	229,461	467,681	391,094	392,630	360,900
Police	74,510	8,715	22,112	99,250	98,250
Public Works	-	-	1,776	8,900	6,420
Total Expenditures	303,971	476,396	414,982	500,780	465,570
Excess (deficiency) of revenues over (under) expenditures	(58,882)	(85,352)	(1,992)	-	-
Net change in fund balance	(58,882)	(85,352)	(1,992)	-	-
Fund Balances, beginning of year	296,265	237,383	152,031	150,039	150,039
Fund Balances, end of year	$ 237,383	$ 152,031	$ 150,039	$ 150,039	$ 150,039

Debt Service

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Revenues					
Investment Income	$ 22,679	$ 10,303	$ 6,404	$ 7,000	$ 2,250
Total Revenues	22,679	10,303	6,404	7,000	2,250
Expenditures					
Debt Service-Principal	630,000	665,000	700,000	725,000	755,000
Debt Service-Interest	993,590	957,796	920,178	885,440	846,900
Fiscal Agent's Fees	-	-	-	2,250	2,250
Total Expenditures	1,623,590	1,622,796	1,620,178	1,612,690	1,604,150
Excess (deficiency) of revenues over (under) expenditures	(1,600,911)	(1,612,493)	(1,613,774)	(1,605,690)	(1,601,900)
Other Financing Sources (Uses)					
Transfer in	1,891,916	1,627,000	1,629,000	1,605,690	1,601,900
Total Other Financing Sources	1,891,916	1,627,000	1,629,000	1,605,690	1,601,900
Net change in fund balance	291,005	14,507	15,226	-	-
Fund Balances, beginning of year	896,330	1,187,335	1,201,842	1,217,068	1,217,068
Fund Balances, end of year	$ 1,187,335	$ 1,201,842	$ 1,217,068	$ 1,217,068	$ 1,217,068

Proprietary Fund

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Revenues					
Water and Sewer Charges	$ 93,405	$ 64,658	$ 62,501	$ 86,050	$ 90,500
Investment Income	1,597	599	1,485	1,000	500
Total Revenues	95,002	65,257	63,986	87,050	91,000
Expenses					
Administration	26,883	30,926	29,573	39,090	39,090
Supply	21,036	70,214	18,734	15,200	24,700
Distribution	56,684	48,237	48,990	67,200	69,200
System Improvements	1,837	-	-	253,550	108,010
Debt Service	15,133	14,586	23,619	27,920	-
Total Expenses	121,573	163,963	120,916	402,960	241,000
Excess (deficiency) of revenues over (under) expenses	(26,571)	(98,706)	(56,930)	(315,910)	(150,000)
Other Financing Sources (Uses)					
Transfer in	70,600	150,000	287,450	150,000	150,000
Loss on disposal of capital assets	-	-	(7,038)	-	-
Total Other Financing Sources	70,600	150,000	280,412	150,000	150,000
Net change	44,029	51,294	223,482	(165,910)	-
Total Net Assets, beginning of year	1,848,673	1,892,702	1,943,996	2,167,478	2,001,568
Total Net Assets, end of year	$ 1,892,702	$ 1,943,996	$ 2,167,478	$ 2,001,568	$ 2,001,568

A RESOLUTION TO ADOPT THE FISCAL YEAR 2011-2012 BUDGET FOR EACH FUND OF THE CITY OF SUWANEE, GEORGIA, APPROPRIATING THE AMOUNTS SHOWN IN EACH BUDGET AS EXPENDITURES/ EXPENSES, ADOPTING THE ITEMS OF REVENUE ANTICIPATIONS, PROHIBITING EXPENDITURES/ EXPENSES FROM EXCEEDING ACTUAL FUNDING AVAILABLE.

WHEREAS, the City Manager has presented a proposed fiscal year 2011-2012 Budget to the City Council of each of the various funds of the City; and

WHEREAS, the budget lists proposed expenditures/expenses for the fiscal year 2011-2012; and

WHEREAS, each of these budgets is a balanced budget, so that anticipated revenues for each fund equal proposed expenditures/expenses.

NOW, THEREFORE, BE IT RESOLVED THAT this budget, Attachment "A" attached hereto and by reference made a part of this resolution, shall be the City of Suwanee's budget for the fiscal year 2011-2012; and

BE IT FURTHER RESOLVED that this budget be and is hereby approved, and the revenues shown in the budget for each fund are adopted, and that the amounts shown in the budget for each fund as expenditures/expenses are hereby appropriated to the departments named in the fund; and

BE IT FURTHER RESOLVED that the expenditures/expenses shall not exceed the appropriations authorized by this budget or amendments thereto provided; and

BE IT FURTHER RESOLVED that this budget contains appropriations for Intergovernmental agreements, and that the City Council authorizes the City Manager to execute such agreements.

ADOPTED this 21st day of June 2011.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION

General Fund

Revenues and Other Sources

Property Taxes	$	5,533,930
Franchise Taxes		1,973,420
Alcoholic Beverage Taxes		813,300
Business Taxes		1,587,530
Hotel/motel Taxes		152,500
Other Taxes Penalties		55,000
Licenses and Permits		366,820
Charge for Services		79,700
Fines and Forfeitures		977,000
Investment Income		60,000
Contributions and Donations		5,000
Miscellaneous Revenue		12,500
Other Financing Sources		227,520
Total Revenues and Other Sources	$	11,844,220

Expenditures and Other Uses

Governing Body	$	177,870
Legislative Committees		8,750
Chief Executive		474,680
General Administration		233,230
Financial Administration		671,230
Accounting		35,000
Law		65,000
Data Processing/MIS		263,200
General Government Buildings		273,720
Public Information		141,600
Municipal Court		359,750
Police Administration		366,740
Criminal Investigation		266,480
Patrol		2,530,330
Records & Identification		127,070
Police Training		111,580
Special Detail Services		50,000
Gateway Patrol		17,200
Police Stations & Buildings		165,500
Dispatcher		468,520
Public Relations		88,050
Public Works Administration		1,552,680
Paved Streets		72,050
Storm Drainage		30,000
Public Works Special Detail		2,500
Special Facilities & Activities		117,500
Park Areas		152,450
Protective Inspection Administration		129,100
Planning & Zoning		420,420
Code Enforcement		36,270
Economic Development & Assistance		299,020
Downtown Suwanee		91,410
Other Financing Uses		2,045,320
Total Expenditures and Other Uses	$	11,844,220

Fund Balance

Stabilization Account 4 months of reserves committed	$	3,948,073

special revenue funds

Suwanee Day Fund	
Revenues and Other Sources	
Investment Income	$ 250
Contributions and Donations	77,500
Total Revenues and Other Sources	$ 77,750
Expenditures and Other Uses	
Special Activities	$ 77,750
Total Expenditures and Other Uses	$ 77,750

Public Art	
Revenues and Other Sources	
Investment Income	$ 500
Contributions and Donations	80,000
Total Revenues and Other Sources	$ 80,500
Expenditures and Other Uses	
Culture and Recreation	$ 80,500
Total Expenditures and Other Uses	$ 80,500

Confiscated Assets Fund	
Revenues and Other Sources	
Fines and Forfeitures	$ 98,000
Investment Income	250
Total Revenues and Other Sources	$ 98,250
Expenditures and Other Uses	
Patrol	$ 98,250
Total Expenditures and Other Uses	$ 98,250

Community Garden	
Revenues and Other Sources	
Investment Income	$ 20
Contributions and Donations	6,400
Total Revenues and Other Sources	$ 6,420
Expenditures and Other Uses	
Culture and Recreation	$ 6,420
Total Expenditures and Other Uses	$ 6,420

Hotel/Motel Tax Fund	
Revenues and Other Sources	
Selective Sales and Use Taxes	$ 354,650
Investment Income	500
Total Revenues and Other Sources	$ 355,150
Expenditures and Other Uses	
Tourism	$ 355,150
Total Expenditures and Other Uses	$ 355,150

capital project funds

2009 SPLOST Fund (Project Basis)	
Revenues	$ 12,961,513
Expenditures	$ 12,961,513
2005 SPLOST Fund (Project Basis)	
Revenues	$ 7,815,181
Expenditures	$ 7,815,181
Public Facilities Maintenance Fund (Project Basis)	
Revenues	$ 211,500
Expenditures	$ 211,500
Public Facilities Enhancement Fund (Project Basis)	
Revenues	$ 848,000
Expenditures	$ 848,000
Cemetery Fund (Project Basis)	
Revenues	$ 96,250
Expenditures	$ 96,250
Paved Streets Fund (Project Basis)	
Revenues	$ 330,500
Expenditures	$ 330,500
Storm Drainage Fund (Project Basis)	
Revenues	$ 138,500
Expenditures	$ 138,500
Public Safety Projects Fund (Project Basis)	
Revenues	$ 108,570
Expenditures	$ 108,570
PIB Medians Fund (Project Basis)	
Revenues	$ 275,250
Expenditures	$ 275,250
Suwanee Tax Allocation District Fund (Project Basis)	
Revenues	$ 161,000
Expenditures	$ 161,000

other funds

Debt Service Fund	
Revenues and Other Sources	
Investment Income	$ 2,250
Other Financing Sources	1,601,900
Total Revenues and Other Sources	$ 1,604,150
Expenditures and Other Uses	
Debt Service	$ 1,604,150
Total Expenditures and Other Uses	$ 1,604,150
Water Fund	
Revenues	
Charges for Services	$ 90,000
Investment Income	500
Miscellaneous Revenues	500
Other Financing Sources	150,000
Total Revenues	$ 241,000
Expenses	
Water Administration	$ 39,090
Supply	24,700
Distribution	69,200
System Improvements	108,010
Total Expenses	$ 241,000
Municipal Court Fund	
Revenues and Other Sources	
Fines and Forfeitures	$ 1,489,860
Total Revenues and Other Sources	$ 1,489,860
Expenditures and Other Uses	
Municipal Court	$ 525,200
Other Financing Uses	964,660
Total Expenditures and Other Uses	$ 1,489,860
Component Unit	
Revenues and Other Sources	
Investment Income	$ 100
Contributions and Donations	12,500
Other Financing Sources	7,000
Total Revenues and Other Sources	$ 19,600
Expenditures and Other Uses	
Economic Development	$ 19,600
Total Expenditures and Other Uses	$ 19,600

CITY OF SUWANEE, GEORGIA
AUTHORIZED POSITIONS RESOLUTION

A RESOLUTION TO AUTHORIZE STAFF POSITIONS AND PAY & CLASSIFICATION SYSTEM ASSIGNMENTS FOR FISCAL YEAR 2011-2012

WHEREAS, the City of Suwanee needs staff resources in order to adequately carry out the City's program of work during fiscal year 2011-2012; and

WHEREAS, the City of Suwanee will adopt a budget document submitted by the City Manager that defines the City's expenditures and revenues for fiscal year 2011-2012; and

WHEREAS, the City Manager has recommended various staff positions and pay & classification assignments and has discussed same at length with the City of Suwanee's elected officials in various workshops and meetings; and

WHEREAS, the City of Suwanee City Council prepared a vision statement that demands progressive and responsible government.

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Suwanee, Georgia and it is hereby resolved by the same, that the following are the authorized staff positions and pay & classification system assignments for the City of Suwanee, Georgia:

		Salary Grade
1320	**Chief Executive**	
	City Manager	Appointed
	Assistant to the City Manager	72
	Office Administrator	61
1500	**General Administration**	
	Administrative Services Director	75
	Human Resources Manager (PT)	69
	Human Resources Manager (PT)	69
1511	**Financial Administration**	
	Financial Services Director	78
	Accounting Manager	67
	Budget Analyst	67
	Communications Specialist (PT)	63
	Accounting Analyst	62
	Accounting Analyst	62
	Accounting Analyst	62
	Accounting Analyst (PT)	62
	Special Projects Analyst	62
1570	**Public Information**	
	Public Information Officer	67
2650	**Judicial**	
	Chief Judge	Appointed
	Associate Judge	Appointed
	Associate Judge	Appointed
	Lead City Solicitor	Appointed
	City Solicitor	Appointed
	City Solicitor	Appointed
	City Solicitor	Appointed
	City Solicitor	Appointed
	City Solicitor	Appointed
	City Solicitor	Appointed
	Court Services Administrator	67
	Deputy Court Clerk	60
	Deputy Court Clerk	60
3210	**Police Administration**	
	Police Chief	79
	Police Captain	72
	Administrative Assistant	60
3221	**Criminal Investigation**	
	Police Sergeant	68
	Police Officer	64
	Police Officer	64
3223	**Patrol**	
	Deputy Police Chief	77
	Patrol Captain	72
	Police Lieutenant	70
	Police Sergeant	68
	Police Sergeant	68
	Police Sergeant	68
	Police Sergeant	68
	Police Sergeant	68
	Police Corporal	66
	Police Corporal	66
	Police Corporal	66
	Police Corporal	66
	Police Officer	64
	Police Officer	64
	Police Officer	64
	Police Officer	64
	Police Officer	64
	Police Officer	64

		Salary Grade
3223	**Patrol (continued)**	
	Police Officer	64
	Police Officer	64
	Police Officer	64
	Police Officer	64
	Police Officer	64
	Police Officer	64
	Police Officer	64
	Police Officer	64
	Police Officer	64
	Police Officer	64
3224	**Records & Identification**	
	Records & Evidence Technician	60
3270	**Dispatcher**	
	Police Lieutenant	70
	Communications Officer	61
	Communications Officer	61
	Communications Officer	61
	Communications Officer	61
	Communications Officer	61
	Communications Officer	61
	Communications Officer (PT)	61
3285	**Community Relations**	
	Police Officer	64
3240	**Police Training**	
	Police Sergeant	68
4100	**Public Works Administration**	
	Public Works Director	78
	Assistant to the Public Works Director	72
	Public Works Supervisor	68
	Facilities Technician	61
	Crew Leader	61
	Crew Leader	61
	Administrative Assistant	60
	Equipment Operator	59
	Equipment Operator	59
	Equipment Operator	59
	Equipment Operator	59
	Equipment Operator	59
	Equipment Operator	59
	Equipment Operator	59
	Equipment Operator	59
	Custodian (PT)	56
	Custodian (PT)	56
	Custodian (PT)	56

		Salary Grade
4100	**Public Works Administration (continued)**	
	Seasonal Laborer	PT
	Seasonal Laborer	PT
	Seasonal Park Attendant	PT
	Events Staff Pool (1,000 pooled hours)	PT
7200	**Protective Inspection Administration**	
	Building Inspector	64
7400	**Planning & Zoning**	
	Planning & Inspections Director	77
	Planning Division Director	72
	City Planner	67
	Development Coordinator	61
	Administrative Secretary	57
7450	**Codes Enforcement**	
	Building Inspector (PT)	63
7510	**Economic Development**	
	Economic and Community Development Director	77
	Events Manager	65
	Special Projects Coordinator	61
7520	**Downtown Suwanee**	
	Downtown & Business Development Manager	69

PT is an abbreviation for Part-Time, hours and pay varies for these positions.

These positions and assignments are further defined by the classification and compensation study completed by the Atlanta Regional Commission (ARC) on May 3, 2011, the City of Suwanee Employee Handbook, and individual job descriptions. The City Manager has discretion granted by the City Council of Suwanee, Georgia, to make administrative interpretations regarding staff positions and the aforementioned documents.

Adopted this 21st day of June 2011.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION

The composition of interfund transfers for the budget year ending June 30, 2012 is as follows:

Fund	Transfer In	Fund	Transfer Out		Amount
100	General	745	Municipal Court	$	977,000
100	General	275	Hotel/Motel		152,500
343	Cemetery	100	General		81,420
344	Paved Streets	100	General		100,000
345	Storm Drainage	100	General		75,000
360	Downtown Development Authority	100	General		7,000
361	Tax Allocation District	100	General		30,000
410	Debt Service	100	General		1,601,900
505	Water	100	General		150,000
				$	3,174,820

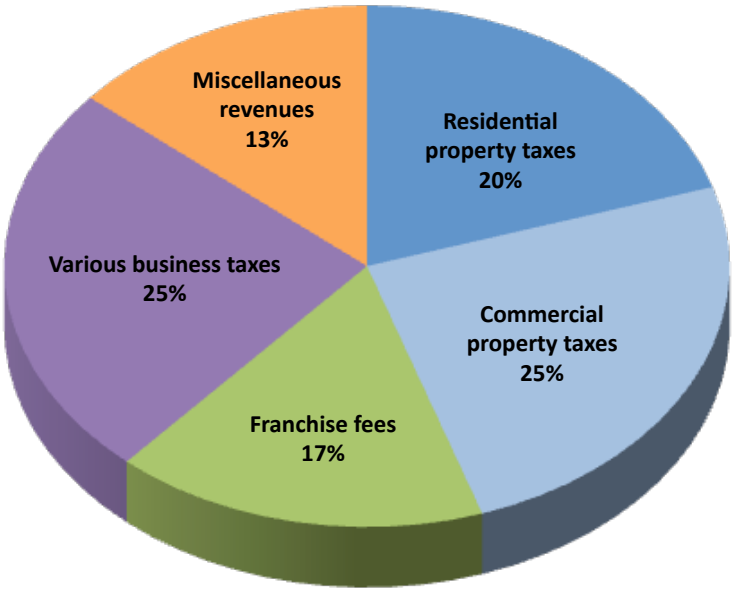
general fund

fiscal year 2011-2012

The General Fund is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in a different fund.

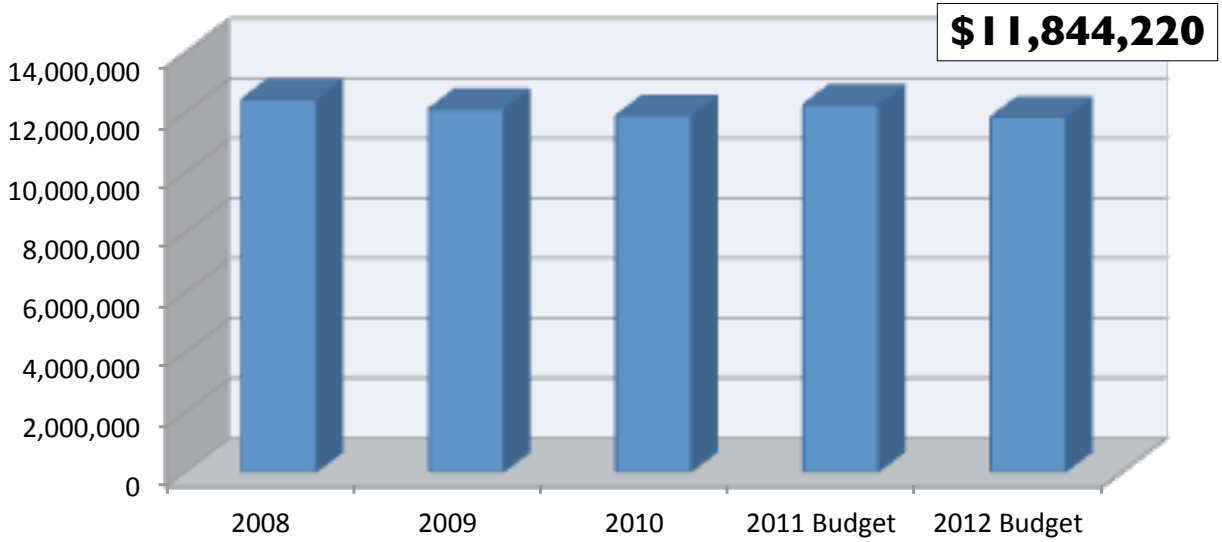
	Actual FY 2010	FY 2011 Budget Original	FY 2011 Budget Current	FY 2012 Adopted Budget	% Change Actual FY 2010	% Change Current FY 2011
Property taxes	$ 5,846,602	$ 5,484,840	$ 5,902,110	$ 5,533,930	-5%	-6%
Franchise taxes	1,694,211	1,670,590	1,804,840	1,973,420	16%	9%
Alcoholic beverage taxes	784,189	772,000	772,000	813,300	4%	5%
Business taxes	1,360,254	1,290,000	1,328,180	1,587,530	17%	20%
Hotel/motel taxes	168,430	167,300	155,300	152,500	-9%	-2%
Other taxes penalties	73,032	55,000	55,000	55,000	-25%	0%
Licenses and permits	349,965	301,380	414,880	366,820	5%	-12%
Intergovernmental revenues	68,088	-	28,600	-	-100%	-100%
Charges for service	64,237	80,200	83,200	79,700	24%	-4%
Fines and forfeitures	1,245,968	1,084,500	1,079,470	977,000	-22%	-9%
Investment income	198,655	175,000	50,000	60,000	-70%	20%
Contributions and donations	2,500	5,000	5,000	5,000	100%	0%
Miscellaneous revenue	21,699	16,500	18,500	12,500	-42%	-32%
Other financing sources*	21,165	121,070	568,750	227,520	975%	-60%
Total revenues	$ 11,898,995	$ 11,223,380	$ 12,265,830	$ 11,844,220	0%	-3%
*Other financing sources						
Sale of capital item	$ 21,165	$ 5,000	$ 5,000	$ 5,000		
Budgeted fund balance	-	116,070	563,750	222,520		
Total other financing sources	$ 21,165	$ 121,070	$ 568,750	$ 227,520		

FY 2012 General Fund Revenues



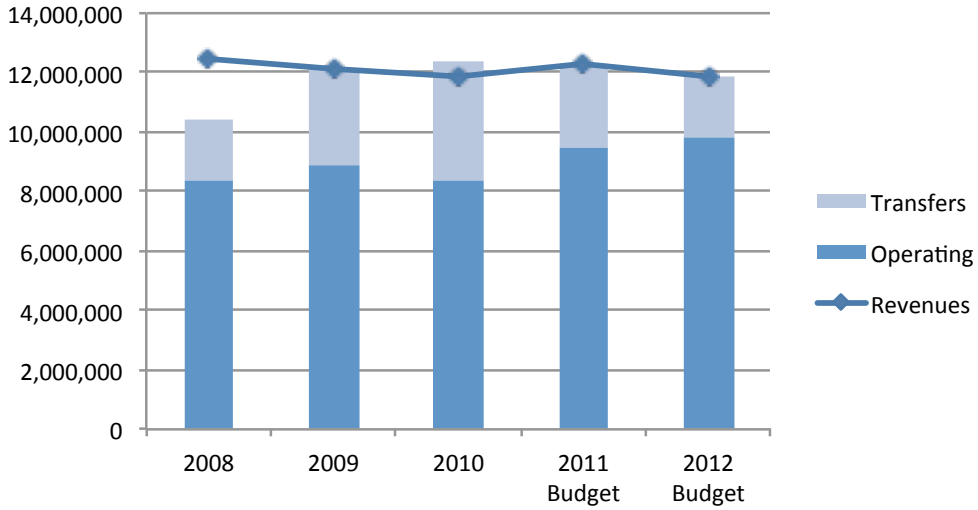
Various Business Taxes include:
*alcoholic beverage
*business
*hotel/motel
*licenses and permit taxes

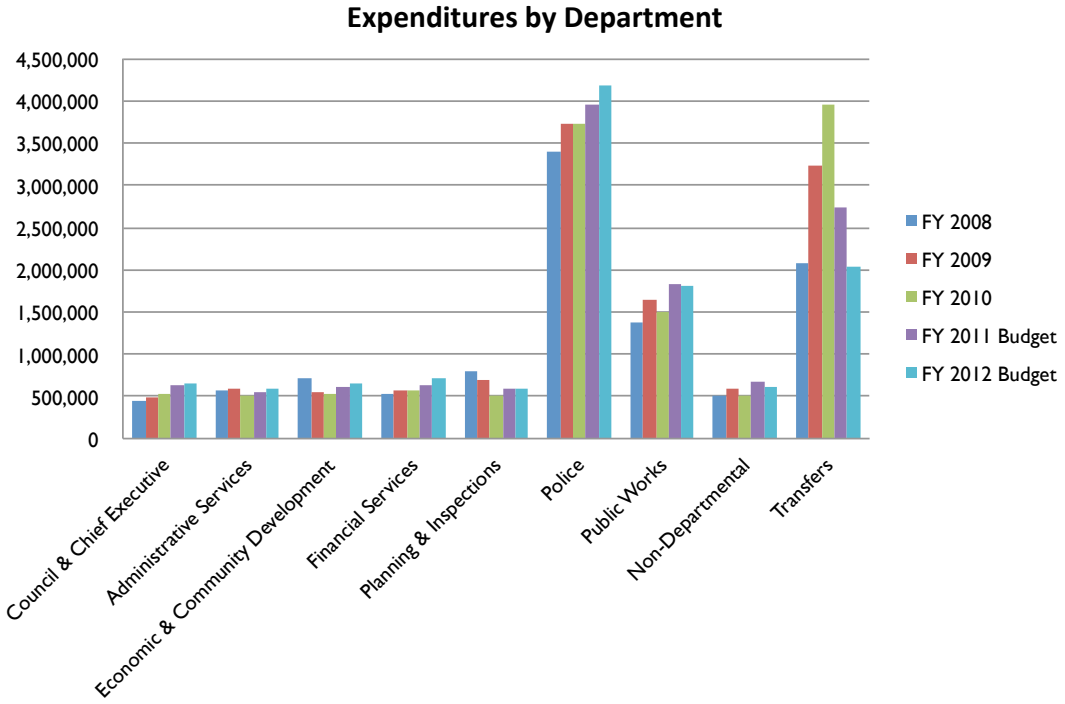
Miscellaneous Revenues include:
*motor vehicle
*other taxes penalties
*charge for service
*fines and forfeitures
*investment income
*contributions
*miscellaneous revenues
*other financing sources



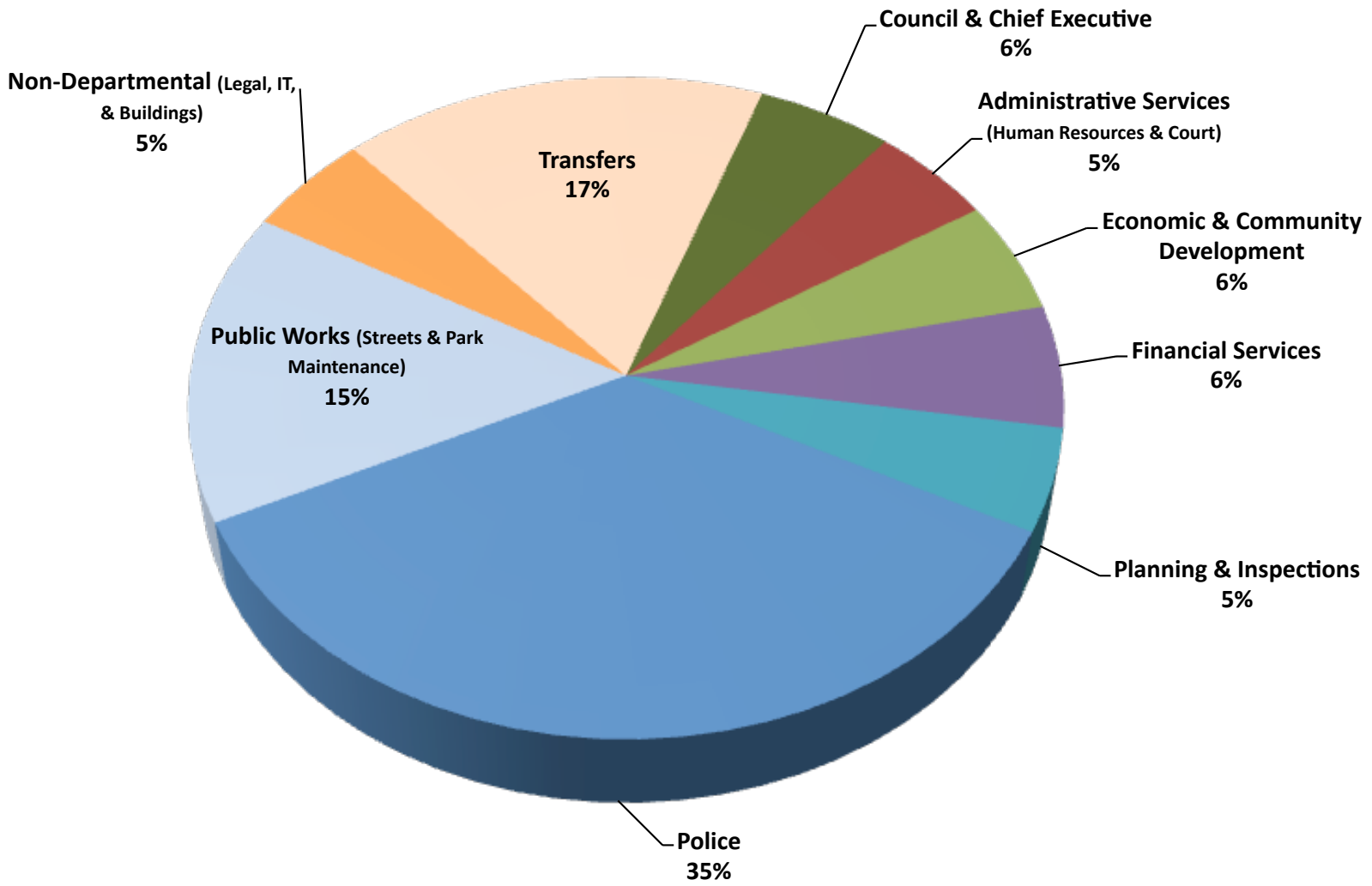
General Fund Expenditures by Department

	Actual			Current FY 2011	FY 2012	Change	
	FY 2008	FY 2009	FY 2010	Budget	Budget	Amount	%
Council & Chief Executive	$ 454,020	$ 488,847	$ 538,609	$ 642,260	$ 652,550	$ 10,290	2%
Administrative Services	571,083	588,641	518,221	556,030	592,980	36,950	7%
Economic & Community Development	724,430	559,331	537,187	619,720	649,530	29,810	5%
Financial Services	537,142	574,010	567,180	633,600	706,230	72,630	11%
Planning & Inspections	790,520	703,054	512,681	595,670	594,540	(1,130)	-0%
Police	3,393,188	3,728,382	3,730,952	3,962,450	4,191,470	229,020	6%
Public Works	1,365,674	1,637,994	1,496,058	1,825,780	1,809,680	(16,100)	-1%
Non-Departmental	518,520	592,767	498,855	682,880	601,920	(80,960)	-12%
Total Operating	8,354,577	8,873,026	8,399,743	9,518,390	9,798,900	280,510	3%
Transfers	2,073,516	3,234,406	3,945,766	2,747,440	2,045,320	(702,120)	-26%
Total Expenditures & Transfers	$ 10,428,093	$ 12,107,432	$ 12,345,509	$ 12,265,830	$ 11,844,220	$ (421,610)	-3%


14,000,000
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
0
2008
2009
2010
2011 Budget
2012 Budget
Transfers
Operating
Revenues

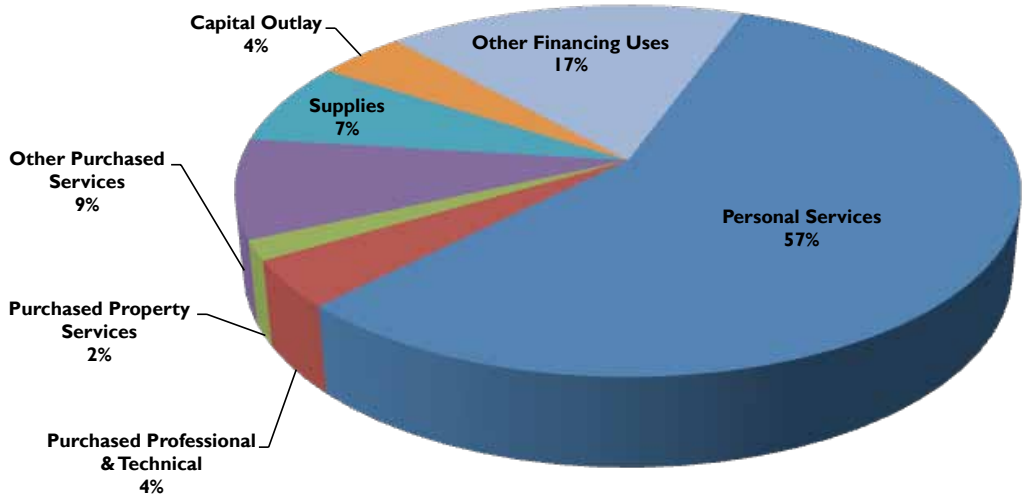

Expenditures by Department
4,500,000
4,000,000
3,500,000
3,000,000
2,500,000
2,000,000
1,500,000
1,000,000
500,000
0
Council & Chief Executive
Administrative Services
Economic & Community Development
Financial Services
Planning & Inspections
Police
Public Works
Non-Departmental
Transfers
FY 2008
FY 2009
FY 2010
FY 2011 Budget
FY 2012 Budget

Department % of Budget



Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	% of Total
Personal Services	$ 5,623,993	$ 6,191,728	$ 6,082,848	$ 6,528,880	$ 6,733,200	57%
Purchased Professional & Technical	619,927	478,856	360,498	585,560	486,900	4%
Purchased Property Services	174,944	220,917	229,945	214,000	204,470	2%
Other Purchased Services	859,800	752,559	674,129	1,040,280	1,027,200	9%
Supplies	653,127	594,073	692,467	769,700	845,440	7%
Capital Outlay	422,786	634,893	359,856	379,970	501,690	4%
Other Financing Uses	2,073,516	3,234,406	3,945,766	2,747,440	2,045,320	17%
Total General Fund	$ 10,428,093	$ 12,107,432	$ 12,345,509	$ 12,265,830	$ 11,844,220	100%

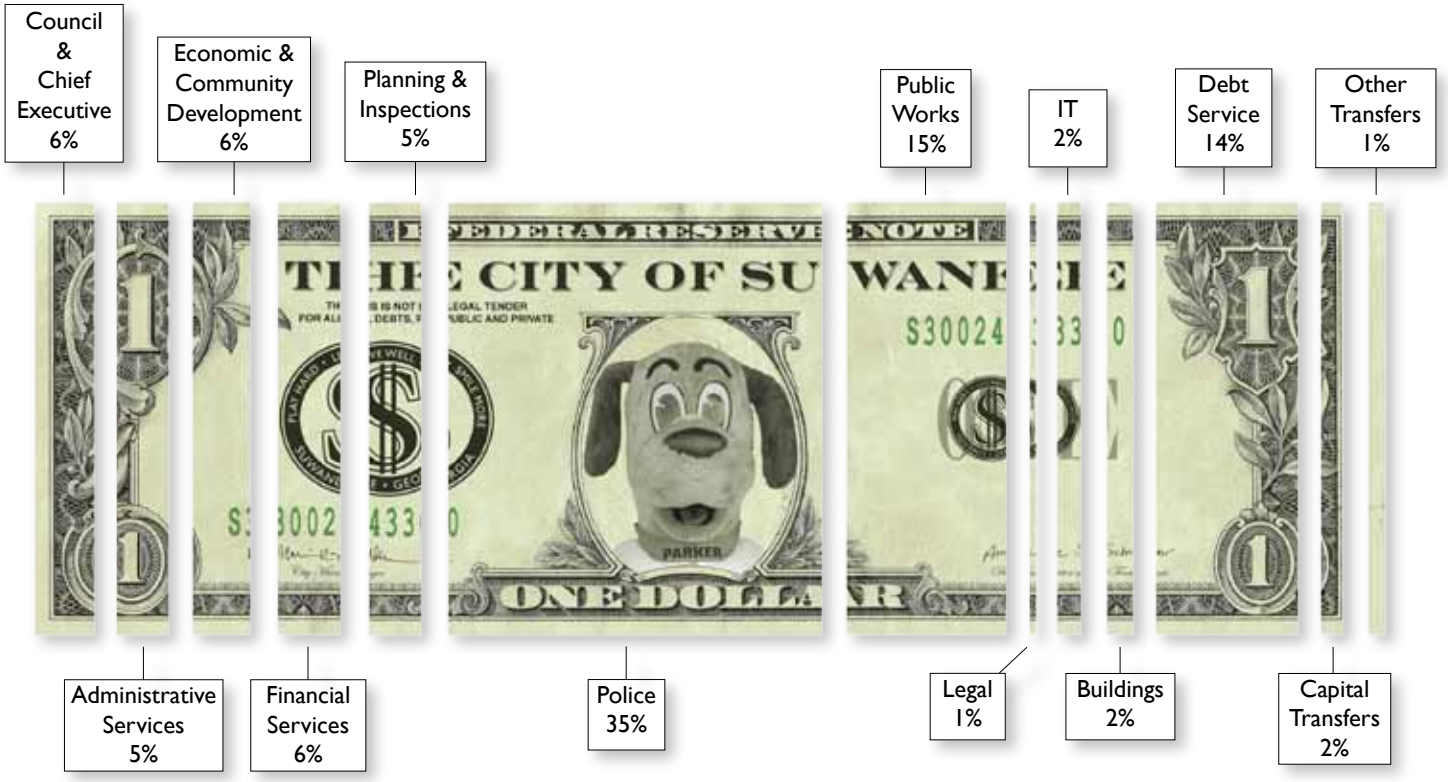
FY 2012 Expenditures by Category



Where do your taxes go?

How are residential property taxes spent?
The City provides a wide range of municipal services to citizens including police protection, parks and recreation, planning and zoning, building inspections, code enforcement, economic and community development, special events, municipal court services, and infrastructure maintenance.

In 2011, the average home in Suwanee is valued at $286,458 and the average resident paid about $650 in property taxes. The chart below answers one of the most common questions asked by Suwanee residents, "Where do my property taxes go?"



The average home owner pays $650 per year in property taxes. The chart below illustrates the yearly cost for various services the City provides.

Council & Chief Executive	$36
Administrative Services	$32
Economic & Community Dev.	$36
Financial Services	$39
Planning & Inspections	$32
Police	$230
Public Works	$99
Legal	$4
IT	$14
Buildings	$16
Debt Services	$88
Capital Transfers	$14
Other Transfers	$10
Total	**$650**



revenue definitions and assumptions

Property Taxes
Franchise Fees
Alcoholic Beverage Taxes
Business Taxes
Hotel/Motel Taxes
Other Taxes Penalties
Licenses and Permits
Intergovernmental Revenues
Charge for Services
Fines and Forfeitures
Investment Income
Miscellaneous Revenues
Other Financing Sources

property taxes

Property taxes include taxes on real and personal property, motor vehicle, mobile homes, and intangible taxes. This category represents 46% of the total FY 2012 proposed general fund revenues. These taxes are projected based on estimated growth of the state approved tax digest at millage rates adopted by Council. Current economic conditions have shown a trend of falling property values. We reviewed two methods to estimate real and personal property taxes.

The first method used fiscal year 2011 projected total collections and applied a 3% reduction on real property and a 5% reduction on personal property. This method takes into account the current economic conditions as it relates to collections and the decline in property values.

The second method reviewed building permit activity to determine if new construction would offset the declining market values and have an effect on the revenue predicted in the first method. New building permit activity was determined to add $6,907,111 of assessed value to our digest or $39,025 in property tax revenues. This additional growth is assumed to be deflated by other declining property values and was not added as additional revenue in the first method.

All other revenues were projected using a rolling two year average of change applied to the fiscal year 2011 collections.



Projected FY 2011 Property Tax Revenues $5,937,610 (py collections $268,401)

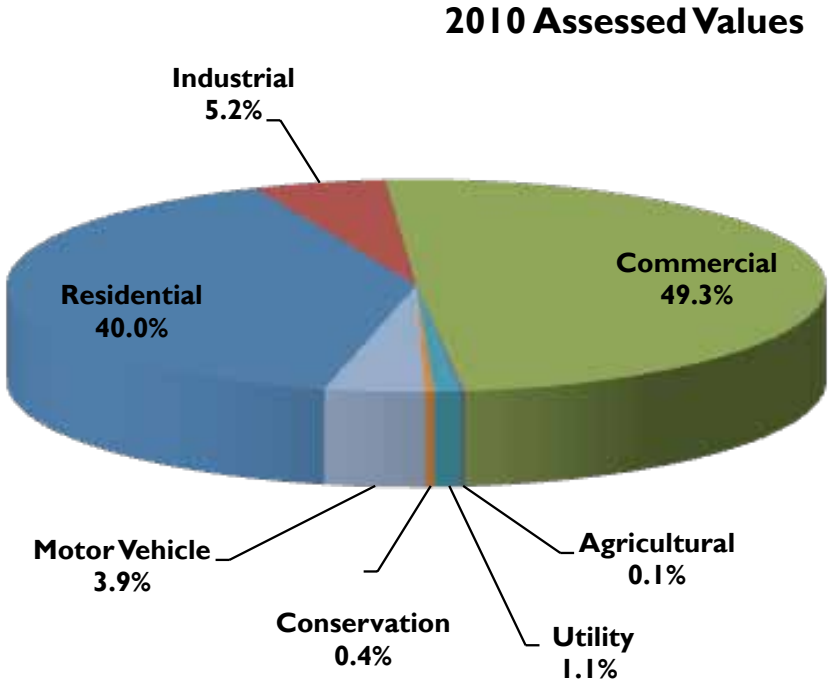
Original FY 2011 Budget $5,484,840, Current FY 2011 Budget $5,902,110.

Note: The projected difference in fiscal year 2011 budget and 2012 is due to the larger than normal prior period collections ($148,700) and lower current year revenues ($175,910) due to proposed lower millage rate (5.65).

First method: Summary of trend review of real and personal property		
Projected FY 2011 Collection	$	5,362,942
Projected FY 2012:		
Real estate	$	4,463,553
Personal property		723,274
Total FY 2012 projection	$	5,186,827
Decrease	$	(176,115)
% Decrease from PY collection		-3%
Assumed Millage Rate		
Operating		3.89
Debt Service		1.76
Total		5.65
Second method: Building Permit Activity		
90 % of Construction Value	$	17,267,778
Assessed Value @ 40%	$	6,907,111.20
Millage Rate		5.65
Estimated Construction Value Added	$	39,025.18

assessed values by year

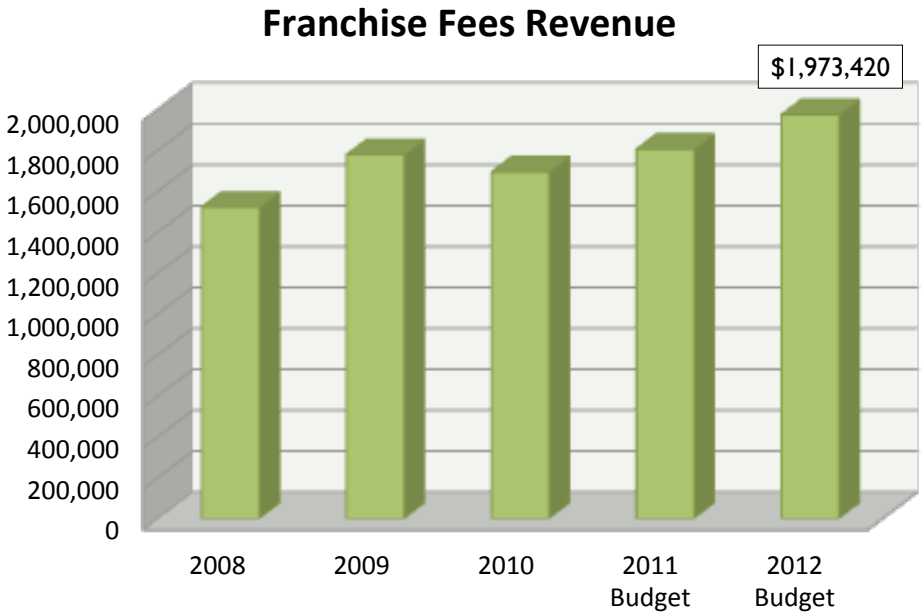
	2006	2007	2008	2009	2010
Residential	$ 358,454,950	$ 457,212,920	$ 488,117,714	$ 486,439,880	$ 452,719,970
Industrial	55,903,790	57,336,610	48,620,230	105,077,530	59,413,590
Commercial	354,041,707	410,537,343	471,717,632	516,909,258	559,417,260
Agricultural	797,040	1,275,320	1,587,200	1,164,800	1,355,920
Utility	9,712,340	12,059,680	11,265,240	11,989,000	11,989,000
Conservation	2,010,040	2,906,200	2,963,880	2,472,280	4,079,360
Motor Vehicle	36,890,380	43,078,050	47,370,020	50,660,550	44,729,820
Total	$ 817,810,247	$ 984,406,123	$ 1,071,641,916	$ 1,174,713,298	$ 1,133,704,920

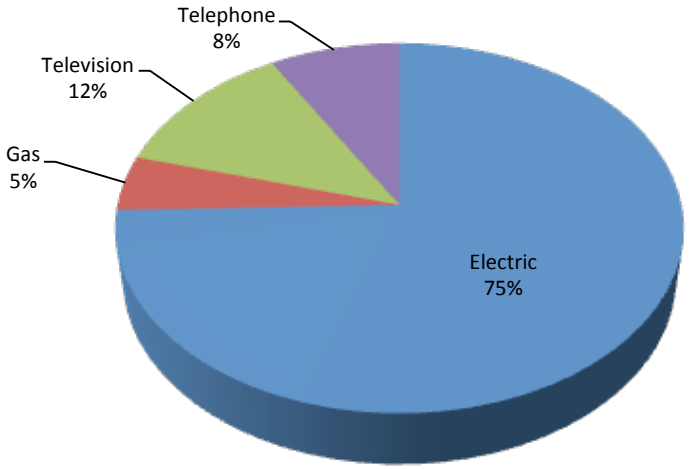


franchise fees

Franchise taxes are the fees charged to utility companies for the use of City streets and right of ways to conduct their private business of delivering natural gas, telephone, cable television, water, and other fiber optics cable services. This category represents 17% of the total FY 2012 general fund revenues. Revenue projections are typically based on historical trends in conjunction with current economic indicators and past climate conditions. A cold winter and a hot summer will produce additional power usage and cause the fees to increase. These fees are deposited in the general fund and are used along with other sources to support City operations.

The various utilities conducting business in the City are Atlanta Gas Light, Georgia Power, Jackson EMC, AT&T Communications, Birch Telecom, Charter Communications, and Time Warner.

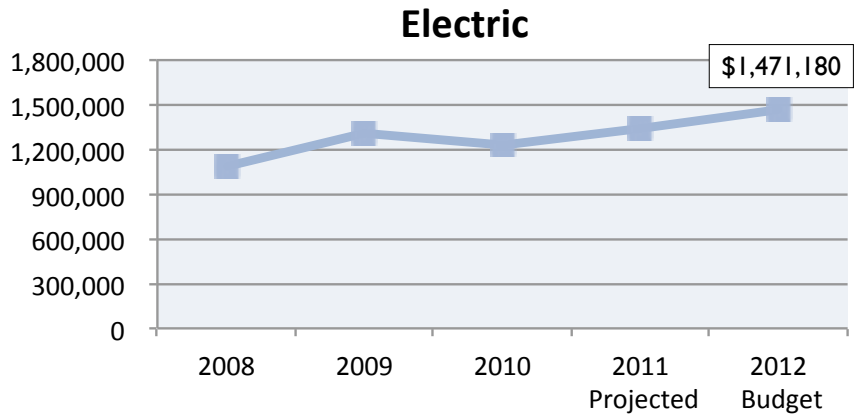




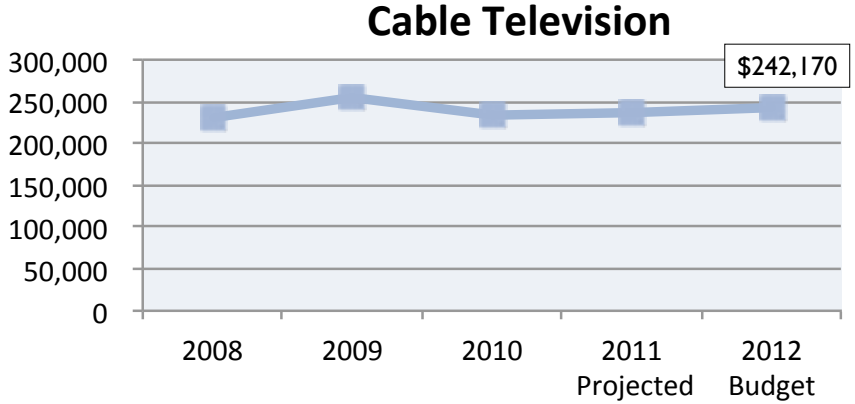
Projected FY 2011 Franchise Fees $1,832,775

Original FY 2011 Budget $1,670,590, Current Budget $1,804,840

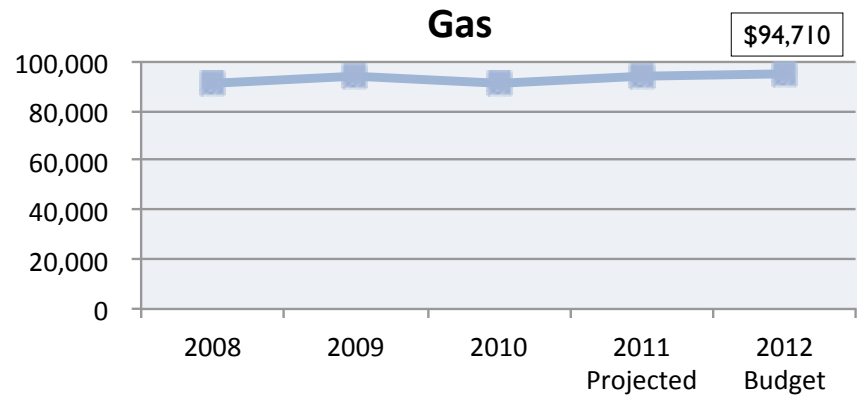
Electric franchise fees were projected using fiscal year 2010 actual and applying a 15% increase. This increased projection is due to a 20% rate increase imposed by Georgia Power.



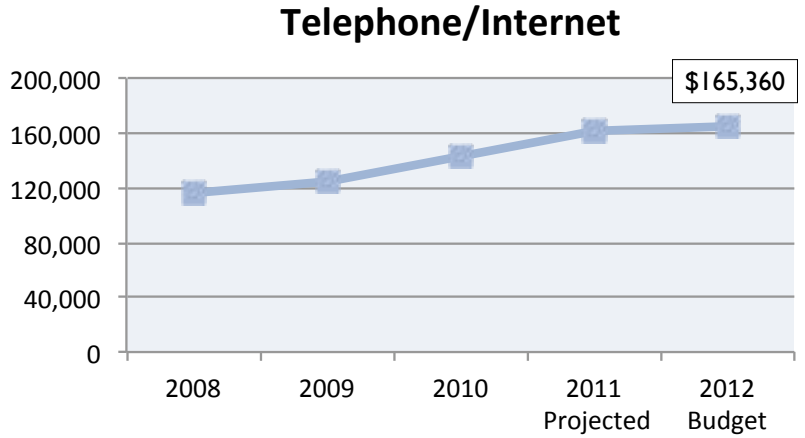
Cable television franchise fees were projected using a 2.5% growth rate.



Gas rates are changed in December of each year. Gas franchise fees were projected using the current rate for six months and the two year average rate for the remaining six months.



Telephone/internet franchise fees were projected using a 2.5% growth rate.

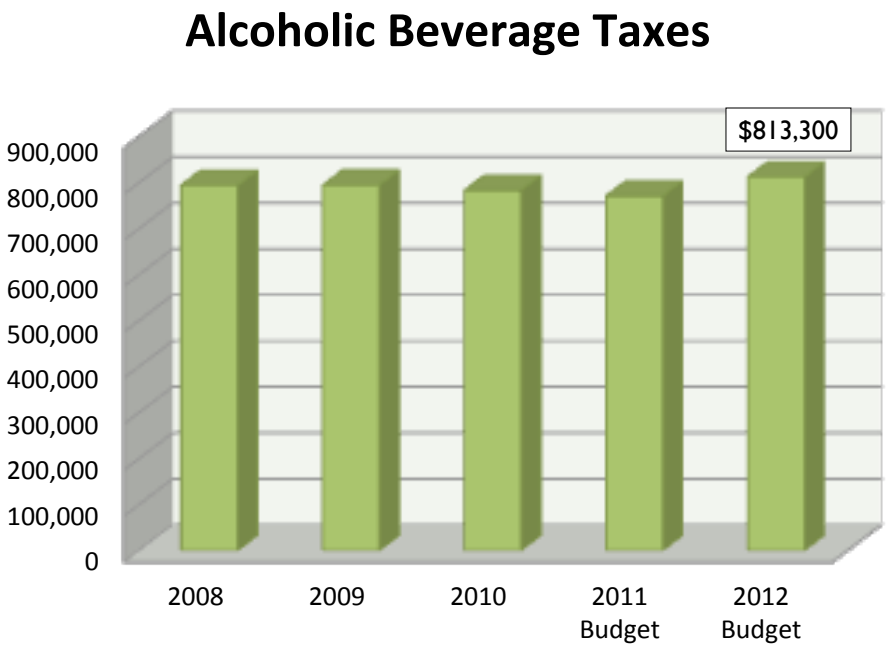


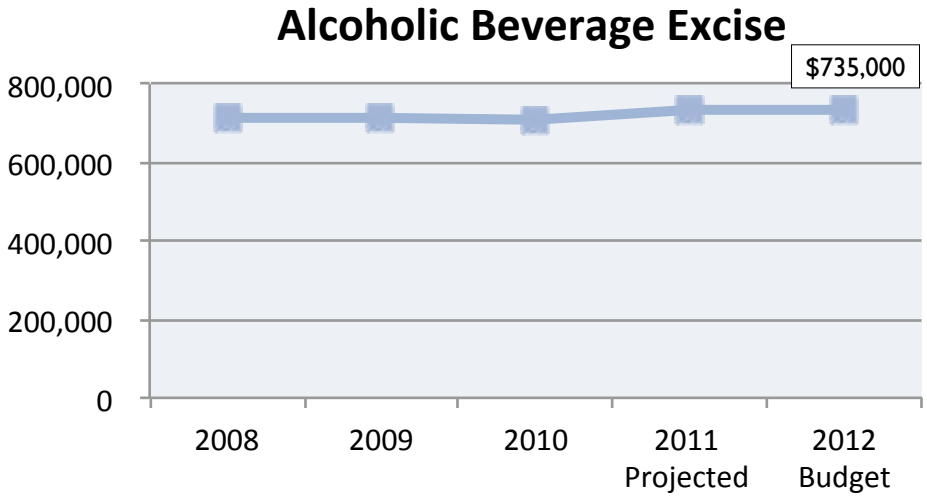
alcoholic beverage tax

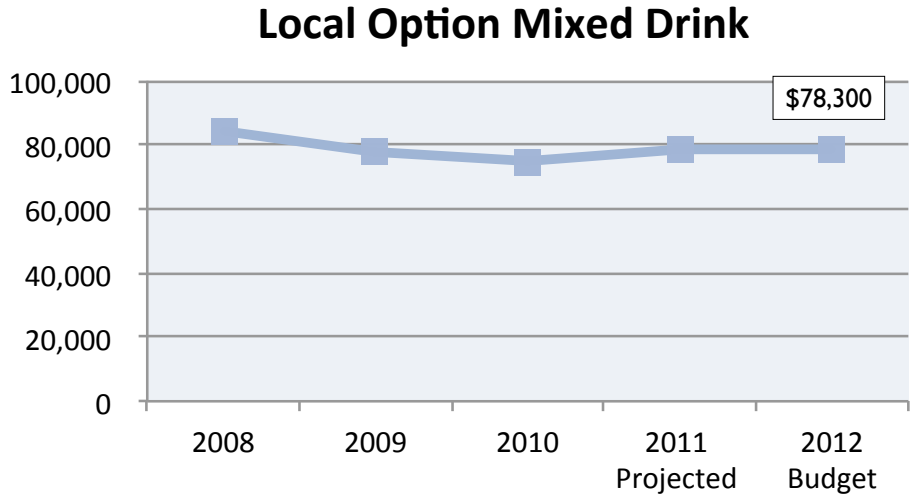
Alcoholic beverage taxes are levied on the sale, distribution, or consumption of selected goods and services. Included in this category are taxes imposed on the distribution of distilled spirits, malt beverages, and wine. Taxes are also imposed on the sale of distilled spirits by the drink. This category represents 7% of the total FY 2012 general fund revenues. The revenue projections are based on historical trends in conjunction with current economic indicators. Current economic trends have noted a stabilization of these revenue sources. Based on these current trends these revenues were projected to remain the same as projected actuals for FY 2011.

Projected FY 2011 Alcoholic Beverage Taxes $813,240

Original FY 2011 Budget $772,000, Current Budget $772,000







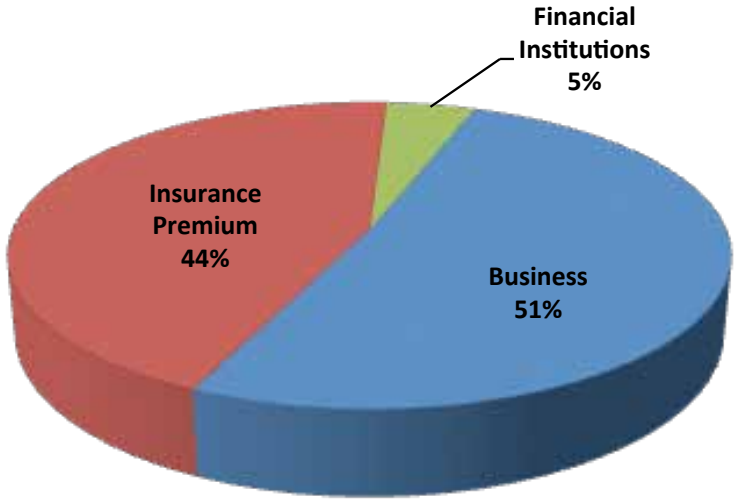
business tax

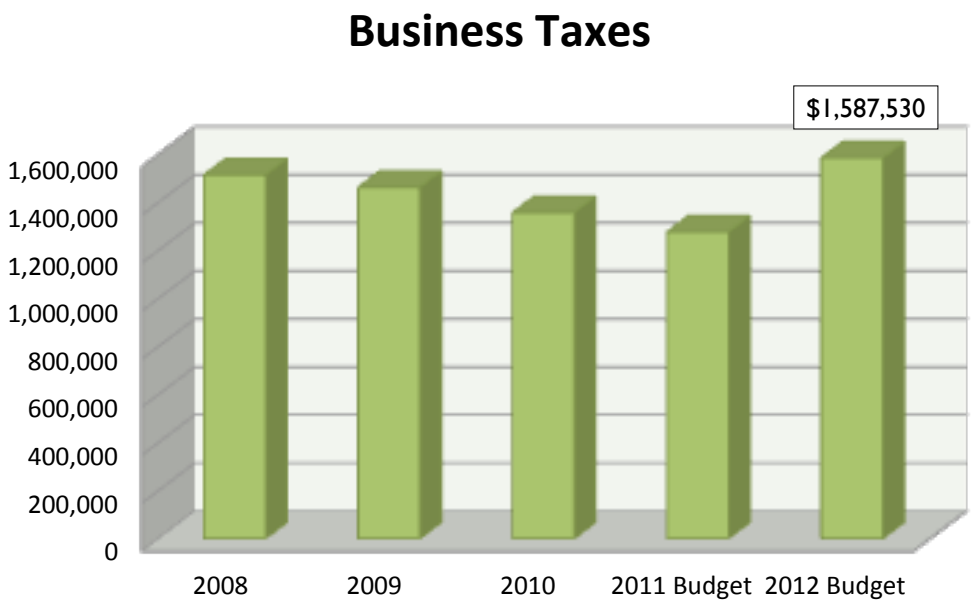
This category includes revenues realized from business and financial institutions' occupational licenses and excise taxes on insurance premiums written by insurance companies conducting business within the City. This category represents 13% of the total FY 2012 general fund revenues. Projections are based on historical trend analysis, economic indicators, and anticipated economic growth. Current estimates for business and financial institutions' occupational licenses assume a flat growth based on projected FY 2011 collections.

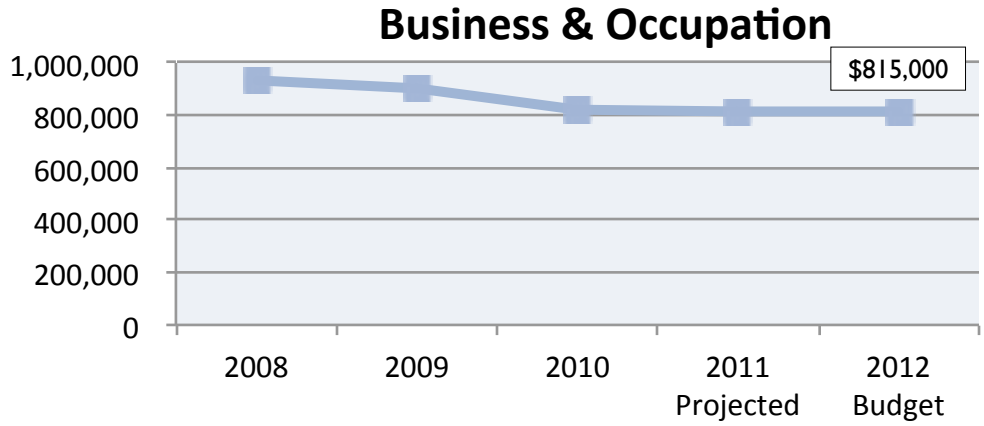
Excise taxes on insurance premiums written by insurance companies conducting business within the City are allocated from the state to local governments based on current census data. Due to the growth in our census numbers we are projecting a significant increase of $228,848 or 49%.

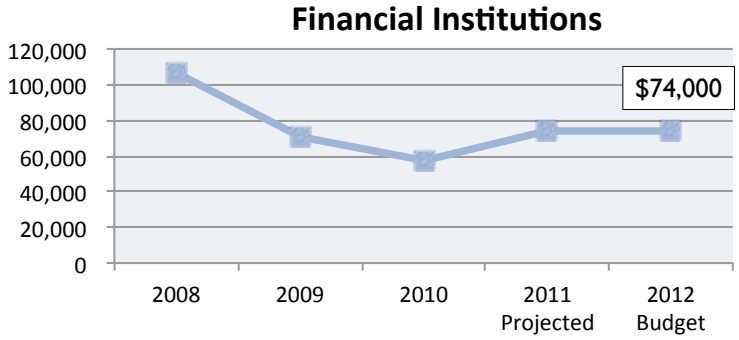
Projected FY 2011 Business Taxes Revenue $1,359,000

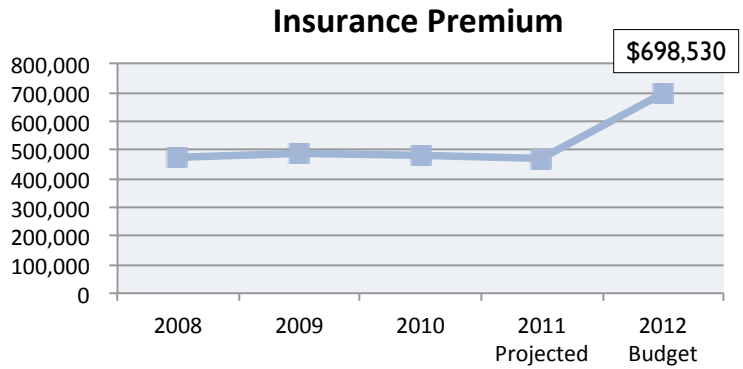
Original FY 2011 Budget $1,290,000, Current Budget $1,328,180







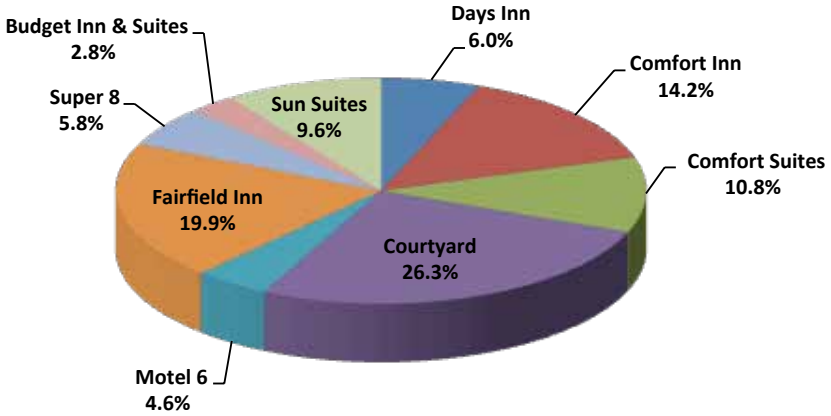




hotel/motel tax

Hotel/Motel taxes are excise taxes that are charged for rooms or accommodations furnished by hotels. This category represents 1% ($152,500) of the total FY 2012 proposed general fund revenues. The revenue projections are based on historical trends in conjunction with current economic indicators. To determine the projection for room accommodation taxes, a monthly 2-year rolling average is determined, then used to project a twelve month projected total. Actual collection amounts are used along with the continued trend decline. 57% of the accommodation tax are recorded in the Hotel/Motel Tax fund as required by state law. The general fund receives 43% of this tax.

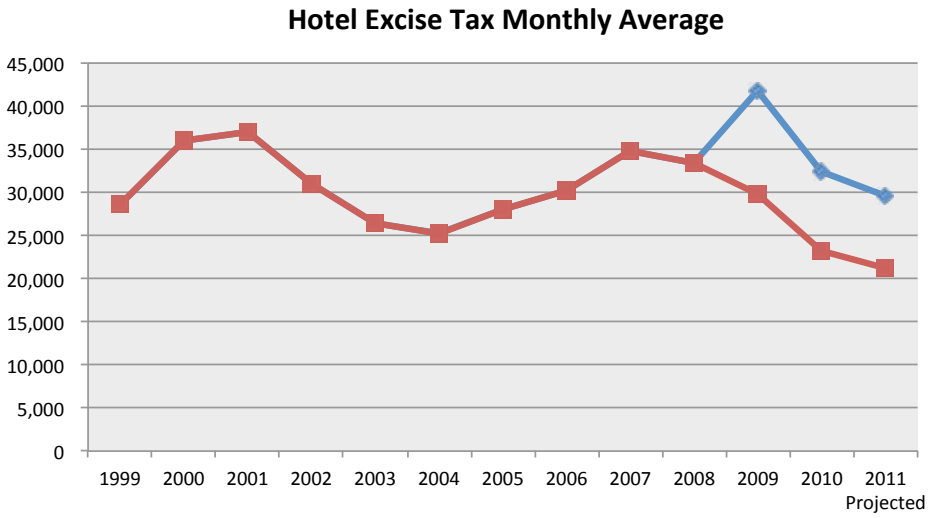
The chart below represents both the general fund (43%) and the hotel/motel fund (57%) collections.





Projected FY 2011 Hotel/Motel Taxes Revenues $354,650

Original FY 2011 Budget $389,070, Current Budget $361,160



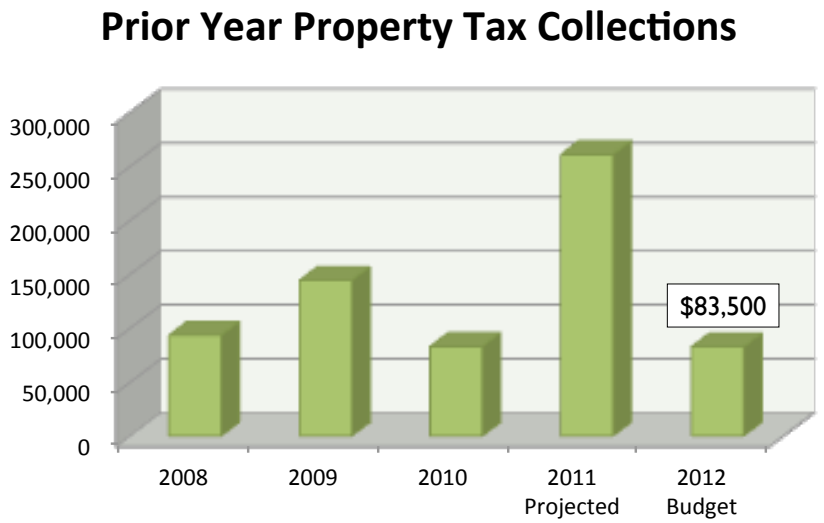
Fiscal Year	Monthly Average	% Change From PY
1999	28,567	n/a
2000	36,033	26%
2001	36,956	3%
2002	30,923	-16%
2003	26,349	-17%
2004	25,224	-4%
2005	27,956	11%
2006	30,120	8%
2007	34,699	15%
2008	33,400	-4%
2009	41,690	25%
2010	32,422	-22%
2011	29,554	-9%

In FY 2009, the hotel/motel tax changed from 5% to 7%. The extra 2% is paid to the Gwinnett Convention and Visitor's Bureau. The red line in the graph represents the adjusted monthly average using 5%. The blue line is the actual monthly average using the 7% rate that went into effect for FY 2009.

Hotel_	2012 Budget	General Fund 43%	T&T 28.5%	GCVB 28.5%
C&L (Days Inn)	21,279	9,150	6,065	6,065
Comfort Inn	50,360	21,655	14,353	14,353
Comfort Suites	38,302	16,470	10,916	10,916
Courtyard	93,273	40,107	26,583	26,583
Motel 6	16,314	7,015	4,649	4,649
Fairfield Inn	70,575	30,347	20,114	20,114
Super 8	20,570	8,845	5,862	5,862
Budget Inn & Suites	9,930	4,270	2,830	2,830
Sun Suites	34,046	14,640	9,703	9,703
Total	354,650	152,500	101,075	101,075

other taxes penalties

Other taxes penalties are charges related to delinquent real and personal property taxes. Revenue projections for penalties and interest are based on anticipated delinquent tax collections as well as historical trends. FY 2011 prior year property tax collections are unusually high as compared to prior years. This large increase is due to increase in outstanding balances for FY 2009 & 2010.

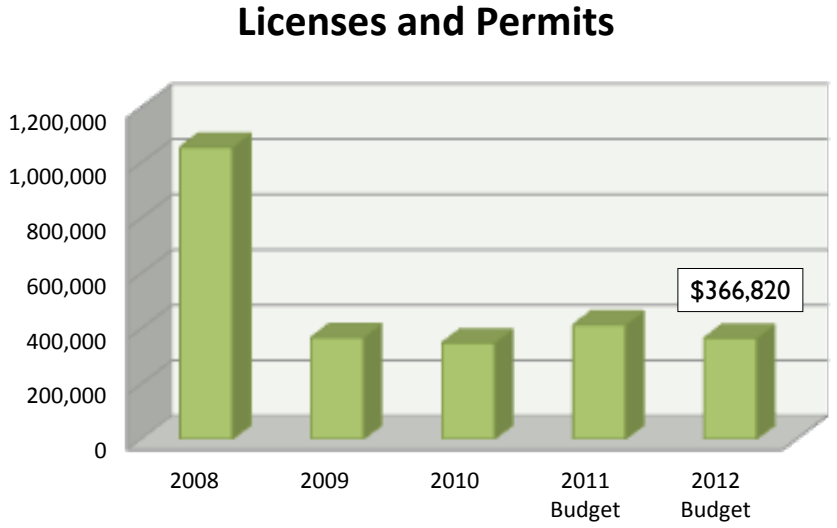


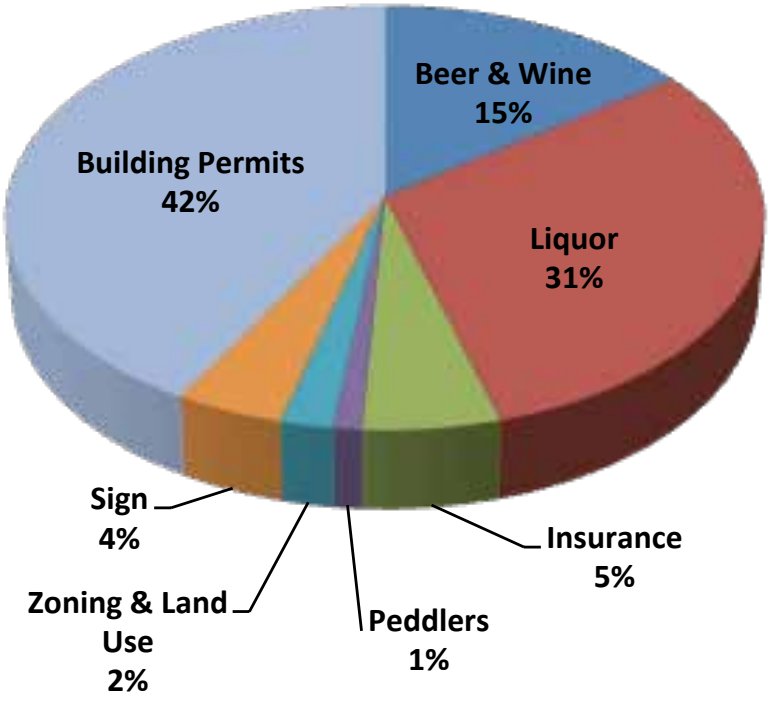
licenses and permits

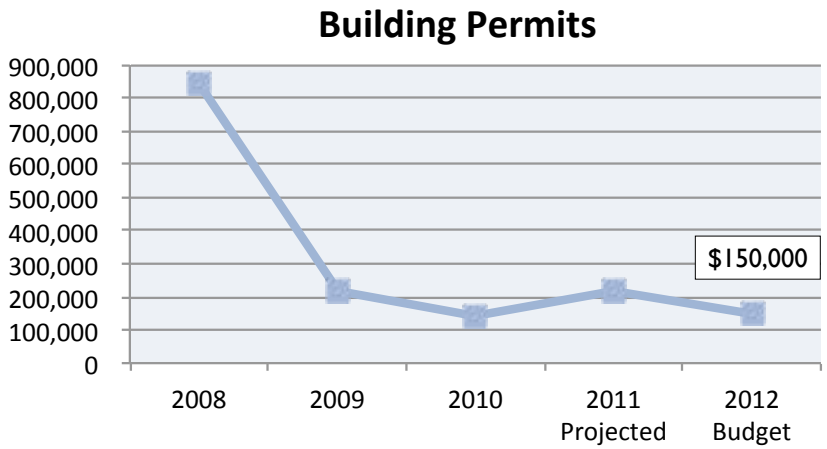
Licenses and permit fees include revenues realized from alcoholic privilege licenses, peddler license fees, fees for issuance of licenses to insurance companies that sell policies within the City, fees received from applications for zoning amendments, site plan reviews, special use and variance, and fees for sign permits. Regulatory fees charged for building permits and inspections are also included in this section. The revenue projections in this category are based on historical growth trends. Some of the larger changes in prior years are due to a new business receiving two alcohol licenses during one fiscal year and the building expansion that occurred in fiscal years 2005 thru 2008. In fiscal year 2011, the City changed the alcohol ordinance to allow for pro-rated licenses. There have been no other changes to the rate structure. This category represents 3% of the total FY 2012 general fund revenues.

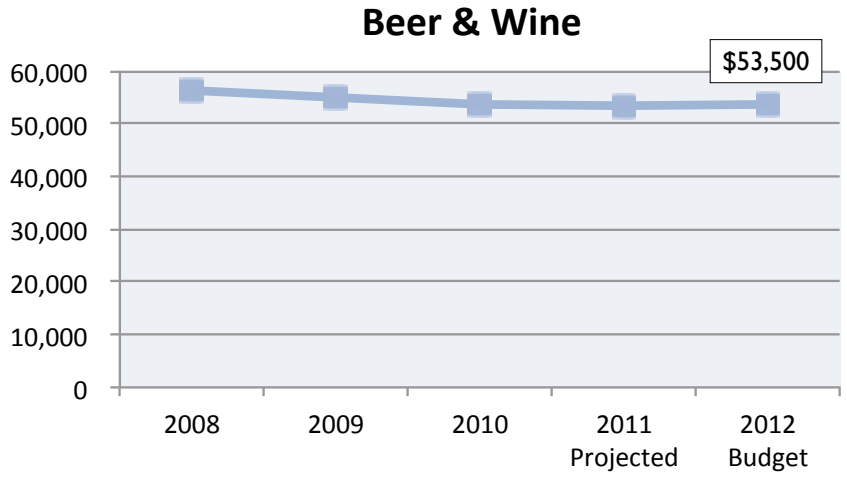
Projected FY 2011 Licenses and Permits Revenues $415,000

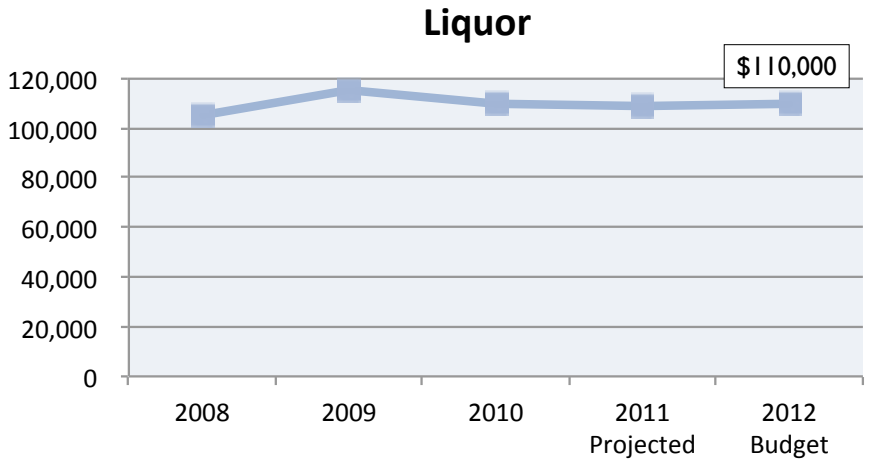
Original FY 2011 Budget $301,380, Current FY 2011 Budget $414,880







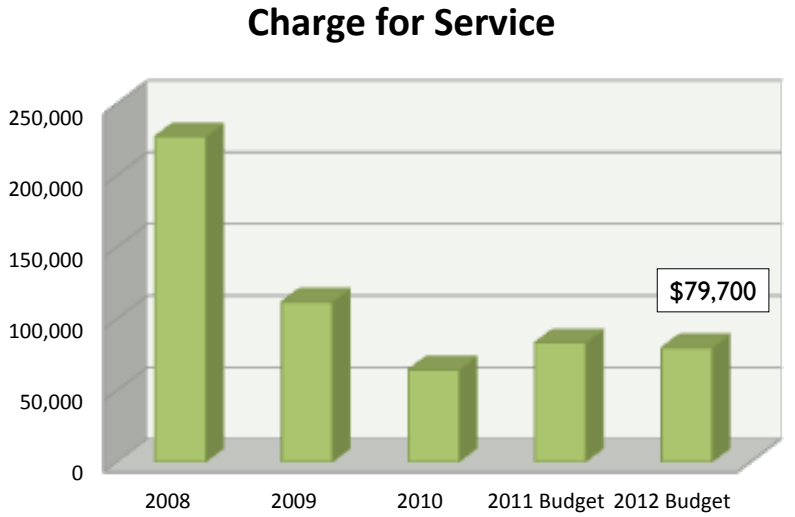




The two charts above remove the duplicate license fees paid in fiscal year 2010 and 2011 for trend analysis purposes. In FY 2012, the alcohol ordinance was changed to allow pro-rating of fees.

charge for service

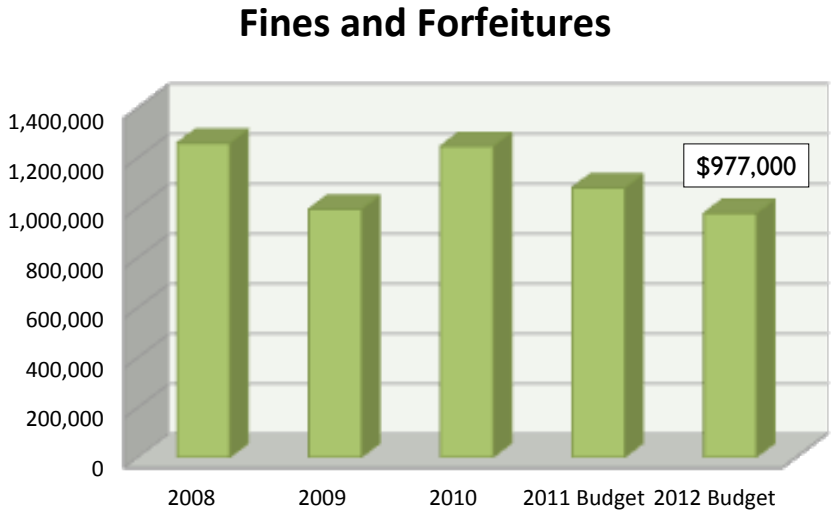
Charge for services consists of revenues realized from fees charged for services from various City departments. Some of these services include development plan reviews, sales of publications, accident reports, and fees charged for staff time or supplies provided during special events. Revenue projections are based on historical growth trends and signed special event contracts. Special event revenues received are offset by the cost of the services provided by the Police and Public Works departments and is not considered a revenue generating function.



fines and forfeitures

Revenues in this category consist of fines and charges imposed by the City's Municipal Court. This category represents 8% of the total FY 2012 proposed general fund revenues. Council sets some of the charges while others are mandated by the State and adopted by the Council. Projections are based on the rates set by the City Council and historical trends.

Fiscal year 2012 projections used the average monthly receipts received for fiscal year 2011 and reduced these receipts by 14%. This reduction is due to the continuation of the service delivery lawsuit and the current state sanctions regarding the use of radar for traffic control.



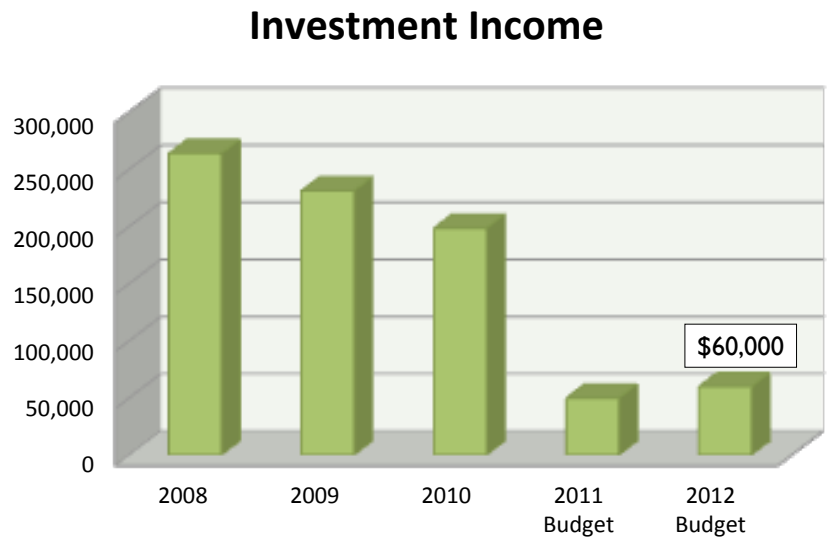
Projected FY 2011 Fines and Forfeitures $1,140,000

Original FY 2011 Budget $1,084,500, Current FY 2011 Budget $848,070

Note: In fiscal year 2007, the City added a new red light camera program. The increase in fines in fiscal year 2007 and 2008 was due to this program. In fiscal year 2009, the City stopped this program, resulting in a decrease of fine revenues. The rate structure was changed in fiscal year 2010 to include a technology fee to cover police software cost.

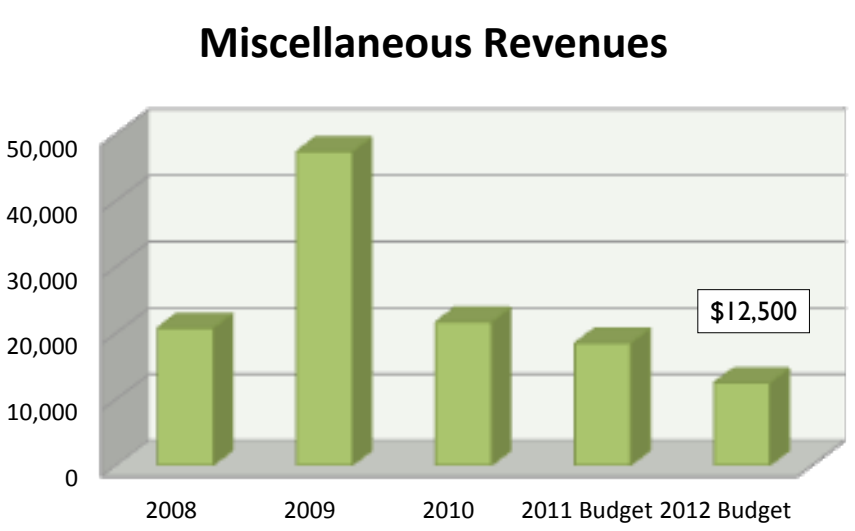
investment income

Investment income includes revenues from investment of fund equity. Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators. Current trends note a decline in interest rates due to economic conditions.



miscellaneous revenues

Revenues in this category consist of various one-time miscellaneous receipts. Examples would include insurance reimbursement, rebates, and rental income. Revenue projections are based on historical growth trends. Due to the uncertainty of some of these revenues sources, the 2012 budget projection is conservative.



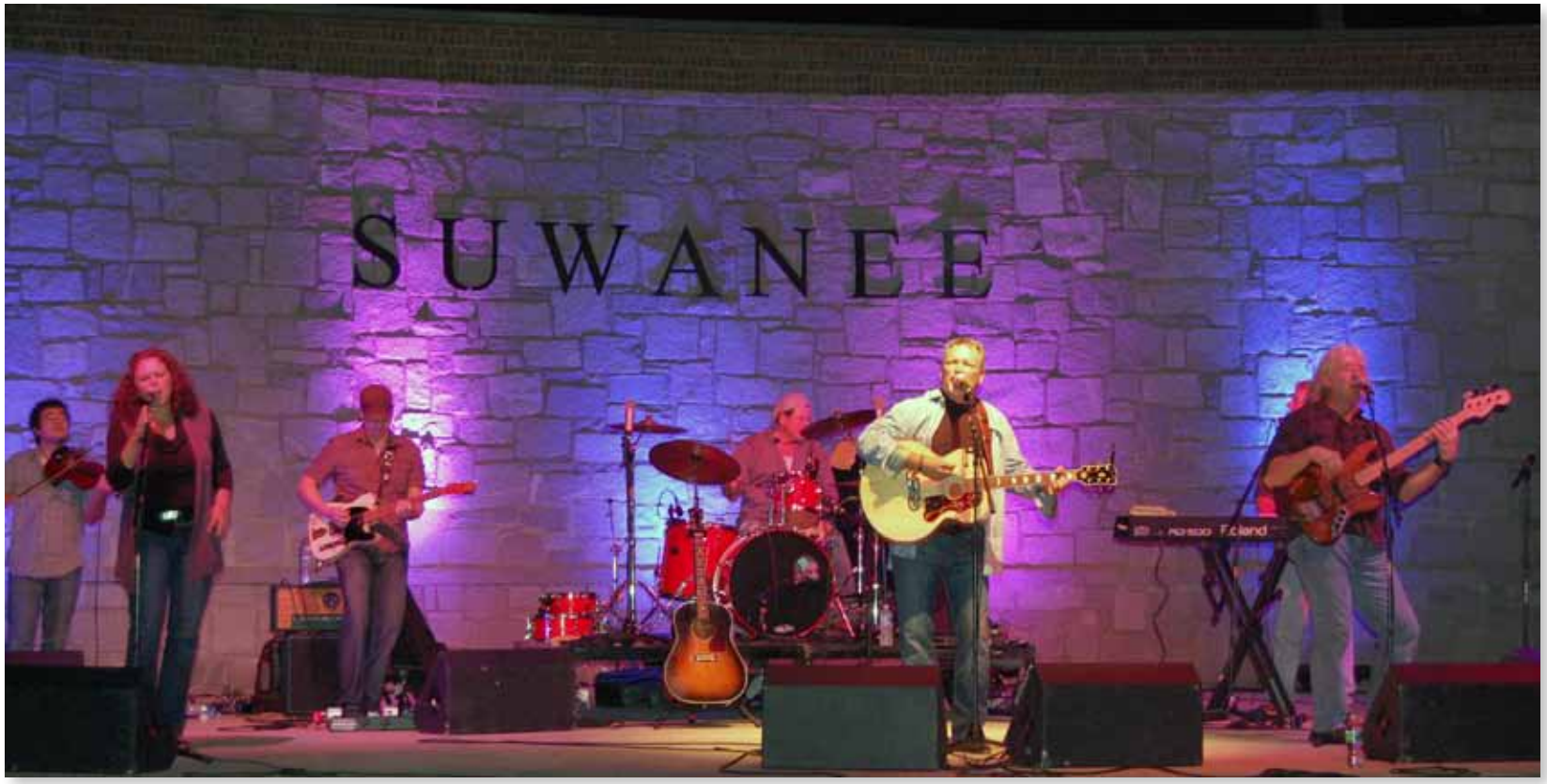
other financing sources

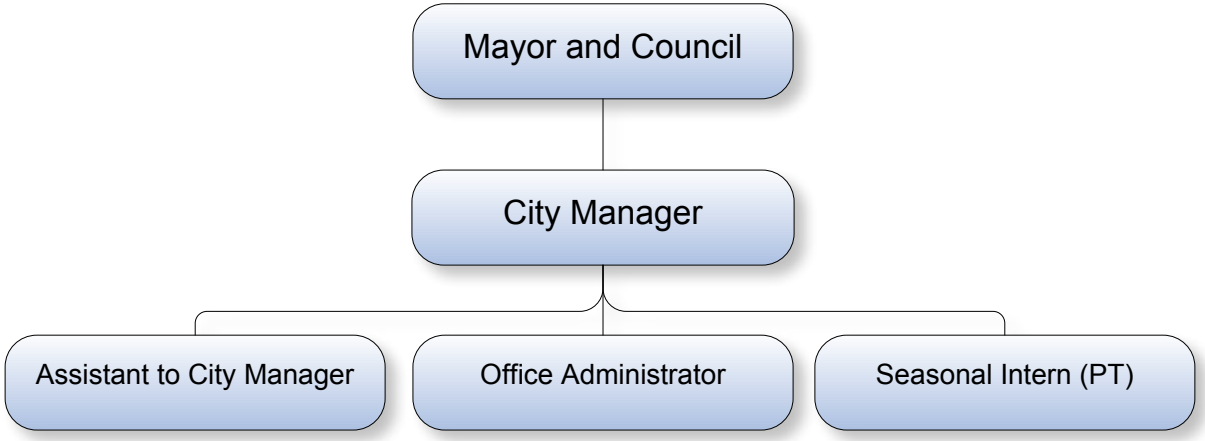
Other financing sources include revenue realized from the sale of surplus property, proceeds from short-term lease agreements, transfers between various funds, and the use of accumulated reserves for a balanced budget. Revenue projections for short-term lease agreements are based on capital lease values approved in the current budget. Sale of surplus property is based on historical trends, whereas, transfers in and the use of accumulated reserves are based on actual budgetary needs.



expenditure summary

City Manager
Administrative Services
Economic & Community Development
Financial Services
Planning
Police Services
Public Works
Other Non-departmental


SUWANEE



CHIEF EXECUTIVE

FUNCTIONS	Includes the operations of the Governing Body and Chief Executive.
POSITIONS	3 full time, 6 City Council members, and one summer intern
ROLE	This office is responsible for carrying out the City Council's policy decisions, for vision and leadership to the organization, and for overseeing the day-to-day operations. It also includes special projects and management of the capital project consultant.
NOTABLE FY 2012 BUDGET ITEMS	No new employees Summer intern, $7,750 Gwinnett Municipal Association Dues, $20,700 SDS legal fees, $50,000 Strategic Plan, $125,000 (2 year plan, total plan $150,000)
Current Fy 2011 Budget	**$642,260**
Fy 2012 Adopted Budget	**$652,550**



STATEMENT OF SERVICE

The City Council is the legislative governing authority of the City. It consists of a five member City Council and Mayor. The Mayor and all Councilmembers are elected at large, serving staggered four-year terms. The Council is responsible for enacting City ordinances, appropriating funds to conduct City business, and providing policy direction to the City Staff.

OBJECTIVES FOR FISCAL YEAR 2012

- Identify and implement strategies that relate to realizing the City's vision and mission.
- Protect and improve the quality of life for City residents by adopting policies that reflect the needs and desires of the majority of citizens living within the City.
- Facilitate implementation of the adopted short-term work program.
- To assist citizens in getting efficient resolutions to their concerns and inquiries regarding City services.

STRATEGIC ANCHOR POINTS

Strategic Anchors are essentially the filters used when making long-term or notable strategic decisions. These anchors should cause the mayor, council members, and staff to pause and filter decisions, when appropriate, through these anchors. Therefore, when you are about to make a decision that doesn't fit these anchors, something may not be right and the decision may be going against what has made Suwanee successful.

1. **"Suwanee Quality"** – high standards. Others take notice. Not done to receive awards, but awards are likely to follow. Examples: Suwanee Day, City Hall, City Parks, S.E.E. (Suwanee Exceeds Expectations).
2. **Unique** – bold, risky, quirky, artsy, cool, different, innovative, eye-catching. It hasn't been done before and if it has it will be different in Suwanee. The normal solution is not the solution in Suwanee. We push the limits of the status quo. Examples: Toast @ Town Center, City Hall Art, Community Garden.
3. **Remarkable** – attracting attention by being special, unusual or extraordinary. Worthy of remarks from others, both supportive and critical. Examples: City Hall design, marketing campaigns.
4. **Visionary** – lasting beyond those who make the decisions. Examples: Suwanee Town Center, Suwanee Gateway, Land use.

COUNCIL VISION STATEMENT

We will lead the southeast by:

1. Promoting safe, sustainable and balanced growth
   meaning:
   - Aesthetically pleasing
   - Balance of business and commerce
   - Diverse population
   - Housing choices
   - Growth management
2. Demanding (taking a proactive approach to) natural resource preservation
   meaning:
   - Environmental features
   - Greenspace
3. Demanding progressive and responsible government
   meaning:
   - Open
   - Ethical
   - Efficient
   - Embracing change

…WHILE BUILDING A STRONG SENSE OF COMMUNITY.

COUNCIL CODE OF CONDUCT

WHAT WE COMMIT TO EACH OTHER...

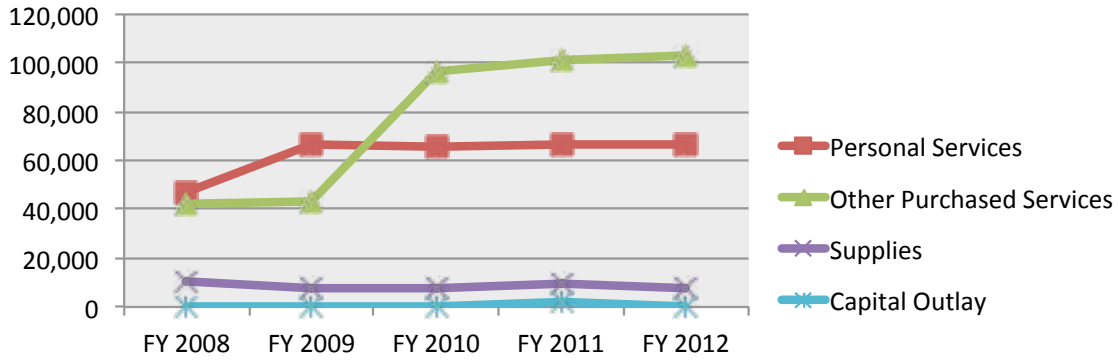
- *We will listen to each other objectively and openly.*
- *We will be informed prior to our debate.*
- *We will disagree with passion and respect.*
- *We will stay focused on the overall and long range good of the city.*
- *We will take our action, lay aside our differences, and move forward.*
- *We will support the actions of the council even though we may continue to disagree.*
- *We will seek to build a culture of trust.*

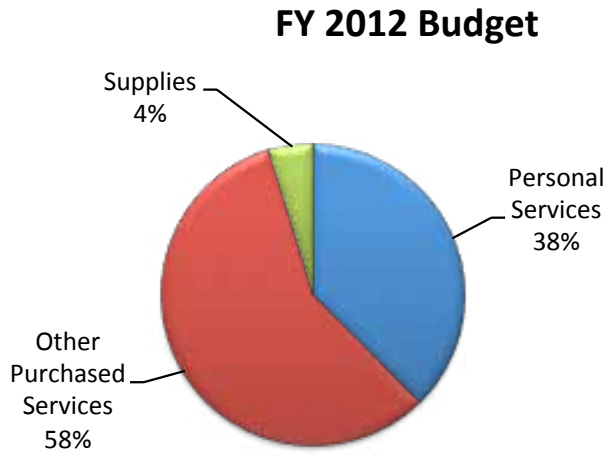
WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Council Meetings		21	22	12	12	12	12
Work Sessions		13	13	13	12	15	12
Ordinances Effected		17	12	9	13	12	12
Resolutions Adopted		18	12	11	11	4	8
Specially Called Meetings		*	*	19	12	7	10
Public Hearings		*	*	15	14	12	12
Executive Sessions		*	*	26	16	12	12
Council Work Retreat		*	*	1	1	2	2
** new measure*							

	MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2010	National Rank	2008	National Rank
1110	Opportunities to participate in community matters	80%	7th	79%	14th
	The value of services for the taxes paid to Suwanee	71%	17th	78%	64th
	The overall direction that Suwanee is taking	79%	5th	87%	19th
	The job Suwanee government does at welcoming citizen involvement	80%	1st	79%	55th
	Overall image or reputation of Suwanee	93%	6th	95%	12th
	Suwanee as a place to live	98%	6th	98%	20th
	Overall quality of life in Suwanee	95%	10th	95%	31st
	Services provided by City of Suwanee	87%	7th	93%	14th
	Recommend living in Suwanee to someone who asks	96%	7th	95%	4th
	Remain in Suwanee for the next five years	91%	8th	91%	9th
	% of citizens surveyed that have attended a meeting of local elected officials or other local public meeting	28%	88th	34%	32nd
	Amount of public parking	57%	44th	48%	74th

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Mayor	Elected	1	1	1	1	1
Council Members	Elected	5	5	5	5	5
Total		6	6	6	6	6

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 46,667	$ 66,851	$ 66,044	$ 66,850	$ 66,850
Other Purchased Services	42,262	43,470	96,727	100,730	102,870
Supplies	10,867	7,412	7,779	9,450	8,150
Capital Outlay	-	-	-	2,100	-
Total	$ 99,796	$ 117,733	$ 170,550	$ 179,130	$ 177,870





STATEMENT OF SERVICE

The City Manager's office is responsible for carrying out the City Council's policy decisions, for providing vision and leadership to the organization, and for overseeing the day-to-day operations. The City Manager is charged with preparing and submitting an annual budget, and staff hiring and retention.

The City Manager is responsible for:

- The direction, supervision, and review of departmental operations.
- Preparation of the annual operating and capital improvement budget.
- Responding to citizens concerns in a responsible and effective manner.
- Executing policies and directives.
- Ensuring that the affairs of the City are conducted in an effective and responsible manner to the benefit of City residents.

OBJECTIVES FOR FISCAL YEAR 2012

- Evaluate Options for Creating a URA in Suwanee Gateway.
- Oversee development of a Community-Wide Strategic Plan.
- Plan two Council planning/work retreats.
- Continue implementation of staff Q2 program.
- Oversee branding, implementation, and education of Council strategic anchor points.
- Celebrate the 10th anniversary of the Open Space bond program.
- Develop a City Council operations manual.
- Measure and track levels of citizen engagement.
- Oversee annual update of Short Term Work Program.
- Oversee development of 2013-2017 Capital Improvement Program.
- Ensure that the City's major capital projects are moving forward in a reasonable manner.
- Monitor efforts of the Downtown Development Authority and offer appropriate levels of support for their efforts to improve Downtown.
- Provide staff support for the Harvest Farm Managing Board.
- Manage implementation of the 2030 Comprehensive Plan.
- Manage the City's participation in the ICMA Metro Atlanta Performance Measurement Consortium.
- Promote development of commuter rail through Suwanee.

GOALS

1. Ensure smooth operations of the city with minimal interruptions in service.
2. Recognize and respect fiscal realities, but be sure not to damage effectiveness at the same time.
3. Manage annual and capital budgets in difficult fiscal times.
4. Continue to work to provide quality services to citizens, residents, business operators, property owners, visitors and others within fiscal constraints.
5. Respond to Council needs, policies and goals.
6. Continue to convey Suwanee's culture of high performance and exceeding expectations.
7. Roll-out Anchor Points to employees; make part of Suwanee's DNA.
8. Try innovative ideas as appropriate and consistent with city Anchor Points.
9. Remain a respected regional leader.
10. Monitor and manage SDS impacts.
11. Evaluate judge and solicitor salaries as part of budget process.
12. Monitor status of Sunday alcohol sales. React as needed.
    - ***STWP, Municipal Operations, City Services, page 352***
13. Provide adequate maintenance to existing capital facilities.
    - ***STWP, Municipal Operations, Facility Maintenance, page 353***
    - ***CIP, Facilities, Public Facilities Maintenance, page 266***
14. Maintain high quality staff and high morale.
15. Incorporate High Performance Organization principles citywide.
16. Increase leadership training throughout the city.
    - ***STWP, Municipal Operations, Learning Opportunities, Staffing, pages 353, 356***
17. Remain involved personally and as a city in regional issues with GMA, GCCMA, ARC and other organizations.
    - ***STWP, Economic Development, page 348***
    - ***STWP, Municipal Operations, City Services, page 352***
18. Don't settle. Continue award-winning efforts.
    - ***STWP, Municipal Operations, Awards, page 351***
19. Undertake project to memorialize Council Policies and Procedures (6 months).
20. Identify unwritten procedures and way of doing things, create a Council "How Do We…?" manual.
    - ***STWP, Municipal Operations, Board Training, page 351***
21. Police substation implementation; refine Scope, Design, Bid and Construction. (18-24 months)
    - ***STWP, Plan Updating, Comprehensive Plan, page 365***
    - ***STWP, Capital Projects, Police Substation, page 368***
    - ***CIP, Facilities, Police Substation, page 265***
22. Evaluate E911 operations in-house. Review options, present recommendation and make decision to proceed or abandon. (6 months)
    - ***STWP, Plan Updating, Comprehensive Plan, page 365***
    - ***STWP, Public Safety, E-911 Operations, page 358***
23. Strategic Plan; develop and manage an effective process. Adopt a plan that provides a long-term roadmap for Suwanee (18-24 months).
    - ***STWP, Municipal Operations, Community-Wide Strategic Plan, page 352***

GOALS (continued)

24. Transportation Investment Act; develop project list (March 30, 2011); monitor status; implement projects as appropriate (TBD).
    - ***STWP, Transportation, Commuter Rail, Transit, pages 363-364***
25. Deliver approved Capital Projects (varies):
    a. Greenway Rehabilitation;
        - ***STWP, Capital Projects, Suwanee Creek Greenway Rehabilitation/ Extension, page 369***
        - ***CIP, Transportation, Suwanee Creek Greenway Rehabilitation, page 274***
    b. Alternative Transportation;
        - ***STWP, Municipal Operations, Pedestrian Projects, page 355***
        - ***STWP, Capital Projects, Pedestrian Bicycle Plan, page 367***
        - ***CIP, Transportation Projects, Pedestrian Bicycle Plan Implementation, page 273***
    c. Recreation Enhancements;
        - ***CIP, Recreation Projects, Park Enhancements, page 269***
    d. Police Substation;
        - ***STWP, Capital Projects, Police Substation, page 368***
        - ***CIP, Facilities Projects, Police Substation, page 265***
    e. Parking Facilities;
        - ***STWP, Capital Projects, Parking Facility(ies), page 367***
        - ***CIP, Facilities Projects, Parking Project(s), page 265***
    f. Others as determined by Council.
        - ***STWP, Plan, Short Term Work Program, page 365***
26. Recreation Enhancement Projects; refine potential project list. Present list for Council consideration (6 months); begin implementing projects. (6+ months).
        - ***STWP, Municipal Operations, City Services, page 352***
        - ***CIP, Recreation Projects, Park Enhancements, page 269***
27. Buford Highway Improvements (4+ years). Seek funding through ARC and other sources.
    - ***STWP, Capital Projects, Buford Highway Reconstruction & Streetscaping, page 366***
    - ***CIP, Transportation Projects, Buford Highway Corridor Improvements, page 273***
28. Develop a formal concept plan for commuter rail (roads, parking, access, development) at the Suwanee Station rail site (12 months).
    - ***STWP, Transportation, Commuter Rail, page 363***
29. Explore options to leverage positive impacts of McGinnis ext for Suwanee Gateway.
    - ***STWP, Economic Development, Suwanee Gateway Study, page 350***
    - ***STWP, Transportation, McGinnis Ferry Road Extension, page 363***
30. Help decide Pierces' Corner future.
    - ***STWP, Capital Projects, Pierce's Corner, page 367***
31. Monitor the city - especially Suwanee Gateway - for economic development opportunities.
32. Be prepared to get TAD authorization from Gwinnett County and BOE if a suitable opportunity arises.
    - ***STWP, Economic Development, Suwanee Gateway Study, page 350***
    - ***STWP, Municipal Operations, Suwanee Gateway Tax Allocation District, page 357***
33. Recognize and convey that Town Center is not a "project" that is complete but rather an epicenter with natural growth opportunities.
    - ***STWP, Municipal Operations, Town Center, page 357***
    - ***CIP, Facilities Projects, Facilities Enhancement Projects, page 265***

STAFF MISSION STATEMENT

S.E.E. Suwanee Exceeds Expectations

Our Team Will:

- Strive for protection, well-being, and safety for all,
- Ensure responsible financial management,
- Provide high standards of customer service,
- Demand high ethical standards,
- Foster ownership for all stakeholders,
- Uphold quality, efficient, and effective service standards, and
- Be accountable.

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Council Agenda Packages		24	24	24	24	24	24
Council Meetings		21	22	12	12	12	12
Council Work Sessions		13	13	13	13	15	12
Department Head Meetings		24	24	24	21	22	22
Staff Meetings		23	24	24	21	22	12
Q2 Leadership Tasks and Functions Meetings		*	*	*	*	5	12
Staff Work Retreat		1	1	1	1	1	1
** new measure*							

PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of requests for information responded to within 72 hours		100%	100%	100%	100%	100%	100%

MISSION: **Carry out City Council's Policy Decisions**

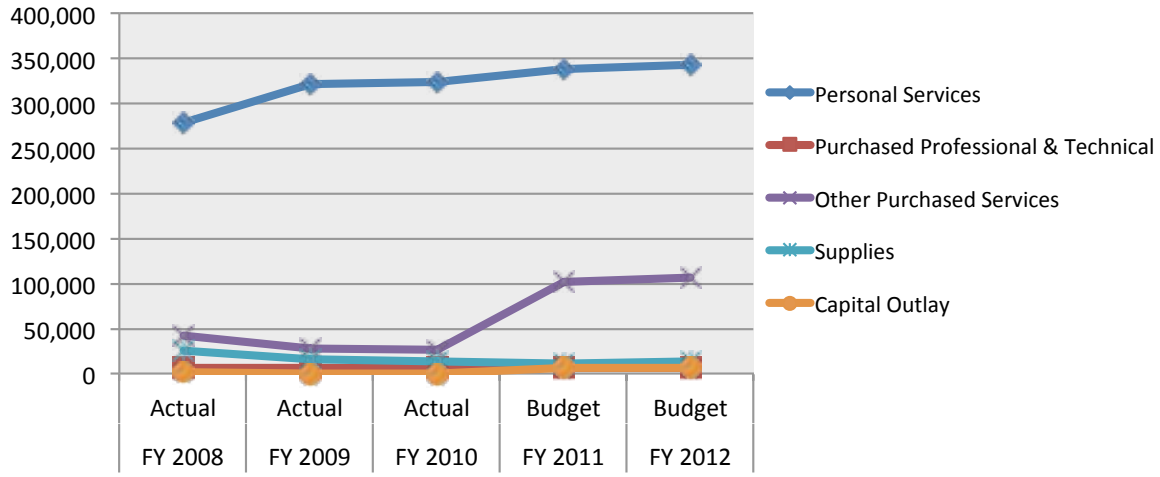
	Inputs	• City Manager • City Council • Staff	• Mayor • City Council goals and vision statement • Facilities	• Funding
	Activities	• Acting liaison between Council and Staff • Council workshops • Council meetings • Management of Staff	• Department Head meetings • Staff meetings • Compliance with local, state, and federal regulations	
	Outputs	• Number of Department Head Meetings • Number of Staff Meetings	• Number of Council Agenda packages • citizen survey	
Outcomes	**Initial**	Day to day operations of the City managed successfully. City programs and systems operating efficiently.		
	Intermediate	Citizens aware of Council's Goals and Vision Capital projects are well-managed and fiscally sound		
	Long-term	Enable City management team to be successful and accomplish goals set by Council Citizens participate in Council meetings		

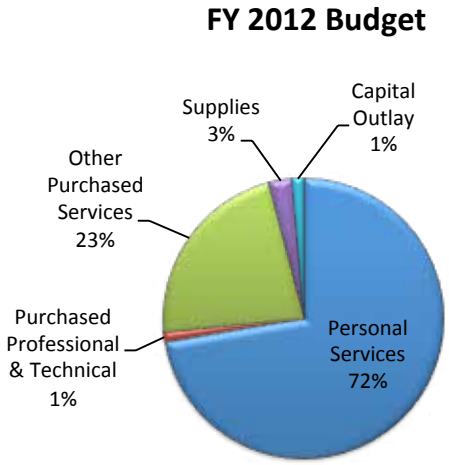
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:		2010	National Rank	2008	National Rank
1320	Employee knowledge	86%	47th	91%	50th
	Employee responsiveness	83%	48th	91%	28th
	Employee courtesy	83%	53rd	91%	27th
	Overall employee impression	84%	59th	91%	25th

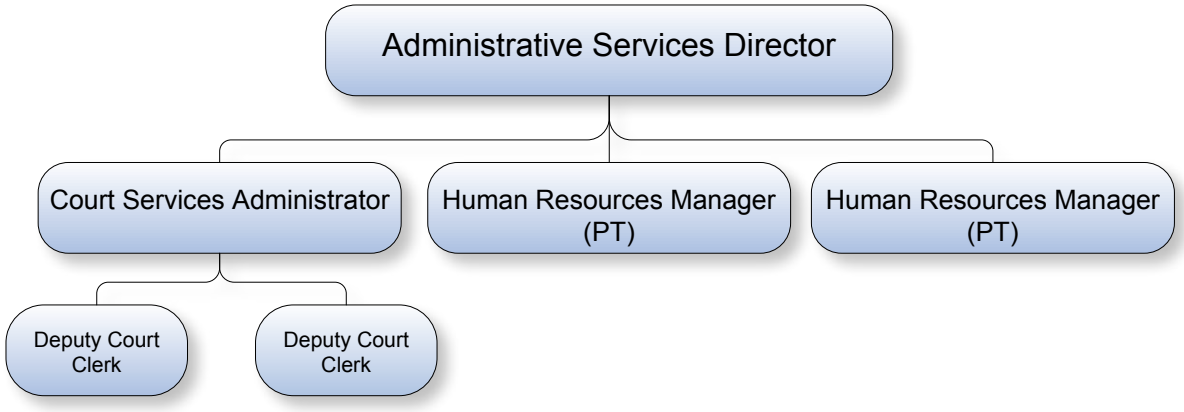
AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
City Manager	Appointed	1	1	1	1	1
Assistant to the City Manager	72	1	1	1	1	1
Office Administrator	61	1	1	1	1	1
Administrative Secretary (1)	57	1	-	-	-	-
Total		4	3	3	3	3

(1) In fiscal year 2009, the Administrative Secretary position moved from Chief Executive to Planning & Zoning.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 278,772	$ 320,498	$ 323,680	$ 337,940	$ 343,190
Purchased Professional & Technical	5,400	5,400	5,400	5,600	5,600
Other Purchased Services	43,331	28,266	26,419	102,400	106,900
Supplies	24,421	16,950	12,560	10,700	13,200
Capital Outlay	2,300	-	-	6,490	5,790
Total	$ 354,224	$ 371,114	$ 368,059	$ 463,130	$ 474,680







ADMINISTRATIVE SERVICES

FUNCTIONS	Includes the operations of General Administration and Municipal Court.
POSITIONS	4 full time, 2 part time, 4 Judges, and 6 Solicitors
ROLE	This department is responsible for City Clerk functions, Human Resources, and Municipal Court operations.
NOTABLE FY 2012 BUDGET ITEMS	No new employees Funding for 1 election with possible run off, $13,930 Citywide management training, $1,700 Professional services for pension management, $14,000
Current FY 2011 Budget	**$556,030**
FY 2012 Adopted Budget	**$592,980**



STATEMENT OF SERVICE

General Administration consists of the Human Resources division as well as the City Clerk.

- The mission of Human Resources is to provide quality services and support to department managers and employees regarding employment, training, employee relations, benefits, compensation and safety in order to attract, develop, motivate and retain a diverse, energetic workforce within a supportive work environment. Human Resources is also responsible for creating and recommending policies to the City Manager in compliance with Federal and State laws.
- The mission of the City Clerk is to comply with Federal, State and City mandates and regulations governing official City Council meetings, actions, and documentation; Elections, codification of City ordinances; and, City-wide policies and procedures concerning official government records.

GOALS - General Administration

1. Continue to maintain a high level of customer service to the citizens of Suwanee and co-workers.
2. Continue in all areas of responsibility in accordance with the City's vision and mission statement.
3. Continue to collect data and participate in the ICMA Performance Measures initiative.
4. Perform duties of Election Superintendent in compliance with State statutes.
5. Monitor new employee work eligibility verification (E-Verify) as required by O.C.G.A. 13-10-91 and act as the City Systematic Alien Verification Entitlement (SAVE) contact.
6. Monitor the City's Safety Committee and advise City Manager of progress, challenges and initiatives.
7. Work with IT on getting ViewWise files accessible.
8. Semi-Annual update of Code of Ordinances.
9. Department Retreat.
   - ***STWP, Municipal Operations, City Services, page 352***
10. Continue training through University of Georgia and complete the mandatory 30 hours training every three years to maintain Municipal Clerk certification (1 training session per year).
    - ***STWP, Municipal Operations, Learning Opportunities, page 353***

OBJECTIVES FOR FISCAL YEAR 2012- Human Resources

- Provide assistance in filling open positions so that the open-to-fill ratio of non-professional positions is maintained at an average of 45 days, and the ratio of professional management positions is maintained at an average of 90 days.
- Determine supervisory and employee training and development needs, implement appropriate programs, and administer tuition reimbursement.
- Enhance employee involvement by providing recognition programs and assisting supervisors with employee relations and personnel issues.
- Work in conjunction with the Police Department to obtain national accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Review Employee Handbook annually and provide updates for compliance with Federal and State laws.
- Evaluate vendors and potential service providers.
- Administrate and monitor our Drug Free Workplace; implementing policy, providing training, and initiating testing.
- Compliance with Federal/State regulations.
- Remain educated on new healthcare reform.
- Review and streamline hiring process; research online options.
- Work with Broker to administer, enroll, monitor and educate employees on benefit changes.
- Reconcile benefit change updates and enrollment with HR records and payroll.
- Evaluate positions in compliance with Federal standards.

GOALS - Human Resources

1. Continue to provide recruitment, selection, hiring and retention assistance to City departments.
2. Budget for a Market Study in FY 2012 to remain competitive in the market and in compliance with FLSA. (Based on approval)
3. Review Performance Appraisal Tool.
4. Conduct an annual review of employee benefits working closely with the Benefits Broker, Garner and Glover.
5. Seek wellness educational programs are are "free" or inexpensive (i.e., lunch & learns) Benefits Broker, Garner and Glover.
6. Continue to provide new employee orientation to provide new hire employees policies and other pertinent information regarding the City on their first day of reporting.
7. Prepare for approval and implement a 6-month orientation program to provide new employees an overview of the City – 6 months will give the employee time to learn a little more about the City and get to know their co-workers, thus making the learning curve a less stressful.
8. Provide supervisory training in the areas of performance documentation, progressive discipline, employee rights, City of Suwanee Personnel Policies, functions of a municipal government at least once per year.
9. Continue supervisor and employee training in the following areas:
   a. Drug Free Workplace (mandatory 2 hour training annually)
   b. Performance Evaluation – at least twice a year
   c. Employee Benefits (lunch and learn sessions) – leave policies, tuition reimbursement, medical provider services, etc.
   d. Employee Policies
10. Implement training in the following areas:
    a. Diversity in the Workplace
    b. Harassment in the Workplace
    c. Customer Service
11. Review retirement plans (Principal, GMEBS), investigate broker for Principal, track prior purchase years by enrollment date for GMEBS.
12. Investigate implementation of an employee intra-net site.
13. Investigate ability to complete employment application online.
14. Investigate implementing an internal employee satisfaction survey.
15. Scan/purge records and files in accordance with retention schedule.
16. Annual Compensation Statement for employees.
17. Annual Review of Employee Handbook.
    - ***STWP, Municipal Operations, City Services, page 352***
18. Continue training through GLGPA towards Certified Human Resource Professional – at least one conference per year.
    - ***STWP, Municipal Operations, Learning Opportunities, page 353***
19. Continue to work with PD in CALEA National certification compliance in the areas of Human Resources to include recruiting, promotional process, policies, etc.
    - ***STWP, Public Safety, CALEA Accreditation, page 358***

WORKLOAD MEASURES - Human Resources	**2006 ACTUAL**	**2007 ACTUAL**	**2008 ACTUAL**	**2009 ACTUAL**	**2010 ACTUAL**	**2011 ACTUAL**	**2012 BUDGET**
Applications/resumes processed	472	866	509	894	350	375	400
Positions filled	14	28	20	12	11	15	10
Employee separations	13	19	14	9	6	8	7
Employee drug tests conducted	44	72	49	62	60	40	40
Employee training workshops conducted	18 hrs	62 hrs	19 hrs	20 hrs	26 hrs	32 hrs	35 hrs
Supervisory training conducted	2 hrs	2 hrs	2 hrs	4 hrs	12 hrs	13.5 hrs	15 hrs

PRODUCTIVITY MEASURES - Human Resources	**2006 ACTUAL**	**2007 ACTUAL**	**2008 ACTUAL**	**2009 ACTUAL**	**2010 ACTUAL**	**2011 ACTUAL**	**2012 BUDGET**
Average days to fill a position (exempt/non-exempt/sworn)	69/36/*	90/30/*	147/45/90	n/a/82/90	90/45/90	51/66/94	90/45/90
Turnover rate (excluding seasonal) /sworn	18%/*	13%/*	16%/50%	6%/5%	6%/5%	9%/0.3%	9%/1%
Employee relations issues resolved	100%	100%	100%	98%	100%	100%	100%

** data not captured*

MISSION:	**Human Resources: Provide Assistance in Filling Open Positions**			
	Inputs	• Staff Directors • City Council	• Approved Personnel Position • Application	• Resumes
	Activities	• Training for knowledge of local, state and federal employment regulations • Process applications and resumes to qualify candidates • Arrange and conduct interviews with qualified candidates		• Consult with staff directors • Assist with decision making • Advertise open positions
	Outputs	• Number of applications and resumes processed • Number of job advertisements in local newspaper and/or trade magazines		• Number of interviews • Number of offers for employment
Outcomes	**Initial**	Compliance with local, state and federal employment regulations in regards to hiring		
	Intermediate	Public confidence in City as a result of consistent hiring practices		
	Long-term	City is able to staff positions with well qualified candidates in order to efficiently provide services to our citizens		

OBJECTIVES FOR FISCAL YEAR 2012- City Clerk

- Comply with Federal, State and City mandates and regulations governing official City Council meetings, actions and documentation; Elections; and City-wide policies and procedures concerning official government records.
- Maintain and oversee updates to the City of Suwanee Code of Ordinances.
- To provide quality customer service in a timely manner to the Council, City staff, other governmental agencies and the general public.
- Provide election service in accordance with State election laws and the City Charter.
- Respond to Open Records Requests for City documents promptly in compliance with the Open Records Act.
- Coordinate review of Ethics complaints in accordance with City Ordinance.

WORKLOAD MEASURES - City Clerk**			**2008 ACTUAL**	**2009 ACTUAL**	**2010 ACTUAL**	**2011 ACTUAL**	**2012 BUDGET**
Council Workshops attended			12	12	12	12	12
Council meetings attended/Called Meetings			19	12	12/12	12/6	12
Action Minutes prepared within 3 days			19	12	24	18	12
Council Minutes recorded & transcribed w/in two weeks			19	12	24	18	12
Open Records Requests processed			15	12	28	14	10
Ethics Complaints Received			2	-	-	-	-
Provide information regarding elections to candidates***			1	-	7	-	3

** *new measures*
****no City election scheduled in FY2009 and FY2011*

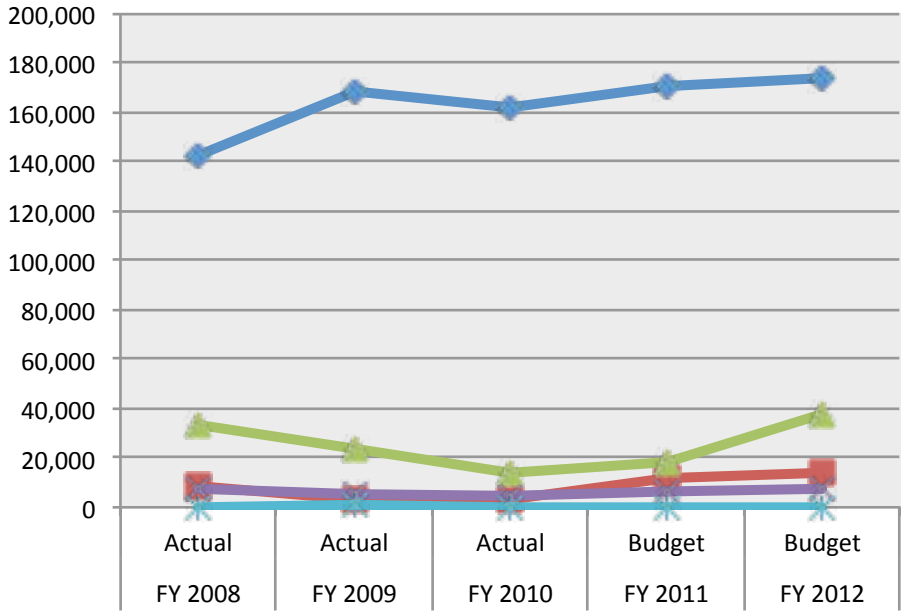
PRODUCTIVITY MEASURES - City Clerk**	**2006 ACTUAL**	**2007 ACTUAL**	**2008 ACTUAL**	**2009 ACTUAL**	**2010 ACTUAL**	**2011 ACTUAL**	**2012 BUDGET**
Percent of Workshop Minutes of Council meetings transcribed within a week	100%	100%	100%	100%	100%	100%	100%
Percent of action minutes of Council meetings transcribed and distributed within three days	100%	100%	100%	100%	100%	100%	100%
Percent of Minutes of Council meetings recorded and transcribed within two weeks	100%	100%	100%	100%	100%	100%	100%
Percent of requests for information responded to within three days of receipt	100%	100%	100%	100%	100%	100%	100%
Percent of Ethics Complaints resolved	**	**	100%	100%	100%	100%	100%

** *new measures*

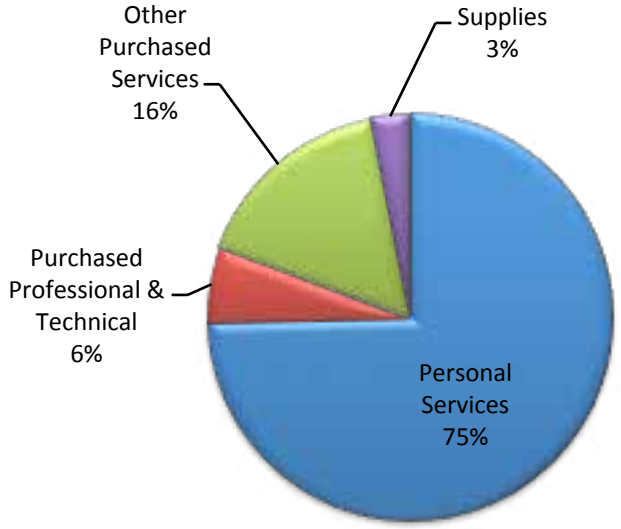
MISSION:	**City Clerk: Record and transcribe Council Minutes within 2 weeks.**		
Inputs	• City Clerk • City Council	• Mayor • Facilities	
Activities	• Training for knowledge of local, state and federal employment regulations • Ensure compliance with local, state and federal mandates and regulations • Gather appropriate signatures for ordinances and resolutions		• Attend all Council meetings • Record and take notes
Outputs	• Typed minutes produced per number of Council meetings • Minutes posted at City Hall		• Minutes posted on City website
Outcomes — **Initial**	Citizens and community up to date on City's formal actions Compliance with local, state and federal regulations		
Intermediate	Citizens aware of Council's goals and views in general		
Long-term	Citizens' trust in City conducting the business of the citizens		

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Administrative Services Director	75	1	1	1	1	1
Human Resources Manager	PT	2	2	2	2	2
Total		3	3	3	3	3

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 142,167	$ 168,688	$ 161,721	$ 170,840	$ 174,130
Purchased Professional & Technical	8,155	3,155	3,583	11,500	14,000
Other Purchased Services	32,864	23,840	13,910	18,350	38,100
Supplies	7,104	4,972	4,646	6,400	7,000
Capital Outlay	-	687	-	350	-
Total	$ 190,290	$ 201,342	$ 183,860	$ 207,440	$ 233,230



FY 2012 Budget



STATEMENT OF SERVICE

The mission of the Municipal Court is to provide those that we serve with high quality customer service that is effective, efficient, and delivered in a professional environment, while accomplishing the duties incumbent on it by the City Charter and the laws of the State of Georgia, thereby maintaining the public's respect, confidence, and satisfaction. The Municipal Court is responsible for:

- Processing all citations handled through the Court.
- Providing assistance to the Judge, attorneys and defendants during each session of the Court.
- Providing assistance to the Solicitors, who are responsible for the prosecution of all misdemeanor, traffic, animal control, and local ordinance violation cases.
- Maintaining and preparing all of the Municipal dockets.
- Recording the disposition of each case.
- Receiving all court documents and defendant correspondence, as well as, collecting fines, balancing and closing of accounts.
- Preparing requisition for purchasing and refunding.
- Preparing monthly reports.
- Preparing Warrants.
- Submitting information to DMVS for suspended license, points, etc.
- Submitting information to GCIC for criminal records dispositions.
- Monitor Probation accounts, weekly process of payments and closing cases.
- Monitor Pre-Trial and Conditional discharge programs.
- Schedule and work closely with Probation and Public Works on the completion of community service hours.
- Accepting and processing expunge of arrest records.
- Process of court dispositions request by defendants, attorneys or insurance companies.
- Monitor the implementation of Paperless Court, the use of electronic workflows and the moving of imaged case flies along the processing lifecycles.

OBJECTIVES FOR FISCAL YEAR 2012

- Ensure that justice is administered in a fair and impartial manner.
- Monitor court procedures in order to observe ways to improve efficiency and effectiveness.
- Evaluate probation service provider performance and provide feedback on their service delivery.
- Provide appropriate level of training for all court personnel.
- Complete all state-mandated documentation and reporting to ensure compliance with all laws and regulations.
- Continue Teen-Drivers Programs and the Pre-Trial diversion program.
- Continue with the implementation of the Scan Work Document System.
- Provide great customer service
- Continue the implementation of the new court software, working closely with vendor to find the most effective process for each specific area of the court process.
- Continue evaluating the Live Scan process and make the best use of the program while working closely with Police Department staff.
- Provide four arraignment sessions per month and one trial per month, court session do not exceed 175 cases and trial session do not exceed more than 15 cases. Good possibility to add one more arraignment session per month and one more trial session every other month.
- Implementation of the digital recording.
- Continue evaluating the new web-site citation payments on-line and the virtual merchant citation payment over the phone.
- Continue the implementation of Paperless Court, the use of electronic workflows and the moving of imaged case files along the processing lifecycles.
- Create a court video to provide general court information to defendants during court sessions.
- Continue providing electronic finger print services to citizens.
- Prepare and distribute an RFP for Probation services.
- Support the Police Department staff with the implementation of the license plate scanner and the new walk-through metal detector.
- Judges, clerks, and staff to attend mandatory annual training.

GOALS - Municipal Court

1. Continue to provide great customer service in line with the City's motto: "Suwanee Exceeds Expectations".
2. Ensure that justice is administered in a fair and impartial manner.
3. Complete all state-mandate documentation and reporting to ensure compliance with all laws and regulations.
4. Continue evaluating the new Court Software to maximize its use. Court is the best supporting tool for the court operations. Efficiency and effectiveness are the court main goals.
5. Court-Video - Chief Mark Lewis will record a court video to provide general court procedures and information to defendants attending court. The video to be play during the first fifteen minutes of each court session.
6. Live Scan – Work with PD to continue evaluating the live scan process and make the best use of the system.
7. Continue arraignments on Wednesday night and monitor numbers to determine if additional sessions need to be added.. Court sessions will be limited to approximately 170 citations (based on previous history approx. 80-100 will appear).
8. Probation- an RFP process for this service will take place.
9. Create a new Court Procedure Manual due to the changes in the court process and implementation of new software.
10. Monitor Court Session – maintain 170 cases per court session to provide a safe environment and better accommodate defendants.
11. Rapid Scan/Metal Detector - will increase security in the court building and provide a more efficient way to scan people.
12. Bi-weekly court staff meetings.
13. Quarterly safety court staff meetings
14. Annual holiday gathering for court/administrative staff.
15. Court/administrative yearly weekend retreat.
    - ***STWP, Municipal Operations, City Services, page 352***
16. Continue Teen Drivers program and Pre-Trial Diversion Program.
    - ***STWP, Municipal Operations, Citizen Engagement, page 351***
17. Judges and Clerks to attend mandatory annual training.
    - ***STWP, Municipal Operations, Learning Opportunities, page 353***
18. Continue to facilitate semi-annual meetings of Judges, Solicitors and staff to discuss court operations and update Council.
    - ***STWP, Municipal Operations, Operations Manual, page 354***
19. License plate scanner- support the Police with the implementation of this program.
    - ***STWP, Public Safety, Traffic Enforcement, page 359***

WORKLOAD MEASURES	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Cases processed	11,860	11,102	12,447	9,680	12,411	14,883	16,371
Jury trials	130	80	98	84	171	220	242
Non-jury trials	325	300	240	288	335	319	351
Jail arraignments	104	130	140	80	40	60	66
Warrants issued	510	347	242	205	180	236	259
Juvenile (under 17) cases referred to Gwinnett County	80	54	78	80	55	80	88
Fine and fee payments collected	*	*	*	950,580	1,382,538	1,499,292	1,649,222
Monthly cases on probation	*	*	*	210	235	290	319
Monthly average of cases on Pre-Trial Diversion Program	*	*	*	14	8	9	12
Average number of cases processed by the solicitors per court session	*	*	*	50	80	85	94
Total of community service hours ordered by the court	*	*	*	4,800	5,755	5,486	6,035
Finger print applicants	*	*	*	*	*	95	110

** new measure*

PRODUCTIVITY MEASURES	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of cases disposed (monthly)	94.37%	89.00%	94.00%	94.00%	93.00%	86.00%	88.00%
Percent of warrants issued (monthly)	4.25%	4.68%	1.90%	2.10%	1.95%	2.00%	2.00%
Length of court docket (hours)	3.5 hrs	4 hrs	4.25 hrs	4 hrs	4.5 hrs	4.5 hrs	4.5 hrs
Failure to appear	N/A	4.00%	4.10%	3.90%	5.05%	14.00%	15.00%
Percent of cases placed on probation	*	*	*	26.0%	22.7%	24.0%	26.4%

** new measure*

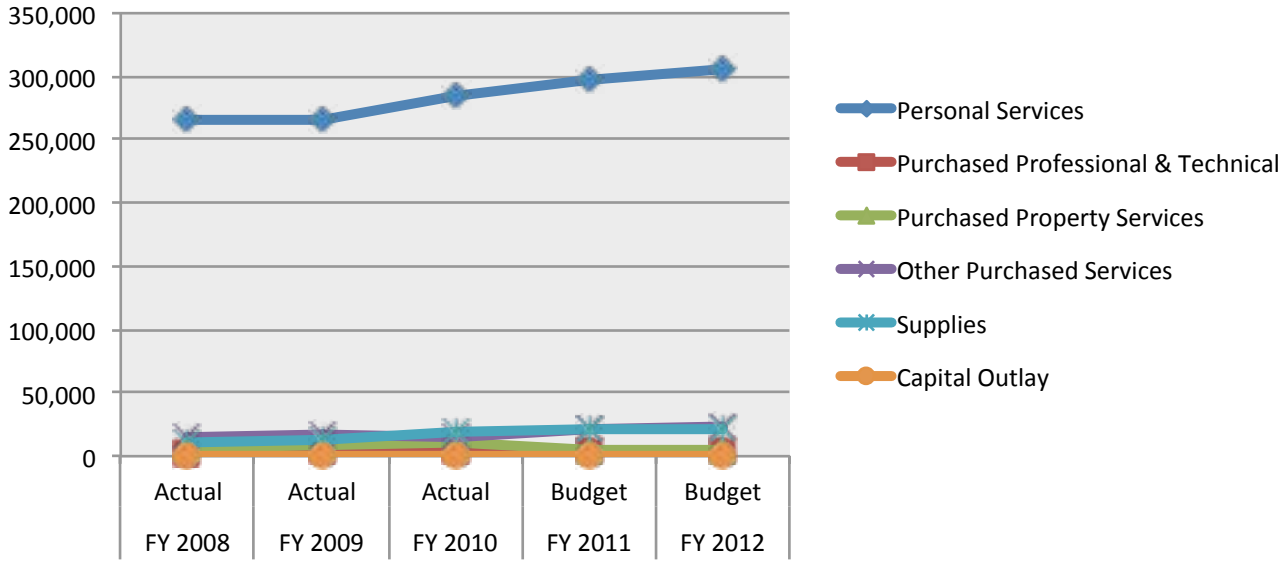
MISSION: **Process all City citations handled through Municipal Court.**

Inputs	• Staff • Judge • Solicitor	• Officer • Defendants • Attorneys	• Citizens • Other Agencies • Probation	• Jail • Bonding Companies	
Activities	• Receive citations from Police Department, City code enforcement officers, and other agencies (animal control, state patrol and Gwinnett County Sheriff) • Assist Judge, Solicitors, Attorneys, interpreters and defendants • Schedule and hold Court sessions • Process fines and fees			• Electronic fingerprint process • Electronic dispositions entered on the defendant's Drivers License record and criminal record • Monitor Probation cases	
Outputs	• Record disposition of each case • Number of citations processed • Jury trials • Juvenile cases • Probation		• Failure to appear drivers' license suspensions • Warrants • Funds Reports • Arrest expungment request • Inmate reports		• AOC Reports • Subpeona letters • Driver's license release forms • Refund requests • Community service hours
Outcomes					
Initial	1. Compliance with City Charter and the laws of the State of Georgia to ensure the safety of the citizens of Suwanee.				
Intermediate	1. Equitable and efficient treatment of defendants. 2. Recommend and support recovery treatment programs to help defendants with alcohol and drug problems to achieve their goal of a successful recovery. 3. Promote, support and recommend Teen Driver's education programs.				
Long-term	1. Maintain public's respect, confidence and satisfaction. 2. Justice is served to protect the safety of the Citizens of Suwanee.				

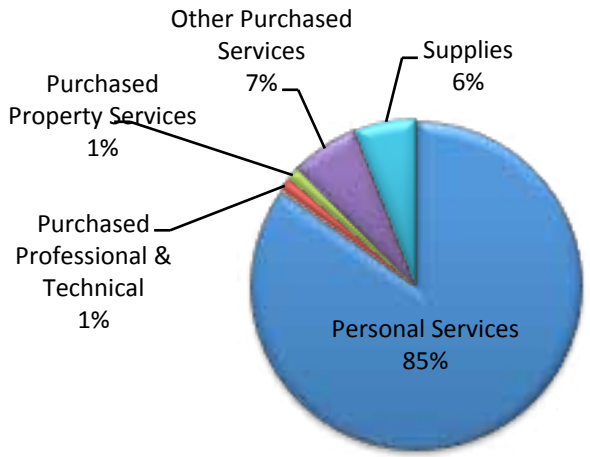
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2010	National Rank	2008	National Rank
2650 Municipal court services	69%	26th	78%	14th

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Chief Judge	Appointed	1	1	1	1	1
Associate Judge	Appointed	3	3	3	3	2
Lead City Solicitor	Appointed	1	1	1	1	1
City Solicitor	Appointed	4	4	4	4	4
Court Services Administrator	67	1	1	1	1	1
Deputy Court Clerk	60	2	2	2	2	2
Total		12	12	12	12	11

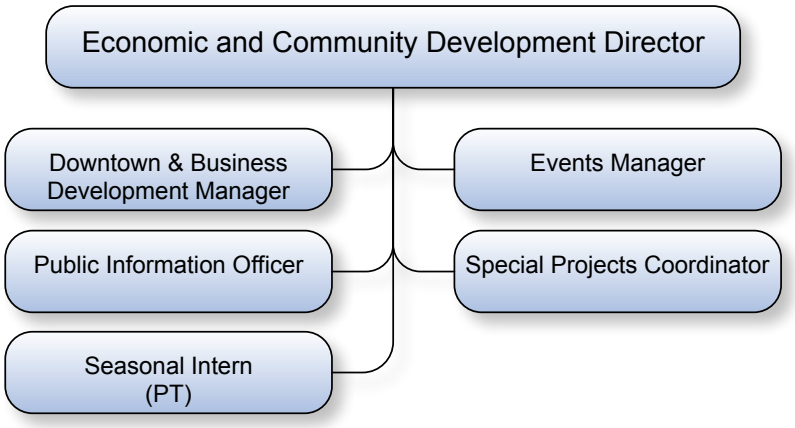
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 266,534	$ 264,499	$ 284,322	$ 296,690	$ 304,770
Purchased Professional & Technical	2,790	5,365	5,321	4,500	4,500
Purchased Property Services	7,334	9,209	10,864	5,250	5,000
Other Purchased Services	14,283	16,105	14,225	20,600	23,900
Supplies	10,842	12,159	19,629	21,550	21,580
Capital Outlay	248	-	-	-	-
Total	$ 302,031	$ 307,337	$ 334,361	$ 348,590	$ 359,750



FY 2012 Budget




POLICE DEPARTMENT



ECONOMIC & COMMUNITY DEVELOPMENT

FUNCTIONS	Includes the operations of Public Information, Special Facilities & Activities, Economic Development, and Downtown Suwanee.
POSITIONS	5 full time and 1 summer intern
ROLE	Provides information for citizens and business owners, promotes Suwanee's image, manages the farmers market and events, and provides support to the Public Arts Commission and the Downtown Development Authority.
NOTABLE FY 2012 BUDGET ITEMS	No new employees Maintain current event funding Partnership Gwinnett, $20,000 Expanding newsletter to business owners Summer intern, $7,417
Current FY 2011 Budget	**$619,720**
FY 2012 Adopted Budget	**$649,530**



STATEMENT OF SERVICE

Suwanee's Public Information efforts serve to help create an informed and involved citizenry, and to promote the City's image as a regional leader. Through these efforts, the City works to build a sense of community; make citizens and others aware of services, initiatives, and special events; and promote its image as a progressive community with a commitment to providing a high-quality of life for residents, preserving the environment and parks, supporting economic development opportunities, and supporting smart-growth strategies.

Responsibilities of the public information officer include:

- Creating a newsletter for citizens six times a year.
- Updating and maintaining the City of Suwanee website.
- Managing the City's media relations efforts.
- Creating brochures and other publications.
- Assisting with other writing-based promotional opportunities, such as ads, signs, award applications, correspondence, etc.
- Managing the City's social media initiatives

GOALS

1. Manage City's overall message and image-related items to external audiences:
2. Create existing publications (including newsletter, annual report, event postcard, etc.).
3. Manage all media relations and social media efforts.
4. Manage City-related websites (Suwanee.com, downtown, and Suwanee Day).
5. Manage advertising messages, design, and placement.
6. Develop plan to communicate city's economic development message/strategy.
7. Determine city "video philosophy." Evaluate and implement as desired a creative video series highlighting economic development, parks, employee recruitment, events, etc. (Created two videos in 2010 currently on the website.)
8. Advertising – Ongoing evaluation and maintenance of advertising efforts; funds likely restricted in 2011.
9. Other publications – Create new publications including SculpTour and Suwanee's parks; update existing publications including the general chamber-type piece as well as the visitor guide (as determined by FY2012 budget process).
10. Boot camps at TC Park – create one page guide to be included on the City website.
11. Continue to support the ongoing communication with Gateway businesses via "list-serve" format; about one every other month augmented with e-mail communication as needed.
12. Encourage property owner participation in Suwanee's "Top Redevelopment Opportunities" and comprise a listing for website inclusion.
13. Evaluate expanding newsletter to Suwanee businesses – as part of FY12 budget process.
    - ***STWP, Economic Development, Marketing, page 349***
    - ***STWP, Municipal Operations, City Services, page 352***
14. 10-year Bond Referendum – Create a common theme/tagline celebrating referendum and parks to be used in various ways including events, direct mail, newsletter, imprinted items, banners at parks, etc.
    - ***STWP, Economic Development, Marketing, page 349***
    - ***STWP, Municipal Operations, City Services, page 352***
    - ***STWP, Municipal Operations, Open Space/Parks Celebration, page 354***
15. Develop/evaluate alternative ways to promote City (ex: permanent signage on pedestrian bridge "SUWANEE" letters"; Suwanee post-cards sold at city hall, etc.)
    - ***STWP, Economic Development, Marketing, page 349***
    - ***STWP, Municipal Operations, City Services, page 352***
    - ***STWP, Municipal Operations, Signage/Wayfinding, page 355***
16. Handle citizen inquiries.
17. Create volunteer sign-up/information on City website including listing and descriptions of volunteer opportunities; to include information regarding event volunteer needs, appointed boards, police programs, public art initiative, etc.
    - ***STWP, Municipal Operations, City Services, page 352***
18. Create plan/package for potential media publications/awards (ex: Money Magazine).
    - ***STWP, Municipal Operations, Awards, page 351***

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Number of newsletter editions published each year		6	6	6	6	6	6
Number of newsletters distributed		34,000	32,300	33,000	34,200	34,400	34,200
Number of press releases generated		75	88	103	112	91	90
Number of website updates		26	29	30	29	32	25
Number of list-serve notices		24	19	26	28	21	20
Number of publications produced		*	5	5	2	2	3
Number of website-generated queries and requests		*	*	*	383	323	300
Average number of website visitors per day		*	*	*	*	1,240	1,200
Number of Facebook/Twitter employee posts		*	*	*	*	255/43	200/50
Number of Facebook fans/Twitter followers		*	*	*	2977/*	4,458/761	5,000/1,000
Number of Facebook average weekly wall posts		*	*	*	*	65	65

** data not captured*

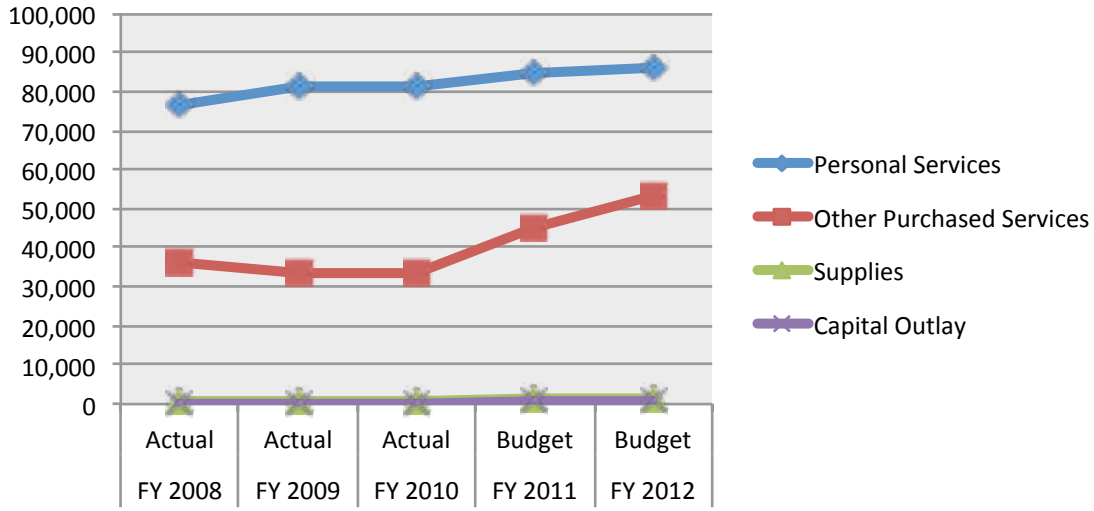
PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Media inquiries responded to within 24 hrs		95%	98%	98%	98%	98%	95%
Citizen inquiries responded to within 48 hrs		95%	98%	98%	99%	98%	95%
Generated media placements		258	314	350	337	244	225
Average Facebook visits per week		*	*	*	*	809	800

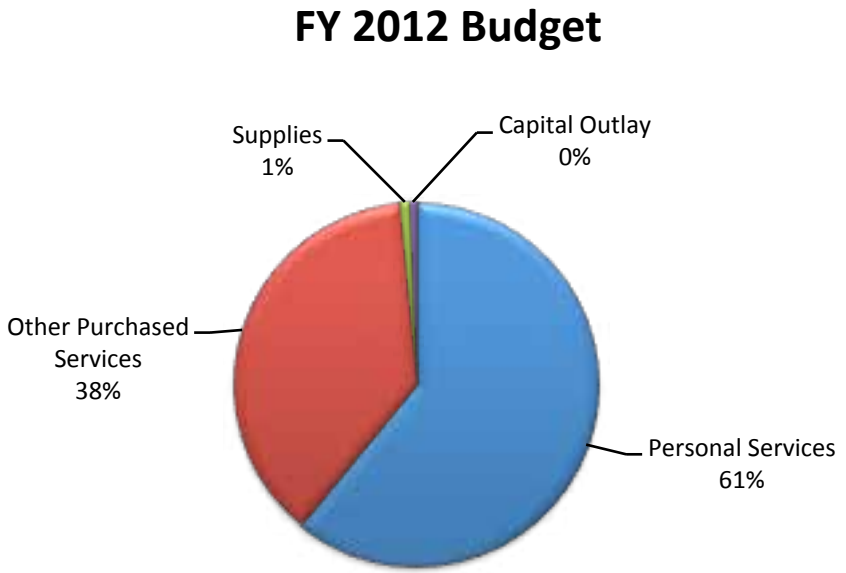
	MISSION:	**Create an Informed and Involved Citizenry**	
	Inputs	• Citizens • City Council • Staff	• Funding • Facilities
	Activities	• Conduct Research • Distribute Information • Meet with Staff • Create printed electronic materials	• Attend City and Community Functions • Become familiar with all City Services • Maintain List Serves. • Take Photos
	Outputs	• Newsletter • Press Releases • Photos • State of the City	• Website • Brochure • Community Presentation
Outcomes	**Initial**	Citizens and community informed of services, events. Distribution of City Messages	
	Intermediate	Citizen and community participation.	
	Long-term	Citizen ownership of community Desirable community for Citizens and Businesses Enhancement of City Reputation	

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:		**2010**	**National Rank**	**2008**	**National Rank**
1570	Public information services	82%	15th	94%	11th
	% of citizens surveyed that have read Suwanee Crossroads Newsletter	92%	27th	93%	19th
	% of citizens surveyed that have visited the City of Suwanee website, www.suwanee.com	78%	6th	77%	4th

AUTHORIZED POSITIONS	**GRADE**	**FY 2008 ACTUAL**	**FY 2009 ACTUAL**	**FY2010 ACTUAL**	**FY2011 BUDGET**	**FY2012 BUDGET**
Public Information Officer	67	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 76,329	$ 81,612	$ 81,195	$ 84,560	$ 86,200
Other Purchased Services	36,094	33,187	33,363	45,350	53,450
Supplies	996	1,019	465	1,350	1,200
Capital Outlay	-	-	-	750	750
Total	$ 113,419	$ 115,818	$ 115,023	$ 132,010	$ 141,600





STATEMENT OF SERVICE

Special facilities and activities' focus is on:

- Planning and implementing a wide variety of free events for the greater Suwanee area, Gwinnett County, and metro Atlanta.
- Engaging volunteers to help plan and execute quality events.
- Building relationships with media partners to help leverage costs to produce events and to help build the City's image in metro Atlanta.
- Enhancing the quality of life by offering a wide variety of events for all ages.

Production costs generally include:

- Talent costs (cost of entertainment/performers)
- Sound/technical equipment costs
- Transportation costs
- Miscellaneous production costs (may include advertising, sponsor expenses, etc.)
- Rentals (portable restrooms, tents, tables, chairs, etc.)

OBJECTIVES FOR FISCAL YEAR 2012

- Continue media partnerships that bring quality events to Suwanee.
- Bring Volunteer groups to events to help plan and implement events other than Suwanee Day.
- Introduce new events and ideas to the event calendar.
- Host events in multiple locations and parks to utilize all Suwanee has to offer.

GOALS

1. Produce and manage City and non-City events best utilizing City resources.
2. Develop partnerships to bring a wide variety of events to Suwanee. Evaluate existing partnerships to make sure they still meet our goals of successful events.
3. Evaluate hosting a half-marathon in Suwanee (1st Q 2012); evaluate economic impact of event.
4. Continue to seek out media partners to add cost effective events to the event calendar and to expand the image of the City beyond Gwinnett.
5. Evaluate private events in order to leverage City resources.
6. Coordinate meeting for organizations hosting private events at Town Center Park (February, 2011); this will be a mandatory meeting to go over rules and regulations of park, etc.
7. Events Coordinator on target for CFEE designation in 2012 (Certified Festival & Events Executive).
8. Manage vendors and patrons of growing Farmers Market; added an additional market day (Tuesday evenings) in 2010 and hired a market manager for season using existing fees to farmers.
9. Coordinate "Can-Do Program" in cooperation with GwMA (Billie taking lead role in coordinating for City).
10. Develop processes, in cooperation with public works department, to streamline event management.
11. Develop "Parker"/mascot policies; secure and train team of volunteers to coordinate use of mascot.
12. Develop framework for a 2012 "Great 'Suburban' Race" event for Suwanee.
13. Coordinate 2nd annual "Suwanee Day at the Gwinnett Braves"; tentatively scheduled for May 19, 2011.

- ***STWP, Municipal Operations, City Services, page 352***
- ***STWP, Municipal Operations, Special Events, page 356***

PROPOSED CALENDAR OF EVENTS (* private event)

Month	Date	Day	Time	Event
March	19	Saturday	8 am	Suwanee Kiwanis Shamrock 5K Run*
March	26	Saturday	8 am	Georgia SPCA Annual Run*
April	15	Friday	7 pm	Suwanee Balloon Glow in the Gateway
April	16	Saturday	5 pm	Oldies Birthday Bash
April	17	Sunday	12 pm	CrossPointe Church Family Fun Day*
April	23	Saturday	7:30 am	Blimpie Health and Fitness Expo*
April	23	Saturday	4 pm	Suwanee Community Easter Egg Hunt*
April	24	Sunday	6:30 am	Community Easter Sunrise Service*
April	28	Th	5 pm	Toast @ Town Center

Month	Date	Day	Time	Event
April	30	Sa	9 am	March for Babies Gwinnett County*
April	30	Sa	7 pm	Great American Campout
May 3 thru Oct 1				Farmers Market –Tuesday from 4-7 pm ends 8/2, Saturday from 8-12 pm
May				Art on a Limb
May	5	Th	7 pm	National Day of Prayer Service*
May	7	Sa	12 pm	Star 94 Woofstock
May	13	Fr	7 pm	High School Night of Jazz*
May	14	Sa	10 am	Get Active*
May	21	Sa	12 pm	Arts in the Park
May	26	Th	5 pm	Toast @ Town Center
May	27	Fr	7 pm	Gwinnett Daily Post Memorial Concert
June	17	Fr	7 pm	Herman Cain Show Live from TCP*
June	18	Sa	8 pm	Town Center Cinema Movie Night*
June	23	Th	5 pm	Toast @ Town Center
June	25	Sa	8:30 am	Gwinnett County Fire Department 5K*
July	16	Sa	8 pm	Town Center Cinema Movie Night*
July	23	Sa	12 pm	Suwanee Beerfest*
July	28	Th	5 pm	Toast @ Town Center
July	29 & 30		7 pm	Broadway in the Park presents *Hairspray*
August	13	Sa	4 pm	790 the Zone Rock & Jock Festival
August	20	Sa	7 pm	Movie Night (sponsored by local radio station)
August	25	Th	5 pm	Toast @ Town Center
August	27	Sa		Skylar's Run*
September	10	Sa	8 am	Suwanee Day Run
September	17	Sa	10 am	Suwanee Day Festival
September	22	Th	5 pm	Toast @ Town Center
September	30	Fr	6 pm	Festa Della Pasta
October	TBD			Sims Lake Haunted Trail Tours – TENTATIVE (Aurora Theater; 2-4 weekends)
October	1	Sa	9 am	Celebrate Service*
October	8	Sa	12 pm	Taste of Suwanee*
October	15 & 16		12 pm	3rd annual Korean Festival*
October	27	Th	5 pm	Toast @ Town Center
October	29	Sa	11 am	Trek or Treat at Suwanee Creek Park
November	5	Sa	12 pm	Knights of Columbus Family Fun Festival*
December	2	Fr	6:30 pm	Old Town Holiday Festival and Caboose Lighting
December	9 & 10		5:30 pm	Christmas in the Park*

City of Suwanee GEORGIA

events 2011

Toast @ Town Center
Fourth Thursday of the month, April-October
Fun begins at 6 pm
good meals . . . good deals . . . good times

APRIL 15
Glow in the Gateway
7 pm • Suwanee Gateway

APRIL 16
Breakfast & Balloons
7:30 am
Suwanee Gateway

APRIL 16
Atlanta's Greatest Hits Birthday Bash
Noon • Town Center Park
7 pm • *Little River Band*



MAY 7
Star 94 Woofstock
Noon • Town Center Park



MAY 21
Arts in the Park
11 am • Town Center Park

MAY 27
Gwinnett Daily Post Memorial Weekend Concert
7 pm • Town Center Park



Daily through May
Suwanee Creek Greenway; Sims Lake Park & White Street Park trails

JULY 29 & 30
Broadway in the Park presents 'Hairspray'
7 pm • Town Center Park

AUGUST 13
790 the Zone Rock & Jock Festival
3 pm • Town Center Park

AUGUST 20
Movie Night
7 pm • Town Center Park

SEPTEMBER 10
Suwanee Day Classic
8 am
Town Center Park

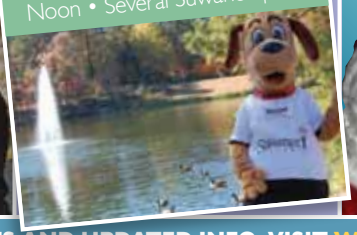
Get Fresh!
Suwanee Farmers Market
4-7 pm Tuesdays
May 3 through Aug. 2
7 am-noon Saturdays
May 7 through Oct. 1
Town Center Park

SEPTEMBER 17
Suwanee Day
10 am-10 pm
Town Center Park



OCTOBER 29
Trek or Treat
11 am • Suwanee Creek Park

NOVEMBER 5
Parker's Parks Party: Celebrating Suwanee's Greenspace
Noon • Several Suwanee parks



DECEMBER 2
Old Town Holiday Festival & Caboose Lighting
6:30 pm • Main Street
Historic Old Town



SEPTEMBER 30
Festa della Pasta
6 pm • Main Street
Historic Old Town

FOR MORE EVENTS AND UPDATED INFO, VISIT WWW.SUWANEE.COM

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Number of annual City-sponsored and co-sponsored events		16	25	21	17	21	16
Number of annual non-City sponsored events		8	7	11	15	16	20
Suwanee Day attendance		28,000	40,000	42,000	8,000	40,000	45,000
Suwanee Day Booths/Vendors		220/170	209/180	201/180	208/187	200/185	200/185
City event attendees (not including Suwanee Day)		38,000	67,000	45,000	50,000	65,000	45,000

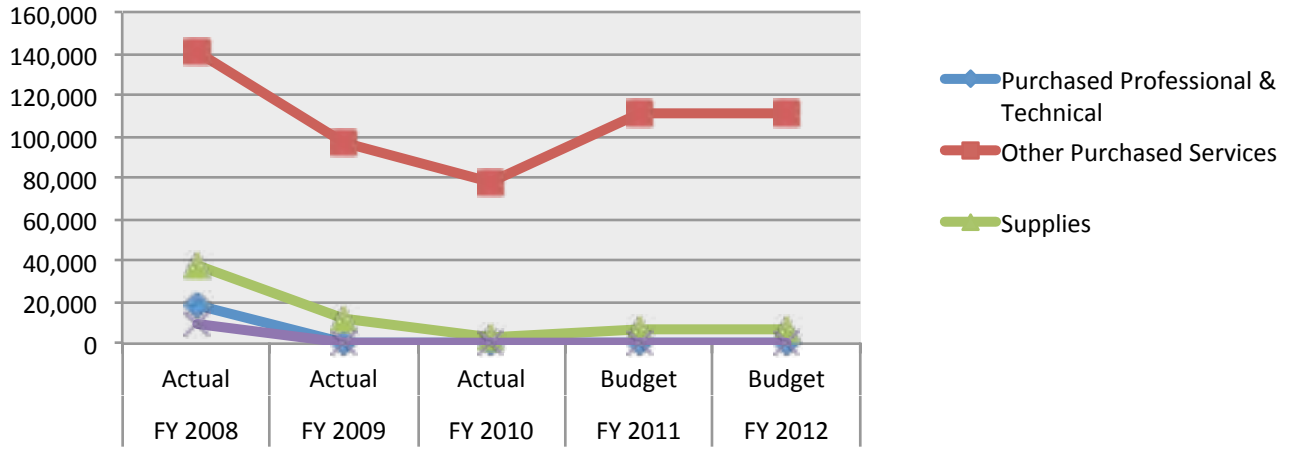
PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percentage increase in sponsorship for Suwanee Day		0%	-1%	1%	1%	-10%	10%
Volunteer hours generated for Suwanee Day		*	*	*	*	846 hrs	900 hrs
Sponsorship fundraising for all other events		$6,000	$48,000	$2,000	$4,000	$3,800	$5,000

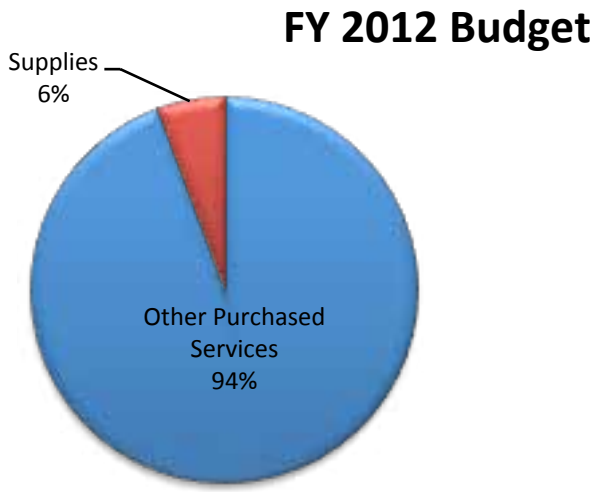
**data not previously collected*

***large fundraising effort to bring the Atlanta Symphony Orchestra (ASO) to Town Center Park*

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:		2010	National Rank	2008	National Rank
6190	Opportunities to participate in social events and activities	85%	3rd	80%	9th
	Opportunities to attend cultural activities	74%	24th	75%	45th
	Opportunities to volunteer	81%	22nd	83%	21st

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Purchased Professional & Technical	$ 18,914	$ -	$ -	$ -	$ -
Other Purchased Services	141,383	97,085	78,216	111,000	111,000
Supplies	38,208	11,981	2,697	6,500	6,500
Capital Outlay	9,680	488	-	-	-
Total	$ 208,185	$ 109,554	$ 80,913	$ 117,500	$ 117,500


160,000
140,000
120,000
100,000
80,000
60,000
40,000
20,000
0
Actual FY 2008
Actual FY 2009
Actual FY 2010
Budget FY 2011
Budget FY 2012
Purchased Professional & Technical
Other Purchased Services
Supplies


FY 2012 Budget
Supplies 6%
Other Purchased Services 94%

STATEMENT OF SERVICE

The Economic and Community Development division strives to create and implement innovative strategies and programs that result in ensuring a high quality of life for the citizens of Suwanee.

Specific responsibilities of Economic and Community Development include:

- Managing the tourism dollars for the City.
- Overseeing all public relations and marketing efforts for the City.
- Managing all City economic development activities, including business retention and recruitment.
- Representing the City and maintaining relationships with outside organizations both locally and at a state level.
- Provide public art to the community with a range of artistic styles, media and themes with the intent of enhancing the quality of life for our residents and visitors. This is the mission of Suwanee's Public Arts Commission (PAC).

OBJECTIVES FOR FISCAL YEAR 2012

Track overall progress of Suwanee Gateway Initiative.

- Continue Branding Campaign for Suwanee Gateway Initiative.
- Organize Volunteer Arts group to work in concert with the Public Arts Commission.
- Create Public Arts locational Master Plan in the Downtown area.
- Refine the process for developers to participate in the public art initiative.
- Organize Public Arts fundraising effort.

GOALS

1. Manage General Economic and Community Development Activities.
   - ***STWP, Economic Development, Economic Development, page 348***
   - ***STWP, Municipal Operations, City Services, page 352***
2. Manage Suwanee Gateway initiative.
   - ***STWP, Economic Development, Suwanee Gateway, Suwanee Gateway Study, and Suwanee Gateway URA, page 349-350***
   - ***STWP, Municipal Operations, Suwanee Gateway Land Acquisition, page 356***
3. Manage Hotel Fund Expenditures.
   - ***STWP, Municipal Operations, City Services, page 352***
4. Manage Public Arts Initiative.
   - ***STWP, Municipal Operations, Public Art, Public Art SculpTour, page 355***
5. Continue participation in various community and state-wide activities and organizations.
   - ***STWP, Economic Development, Local Business Involvement, Partnership Gwinnett, page 349***
   - ***STWP, Municipal Operations, Citizen Engagement, page 351***
6. Develop concise in-house ED (economic development) department strategy document memorializing mission, goals, activities, etc.; focus being on "quality of life" strategies. (To be developed after strategic plan effort complete.)
7. Evaluate use of local incentives to entice businesses to locate in Suwanee.
8. Host meeting of area business marketing experts to gain ideas on how to market/promote the City and its initiatives.
9. Evaluate options ("quick-hitters") addressing how the City can be more business-friendly; put together an employee committee to brainstorm ideas and how best to communicate those ideas to existing and prospective businesses.
10. Develop and formalize year-around intern opportunities for ED department. Promote with area colleges.
11. Coordinate ED department employee "lunch-and-learn's"; to educate new and existing employees on department initiatives and how they can assist with communication/citizen-relations efforts.
12. Evaluate developing a student/employee program in elementary schools to educate a specific grade-level about City operations (modeled after Junior Achievement and/or program titled "What's under that man-hole"); completion may be dependent on use of intern.
    - ***STWP, Municipal Operations, City Services, page 352***
13. Continue to support Partnership Gwinnett activities (staff currently serves on three committees through Partnership Gwinnett); Partnership Gwinnett is our primary traditional economic development recruiting organization.
14. Participate in Partnership Gwinnett's Redevelopment Forum. (Sponsored event in 2010 and coordinated a Suwanee site in the "Top 10 redevelopment sites for Gwinnett County.")
    - ***STWP, Economic Development, Partnership Gwinnett, page 349***
15. Bring an event(s) to the Gateway in order to showcase the area; currently planning a hot air balloon event tentatively scheduled for April 15-16, 2011. (Evaluating doing a half-marathon 1st Q 2012.)
16. Continue to implement the TEE program, working closely with codes enforcement as well as Gateway property owners; reinitiate (new photos) 2nd Q 2011. (Completed 2nd round of TEE program in 2010.)
    - ***STWP, Economic Development, Suwanee Gateway, page 349***
17. Implement second year of "Get it in the Gateway"; retail-booster initiative geared toward educating local residents about the Gateway area.
18. Visit 10 Gateway businesses per month to discuss branding initiative, cooperative marketing efforts, etc.
19. Evaluate advertising campaign (2nd Q 2011; pending evaluation of hotel fund revenues).
20. Grow Gateway PACT program/participation through active conversation with business owners and bringing in guest speakers (4 meetings to be offered in 2011; 4 meetings held in 2010).

GOALS (continued)

21. Programs/initiatives no longer taking place include supporting the "Gateway Business Alliance" (business-driven group; group no longer meeting regularly).
    - ***STWP, Economic Development, Suwanee Gateway, page 349***
    - ***STWP, Economic Development, Local Business Involvement, page 349***
22. Continue to monitor TADs in area. Evaluate continuation of TAD implementation pending County relations and School Board decisions.
    - ***STWP, Municipal Operations, Suwanee Gateway Tax Allocation District, page 357***
23. Evaluate directional signage for the Gateway area as part of the FY2012 budget process.
    - ***STWP, Municipal Operations, Signage/Wayfinding, page 355***
24. Complete streetscape improvements (timing TBD; Planning department taking lead role).
    - ***STWP, Capital Projects, Beautification Improvements to the I-85 Area, page 366***
    - ***CIP, Transportation Projects, I-85 Streetscape Project, page 273***
25. Monitor State and County DOT improvements (primarily McGinnis Ferry Extension).
    - ***STWP, Transportation, McGinnis Ferry Road Extension, McGinnis Ferry Road Half-Diamond Interchange, Smithtown Road Bridge, page 363-364***
26. Monitor "Terraces at Suwanee Gateway" (Opus) site and other development opportunities in area.
    - ***STWP, Economic Development, Suwanee Gateway Study, page 350***
    - ***STWP, Municipal Operations, City Services, page 352***
27. SculpTour Program – Implement program (including fundraising, promotion, artist RFP, and locational master plan); Summer 2010.
    - ***STWP, Municipal Operations, Public Art Sculptour, page 355***
28. Re-initiate Suwanee Arts Partnership volunteer arts organization.
29. Support and provide guidance to the Public Arts Commission.
30. Coordinate a retreat for PAC (2nd Q 2011); set new priorities (previous priorities included city hall artwork, developer guide/process, SculpTour, SAP)
    - ***STWP, Municipal Operations, Citizen Engagement, Joint Meetings, Public Art, page 351, 353, 355***
31. Continue refining developer component of the public arts initiative; evaluate making 1% of construction costs for public art mandatory.
    - ***STWP, Municipal Operations, Public Art, page 355***
32. Coordinate business-focused "Lunch & Learn"/Networking event focusing on public art as an economic development tool; targeting 2nd Q 2011.
    - ***STWP, Economic Development, Local Business Involvement, Partnership Gwinnett, page 349***
    - ***STWP, Municipal Operations, Citizen Engagement, Public Art, page 351, 355***

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Individual meetings with I-85 Gateway stakeholders		18	100	160	110	75	120
Attend/participate in local business association meetings		24	10	12	26	12	12
Attend/participate in regional/County/State Government associations		14	12	18	15	20	18
Attend/Participate in PAC/SAP Meetings		*	*	*	*	16	12
Public presentations on I-85 Gateway Plan		4	7	8	10	4	4

** new measure*

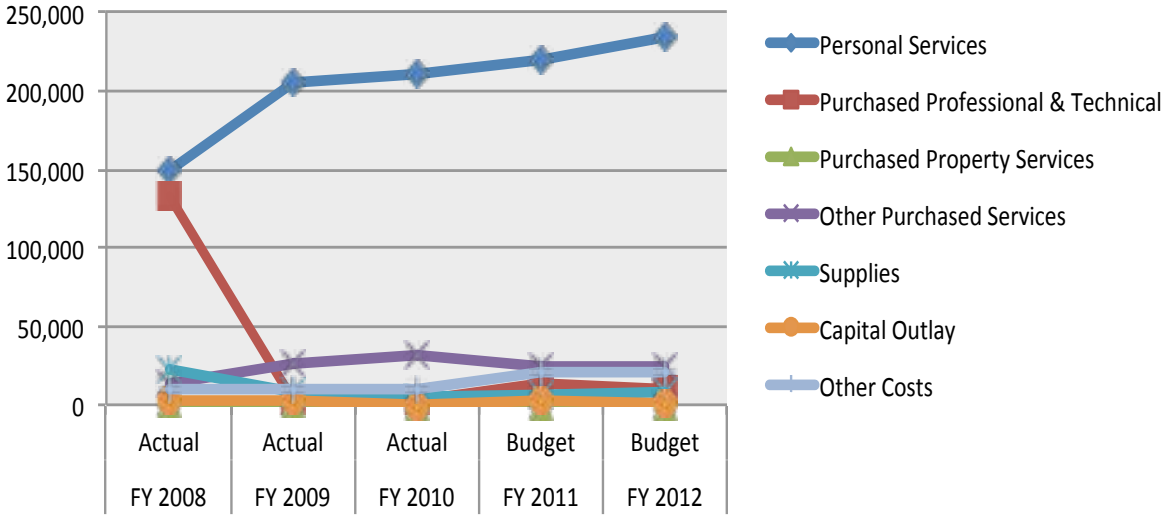
PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of identified objectives completed		66%	66%	100%	100%	100%	100%

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:		2010	National Rank	2008	National Rank
7510	Overall appearance of Suwanee	93%	6th	92%	28th
	Employment opportunities	45%	44th	51%	54th
	Shopping opportunities	57%	92nd	61%	92nd
	Suwanee as a place to work	71%	31st	81%	30th
	Overall quality of business and service establishments in Suwanee	77%	18th	81%	7th
	Sense of community	86%	6th	90%	9th
	Suwanee as a place to raise children	96%	11th	97%	27th
	Suwanee as a place to retire	72%	69th	71%	71st
	Economic development	67%	18th	79%	13th

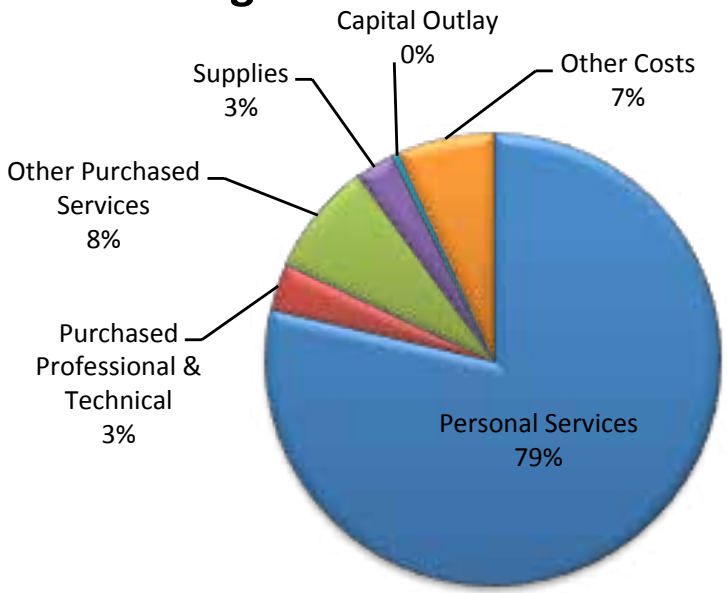
AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Economic Development Director	77	-	1	1	1	1
Economic Division Director [(1)]	75	1	-	-	-	-
Events Manager	65	PT	1	1	1	1
Special Projects Coordinator	61	PT	1	1	1	1
Total		3	3	3	3	3

(1) In fiscal year 2009, the Economic Division Director position was upgraded to the Economic Development Director.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 149,256	$ 205,646	$ 210,830	$ 219,640	$ 235,020
Purchased Professional & Technical	132,841	3,350	1,945	13,100	10,000
Purchased Property Services	1,440	960	-	-	-
Other Purchased Services	13,126	25,883	31,690	24,000	24,000
Supplies	22,851	8,234	5,144	5,650	8,500
Capital Outlay	1,870	3,357	-	1,850	1,500
Other Costs	10,000	10,000	10,000	20,000	20,000
Total	$ 331,384	$ 257,430	$ 259,609	$ 284,240	$ 299,020



FY 2012 Budget



STATEMENT OF SERVICE

The mission of the Downtown Suwanee program is to enable the Downtown district to become the social, economic and cultural heart of Suwanee and a destination for visitors. The program goals are to foster a viable and sustainable economic base, a marketable identity for Downtown, and an attractive, well-connected, walkable district with lifetime housing. This will be accomplished through economic redevelopment, design, historic preservation, and promotion.

OBJECTIVES FOR FISCAL YEAR 2012

- Identify and implement strategies that meet Old Town Master Plan goals.
- Implement portions of the City's short term work program that relate to downtown Suwanee.
- Develop additional sources of funding and/or earned revenue for the Downtown Development Authority (DDA).
- Proceed with the redevelopment of Pierce's Corner.

GOALS

1. Manage downtown and DDA initiatives.
   - ***STWP, Economic Development, Economic Development, page 348***
   - ***STWP, Municipal Operations, City Services, page 352***
   - ***STWP, Plan Updating, Downtown Suwanee Master Plan, page 365***
2. Continue to improve and add features to downtown website (including a new downtown map, enhanced real estate listing, video clips, and site optimization features).
   - ***STWP, Economic Development, Downtown Promotions, page 348***
3. Solicit involvement in the "downtown merchants association"; coordinate quarterly meetings. Evaluate and create value-added options for members.
4. Create and implement promotional program for downtown gift certificate program.
   - ***STWP, Economic Development, Downtown Promotions, Local Business Involvement, page 348-349***
5. Suwanee logo items – Promote program (actively solicit) for local merchants to sell items using the Suwanee logo. (Program created in 2010.)
6. "Toast at Town Center" – Promote and help plan 7 events; coordinate with merchants to provide entertainment, specials, sales, etc.
7. Create and distribute promotional downtown brochure; primarily paid for by downtown.
   - ***STWP, Economic Development, Downtown Promotions, Local Business Involvement, page 348-349***
8. Continue to market Pierce's Corner to prospective developers and tenants. Facilitate rehabilitation of property as determined by Council/DDA.
   - ***STWP, Capital Projects, Pierce's Corner, page 367***
   - ***CIP, Facilities Projects, Public Facilities Maintenance, page 266***
9. Fully evaluate using Pierce's Corner as an "arts center" -type building; to serve as a catalyst for other arts-related activities in Old Town.
   - ***STWP, Capital Projects, Pierce's Corner, page 367***
10. Façade grant program – Raise funds, promote program, and award third round of grants. (Second round of grants distributed 4th Q, 2010.)
    - ***STWP, Land Use, Community Aesthetics, page 361***
11. Make progress toward establishing historic preservation program in Suwanee (Planning department taking lead role). Cultivate understanding of the value of historic preservation as an economic development tool.
    - ***STWP, Economic Development, Historic District, page 348***
    - ***STWP, Land Use, Design Guidelines, page 361***
12. Explore and implement ways to diversify sources of funding for the DDA.
    - ***STWP, Economic Development, Economic Development, page 348***
13. Explore ways to assist with relocation of Metal Products Company facility.
    - ***STWP, Economic Development, Main Street Program, page 349***
14. Increase communication with Madison Retail as it relates to tenant recruitment, tenant retention, and property maintenance.
    - ***STWP, Economic Development, Local Business Involvement, page 349***
    - ***STWP, Municipal Operations, Town Center, page 357***
15. Support downtown special events.
    - ***STWP, Economic Development, Downtown Promotions, page 348***
    - ***STWP, Municipal Operations, Special Events, page 356***

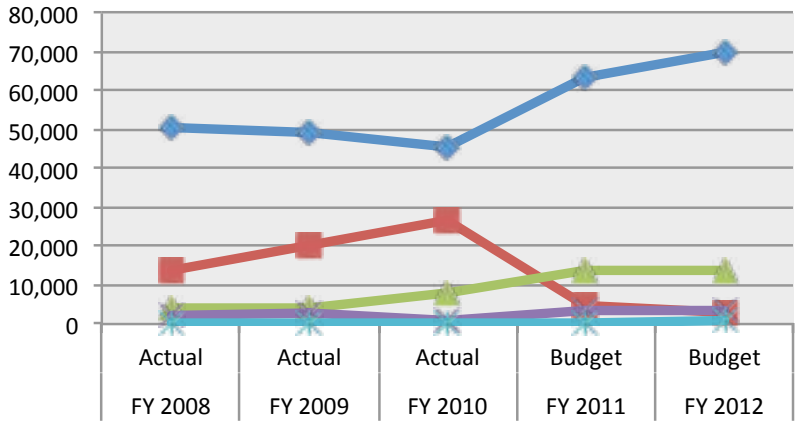
WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Monthly DDA meetings		15	13	15	11	11	12
Other organizational meetings		1	22	23	15	10	12
Number of funding applications submitted		5	4	5	-	-	2
Number of regional meetings and trainings attended		20	10	6	8	4	12
Number of meetings w/Downtown stakeholders		27	24	24	75	45	48

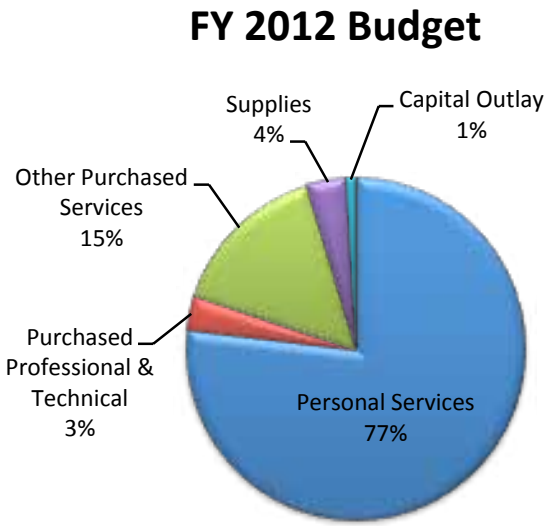
PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Completion percentage of Pierce's Corner site redevelopment/improvements		0%	20%	0%	5%	5%	90%
Downtown website traffic (average visits per month after implementation)		*	*	*	2,715**	5,300	6,000

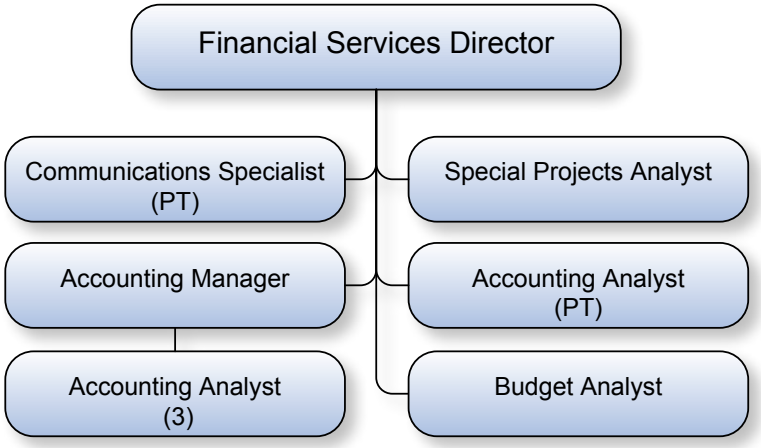
*new measure

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Downtown & Business Development Manager	69	PT	PT	PT	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 50,912	$ 49,508	$ 45,594	$ 63,520	$ 70,210
Purchased Professional & Technical	14,073	20,000	27,030	5,000	3,000
Other Purchased Services	3,988	4,071	8,198	14,000	14,000
Supplies	2,469	2,950	820	3,450	3,450
Capital Outlay	-	-	-	-	750
Total	$ 71,442	$ 76,529	$ 81,642	$ 85,970	$ 91,410







FINANCIAL SERVICES

FUNCTIONS	Includes the operations of Financial Administration and Accounting.
POSITIONS	7 full time and 2 part-time
ROLE	Provides the accounting and financial reporting for all City operations, billing and collection for taxes, issuance of debt, and alcohol licenses.
NOTABLE FY 2012 BUDGET ITEMS	New Budget Analyst position, $67,000 (includes salary, benefits and equipment) Annual Audit $35,000
Current FY 2011 Budget	**$633,600**
FY 2012 Adopted Budget	**$706,230**



STATEMENT OF SERVICE

The mission of Financial Administration is to provide superior customer and financial services with integrity for the enhancement of the City and the community.

Financial Administration is responsible for the accounting and financial reporting of all City operations and is entrusted with collecting, depositing, and investing all City funds. This includes the maintenance of all financial records, billing and collections, payroll, accounts payable, investments and cash management, and property tax collections. The Department is responsible for the following items:

- Coordination of the annual operating budget process for all City operations.
- Determination and recommendation of affordable debt levels.
- Issuance of general obligation and revenue bonds.
- Administration of debt.

All financial activities of the City are monitored by this department to ensure the financial integrity and the continued financial operations of the City. These services are provided to the City Council, City Manager, other departments, and additional users as needed.

OBJECTIVES FOR FISCAL YEAR 2012

- Train City personnel in procurement procedures, applicable laws, and MainStreet software.
- Distribute monthly financial reports by the 10th working day of the month.
- Complete monthly bank reconciliations by the 25th of each month.
- Continue staff professional and technical development.
- Ensure all tax statements are distributed in a timely manner.
- Earn the Distinguished Budget Award from the Government Finance Officers Association's (GFOA) Distinguished Budget Award Program.
- Provide timely, efficient, and accurate processing of business license and alcohol applications and annual license renewals.
- Calculate and distribute payroll payments to City employees and ensure that payroll tax liabilities are paid in a timely manner.
- Maintain current inventory of fixed assets.
- Implement e-gov payment process.

GOALS

1. To assistance in service delivery negotiations

OBJECTIVE:	To provide the technical support team of SDS negotiations with timely and accurate accounting analysis.
ACTIVITIES:	1. Review Gwinnett County's accounting information. 2. Provide financial data based on SDS negotiation proposals. 3. Provide other technical support as required.
TIME FRAME:	An agreement has yet to be reached, after 24 months, and we are waiting on the judge's ruling. If an agreement cannot be reached, we are expecting to start the appeal process. Staff time and resources for this project are unknown.
STWP:	***Municipal Operations, City Services, page 352***

2. Fiscal accountability for Bond Proceeds and Interest Earnings

OBJECTIVE:	Compliance with IRS Arbitrage regulations
ACTIVITIES:	1. To ensure that the URA arbitrage calculation is prepared timely and the unallowable interest earnings are timely paid to the IRS. 2. To ensure that the Open Space arbitrage calculation is completed after we have spent the remaining bond proceeds.
TIME FRAME:	Annual calculations will be performed until all of the bond proceeds have been expended. We should expend the remaining $405,000 over the next 12 months on the Suwanee Creek Greenway rehab/extension project.
STWP:	***Municipal Operations, City Services, page 352***

3. Efficient and Effective Cash Management over Bond Proceeds and SPLOST Funds

OBJECTIVE:	To have appropriate funds available for land acquisitions and capital improvements.
ACTIVITIES:	1. Obtain an understanding on priority of capital improvements involving bond and SPLOST projects. 2. Determine pull down schedules for cash flow needs. 3. Determine appropriate investment vehicles for idle funds.
TIME FRAME:	Staff will continue to review cash flow needs and adjust investments to allow for the necessary pull downs needed to complete land purchases and capital improvements.
STWP:	***Municipal Operations, City Services, page 352***

4. Annual Review of Hotel/Motel and Liquor taxes reported

OBJECTIVE:	To ensure proper revenue receipts are being submitted.
ACTIVITIES:	1. Obtain an understanding of how Hotel/Motel and Liquor by the drink audits are performed. 2. Establish written procedures for annual review. 3. Determine percentages to be reviewed each year.
TIME FRAME:	Written procedures for the 50% food requirements have been completed. First round of annual audits has been performed. We will continue to perform annual audits of the 50% food requirements. No progress has been made on the review of Hotel/Motel tax reporting. Our goal is to have written procedures for review of Hotel/Motel tax reporting completed by June 2011.
STWP:	***Municipal Operations, City Services, page 352***

GOALS (continued)

5. Enhance employee health and wellbeing

OBJECTIVES: To establish and implement a documented wellness program to will allow the City to enhance employee health while controlling rising health care costs.

ACTIVITIES:
1. Work as a team with Human Resources and our current insurance agent to research and plan a documented wellness program.
2. Determine budget needs, provide Council with a program summary, and cost estimates.
3. Survey staff members for program interest and health needs.
4. Establish a Suwanee Wellness Team from a group of interested employees.
5. Expand the current health fair to help gather information.
6. Implement wellness program.
7. Review documented results with health insurance companies for cost containment and hopefully cost reductions that can be used to implement expanded employee health related wellness programs.

TIME FRAME: Due to the current economic conditions, we are recommending to freeze this program in fiscal year 2010. We hope to re-start this program in fiscal year 2013 and will begin at step one to re-program the objectives and goals of Suwanee's Wellness Program.

STWP: ***Municipal Operations, City Services, page 352***

6. To review and revise the city's budget practices to ensure that the city continues to receive the Distinguished Budget Presentation Award from the Government Finance Officers Association and to strive for special recognition for policy communication

OBJECTIVE: To develop a budget document that articulates priorities and issues for the next fiscal year.

ACTIVITIES:
1. Review GFOA's award criteria.
2. Review other city and county budget document.
3. Develop an implementation plan to phase in the required 26 criteria's.
4. Add long term operating and revenue projections section.
5. Continuously review and revise the budget document for ease of use and readability.
6. Help department heads complete ICMA performance measurements for metro Atlanta annually and include applicable measurements in budget document.

TIME FRAME: Staff will strive to complete steps that with each future budget document focus on one or more of the required elements. We have achieved meets or exceeds on all 26 criteria's included in the program in fiscal year 2011 budget report. We are trying for special recognition for the FY 2014 budget report. To achieve this recognition we will need to expand upon fiscal impact for future projects and on-going maintenance planning.

STWP: ***Municipal Operations, City Services, Awards, and Learning Opportunities, page 351-353***

7. To provide accounting structure and funding for sustainability of city facilities, capital assets, and infrastructure at accepted condition levels.

OBJECTIVE: Capital planning and funding resources for repairs and maintains of city

ACTIVITIES:
1. Determine capital assets grouping and acceptable conditions levels.
2. Determine appropriate maintenance schedule for short-term and long term maintenance.
3. Develop policies and funding structure for each grouping of capital assets.
4. Propose funding levels and budget recommendations to support acceptable conditions levels.
5. Including funding structure in the CIP and 10 year projections.
6. Update and review policies and funding plan each budget period.

TIME FRAME: Capital planning will begin once the capital facilities maintenance study has been completed. Once we have future funding estimates, we will begin to incorporate the funding into current and five year (CIP) planning. Initial funding maybe delayed due to current economic conditions.

STWP: ***Capital Projects, Facility Maintenance, and Fleet Replacement, page 366-367***

CIP: ***Equipment and Vehicles Projects; Facilities Projects, Public Facilities Maintenance, page 260,266***

8. Improve internal and external customer communication

OBJECTIVES: To provide professional written communication including forms, manuals, applications and web information.

ACTIVITIES:
1. Review and redesign or create forms for all internal and external customers.
2. Review and create written communication for external customers for real estate, water billing, hotel/motel excise taxation, new business, and renewals of licenses.
3. Design a web-based renewal process for business license renewal. This system would allow current business to renewal their licenses on line and pay the appropriate fee.
4. Design a web-based monthly reporting form for liquor by the drink and whole sellers and annual renewal of alcohol licenses. This system would allow the user to complete the form, calculate the amount due, pay the amount due, and print out the new license.
5. Consolidate financial information on the website.

TIME FRAME: Staff will select one function area each year and redesign all forms related to that section. Web based forms parameters and funding requirements will be completed by December 2014.

UPDATE: We have updated city checks, transmittal statements, alcohol license and business license forms this year. We will be continuing to focus on internal communications in the upcoming year by expanding on the budget citizen's guide, understanding your tax bill and creating a newcomers guide for water customers.

STWP: ***Municipal Operations, City Services, Citizen Engagement, page 351-352***

GOALS (continued)

9. Improve the Efficiency and Effectiveness of Accounting Staff Time.

OBJECTIVE: To implement accounting procedures and cross walks to allow for collection of payments via e-commerce and to provide timely and accurate billing information to customers.

ACTIVITIES:
1. Obtain an understanding of e-commerce and web site requirements.
2. Visit governments that are currently involved in e-commerce and review their activities and partners.
3. Discuss options for e-commerce with our current accounting provider and IT consultant.
4. Outline a plan of necessary steps and estimated costs.

TIME FRAME: Staff will draft an implementation plan and cost estimate for the fiscal year 2013 budget. We will be implementing starting in fiscal year 2014, if funding available.

STWP: ***Municipal Operations, City Services, Learning Opportunities, and Online Bill Payment Options via Website, page 352-354***

10. Written operational procedures for all financial activities

OBJECTIVES: Clear and concise daily operational manual for cross training of city staff.

ACTIVITIES:
1. Prepare detail outlines for operational steps for the following functions:
    a. Accounts Payable
    b. Payroll and Leave Management
    c. Water billings, receipts and deposit collections
    d. Issuing a Business License
    e. Fixed Asset Management
    f. Hotel/Motel
    g. Alcohol
    h. Franchise Agreements
    i. Real Estate and Property Tax payment collection
2. Cross train finance staff.

TIME FRAME: We have written informal guidelines but not one comprehensive policy. We need to maintain a constant staff to allow for appropriate training and the ability to accomplish more than just getting the daily tasks completed. Estimated time frame: December 2012.

STWP: ***Municipal Operations, City Services, and Staffing, page 352, 356***

11. To develop a secession plan that provides for a strong number 2 for the finance department.

OBJECTIVE: To share job knowledge and responsibilities in order to provide knowledge base of key accounting responsibilities for ease of transition during vacations, sick time, and other unplanned absences or vacancy.

ACTIVITIES:
1. Identify transition staff.
2. Provide appropriate training and knowledge.
3. Seek opportunities for transition staff to use knowledge.
4. Share responsibilities for key departmental functions.

TIME FRAME: Seek ongoing opportunities to share job knowledge and key responsibilities.

STWP: ***Municipal Operations, City Services, and Staffing, page 352, 356***

12. To improve accountability and stewardship of city assets by requiring Departments to submit purchase orders for goods, non-service items, over $1,000

OBJECTIVE: Improve compliance with Department's Budget on supplies and equipment

ACTIVITIES:
1. Review other cities and Gwinnett County's policies on purchasing and purchase orders.
2. Develop policies and procedures for obtaining, approving, and recording purchase orders.
3. Clarify approval and signature requirements for purchases requiring a signed agreement.
4. Implement and design parameters for the purchase order module on MainStreet, accounting software.
5. Work with IT consultant to install Mainstreet software on non-accounting staff member's computers.
6. Select one department for testing and review results. Make changes to software parameters and procedures for problems that arise.
7. Training department heads in the new procedures and software.
8. Begin to implement purchase orders requirements.

TIME FRAME: Our current software system has logic and security issues that will not allow for City wide departmental implementation. We will be reviewing our options during the e-gov project. We may need to change accounting software in the next five years to provide the financial structure and accountability needed by internal and external customers.

STWP: ***Municipal Operations, City Services, and Learning Opportunities, page 352-353***

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Purchase orders issued		345	398	455	497	756	1,400*
Accounts payable checks issued		2,175	2,606	2,600	2,800	2,515	2,500
Payroll checks issued		1,955	2,200	2,300	2,464	2,450	2,500
Documents produced and published		5	7	8	8	10	10
Business licenses issued		1,501	1,563	1,687	1,721	1,720	1,830
Alcohol licenses issued		56	68	57	53	53	55

**Increase expected due to procedural change in the public works dept.*

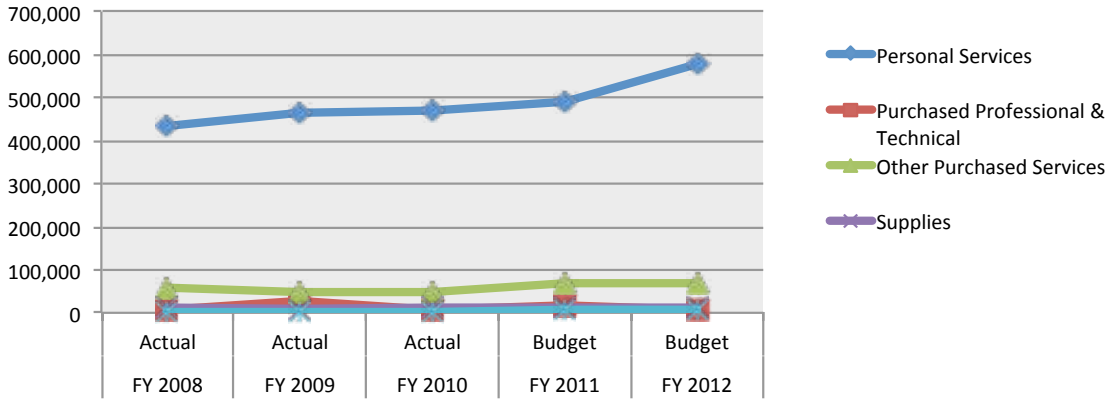
PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of vendor invoices processed within 30 days		85%	90%	95%	95%	98%	100%
Percent of monthly operations reports distributed within 7 working days		92%	90%	95%	95%	50%	75%
Percent of monthly closings completed within 5 days		100%	100%	100%	100%	100%	100%
Percent of property tax accounts collected		95%	95%	98%	100%	98%	100%
Percent of tax penalties assessed		2%	2%	2%	2%	2%	100%
**predicted economic downturn*							

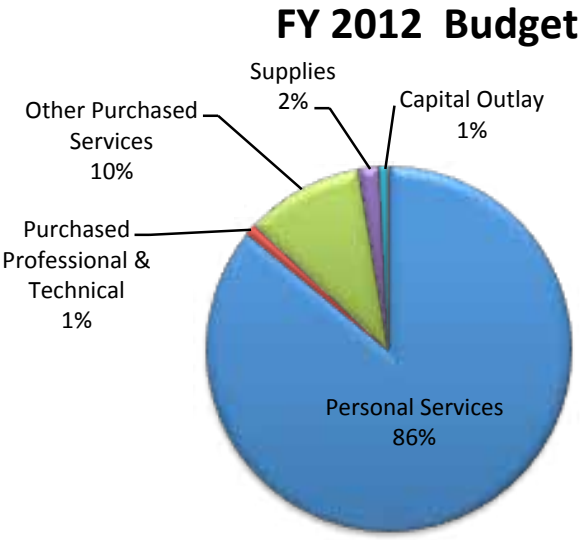
MISSION:	**To properly receipt and record all financial resources received by the City.**			
	Inputs	• Staff • Bank accounts	• Cash receipts from customers Funding • Cash received from other departments	• Accounting software • Deposit slips
	Activities	• Enter cash receipts into the financial system • Verify proper customer account is credited for funds received • Balance cash on hand to daily system receipts reports		• Prepare deposit slips for bank deposits • Reconcile monthly bank statements to financial system
	Outputs	• Number of deposit slips • Number of accounts receivable bills processed	• Number of bank accounts reconciled • Number of journal entries required to correct receipt posting errors	
Outcomes	**Initial**	Cash receipts are recorded accurately Audit trail provided for annual audit Citizens are assured that payments are being properly applied to their accounts		
	Intermediate	Citizens are assured that City finances are properly managed Clean audit opinion on annual financial report		
	Long-term	City financial resources are properly recorded		

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Financial Services Director	78	1	1	1	1	1
Accounting Manager	67	1	1	1	1	1
Budget Analyst (1)	67	-	-	-	-	1
Communications Specialist	PT	1	1	1	1	1
Accounting Analyst	62	3	3	3	3	3
Accounting Analyst	PT	1	1	1	1	1
Special Projects Analyst	62	1	1	1	1	1
Total		8	8	8	8	9

(1) In fiscal year 2012, the position of budget analyst was added.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 432,360	$ 463,039	$ 469,273	$ 493,380	$ 576,780
Purchased Professional & Technical	7,675	25,200	5,000	16,900	7,000
Other Purchased Services	57,056	49,436	46,164	69,900	69,900
Supplies	13,965	9,335	13,743	13,500	13,000
Capital Outlay	1,086	-	-	5,420	4,550
Total	$ 512,142	$ 547,010	$ 534,180	$ 599,100	$ 671,230


700,000
600,000
500,000
400,000
300,000
200,000
100,000
0
Actual FY 2008
Actual FY 2009
Actual FY 2010
Budget FY 2011
Budget FY 2012
Personal Services
Purchased Professional & Technical
Other Purchased Services
Supplies


FY 2012 Budget
Supplies 2%
Capital Outlay 1%
Other Purchased Services 10%
Purchased Professional & Technical 1%
Personal Services 86%

STATEMENT OF SERVICE

Accounting's mission is to ensure compliance with applicable accounting laws and procedures. The Accounting function is primarily responsible for the external audit of the City's financial records and preparation of the Comprehensive Annual Financial Report.

OBJECTIVES FOR FISCAL YEAR 2012

- Prepare the Comprehensive Annual Financial Report (CAFR) within 120 days of fiscal year end.
- Earn the GFOA Certificate of Achievement for Excellence in Financial Reporting for the City's CAFR.

GOALS

1. To continue to receive the certificate of excellence in financial reporting from GFOA

OBJECTIVE:	To have the City's financials in compliance with GASB.
ACTIVITIES:	1. Each year staff will continue to submit the city's CAFR to GFOA for the certification process. 2. Staff will attend training to ensure that new accounting pronouncements are correctly implemented and reported. 3. Staff will continue to review CAFR reports submitted to GFOA for the award program to ensure technology knowledge is maintained.
TIME FRAME:	Staff seeks to receive the award on all future CAFR reports with milestones for ten and twenty year's consecutive awards. (Note: first award received for fiscal year 2003)
STWP:	***Municipal Operations, City Services, Awards, page 351***

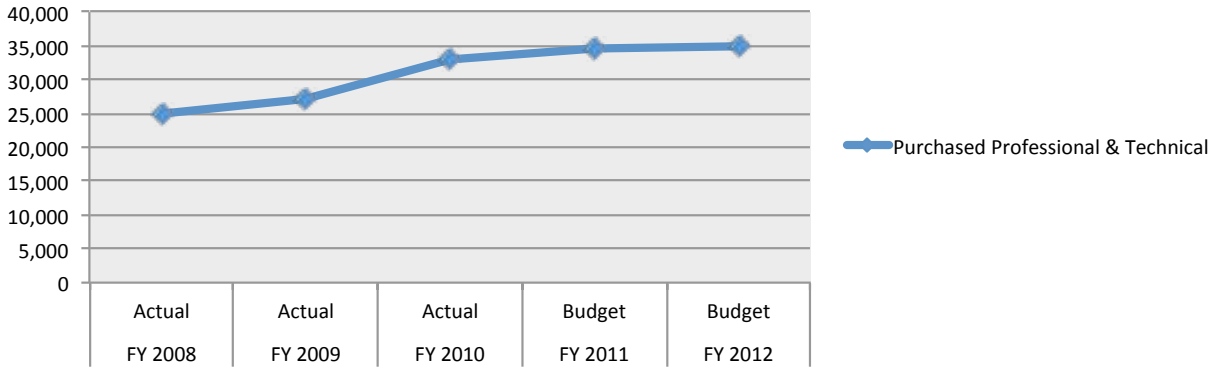
2. Participate in GFOA's Popular Annual Financial Reporting Awards Program (PAFR)

OBJECTIVE:	To make financial information accessible to ordinary citizens and other interested parties that may be challenged by more detailed traditional financial reports.
ACTIVITIES:	1. Review GFOA program guidelines and requirements for Popular Annual Financial Reports. 2. Review Popular Annual Financial Reports for other governments. 3. Prepare a Popular Annual Financial Report that meets GFOA guidelines.
TIME FRAME:	We did prepare our first PAFR as a joint effort with the Economic and Development Department for fiscal year 2010. This report was submitted to GFOA for consideration. Our goal is to receive the award for fiscal year 2012.
STWP:	***Municipal Operations, City Services, Awards, page 351***

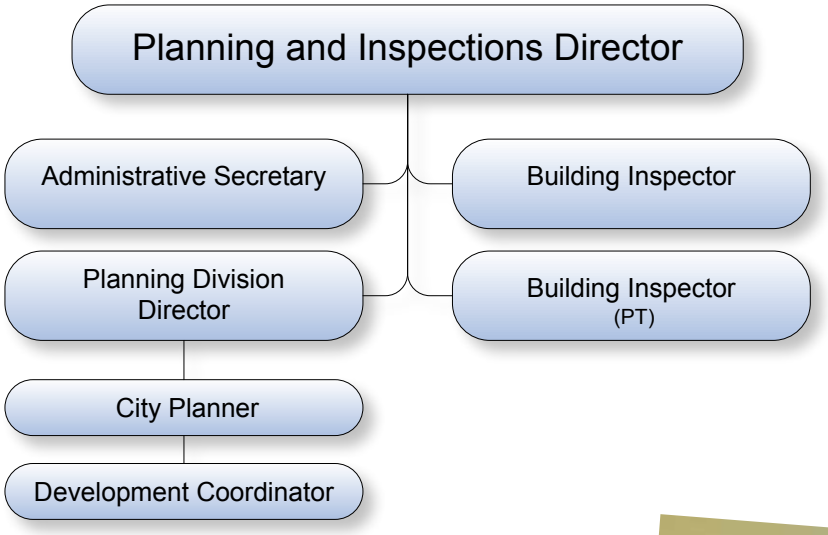
PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Annual audit fieldwork completed within state law guidelines.		8-21-2006	9-05-2007	8-26-2008	9-30-2009	9-16-2010	10-15-2011
Publish financial information no later than 120 days after fiscal year end as required by State law.		12-29-2006	12-28-2007	12-29-2008	12-28-2009	12-29-2010	12-31-2011

	MISSION:	**To ensure the City's capital resources are reported in accordance to GAAP, GASB, state and federal regulations**		
	Inputs	• Staff • Capital assets	• Vendor invoices • Accounting standards	• Accounting software • Fixed asset software
	Activities	• Annual physical inventory of fixed assets • Prepare fixed asset documentation notebook		• Process additions to fixed assets • Process deletions to fixed assets
	Outputs	• Number of capital assets deleted • Number of capital assets added		• Capital assets depreciation schedule • Note disclosure information
Outcomes	**Initial**	The City is able to prepare financial statements in accordance with GASB 34 requirements Audit trail provided for annual audit Clean audit opinion on annual financial report		
	Intermediate	Citizens are assured that City finances are properly managed City is qualified to receive state and federal funding City receives CAFR award from GFOA		
	Long-term	City is able to maintain favorable bond credit rating		

SUMMARY OF EXPENDITURES BY CATEGORY	**FY 2008 ACTUAL**	**FY 2009 ACTUAL**	**FY 2010 ACTUAL**	**FY 2011 BUDGET**	**FY 2012 BUDGET**
Purchased Professional & Technical	$ 25,000	$ 27,000	$ 33,000	$ 34,500	$ 35,000







PLANNING & INSPECTIONS

FUNCTIONS	Includes the operations of Legislative Committees, Protective Inspection Administration, Planning & Zoning, and Code Enforcement.
POSITIONS	6 full time, 1 part time, 6 Planning Commissioners, and 6 Zoning Board of Appeals Members.
ROLE	Manages the current and long range planning activities and provides guidance to citizens, developers, and property owners regarding zoning, development, code enforcement, and building inspections.
NOTABLE FY 2012 BUDGET ITEMS	No new employees Continuation of current funding
Current FY 2011 Budget	**$595,670**
FY 2012 Adopted Budget	**$594,540**



STATEMENT OF SERVICE

Legislative committees consist of two boards, the Planning and Zoning Commission and the Planning and Zoning Appeals Board.

The Planning and Zoning Commission serves as a technical review committee for planning issues that are then passed along to City Council for action. The Planning and Zoning Commission:

- Hears all planning and zoning matters, including all rezoning and special use permit requests.
- Makes recommendations to City Council regarding rezoning and special use permit requests.
- Serves as an ad hoc committee that studies, researches, and presents recommendations to City Council on a variety of development issues, such as buffer, landscape, and tree requirements for developers; telecommunications tower regulations; and guidelines for extended stay hotels.

The Planning and Zoning Appeals Board considers and rules on all variance requests submitted to the City. A variance request is needed when someone desires to do something not ordinarily allowed by the City's zoning ordinances or when the City's zoning ordinances create a hardship.

OBJECTIVES FOR FISCAL YEAR 2012

- Review all rezoning cases and special use permit requests and make recommendations to the City Council.
- Review all submitted variance requests and make recommendations to the City Council.

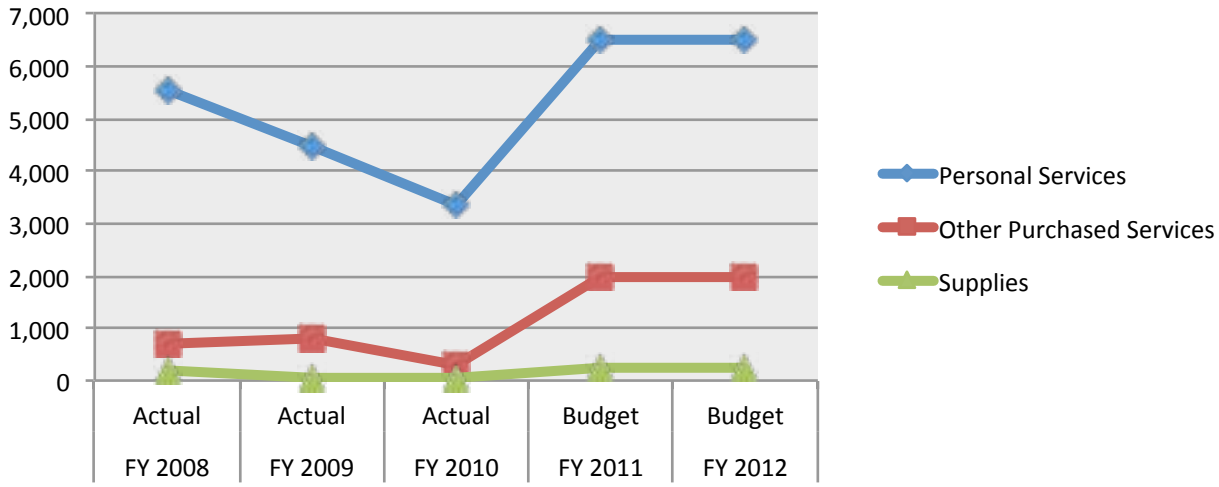
GOALS

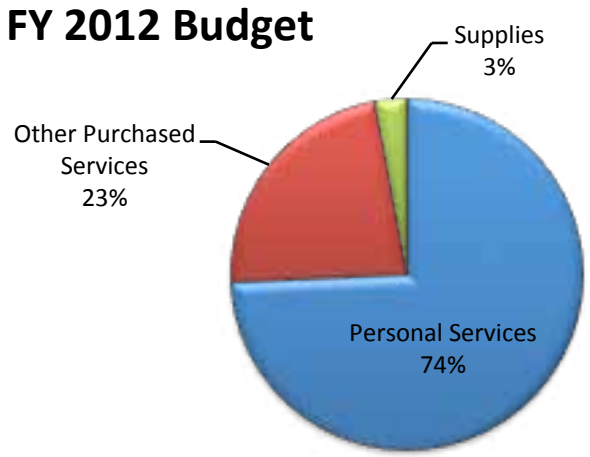
1. Enhance Training for appointed Board Members or incorporate training into the Community Planning Academy.
   - ***STWP, Municipal Operations, Board Training, page 351***
   - ***STWP, Land Use, Commercial Centers, Community Aesthetics, Design Guidelines, Land Use, page 361-362***

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Planning Commission meetings		10	12	10	8	9	12
Zoning Board of Appeals meetings		7	9	7	5	4	12

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Planning and Zoning Board	Appointed	5	5	5	5	5
Zoning Board of Appeals	Appointed	5	5	5	5	5
Total		10	10	10	10	10

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 5,541	$ 4,453	$ 3,351	$ 6,500	$ 6,500
Other Purchased Services	720	824	294	2,000	2,000
Supplies	202	52	64	250	250
Total	$ 6,463	$ 5,329	$ 3,709	$ 8,750	$ 8,750


7,000
6,000
5,000
4,000
3,000
2,000
1,000
0
Actual FY 2008
Actual FY 2009
Actual FY 2010
Budget FY 2011
Budget FY 2012
Personal Services
Other Purchased Services
Supplies


FY 2012 Budget
Supplies 3%
Other Purchased Services 23%
Personal Services 74%

STATEMENT OF SERVICE

The mission of the Building Inspection Department is to enforce the requirements as adopted by the City in order to safeguard the public health, safety, and general welfare of life and property.

OBJECTIVES FOR FISCAL YEAR 2012

- Respond to inspection requests within 24 hours of receipt.
- Be responsive to special requests of clients.
- Respond to all new projects and reports as needed.

GOALS

1. Successfully Undertake the Department's Daily Activities;
   - Enforce all development regulations
   - Conduct daily inspections.
   - Conduct plan review for commercial projects.
   - Conduct erosion control inspection
   - Address service requests
   - Implement special projects as directed.
2. Distribute mosquito pellets in all stormwater structures.
3. Update permit tracking software.
4. Develop procedures for transferring documents into ViewWise.
   - ***STWP, Municipal Operations, City Services, page 352***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Number of building permits issued	686	538	359	174	224	250
Number of calls for inspections	13,181	7,455	5,027	1,861	2,079	2,100

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of building inspections performed within 24 hours	96%	96%	99%	100%	100%	100%

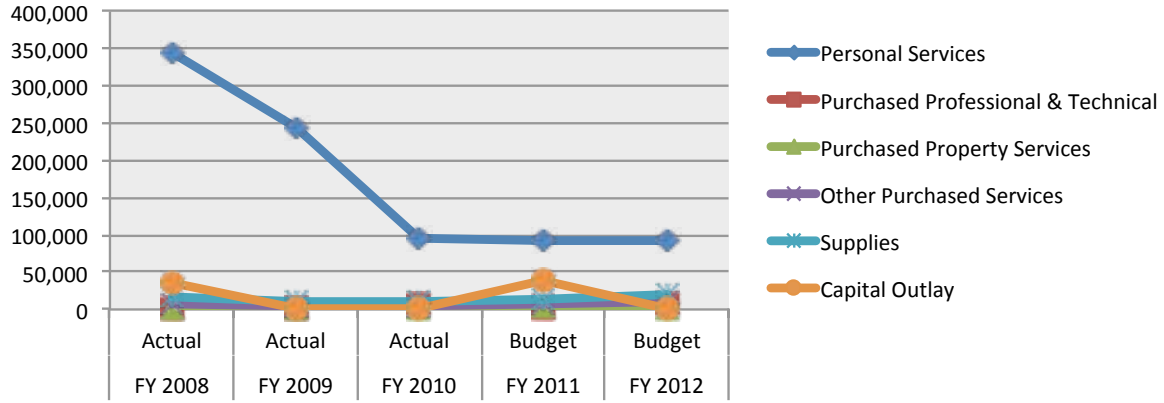
	MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2010	National Rank	2008	National Rank
7200	Land use, planning and zoning	64%	5th	71%	10th
	Educational opportunities	75%	51st	75%	48th

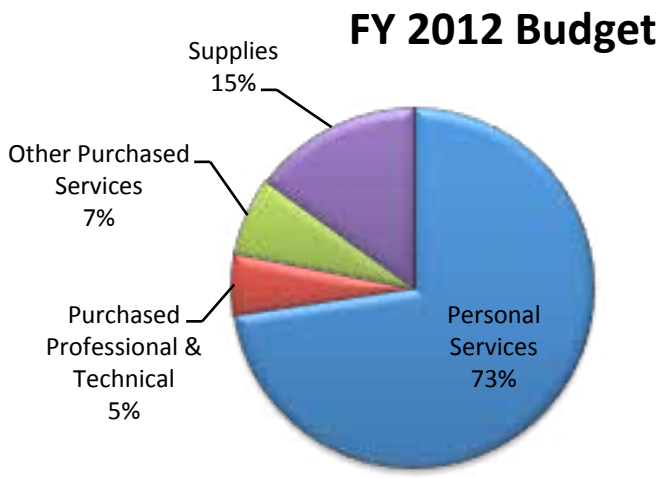
AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Public Works & Inspections Director (1)	78	1	-	-	-	-
Building Official (2)	71	1	1	-	-	-
Building Inspector (2)	64	1	1	1	1	1
Building Inspector (2)	PT	1	1	-	-	-
Inspections Assistant (2)	60	1	1	-	-	-
Total		5	4	1	1	1

(1) In fiscal year 2009, the Public Works & Inspections Director focus changed from Public Works and Inspections to Public Works with an emphasis on Storm Drainage.

(2) In fiscal year 2010, the Building Official position, Inspections Assistant position, and a part-time Building Inspector position were dissolved due to economic conditions.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 344,413	$ 243,103	$ 95,890	$ 92,230	$ 93,770
Purchased Professional & Technical	1,420	1,000	6,725	2,000	7,000
Purchased Property Services	1,876	1,714	1,149	3,500	-
Other Purchased Services	6,482	5,734	4,775	8,100	9,050
Supplies	18,435	10,784	9,209	13,780	19,280
Capital Outlay	34,534	-	-	40,000	-
Total	$ 407,160	$ 262,335	$ 117,748	$ 159,610	$ 129,100





STATEMENT OF SERVICE

Planning and Zoning activities are conducted by the Planning and Community Development Department. The Planning Division is responsible for managing current and long-range planning activities and overseeing development review activities. The Department's efforts include development and management of the City's 2020 Comprehensive Plan, 1998 Zoning Ordinance, the City's Development Regulations, Soil Erosion and Sedimentation Control Ordinance, Architectural Standards, Stream Buffer Protection Ordinance, Floodplain Management Ordinance, and other related development rules and standards. Some of the responsibilities of staff include the following:

- Reviewing and reporting on Rezoning, Special Use Permit and Variance requests.
- Reviewing construction plans.
- Providing guidance to citizens, developers, and property owners regarding zoning and development matters.

The Planning and Community Development Department is responsible for staffing various planning and related boards including the Planning and Zoning Commission and Zoning Appeals Board. Activities associated with these boards include providing background information, preparing agendas and minutes, providing analysis and recommendation, and providing educational opportunities.

GOALS

1. Successfully Undertake the Department's Daily Activities.
   - Manage Development Process;
   - Manage Rezoning/Variance/SUP Processes;
   - Handle Citizen Inquiries;
   - Manage Zoning Ordinance and Development Regulations;
   - Continue participation in various community and state-wide activities and organizations.
2. Work towards advancing GIS capabilities including enterprise GIS system.
   - Increase capabilities of current data;
   - Prepare data for future public use.
3. Implement Suwanee 101 for Planning Department.
4. Research grant opportunities to implement projects.
5. Work to create a Tree Maintenance Plan, based upon the tree survey.
   STWP, Municipal Operations, City Services, page 352
6. Implement the 2030 Comprehensive Plan.
   - Implement projects in the plan.
7. Complete annual update to the comprehensive plan, including the incorporation of newly released census data.
   STWP, Plan Updating, Comprehensive Plan, page 365
8. Continue to implement/create Town Center.
   - Manage site development.

   STWP, Municipal Operations, Town Center, page 357
9. Implement I-85 Streetscape Project.
   - Select Contractor;
   - Monitor Construction.

   STWP, Capital Projects, Beautification Improvements to the I-85 Area, page 366
   CIP, Transportation, I-85 Streetscape Project, page 273
10. Continue to monitor economic conditions.
    - Monitor trends;
    - Create quarterly report;
    - Create annual report.

    STWP, Economic Development, Economic Indicators, page 348
11. Complete a comprehensive review of development review procedures.
    - Update forms and applications;
    - Create brochures, FAQ's, etc. to educate the community on planning applications.

    STWP, Municipal Operations, Citizen Engagement, City Services, page 351-352
12. Create annual report for presentation to council and boards documenting department activity and projects.
    STWP, Municipal Operations, Board Training, City Services, page 351-352
13. Manage the Mixed-Use and ongoing projects to insure a quality development.
    - Highland Station, McGinnis Reserve, Suwanee Station, Suwanee Old Town, Stonecypher, Three Bridges and Village Grove.

    STWP, Land Use, Commercial Centers, Land Use, page 361-362
14. Evaluate viability of a Historic District for Old Town.
    - Explore methods for managing infill in the Historic Old Town and Town Center Character Areas.
    - Evaluate viability of a Demolition Ordinance.

    STWP, Economic Development, Historic District, page 348
15. Seek LCI funding for Buford Highway Concept Plan.
    STWP, Capital Projects, Buford Highway Reconstruction & Streetscaping, page 366
    CIP, Transportation, Buford Highway Corridor Improvements, page 273
16. Create ordinances and amendments that promote housing diversity – senior housing, universal access, and housing for young people.
    STWP, Housing, Housing Affordability & Choices, Senior Housing, page 360

GOALS (continued)

17. Continue Coordinating with appropriate entities regarding commuter rail services in Suwanee and beyond.
    STWP, Transportation, Commuter Rail, page 363
18. Begin implementing Pedestrian and Bicycle Plan.
    STWP, Capital Projects, Pedestrian Bicycle Plan, page 367
    CIP, Transportation, Pedestrian Bicycle Plan Implementation, page 273
19. Evaluate park waste stream during event season so determine if Park recycling program is feasible.
    STWP, Municipal Operations, Recycling in City Parks, page 355

WORKLOAD MEASURES	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Zoning certification letters	29	25	29	12	7	6	6
Rezoning cases processed	14	18	11	2	1	5	5
Special Use permits processed	2	4	6	10	2	5	5
Variances processed	13	16	24	17	7	6	10
Text Amendments processed	3	8	2	4	7	3	5
Development permit application processed	35	40	52	26	6	9	10
Business License Approvals	268	257	304	381	242	265	275
Master Plans managed/created	2	0*	1	1	1	2	2
Public Meetings attended by planning staff	35	41	45	46	42	40	40
Emails sent (Planning Director and Planning Division Director)	2,679	3,540	2,992	5,046	3,586	4,686	5,000

**Major comprehensive update initiated*

PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of Rezoning/Variance/Special Use cases that proceed without technical/administrative errors		100%	100%	100%	100%	100%	100%
Percent of hearing minutes distributed by the next meeting		100%	96%	94%	86%	100%	100%
Percent of agendas distributed a minimum of one week prior to meeting		92%	100%	100%	100%	100%	100%
Percent of resolutions ready for Council signatures within one month of approval		92%	95%	94%	100%	95%	100%

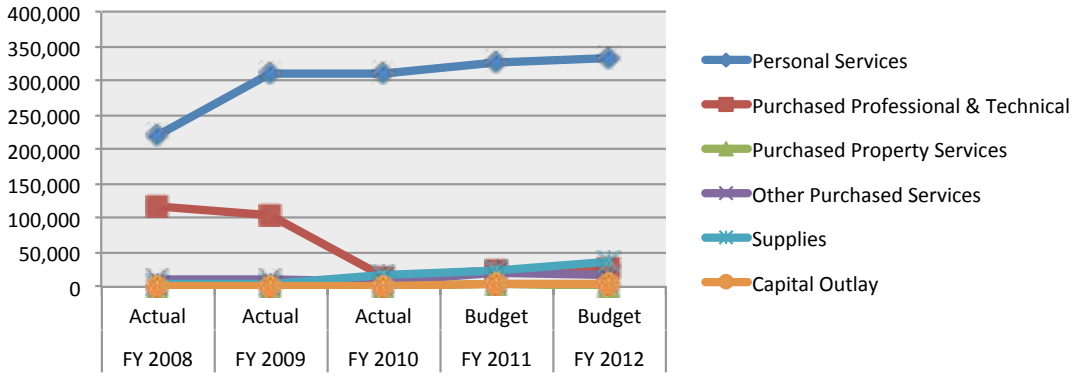
	MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2010	National Rank	2008	National Rank
7400	Availability of affordable quality housing	72%	3rd	73%	6th
	Variety of housing options	78%	5th	83%	2nd
	Own neighborhood as a place to live	92%	32nd	90%	57th
	Overall quality of new development in Suwanee	78%	7th	83%	6th

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Planning Director	77	1	1	1	1	1
Planning Division Director (1)	72	1	1	1	1	1
City Planner	67	1	1	1	1	1
Development Coordinator	61	1	1	1	1	1
Administrative Secretary (2)	57	-	1	1	1	1
Total		4	5	5	5	5

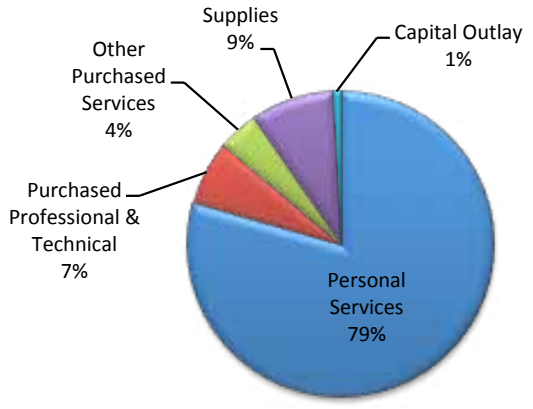
(1) In fiscal year 2008, the Principal Planner position was upgraded to the Planning Division Director.

(2) In fiscal year 2009, the Administrative Secretary position moved from Chief Executive to Planning & Zoning.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 220,153	$ 312,125	$ 311,815	$ 326,680	$ 333,810
Purchased Professional & Technical	116,022	104,456	15,541	23,500	28,500
Purchased Property Services	-	1,006	96	4,500	-
Other Purchased Services	12,056	10,306	7,934	19,700	18,100
Supplies	4,178	4,980	18,838	23,300	36,510
Capital Outlay	2,386	99	-	3,850	3,500
Total	$ 354,795	$ 432,972	$ 354,224	$ 401,530	$ 420,420



FY 2012 Budget



STATEMENT OF SERVICE

The Code Enforcement Unit of the Inspections Department is dedicated to enhancing the quality of life for the citizens of the City of Suwanee by providing effective public service in the enforcement of building, zoning, and public nuisance ordinances. We are committed to working with both residences and businesses in a professional and effective manner.

OBJECTIVES FOR FISCAL YEAR 2012

- Enforcement of housing, sign, zoning, and environmental regulations.
- Continuing education of citizens and business owners about code enforcement regulations and issues.
- Response and resolution of citizen complaints and inquiries.
- Proactive removal of illegal signs on City's right of ways.
- Review of sign permit applications to ensure compliance with applicable City regulations.
- Increase emphasis on code compliance in the Suwanee Gateway Area.

GOALS

1. Enforcement of housing, sign, zoning and environmental regulations.
2. Response and resolution of citizen complaints and inquiries.
3. Proactive removal of illegal signs on City's right-of-way.
4. Review of sign permit applications to ensure compliance with applicable city regulations.
   - ***STWP, Municipal Operations, City Services, page 352***
5. Ongoing education of citizens and business owners about code enforcement regulations and issues.
6. Develop and implement the first annual City wide clean-up day.
   - ***STWP, Municipal Operations, Citizen Engagement, page 351***
7. Develop and implement a more aggressive abatement program.
   - ***STWP, Municipal Operations, Environmental Stewardship & Sustainability, page 352***

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Number of property maintenance complaints		55	99	160	268	280	280

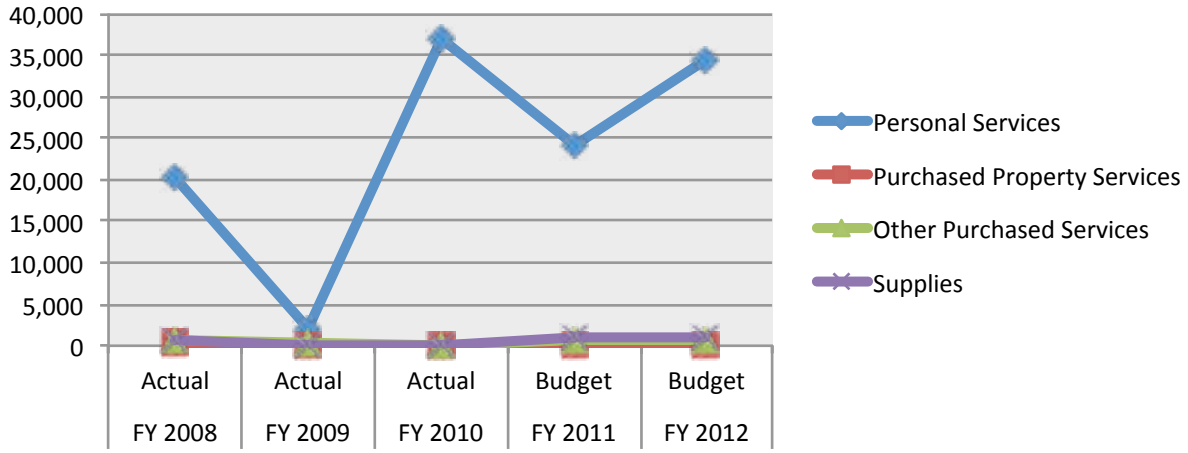
PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of citizen concerns that are investigated and addressed within 48 hours		100%	96%	96%	96%	97%	97%
Percent of violations brought into voluntary compliance		*	*	*	*	*	85%

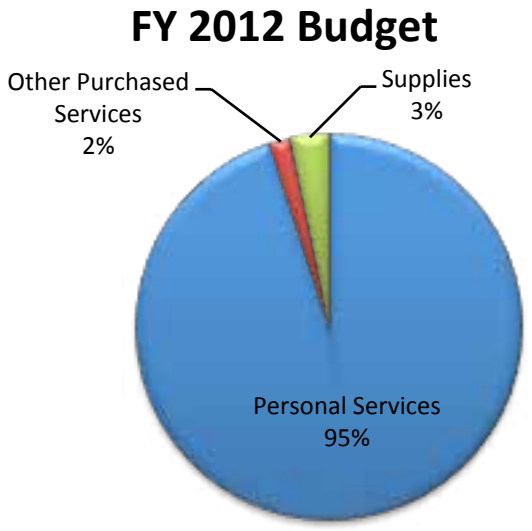
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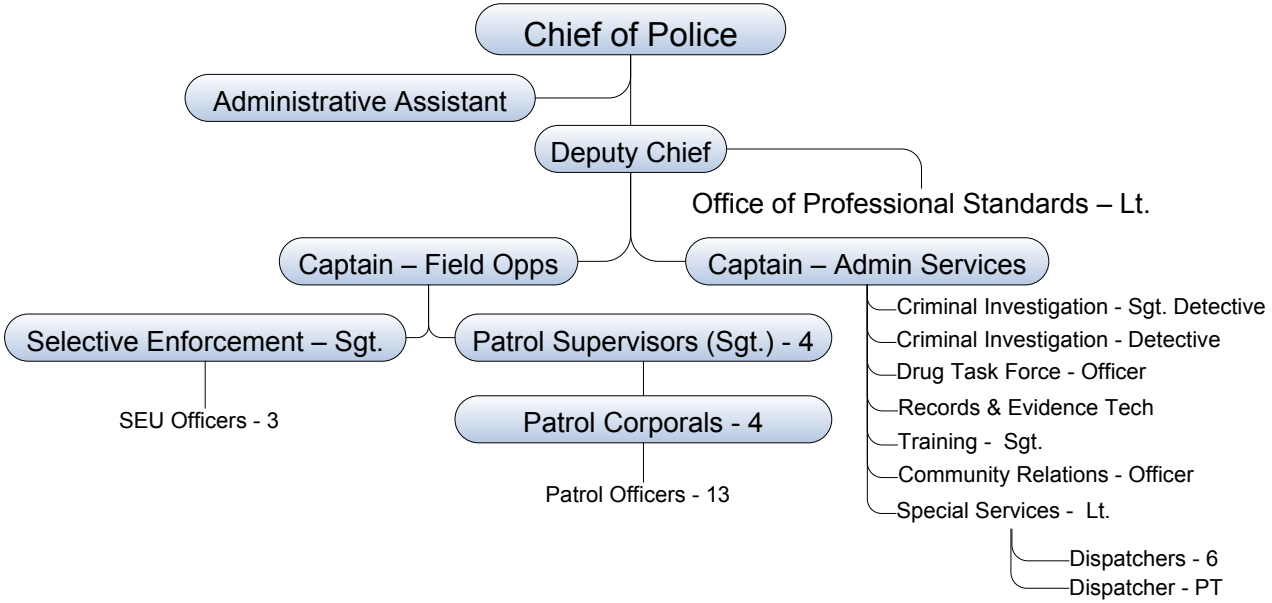
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:		2010	National Rank	2008	National Rank
7450	% of citizens surveyed who felt that there was not a problem or it was a minor problem, if at all, in Suwanee for run down buildings, weed lots or junk vehicles.	81%	11th	79%	5th
	Code enforcement	66%	26th	71%	37th

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Code Building Inspector	PT	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 20,385	$ 2,078	$ 36,965	$ 24,030	$ 34,520
Purchased Property Services	480	-	-	-	-
Other Purchased Services	633	340	35	650	650
Supplies	604	-	-	1,100	1,100
Capital Outlay	-	-	-	-	-
Total	$ 22,102	$ 2,418	$ 37,000	$ 25,780	$ 36,270







POLICE

FUNCTIONS	Includes the operations of Police Administration, Criminal Investigation, Patrol Records & Identification, Police Training, Special Detail Services, Gateway Patrol, Police Station & Building, Dispatcher, and Public Relations.
POSITIONS	36 sworn officers and 8 non-sworn personnel full time and one part time non-sworn personnel
ROLE	Provides safety and security services, responds to calls for service, investigates and solves cases referred, manages the Police and Citizens Together (PACT) program, and the Citizen's Police Academy.
NOTABLE FY 2012 BUDGET ITEMS	New part time Dispatcher position 30 hours a week, $26,785 Replace 10 laptops, $12,000 4 new police vehicles, $133,740
Current FY 2011 Budget	**$3,962,450**
FY 2012 Adopted Budget	**$4,191,470**



STATEMENT OF SERVICE

The mission of Police Administration is to consistently seek and find ways to promote, preserve and deliver quality security and safety services to our community.

Police Administration strives to promote a commitment to quality performance from all members of the department by providing the foundation upon which all operational decisions and organizational directives will be formed. Directives include rules, regulations, and standard operating policies, procedures, and practices.

The mission represents the commitment of the administration to the concepts of quality performance management. Members are expected to consistently work in a quality manner during the daily performance of those duties, job responsibilities, and work tasks associated with this mission. Quality manner means that performance outcomes comply with the performance standards established for this agency and for each member associated with this agency. Examples of performance standards include the oath of office, code of ethics, agency standards, operating procedures, general orders, and City wide policies. The Police Administration function:

- Plans, directs, and manages the Police Department including patrol services, investigations, communications, training, community policing and public relations,
- Maintains standards to ensure statewide certification from the Georgia Association of Chiefs of Police every 3 years.
- Develops, implements, and enforces departmental rules, regulations, standard operating procedures, policies, philosophies, and programs.
- Monitors and ensures the scheduling and assigning of work, the instruction and training of employees, the work and performance of employees, as well as exercising disciplinary action when necessary.
- Provides technical knowledge and problem solving.
- Prepares the departmental operating budget for review and consideration by the City Manager, Mayor, and City Council; monitors and controls the expenditure of all departmental funds; reviews purchase orders and other financial forms requiring department head approval.
- Monitors the security and tracking of evidence, records, and tickets.
- Recruits, selects, and hires departmental employees.
- Develops and supervises the hiring process including testing, interviews, background investigations, and job offers.
- Prepares correspondence, reports, and other written documents; reviews and approves law enforcement forms, reports, evaluations, media releases, and other administrative paperwork and documentation.
- Directs the internal affairs function of investigating citizen complaints and employee grievances.
- Manages technical hardware and software.

OBJECTIVES FOR FISCAL YEAR 2012

- Ensure that police services are handled in a professional and timely manner.
- Evaluate the Police and Citizens Together (PACT) program and implement action plans to address expansion of the program.
- Upgrade technological capabilities, ensuring that computer systems and equipment are functional and serve the department to their maximum potential.
- Review current processes and programs to evaluate efficiency of deployment of manpower in order to maintain the highest possible level of service delivery.
- Continue to meet statewide certification standards.
- Continue the process to achieve national accreditation from the Commission on Accreditation for Law Enforcement Agencies Inc. (CALEA).
- Improve benefit package for police officers for purposes of improving recruitment and retention efforts.

GOALS

1. Maintain requirements for CALEA accreditation and State certification.
   - Accreditation manager to design a file review system.
   - Complete all time sensitive activities.
   - Continue to educate officers on benefits of programs.

   STWP, Public Safety, CALEA, page 358

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Council Meetings		12	12	12	12	12	12
Council Workshops		4	6	4	4	4	4
Police Supervisor Meetings		11	12	11	12	12	12
Citizen Police Academies held		2	2	2	2	2	2
Calls for Service		25,076	28,153	37,511	39,453	41,964	40,000
Traffic Accidents		1,223	1,219	1,141	1,113	1,158	1,280
Part I Offenses		408	511	633	528	505	600
Traffic Citations		10,650	10,271	10,627	11,715	12,865	11,000
Community Relation Activity Contacts (meetings, classes, mentoring)		6,451	3,846	4,301	4,784	5,882	5,000
Incident Reports Filed		1,812	1,767	1,845	1,855	1,880	1,900

PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Average response time (Emergency)		3:59	4:00*	5:00*	3:00	4:00	5:00
Average response time (non-emergency)		5:43	5:00*	6:00*	4:00	7:00	6:00
Percent of referred criminal cases cleared		35.4%	38%	47%	33%	56%	35%
Maintain Georgia Certification Standards (onsite)		100%	100%	100%	100%	100%	100%
CALEA National Certification (onsite)		**	**	**	passed	100%	100%

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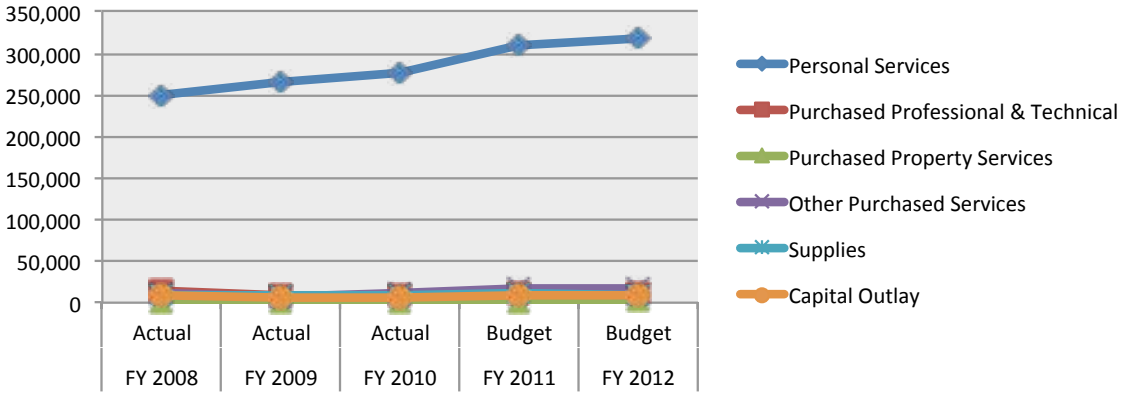
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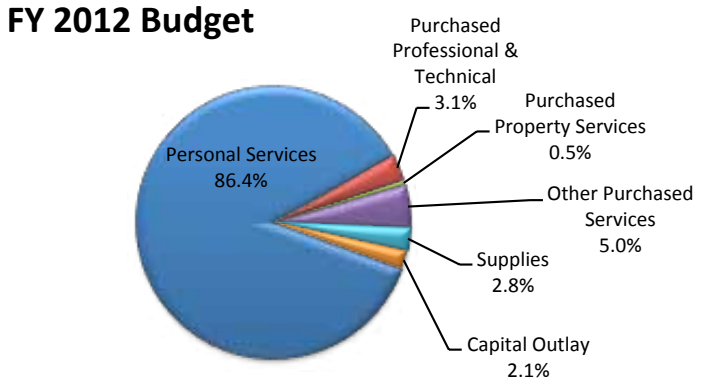
	MISSION:	Conduct Community Relation Activity Contacts	
	Inputs	• Training in agency standards, programs, and City wide policies • List of community businesses, organizations, schools, neighborhoods	• Police Department personnel
	Activities	• Department meetings • Draft objectives for community contacts	• Visit community businesses, orgainizations, schools, neighborhoods
	Outputs	• Number of community meetings, classes • Number of mentoring opportunities	• Number of reports produced for evaluation
Outcomes	**Initial**	Citizens aware of police presence in positive light Police familiar with citizens and citizen activities	
	Intermediate	Citizens partnering and cooperating with City Police Department	
	Long-term	A safe and cohesive community abiding by the law	

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:		2010	National Rank	2008	National Rank
3210	Police services	86%	33rd	91%	61st
	Crime prevention	88%	9th	87%	40th

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Police Chief	79	1	1	1	1	1
Police Captain	72	1	1	1	1	1
Administrative Assistant	60	1	1	1	1	1
Total		3	3	3	3	3

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 249,990	$ 265,074	$ 277,847	$ 310,440	$ 316,760
Purchased Professional & Technical	14,815	8,255	8,546	11,000	11,500
Purchased Property Services	233	212	643	1,800	2,000
Other Purchased Services	11,551	7,132	12,311	18,350	18,480
Supplies	8,699	8,244	8,798	10,700	10,200
Capital Outlay	7,850	5,447	5,447	8,150	7,800
Total	$ 293,138	$ 294,364	$ 313,592	$ 360,440	$ 366,740





STATEMENT OF SERVICE

The mission of the Criminal Investigation Division is the protection of persons, the apprehension of criminals, the recovery of property, and the prevention of crime. The mission is accomplished by the following objectives:

- Maximize the use of all available resources to solve crimes, apprehend suspects, as well as locate missing persons, and recover stolen property.
- Process crime scenes and collect and preserve evidence.
- Perform Annual Performance Evaluations in a timely manner.

OBJECTIVES FOR FISCAL YEAR 2012

- Ensure that referred cases are followed up in a timely manner and the victim notified of the case status.
- Maintain a solvability rate of 40% or higher on assigned cases.
- Ensure that background investigations are done in a timely and efficient manner.
- Attend and complete specialized training in the areas of juvenile investigations and child abuse.
- Perform Annual Performance Evaluations in a timely manner.

GOALS

1. Maintain the quality clearance level within Criminal Investigation Division.
   - Maintain a clearance rate of assigned cases at 65% or higher.

   STWP, Municipal Operations, City Services, page 352

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Monthly crime analysis reports		12	12	12	12	12	12
Monthly CID statistical report		12	12	12	12	12	12
Annual Training Required		60 hrs	60 hrs	80 hrs	70 hrs	60	80
Annual Performance Evaluations		3	4	4	3	3	4
Background investigations		13	23	22	5	5	5
Training hours		330	342	451	380	513	600
Cases assigned		320	282	345	214	370	450
Precious metals dealers checked		*	*	*	*	*	25
Gaming machines checked and certified		*	*	*	*	30	40
Number of Intelligence reports prepared, analyzed, and investigated		*	*	*	*	12	25

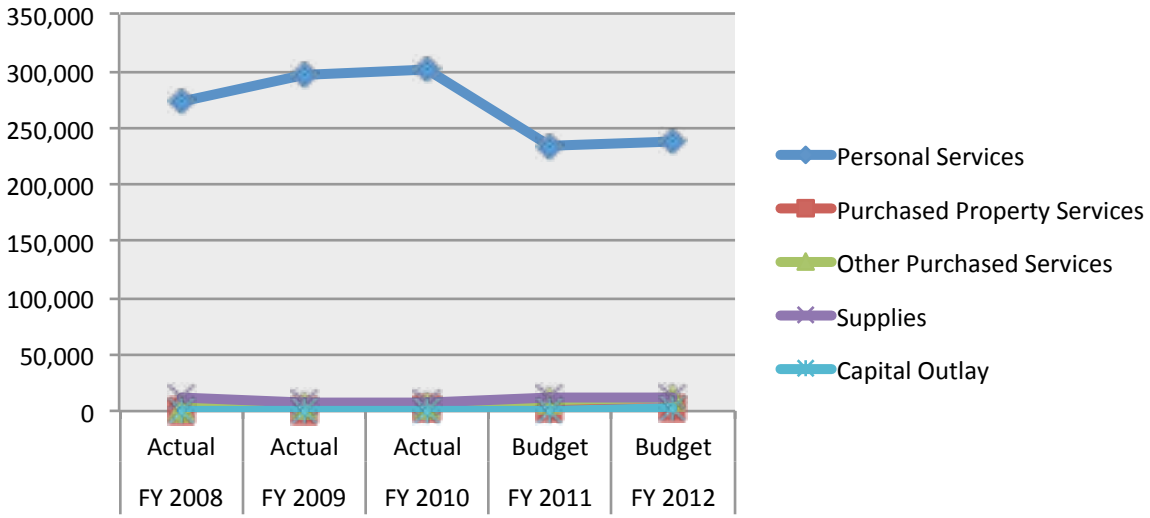
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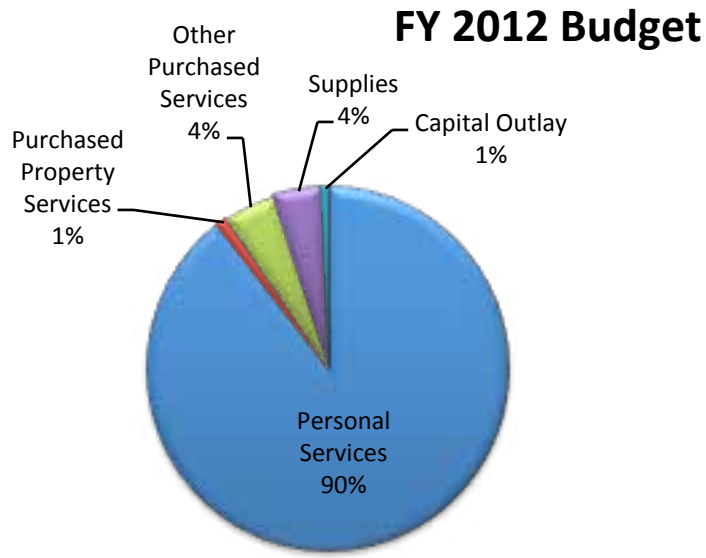
PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Total Clearance Assigned Cases	52.5%	47%	47%	63%	74%	65%
Total Clearance all Cases	35.4%	38%	38%	33%	56%	35%
Percent of performance evaluations completed on time	33%	66%	75%	67%	33%	100%
Percent of cases cleared by arrest	15%	9.6%	10%	21%	24%	22%
Percent of cases exceptionally cleared	36%	34%	34%	39%	45%	40%
Percent of cases unfounded	2%	2.8%	3%	4%	4%	4%

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Police Lieutenant [1]	70	1	1	1	-	-
Police Sergeant	68	1	1	1	1	1
Police Officer	64	2	2	2	2	2
Total		4	4	4	3	3

(1) In fiscal year 2011, the Police Lieutenant position was moved to Patrol.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 273,938	$ 296,268	$ 302,396	$ 234,200	$ 238,780
Purchased Property Services	1,348	716	1,552	1,800	2,800
Other Purchased Services	3,719	4,708	4,122	10,550	12,050
Supplies	12,236	8,056	7,523	11,000	11,350
Capital Outlay	1,309	-	-	-	1,500
Total	$ 292,550	$ 309,748	$ 315,593	$ 257,550	$ 266,480


350,000
300,000
250,000
200,000
150,000
100,000
50,000
0
Actual FY 2008
Actual FY 2009
Actual FY 2010
Budget FY 2011
Budget FY 2012
Personal Services
Purchased Property Services
Other Purchased Services
Supplies
Capital Outlay


FY 2012 Budget
Other Purchased Services 4%
Supplies 4%
Capital Outlay 1%
Purchased Property Services 1%
Personal Services 90%

STATEMENT OF SERVICE

The mission of the Patrol Division is to provide the highest quality of Police services while maintaining and improving the quality of life for citizens, businesses, and the motoring public in a professional, courteous, and empathetic manner. This mission is accomplished by an array of functions and duties, including:

- Preventive patrols of neighborhoods and businesses.
- Interaction with the public to foster better community relations.
- Responding to calls for service.
- Compiling incident reports.
- Assisting persons in need.
- Providing assistance to investigative personnel.
- Taking enforcement action in matters related to the assignment.
- Investigation of offenses, crimes, traffic accidents, disturbances, and all other incidents that require police service.

OBJECTIVES FOR FISCAL YEAR 2012

- Ensure that police services are handled in a professional and timely manner.
- Limit the number of sustained complaints filed against officers.
- Limit the number of accidents and resulting injuries through enforcement and education.
- Improve police response times to emergency and non-emergency calls.

GOALS

1. Enhance the skills of staff in the area of mental illness.
   - Send at least 4 officers to the Critical Incident Training (C.I.T.).
   - Continue in-service training related to mental illness to provide at least 1 hour of training.
2. Update departmental issued firearms.
   - Purchase and assign each officer in Patrol with a long gun.
3. Implement an additional less lethal use of force option.
   - Make a decision and purchase another option for less lethal use of force.
   - Train officers on the additional less lethal option provided.

   STWP, Municipal Operations, City Services, page 352
4. Begin to publish public safety topics / educational information to citizens.
   - Publish articles in City's Newsletter.

   STWP, Municipal Operations, City Services, Citizen Engagement, page 351-352
5. Purchase and implement a License Plate Reader.
   - Make a selection for a vendor.
   - Develop policy and procedures.

   STWP, Public Safety, Traffic Enforcement, page 359
6. Maintain a safe environment for our citizens to travel upon the roadways.
   - Conduct 1 safety checkpoint per quarter.

   STWP, Public Safety, Traffic Enforcement, page 359

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Traffic analysis reports		12	12	12	12	12	12
Calls for service		22,816	28,153	37,511	39,453	41,964	40,000
Traffic accidents		1,223	1,219	1,141	1,113	1,158	1,280
Traffic related injuries		306	290	270	252	277	280
Traffic citations		10,650	10,271	10,627	11,715	12,865	11,000
Part I crimes		408	511	633	528	505	550
Citizen complaints against officers		10	7	16	16	31	25
Police vehicles equipped with MDT		-	24	24	24	25	26
PRIDE classes		5	5	4	5	6	4
PACT Meetings		62	78	94	96	100	96
Quarterly Evidence Audit*		4	4	4	4	4	2
Annual Evidence Audit*		1	1	1	1	1	1
Annual Internal Affairs Report*		1	1	1	1	1	1

**These measures are performed by the police lieutenant position which moved from 3221 Criminal Investigation Division to 3223 Patrol.*

To provide for more effective and efficient park and trail service, the Targeted Police Function has been moved into the Patrol Function. All officers in Patrol are responsible for the patrolling of the parks and trail systems.

PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Average response time (emergency)		3:59	4:00*	5:00*	3:00*	4:00*	5:00*
Average response time (non-emergency)		5:43	5:00*	6:00*	4:00*	7:00*	6:00*
**new software does not measure seconds at this time*							

	MISSION:	**Reduce traffic accidents through the SEU - Selective Enforcement Unit - Suwanee CARES program**
	Inputs	• Staff • Facilities • Citizens • Police vehicles • Accident data • Electronic equipment (radios, laptops, etc.) • Safety equipment (vest, guns, uniforms, etc.)
	Activities	• Patrol by police vehicle • Respond to calls for service • Setup observation area • Attend meetings • Attend trainings • Respond to traffic accidents • Respond to moving violations • Speed enforcement measurements
	Outputs	• Reports • Citations • Public awareness • Suwanee CARES program - Suwanee Corridor SR317 Accident Reduction and Enforcement Strategy
Outcomes	**Initial**	Traffic law compliance Reduce traffic accidents with injury
	Intermediate	Public feels safe
	Long-term	Trust between Police and community Maintain public's respect, confidence and satisfaction

	MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2010**	**National Rank**	**2008**	**National Rank**
3223	Traffic enforcement	73%	26th	80%	23rd
	Safety in Suwanee's downtown area after dark	90%	18th	83%	32nd
	Safety in Suwanee's downtown area during the day	95%	39th	96%	58th
	Safety in own neighborhood after dark	90%	44th	87%	62nd
	Safety in own neighborhood during the day	97%	48th	97%	82nd
	Safety from environmental hazards	88%	8th	88%	11th
	Safety from property crimes	84%	24th	76%	67th
	Safety from violent crime	93%	24th	91%	44th

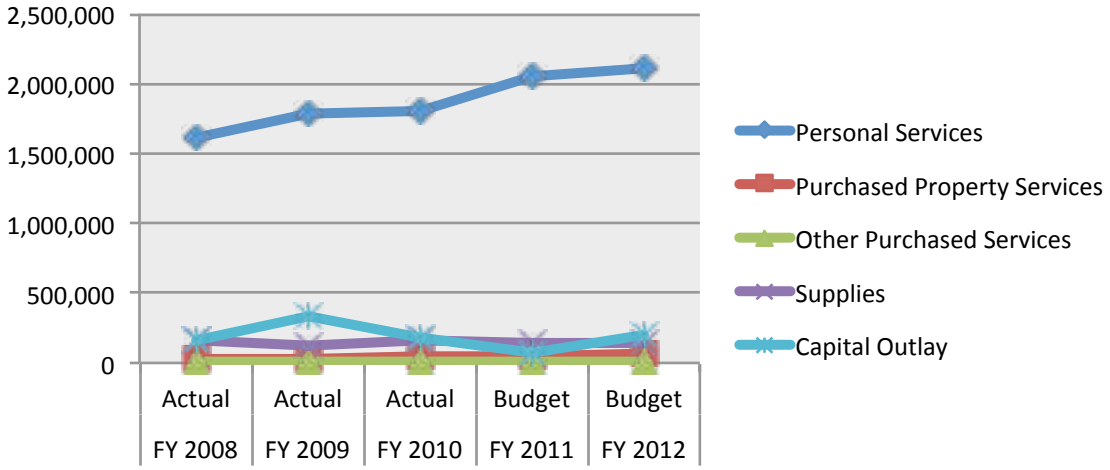
AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Deputy Police Chief	77	1	1	1	1	1
Police Captain	72	-	1	1	1	1
Patrol Lieutenant (2)	70	1	-	-	1	1
Police Sergeant	68	5	5	5	5	5
Police Corporal	66	3	3	3	4	4
Police Officer (1), (3)	64	14	16	15	16	16
Total		24	26	25	28	28

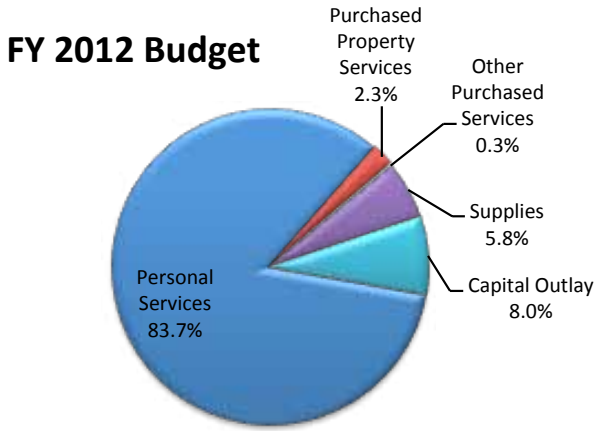
(1) In fiscal year 2010, a full-time police officer position moved from Patrol to Community Relations, enabling the Police Training position to become full-time.

(2) In fiscal year 2011, the Police Lieutenant position was moved from Criminal Investigation to Patrol.

(3) In fiscal year 2011, Targeted Police was moved to Patrol. This added 2 police officer positions.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 1,609,900	$ 1,787,882	$ 1,808,658	$ 2,058,030	$ 2,116,970
Purchased Property Services	26,411	31,512	39,023	57,120	58,120
Other Purchased Services	10,348	7,990	6,467	9,220	6,860
Supplies	157,267	120,229	153,748	145,320	147,150
Capital Outlay	170,554	325,581	176,602	73,360	201,230
Total	$ 1,974,480	$ 2,273,194	$ 2,184,498	$ 2,343,050	$ 2,530,330





STATEMENT OF SERVICE

The mission of the Records Unit is to maintain accurate records of arrests, reported crimes, and traffic related incidents as well as ensure the security and integrity of these records in accordance with statutes, policies, and regulations.

OBJECTIVES FOR FISCAL YEAR 2012

- Ensure that accurate reports of incidents and accidents are maintained.
- Provide reports to the public, media, courts, and other interested parties in a timely manner.
- Ensure that all open records requests are responded to in accordance with State Law.
- Ensure the security and integrity of all records and reports maintained are within statutes, policies, and regulations.
- Act as liaison to the various courts in providing evidence and documentation

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Records filed and maintained		2,989	2,286	649***	554	791	800
Accident reports requested		*	*	951	1,106	1,236	1,250
Fingerprinting requests handled		**	102	54	178	176	****
Open records requests completed		**	60	81	72	120	150
Other filing (criminal histories, serving permits, etc.) completed		1,217	1,464	1,306	1,050	1,139	1,150
Video copying requests fulfilled (DA, Solicitor)		**	42	141	230	261	275
Report requests fulfilled (DA, Solicitor)		**	144	482	572	719	750
Local background checks completed		**	240	469	149	140	150
Expungements processed		*	*	*	*	31	40

**new measure*

***not captured-staff position vacant*

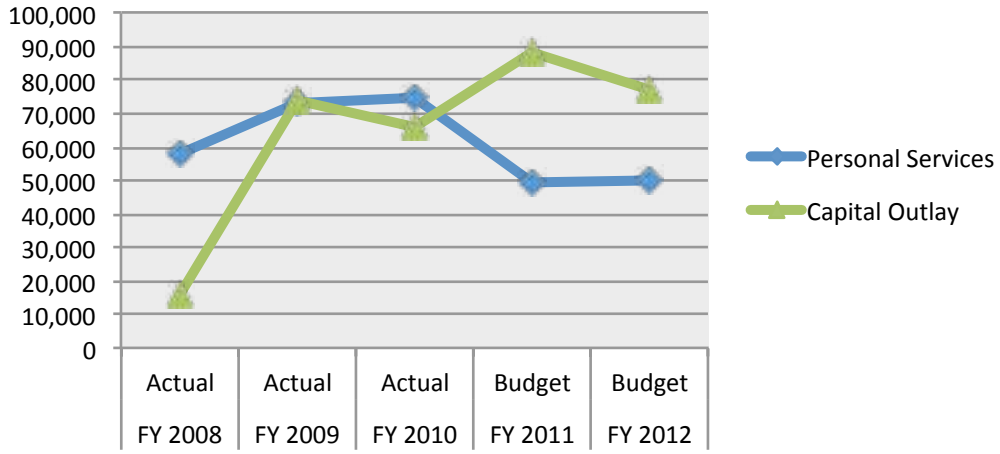
****new records management system has the capability to link related reports, thus resulting in fewer records filed*

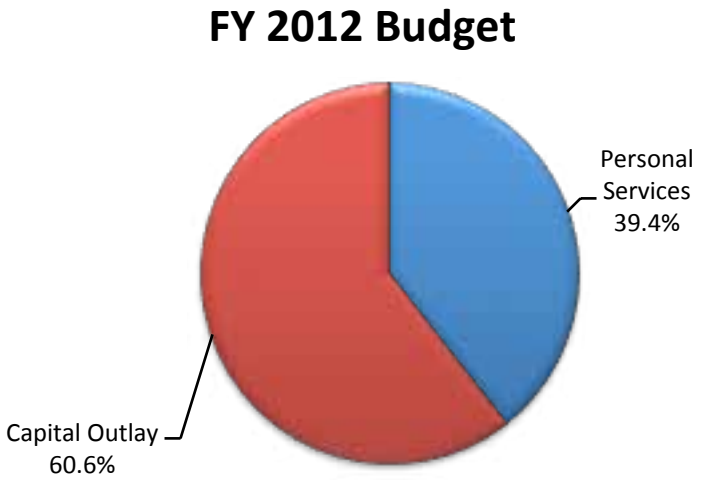
*****finger print requests now done within the Court function 2650*

PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of open records requests fulfilled within three business days		100%	100%	100%	100%	100%	100%

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Records & Evidence Technician	60	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 57,937	$ 73,165	$ 74,957	$ 49,460	$ 50,070
Capital Outlay	15,951	73,917	65,929	88,600	77,000
Total	$ 73,888	$ 147,082	$ 140,886	138,060	127,070





STATEMENT OF SERVICE

The mission of Police Training is to protect the lives, rights, property, and dignity of all citizens and visitors of our City by providing all members of the Police Department with the best training possible. This mission is accomplished by ensuring that all members of the department receive the maximum benefit from training, providing them with the professional and personal development that will enhance their well-being, which in turn allows them to excel in their ability to serve the public. The goal of Police Training is to instill and foster a higher level of knowledge and confidence that will allow department members to meet the daily challenges associated with an ever changing and complex environment.

OBJECTIVES FOR FISCAL YEAR 2012

- Provide all members of the Suwanee Police Department with the best training possible.
- Ensure that all members of the department receive the maximum benefit from training.
- Provide all members with professional and personal development that will enable them to serve the community better.
- Foster a higher level of knowledge and confidence that will allow department members to meet the challenges of a changing and complex environment.
- Ensure that all required annual training is provided and documented to meet Georgia State Law, State Certification, and CALEA requirements.
- Ensure that attended training is submitted to Georgia Peace Officers Standards and Training (P.O.S.T.) for credit.
- Document and submit Roll-Call training to Georgia P.O.S.T. for credit.
- Provide Annual Firearms proficiency/qualification and quarterly firearms training.

GOALS

1. Put into operation a Training Center / Firing Range for the department.
   - Research alternatives and a practical location.
   - Work with staff to design building layout and requirements.
   - Work with outside stakeholders in determining requirements.

STWP, Capital Projects, Police Substation, page 368
CIP, Facilities, Police Substation, page 265

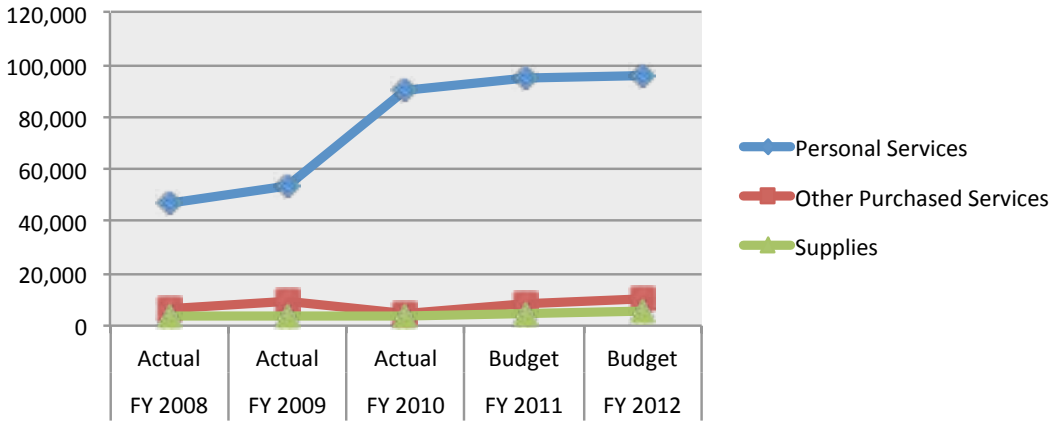
WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Monthly training report		12	12	12	12	12	12
Annual training report		1	1	1	1	1	1
Monthly in-service training opportunities conducted		24	16	21	13	3	3
Number of times officers meet state proficiency qualifications		1	1	1	1	1	1
Quarterly firearms training opportunities conducted		3	2	3	2	4	4
Annual training hours		3,351	4,927	4,887	4,093	3,510	4,000

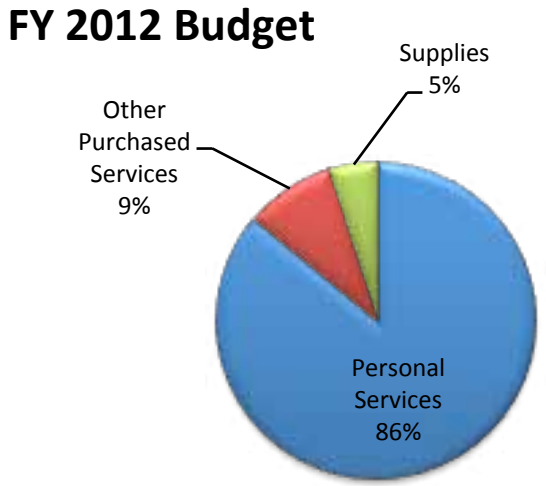
PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of officers with Associates Degree or higher		56.25%	53.3%	54.3%	36%	50%	55%
Percent of officers with Bachelors Degree or higher		34.38%	43.3%	51.4%	36%	50%	55%
Percent of officers with Masters Degree or higher		21.88%	16.6%	20%	21%	19%	25%
Percent of officers with intermediate certification or higher		40.60%	40.0%	34%	36%	36%	40%
Percent of officers with advanced certification or higher		12.50%	16.6%	14%	15%	17%	20%
Percent of officers with supervisory certification or higher		15.60%	16.6%	20%	27%	28%	30%
Percent of officers with management certification or higher		9.30%	16.6%	14%	18%	17%	20%
Percent of officers with executive certification or higher		3.10%	3.0%	2%	3%	3%	3%

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL[1]	FY2011 BUDGET	FY2012 BUDGET
Sergeant	68	PT	PT	1	1	1

(1) In fiscal year 2010, a full-time police officer position moved from Patrol to Community Relations, enabling the Police Training position to become full-time.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 46,677	$ 53,685	$ 89,861	$ 95,320	$ 96,030
Other Purchased Services	6,352	9,129	4,281	8,500	10,250
Supplies	4,121	3,360	4,090	4,400	5,300
Total	$ 57,150	$ 66,174	$ 98,232	$ 108,220	$ 111,580

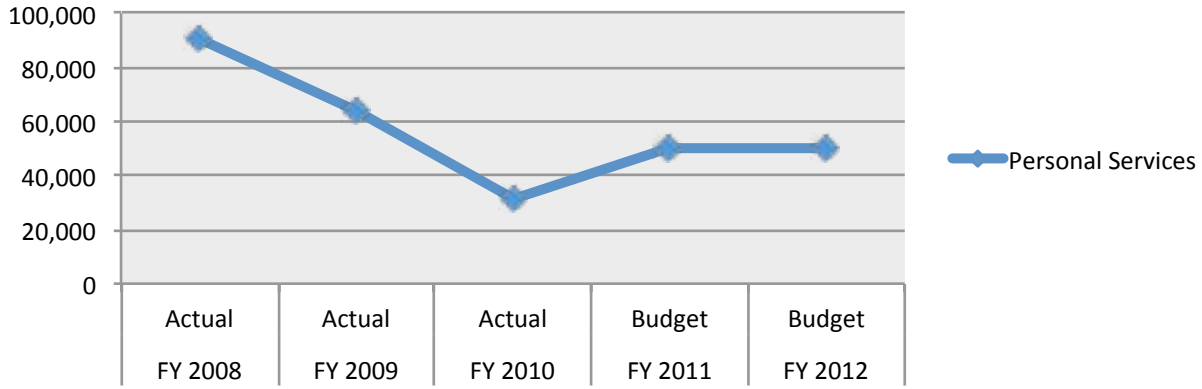




STATEMENT OF SERVICE

Special Detail Services refers to police officers who work off-duty assignments at various events and businesses within the City. There are no regularly assigned staff because participation is strictly on a voluntary basis. There are some events sponsored by the private sector that require a certified police officer. The City of Suwanee pays the officers and then bills the private entity for the services rendered. The mission of Special Detail Services is to promote a safe and secure environment in which our citizens can gather and enjoy the venues offered without fear of crime or unruly disruptions.

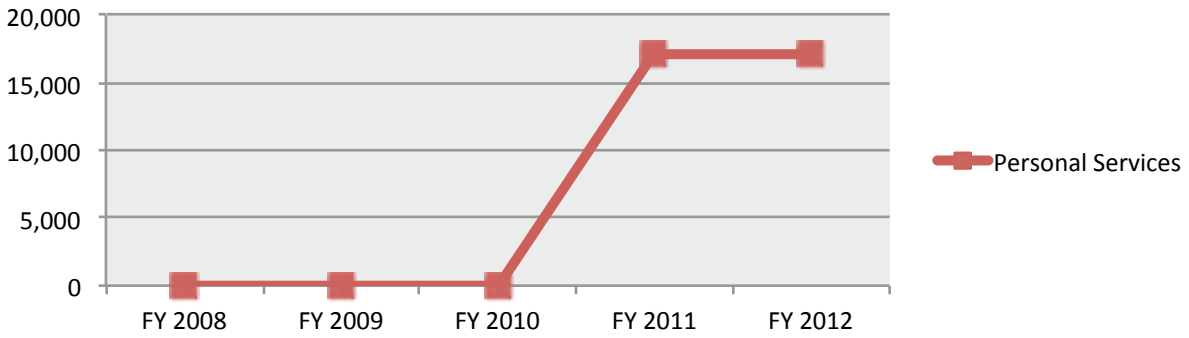
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 90,248	$ 63,705	$ 30,878	$ 50,000	$ 50,000



STATEMENT OF SERVICE

The mission of the Gateway Patrol is to provide additional police officer presence on Friday and Saturday nights from the hours of 9:00 pm till 3:00 am. The purpose of the patrol is to be proactive in the Gateway area through preventive patrols and interacting with the businesses and public to foster better community relations.

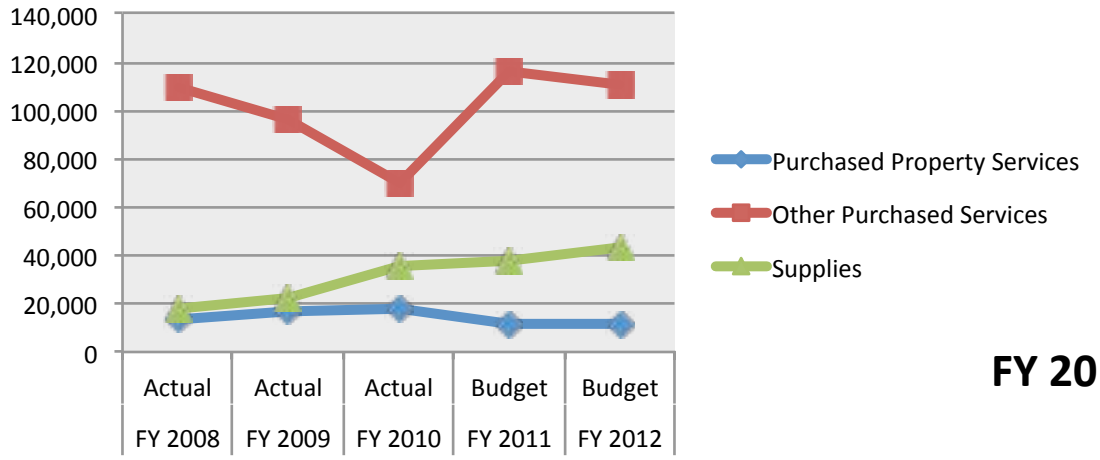
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ -	$ -	$ -	$ 17,200	$ 17,200

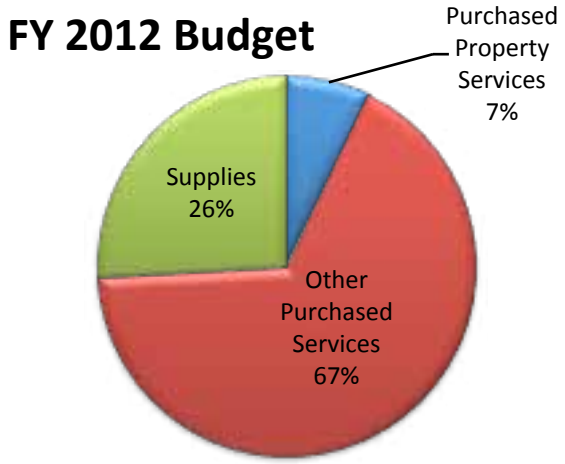


STATEMENT OF SERVICE

The mission of this function is to provide a quality work environment for the members of the police department with preventive maintenance and technologically forward planning for the future.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Purchased Property Services	$ 13,607	$ 16,492	$ 17,402	$ 11,650	$ 11,650
Other Purchased Services	110,045	96,072	69,971	116,000	111,000
Supplies	17,980	22,324	35,693	38,050	42,850
Total	$ 141,632	$ 134,888	$ 123,066	165,700	165,500





STATEMENT OF SERVICE

The mission of Communications is to foster a sense of security in the community and nurture public trust by serving as the vital link between the public and the Police Department. This mission is accomplished by:

- Commitment to practicing the highest standards of performance and ethics.
- Dedication to professional and technical progress.

OBJECTIVES FOR FISCAL YEAR 2012

- Answer all emergency and non-emergency phone calls made to Suwanee Police Communications.
- Dispatch all calls for service where police service is needed.
- Respond and serve all walk-in requests in a friendly and helpful manner.
- Provide accident report copies to appropriate parties.
- Transfer incoming calls to the appropriate parties.

GOALS

1. Research feasibility of implementing an E-911 center for our current dispatch.
   - Research legal requirements.
   - Determine cost benefit analysis.
   - Determine what upgrades / additions to make to current systems and personnel.

   STWP, Public Safety, E-911 Operations, page 358

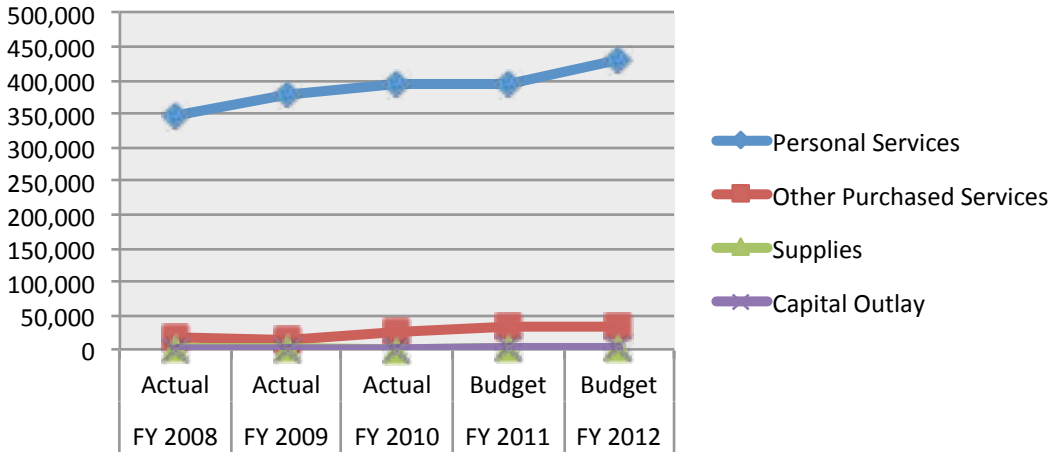
WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Calls for service dispatched		22,816	28,153	37,511	39,453	41,964	43,000
Phone calls received		88,600	251,664	213,433	217,037	214,704	220,000
Criminal history checks completed		1,600	1,464	1,906	1,050	1,305	1,400
Georgia Crime Information Center (GCIC) Entries		430	958	387	283	288	300
Computer Aided Dispatch (CAD) Entries		147,277	353,464	511,514	536,416	576,791	600,000
Dispatcher training hours		305	184	81	82	66	100

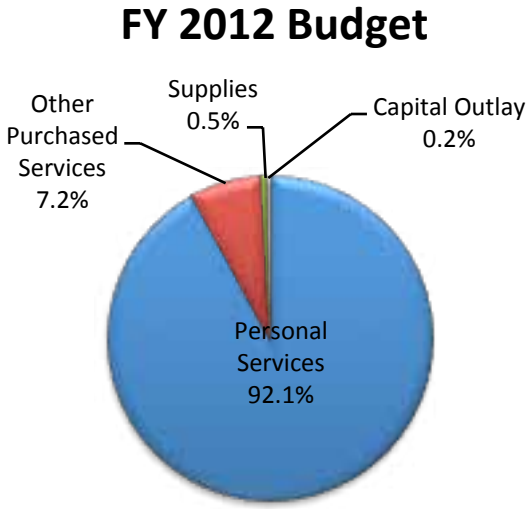
PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of calls for service dispatched appropriately		98.5%	99%	99%	99%	99%	99%
GCIC audit Passed (every 3 years)		n/a	n/a	Passed	n/a	n/a	Pass

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Police Lieutenant	70	1	1	1	1	1
Communications Officer	61	6	6	6	6	6
Communications Officer (1)	PT	-	-	-	-	1
Total		7	7	7	7	8

(1) In fiscal year 2012, a part-time communications officer was added.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 347,657	$ 379,714	$ 394,586	$ 396,280	$ 431,570
Other Purchased Services	16,573	13,756	25,937	33,590	33,500
Supplies	1,009	1,796	44	2,100	2,450
Capital Outlay	-	-	-	1,000	1,000
Total	$ 365,239	$ 395,266	$ 420,567	432,970	468,520





STATEMENT OF SERVICE

The mission of Public Relations is to foster an atmosphere of mutual trust, cooperation, and respect with the public. This mission is accomplished in the following ways:

- Recognizing a shared responsibility between the police and the community.
- Encouraging a problem solving partnership.
- Improving communication with the community.
- Developing and maintaining a close association with merchants, business people, and commercial establishments within the City.
- Offering advice, recommendations, and training programs in crime prevention methods.
- events.

OBJECTIVES FOR FISCAL YEAR 2012

- Schedule, recruit and facilitate two Citizen's Police Academies (CPA).
- Maintain records for and facilitate the Police and Citizens Together (PACT) Program.
- Promote and document interaction with civic groups, neighborhood associations, and Suwanee Businesses.
- Organize and supervise the Explorer Unit. Suwanee Police Explorers is a career program under the umbrella of the Boy Scouts of America, where children between the ages of 14 and 20 years of age learn what a career in law enforcement would be like. It teaches children about integrity, honesty and civic duty.
- Attend special events and interact with those that attend them to promote a positive image of the department and an outlet to discuss the services provided by the department.
- Organize and schedule CPA graduates to do volunteer work at various special events.

GOALS

1. Develop and implement a Park Ambassador Program.
   - Assign a Police Liaison to coordinate the program.
   - Utilize citizen volunteers to staff the program.
   - Develop policy and procedures for program.

   STWP, Public Safety, Park Ambassador Program, page 358
2. Continue Community Oriented Policing initiatives.
   - Conduct 2 Citizen Police Academies a year.
   - Conduct 1 Citizen Police Academy alumni reunion class.
   - Continue to conduct Caring Officers Providing Support (C.O.P.S.) mentoring sessions at the school.
   - Continue to conduct the Parents Reducing Incidents of Driver Error (P.R.I.D.E.) classes.
   - Continue Police and Citizens Together (P.A.C.T.) in the subdivisions and the Gateway area.
   - Conduct meetings with the banking institutions quarterly for information sharing.

   STWP, Public Safety, Citizens Police Academy, Community Policing, page 358

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
PACT monthly summary report		12	12	12	12	12	12
Annual community relation report		1	1	1	1	1	1
Explorers meetings		25	28	35	31	28	30
Citizen Police Academies		2	2	2	2	2	2
PRIDE programs		6	5	4	5	6	5
Station tour for kids (tours/participants)		10/119	14/207	6/92	2/20	9/124	4/40
Citizen Academy (academies/participants)		2/36	2/42	2/39	2/37	2/33	2/30
Explorer meetings		25/246	28/187	35/266	31/253	28/287	30/240
Safety meetings		1/1	7/143	7/104	5/74	6/160	5/100
Senior Citizens/Elderly Training		13/420	10/440	14/821	10/638	6/425	12/600
Kid Print meetings		3/110	6/125	4/40	1/5	1/15	3/30
PACT meetings		62/817	78/990	94/1181	96/952	100/848	96/900
Business/Resident Contacts		74/695	133/501	91/524	66/1,649	65/2,428	60/900
Special Events/Movies/concerts		11/302	23/736	17/332	18/500	11/315	10/300
School visits		3/140	3/141	4/120	5/100	111/1,230	105/250
Community Relations and Child Safety Seat checks		95	16/16	16/16	14/14	12/12	10/10

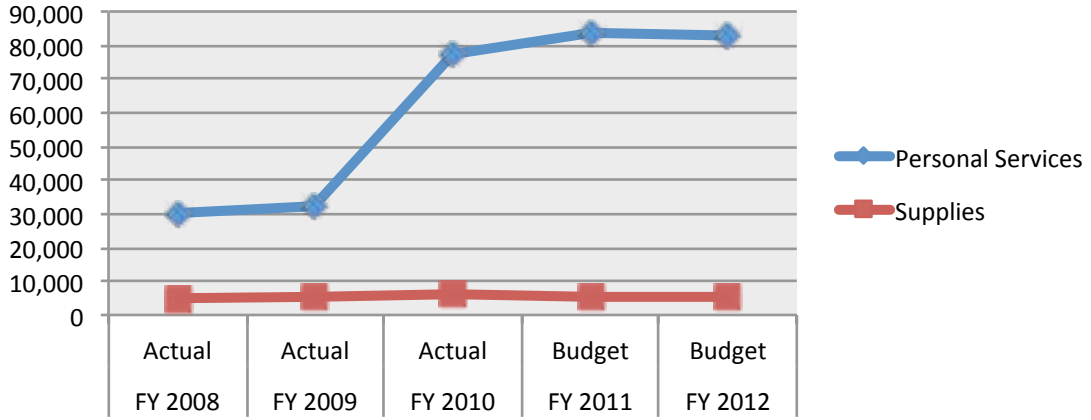
PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of Neighborhoods that are PACT neighborhoods		95.8%	83.3*%	93.7%	97.0%	100.0%	100.0%

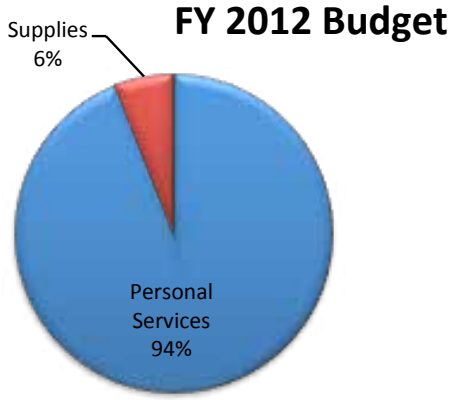
**3 additional subdivisions*

AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL(1)	FY2011 BUDGET	FY2012 BUDGET
Police Officer	64	PT	PT	1	1	1

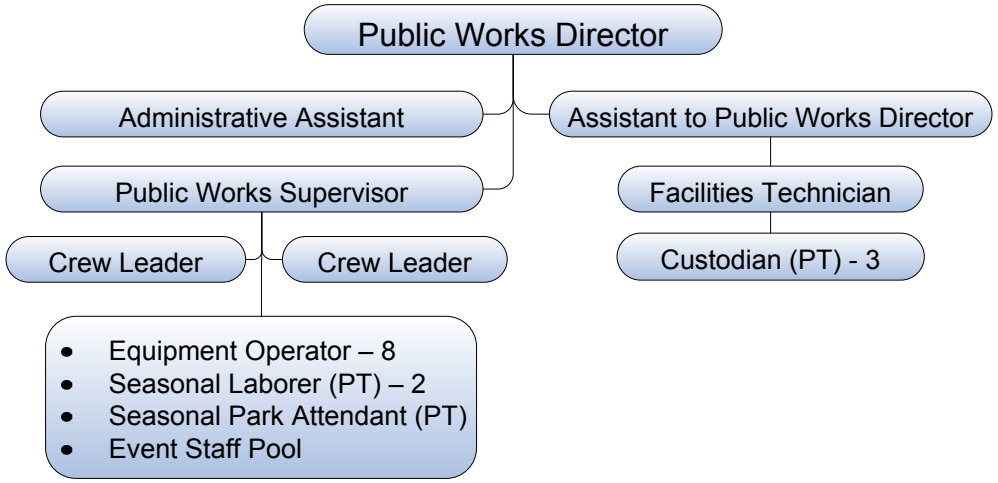
(1) In fiscal year 2010, a full-time police officer position moved from Patrol to Community Relations, enabling the Police Training position to become full-time.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 30,287	$ 32,363	$ 77,266	$ 84,060	$ 82,850
Supplies	4,983	5,615	6,082	5,200	5,200
Total	$ 35,270	$ 37,978	$ 83,348	89,260	88,050






CITY HALL
30024
Suwanee



PUBLIC WORKS

FUNCTIONS	Includes the operations of Public Works Administration, Paved Streets, Storm Drainage, and Park Areas.
POSITIONS	15 full time, 3 part time, and a pool of seasonal workers
ROLE	Maintenance and repair of City owned facilities, grounds, and infrastructure, including the City's water system.
NOTABLE FY 2012 BUDGET ITEMS	12 additional hours a week for the part time custodian, $7,994 Landscape maintenance of PIB, $51,250 1 new public works truck, $27,130 Mowing equipment, $34,400 (2 zero turn mowers and a radio slope mower)
Current FY 2011 Budget	**$1,825,780**
FY 2012 Adopted Budget	**$1,809,680**



STATEMENT OF SERVICE

The mission of the Public Works Department is to provide a comfortable and attractive environment in and around the buildings and grounds owned by the City of Suwanee as well as a safe and functional infrastructure by ensuring that the infrastructure meets or exceeds state standards.

Activities to accomplish this mission include:

- Maintenance of ten (10) parks within the City.
- Playground structure maintenance and repair.
- Traffic signage and street light maintenance.
- Water system supply and distribution maintenance.
- City vehicle and building maintenance.
- Maintenance of City street system.
- Litter control.

The department is also responsible for serving as the City's expert on construction, management, stormwater management, engineering and related technical fields.

OBJECTIVES FOR FISCAL YEAR 2012

- Respond to all work orders in a timely, effective manner.
- Extend the useful life of City property and infrastructure through effective preventive maintenance.
- Provide a safe and dependable water supply to the City of Suwanee water system customers.
- Beautify all City facilities.

GOALS

1. Direct, supervise and coordinate the operations of the Public Works Department to ensure that their responsibilities and projects are performed in the most efficient, practical and cost effective manner.
2. Continue to improve Customer Service.
3. Public Works Director and Assistant to the Public Works Director to acquire an additional training course in ESRI ArcGIS software if offered by ARC, to assist in meeting department needs.
4. Work with Public Works staff to attain additional CDL license holders within the department.
5. Work with Public Works Administrative Assistant to continue progress towards Public Works Management Certificate through Carl Vinson Institute/American Public Works Association.
6. Maintain and improve lines of communication and continuity between Public Works Department and other City Departments, Council, general public, Georgia Department of Transportation, Georgia Environmental Protection Division, developers, contractors, etc.
7. Improve computer data communication connectivity between the Windsor Park Drive Public Works Facility and the computer server units housed in the New City Hall Building and Police Station Building.
8. Continue to monitor and address service requests and work orders in a timely manner to provide good customer service.
9. Monitor and direct the inmate labor force from Gwinnett County Department of Corrections to augment City employees in ground maintenance, etc.
10. Manage employee based custodial services for City owned facilities.
11. Continue efforts to maximize efficiency and effectiveness of community service workers.
    - ***STWP, Municipal Operations, City Services, page 352***
12. Ensure Public Works Department staff maintains and operates Town Center Park so as to achieve a high level of user satisfaction.
13. Manage operations and maintenance of the Big Splash Interactive Fountain to provide a safe environment for users and continue to investigate operational options to minimize potential challenges of the interactive fountain as issues may arise.
14. Continue managing maintenance contracts for Town Center Park grounds.
    - ***STWP, Municipal Operations, Town Center, page 357***
15. Manage efforts of staff and the City of Suwanee's consultant, Jacobs JJG, in producing a Facilities Master Plan for our Building and Park Facilities including such things as recommendations for replacement of components and maintenance, i.e. HVAC unit replacements, roof maintenance replacements, parking lot maintenance, etc.
16. Manage maintenance and monitoring vendors for various elements in the New City Hall Building such as elevator, HVAC, janitorial, generator, fire alarm, sprinkler system, building access, video monitoring system, etc.
17. Manage service contracts and annual inspections for all city owned buildings for HVAC, back flow inspections, fire system inspections, etc.
18. Investigate HVAC at Crossroads Building to develop a proposed capital improvement project if necessary, to provide adequate level of service for the Courtroom side of the building.
19. Continue to make improvements at the Public Works maintenance facility to improve functionality of the facility and grounds.
    - ***STWP, Municipal Operations, Facility Maintenance, page 353***
    - ***STWP, Capital Projects, Facility Maintenance, page 366***
    - ***STWP, Capital Projects, Parks Video Surveillance, page 367***
    - ***CIP, Facilities Projects, Public Facilities Maintenance, page 266***

GOALS (continued)

20. Prepare traffic safety resolutions such as Speed Zones, No Parking, No Thru Trucks, etc. and maintain proper street signage to ensure safe travel on City streets.
21. Update and expand traffic control mapping and begin implementation of year one of multi-year program to meet FHWA 2012 Traffic Control Sign Reflectivity requirements.
    - ***STWP, Municipal Operations, City Services, page 352***
    - ***CIP, Transportation Projects, Sign Reflectivity Program, page 274***
22. Begin implementation of first recommendations as outlined in the Preservation Assessment for Three Suwanee Georgia Cemeteries master planning document, should it be approved in the upcoming budget.
    - ***STWP, Municipal Operations, City Services, page 352***
    - ***CIP, Facilities, Jackson Street Cemetery Improvements, Shadowbrook Cemetery Improvements, Sims Lake Park Cemetery Improvements, page 265-266***
23. Continue and improve maintenance of City rights-of-ways and highway medians.
    STWP, Capital Projects, Road Improvement Projects, page 368
    CIP, Transportation Projects, Road Improvement Projects, page 273
24. Identify, replace and/or acquire additional maintenance equipment. Such items that may or may not be identified as of yet, could be but not limited to mowers, trucks, weed eaters, chain saws, ditching equipment, snow plow, salt/stone spreader, blowers, testing equipment, pipe jetting equipment, pipe camera equipment, computers, desk, and other types of equipment.
    - ***STWP, Municipal Operations, City Services, page 352***
    - ***STWP, Capital Projects, Public Works Equipment (replacement), page 368***
    - ***CIP, Equipment and Vehicles Project, Public Works Equipment – New Purchases, Public Works Equipment – Replacement, page 262***
25. Dispose of existing house structure on the acquired property along Buford Highway and dispose or maintain the house structure on the acquired property on Smithtown Road.
    - ***STWP, Plan Updating, Comprehensive Plan, page 365***
    - ***CIP, Facilities, Facility Enhancement Projects, page 265***
26. Assist Moreland Altobelli Associates in various aspects of the Police Precinct Project.
    - ***STWP, Municipal Operations, Suwanee Gateway Land Acquisition, page 356***
    - ***STWP, Plan Updating, Comprehensive Plan, page 365***
    - ***STWP, Capital Projects, Police Substation, page 368***
    - ***CIP, Facilities Projects, Police Substation, page 265***
27. Monitor water quality testing and continue to provide safe drinking water to the City of Suwanee water system customers.
28. Manage efforts of staff and City of Suwanee consultant, Rindt-McDuff Associates in setting up the new SCADA system as part of the new well project to improve our Water System operations.
29. Consult with water and water chemistry experts and explore implementation of additional water treatment process.
30. Proceed through final processes in acquiring the ARRA funding (stimulus funding) via the G.E.F.A. loan (approx. $192,000).
31. Prepare annual Water System Water Quality Report (aka Consumer Confidence Report) and provide to GaEPD and citizens.
32. Continue to plan future approved recommended items contained within the Water System Study or that have subsequently been discovered, including but not limited to such things as additional water main replacements, water supply improvements, etc.
33. Continue education programs for water system operators and increase the number of State certified water distribution/operator license holders within the Public Works employees.
34. Continue to monitor the water system cross connection with Gwinnett County, our elevated water tank, water system equipment, and well capacity to provide a water source for City water customers.
35. Continue communications improvements with the implemented calling post system and e-mail list for water system customers - notifying customers of such instances as water main breaks, flushing, etc.
36. Monitor State laws and regulations that may affect our water supply and system.
37. Provide training to insure proficiency in operating the new well and any SCADA system, for all water operators.
38. Research and develop standards to consider a proposed backflow ordinance.
39. Explore installation of automated equipment to measure required levels of chemical constitutes for our water system.
40. Plan for replacement of the lap top computer being used for meter reading with another laptop or meter reading device.
41. Continue updating process of the water system map via ESRI ArcMap software.
    - ***STWP, Municipal Operations, Water System Strategy, page 357***
    - ***STWP, Land Use, Water Regulations, page 362***
    - ***STWP, Capital Projects, Town Center Park Well, page 369***
    - ***CIP, Water & Stormwater, Water System Infrastructure Improvements, page 277***

WORKLOAD MEASURES	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Number of work orders completed	3,699	3,780	4,176	4,690	6,151	3,685*	4,000
Number of times parks are mowed during the growing season	27	30	27	31	31	32	32
Number of work orders completed on playground equipment	53	55	62	58	54	28*	29
Number of work orders completed for City buildings	60	308	342	368	696	566*	580
Hours of litter pick-up services provided	516	538	645	791	585	605	630
Number of street lights maintained	-	573	679	767	835	855	919
Number of special events requiring special detail services	-	25	28	24	31	43	44

**Overhauled work order system-some work orders combined*

PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percentage of work orders completed in 30 days		98%	98%	98%	98%	98%	99%
Work orders completed per FTE		445	418	469	615	369*	400
Percentage of responses to outages and/or repair within 48 hours		93%	94%	94%	96%	96%	96%

**Overhauled work order system-some work orders combined*

MISSION: **Maintain all City Parks in a safe and reasonable condition at all times**

	Inputs	• Staff • Training	• Knowledge of City parks • Equipment	• Storage facilities
	Activities	• Respond to park work orders • Provide equipment and staff for 24 hour service		• Communicate with county officials and adjoining cities
	Outputs	• Number of acres of City owned parks maintained • Number of hours worked to maintain parks		• Number of times parks are mowed during the growing season • Number of playground equipment maintained
Outcomes	**Initial**	Aesthetically pleasing City parks City is beautified Citizens have places to relax, play, and enjoy the City		
	Intermediate	Citizens experience consistently clean park area conditions		
	Long-term	Citizens take pride in their City and their own home Businesses able to attract desired personnel who want to live in community Community property values increase		

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:		2010	National Rank	2008	National Rank
4100	Cleanliness of Suwanee	93%	8th	95%	8th
	Drinking water	79%	48th	83%	52nd
	Air quality	81%	52nd	78%	69th
	Street lighting	69%	54th	74%	85th
	Snow removal	63%	104th	79%	62nd

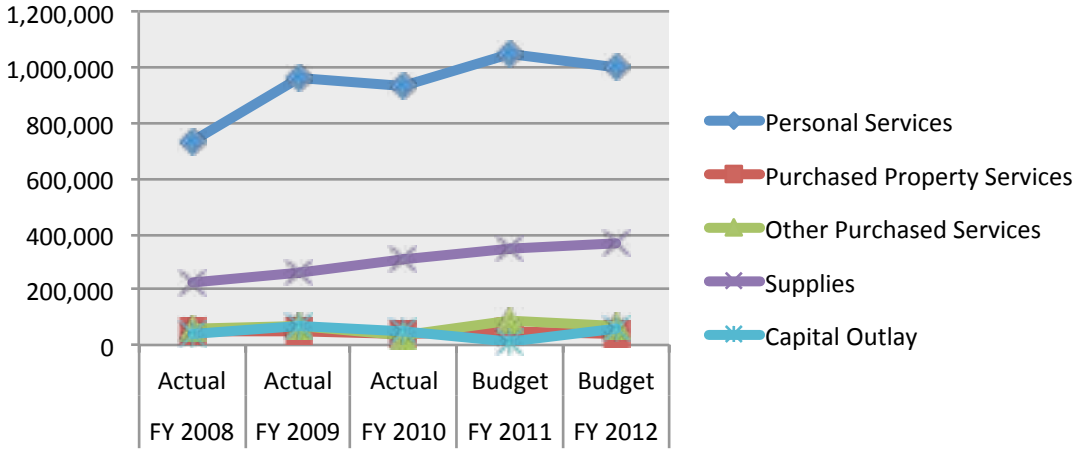
AUTHORIZED POSITIONS	GRADE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET
Public Works Director (1)	78	-	1	1	1	1
Assistant to the Public Works Director	72	1	1	1	1	1
Public Works Supervisor	68	1	1	1	1	1
Crew Leader	61	1	2	2	2	2
Facilities Technician (2)	61	-	-	-	1	1
Administrative Assistant	60	1	1	1	1	1
Equipment Operator (2)	59	9	9	9	8	8
Custodian (3)	PT	-	-	-	3	3
Seasonal Laborer	PT	2	2	2	2	2
Seasonal Park Attendant	PT	-	1	1	1	1
Event Staff Pool	PT	1	1	1	1	1
Total		16	19	19	22	22

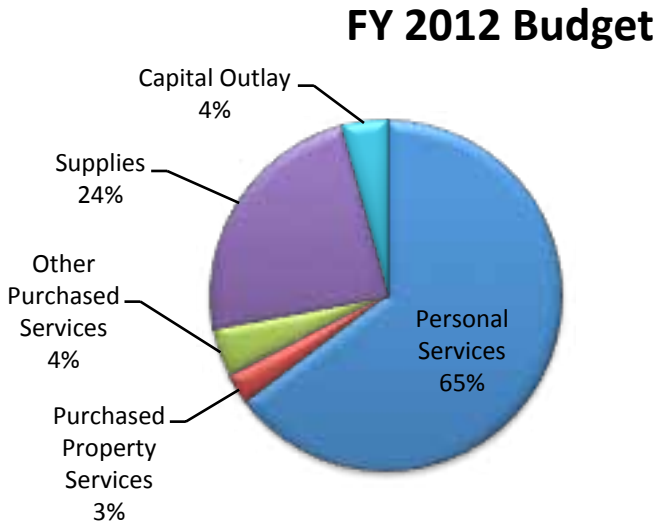
(1) In fiscal year 2009, the Public Works & Inspection Director focus changed from Public Works & Inspection to Public Works with an emphasis on Storm Drainage.

(2) In fiscal year 2011, one equipment operator position was reclassed to facilities technician.

(3) In fiscal year 2011, the custodial function was brought in-house as part-time positions.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 735,092	$ 962,143	$ 932,035	$ 1,051,030	$ 1,004,720
Purchased Property Services	48,046	52,489	36,079	48,000	42,500
Other Purchased Services	56,942	66,807	34,775	88,290	71,520
Supplies	225,486	262,756	304,560	343,300	370,820
Capital Outlay	37,590	67,565	48,467	12,100	63,120
Total	$ 1,103,156	$ 1,411,760	$ 1,355,916	$ 1,542,720	$ 1,552,680


1,200,000
1,000,000
800,000
600,000
400,000
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0
Actual FY 2008
Actual FY 2009
Actual FY 2010
Budget FY 2011
Budget FY 2012
Personal Services
Purchased Property Services
Other Purchased Services
Supplies
Capital Outlay


FY 2012 Budget
Capital Outlay 4%
Supplies 24%
Other Purchased Services 4%
Purchased Property Services 3%
Personal Services 65%

STATEMENT OF SERVICE

The Paved Streets Function of Public Works is responsible for the repair and maintenance of all streets within the city limits in a condition that provides a superior level of service and safety to the general public. This function assists with planning major renovations, roadway repair, and management of paving contracts.

OBJECTIVES FOR FISCAL YEAR 2012

- Resurface streets as pavement conditions warrant.
- Keep City right-of-way and medians landscaped and litter free.

GOALS

1. Re-inspect City's roads to update road conditions in the pavement management system.
2. Implement the City's road maintenance contracts.
3. Manage 2010 and 2011 SPLOST Street Resurfacing Program upon resolve of SDS issue.
   - ***STWP, Transportation, Road Maintenance, page 364***
   - ***STWP, Capital Projects, Annual Resurfacing Projects, page 366***
   - ***STWP, Capital Projects, Road Improvement Projects, page 368***
   - ***CIP, Transportation, Street Resurfacing Program, page 274***
4. Continue enhanced right-of-way/grounds maintenance program in the Suwanee Gateway area. This initiative was implemented in 2007.
   - ***STWP, Capital Projects, Road Improvement Projects, page 368***
   - ***CIP, Transportation, Road Improvement Projects, page 273***

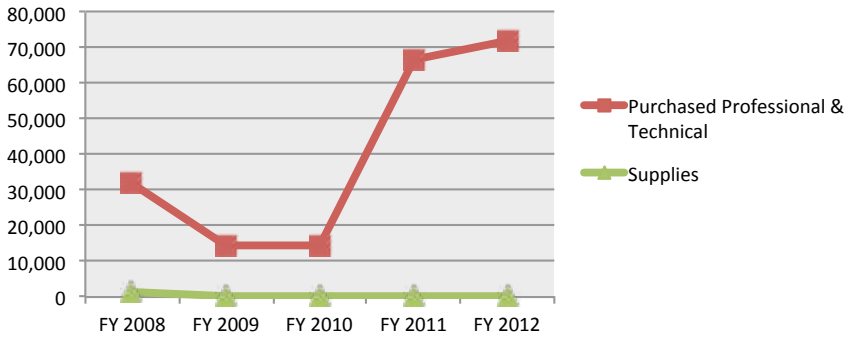
WORKLOAD MEASURES	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Street repair work orders completed	20	15	22	18	18	25	24
Pothole repair work orders completed	5	35	43	18	38	34	38
Street overlay (lane miles)	1.73	1.16	4.91	3.85	1.51	0	3.03
Number of damaged or missing street signs replaced	18	30	39	11	8	38	35

PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of potholes repaired within 30 days or receipt		68%	72%	75%	73%	79%	82%
Percent of damaged or missing low-priority signs corrected within 10 workdays		90%	87%	95%	92%	90%	90%

MISSION:	**Repair and maintain City streets**			
	Inputs	• Staff • Materials	• Facilities • Funding	• Work Orders • Operational Equipment
	Activities	• Respond to Calls for Service • Communicate with County and State for their streets within the City • Provide equipment and staff for 24 hour emergency service repair		• Organize crews • Schedule regular maintenance
	Outputs	• Number of street repair and pothole repair work orders completed • Number of damaged or missing street signs replaced		• Reports
Outcomes	**Initial**	City streets are open Motorists travel on a safer and smoother driving surface		
	Intermediate	Citizen concerns are met		
	Long-term	Citizen confidence in City services Alternative driving options with more open streets		

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:		**2010**	**National Rank**	**2008**	**National Rank**
4221	Street repairs	68%	40th	76%	41st
	Street cleaning	78%	29th	79%	54th
	Sidewalk maintenance	67%	23rd	73%	38th

SUMMARY OF EXPENDITURES BY CATEGORY	**FY 2008 ACTUAL**	**FY 2009 ACTUAL**	**FY 2010 ACTUAL**	**FY 2011 BUDGET**	**FY 2012 BUDGET**
Purchased Professional & Technical	$ 32,107	$ 14,509	$ 14,507	$ 66,670	$ 72,050
Supplies	1,386	301	-	-	-
Total	$ 33,493	$ 14,810	$ 14,507	$ 66,670	$ 72,050



STATEMENT OF SERVICE

The Storm Drainage function of Public Works is responsible for the repair and maintenance of the storm drainage infrastructure and other related facilities located within the city limits in a condition that provides a superior level of service and safety to the general public.

OBJECTIVES FOR FISCAL YEAR 2012

- Meet GaEPD permit requirements contained in the NPDES permit.
- Implement first full year of Georgia Environmental Protection Division's increased requirements for our MS4 Permit (Stormwater Permit) related to TMDL (Total Maximum Daily Loads). We have four stream segments determined by GaEPD that are listed on the impaired stream segment list commonly known as "305(b)/303(d)."

GOALS

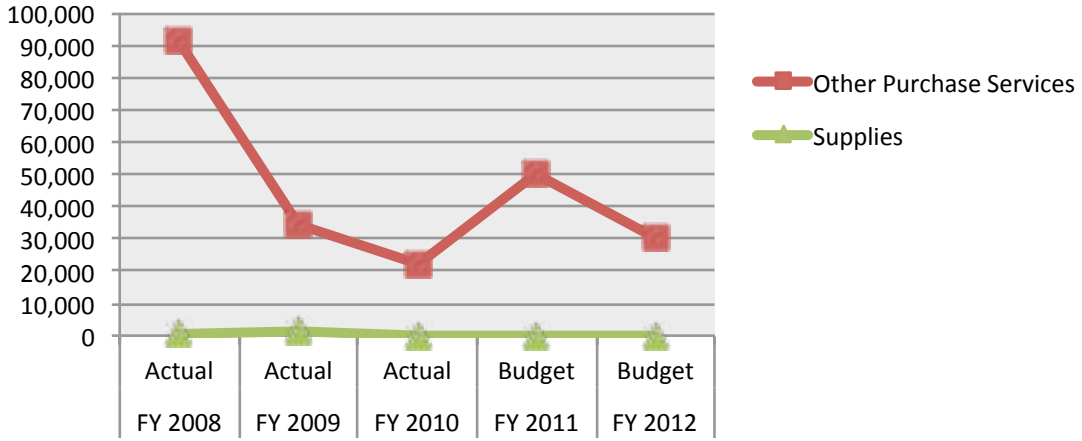
1. Implement and ensure compliance of the City's existing NPDES Phase I MS4 Permit through inspection programs, testing, maintenance program, corrective work, etc. and prepare the required annual report to GaEPD.
2. Manage efforts of staff and the City of Suwanee's consultant, Integrated Science and Engineering, Inc., in negotiating various NPDES MS4 Stormwater Permit compliance issues with GaEPD.
   - ***STWP, Municipal Operations, MS4 Permit, page 354***
   - ***STWP, Municipal Operations, Stormwater Funding, page 356***
   - ***STWP, Land Use, Water Regulations, page 362***
   - ***STWP, Capital Projects, Annual Stormwater Projects, page 366***
   - ***CIP, Water & Stormwater Projects, Stormwater Projects, page 277***
3. Begin implementation of new TMDL Monitoring and Evaluation Plan for four 305 (b) 303 (d) listed stream segments.
4. Continue to study ways to expand the present level of joint involvement with other Gwinnett Municipalities in the management of all aspects of public works such as the Stormwater program (NPDES) should opportunities be available, reasonable, economically sound, and feasible.
5. Manage design and construction of 2011 SPLOST program drainage improvement projects.
6. Manage construction of the Jackson Street drainage projects.
   - ***STWP, Municipal Operations, Water System Strategy, page 357***
   - ***STWP, Municipal Operations, Stormwater Funding, page 356***
   - ***STWP, Land Use, Water Regulations, page 362***
   - ***STWP, Capital Projects, Annual Stormwater Projects, page 366***
   - ***CIP, Water & Stormwater Projects, Stormwater Projects, page 277***
7. Public Works Director to acquire State mandated soil erosion and sedimentation control training and State certification.
8. Continue training programs, certification, and/or recertification for Water System Operators, Water System Distribution Operators, soil erosion and sedimentation control, pesticide applicators, professional turf grass, etc. for Public Works employees.
   - ***STWP, Municipal Operations, Water System Strategy, page 357***
   - ***STWP, Land Use, Water Regulations, page 362***

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Inspections of storm drainage system during or just after significant rainfall		81%	86%	89%	90%	90%	91%
Number of citizen's drainage complaints and requests for service		30	28	39	69	56	60
Annual NPDES report		1	1	1	1	1	1

PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of complaints or requests responded to within 48 hours		93%	96%	96%	94%	96%	96%

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2010	National Rank	2008	National Rank
4250 Storm drainage	74%	34th	82%	30th

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Purchased Professional & Technical	$ -	$ -	$ -	$ -	$ -
Other Purchased Services	91,125	34,616	22,165	50,000	30,000
Supplies	148	1,087	-	-	-
Capital Outlay	-	-	-	-	-
Total	$ 91,273	$ 35,703	$ 22,165	$ 50,000	$ 30,000



STATEMENT OF SERVICE

The Special Detail Services function of Public Works provides staff support for special events that take place within the City. There are no regularly assigned staff because participation is strictly on a voluntary basis. The City of Suwanee pays the public works staff and then bills the event sponsor for the services rendered.

OBJECTIVES FOR FISCAL YEAR 2012

- To provide adequate staffing for special events in order to support a clean and safe environment for special events.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 12,415	$ 17,093	$ -	$ -	$ 2,500

STATEMENT OF SERVICE

The purpose of this function is to manage a cost effective maintenance program for the City's parks in order to provide safe, clean, and well-maintained facilities that are ready for use by the citizens. The City currently owns 342 acres of greenspace and parks.

OBJECTIVES FOR FISCAL YEAR 2012

- To perform two major drainage renovations on the Trice section of the Suwanee Greenway.
- To provide maintenance services for all parks and the greenway.
- To manage maintenance contract for Town Center Park.
- To begin maintenance operations for the new White Street Park, new bathroom building for the Suwanee Greenway on Martin Farm Road, and the new Pavilion at PlayTown Suwanee.

GOALS

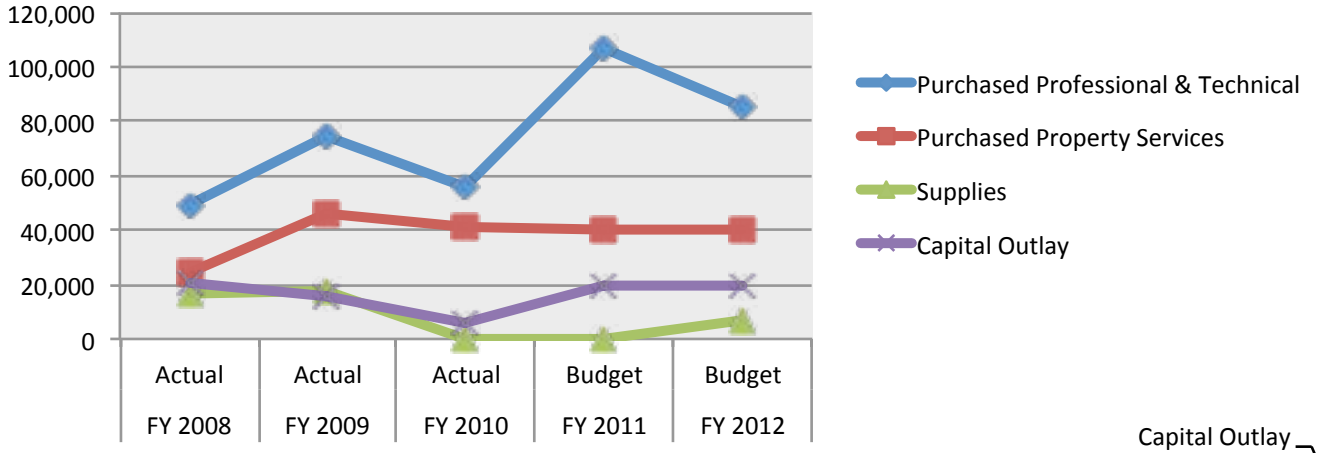
1. Monitor initial maintenance program of the new Bathroom Building on the Suwanee Greenway at Martin Farm Road along with maintenance and pavilion rental program for the new pavilion at PlayTown Suwanee for any needed changes.
2. Monitor initial maintenance programs of the New White Street Park which includes a Bathroom facility, Sprinkler system with required monitoring and testing, walkways, etc. to determine if any changes are needed.
3. Continue and improve maintenance of existing parks, greenways, sidewalks, roads, and City facilities.
   - ***STWP, Municipal Operations, Facility Maintenance, page 353***
   - ***STWP, Capital Projects, Facility Maintenance, page 366***
   - ***CIP, Facilities, Public Facilities Maintenance, page 266***
   - ***CIP, Recreation Projects, Park Enhancements, page 269***
4. Continue to improve the initial maintenance program for the Sims Lake Park grounds and facilities.
   - ***STWP, Municipal Operations, Facility Maintenance, page 353***
   - ***STWP, Capital Projects, Facility Maintenance, page 366***
   - ***CIP, Facilities, Public Facilities Maintenance, page 266***
   - ***CIP, Facilities, Sims Lake Park Cemetery Improvements, page 266***
   - ***CIP, Recreation Projects, Park Enhancements, page 269***
5. Assist our project management consultant, Moreland Altobelli Associates, in managing design and construction of the Suwanee Greenway Improvement Project from south of Martin Farm Road in a northerly and easterly direction to terminus.
6. Continue to implement temporary drainage projects on the Suwanee Greenway Trice section for a few months until the greenway enhancement project is underway.
7. Replace worn faded signage along the Suwanee Greenway and relocate some signs/post to match milepost distances.
   - ***STWP, Municipal Operations, Facility Maintenance, page 353***
   - ***STWP, Capital Projects, Facility Maintenance, page 366***
   - ***STWP, Capital Projects, Suwanee Creek Greenway Rehabilitation/ Extension, page 369***
   - ***CIP, Transportation, Suwanee Creek Greenway Rehabilitation, page 274***
8. Work with Volunteers/Scouts to implement small community enrichment improvement projects in our Parks.
   - ***STWP, Municipal Operations, Citizen Engagement, page 351***
   - ***CIP, Recreation Projects, Park Enhancements, page 269***
9. Manage consultant in development of design and bid specification and manage construction of a proposed irrigation well or water supply site infrastructure along with water line tie-in for Town Center Park lawn irrigation system.
10. Provide training in operation and maintenance of the proposed new Town Center Park irrigation system for all Equipment Operators and Crew Leaders.
    - ***STWP, Municipal Operations, Town Center, page 357***
    - ***STWP, Capital Projects, Town Center Park Well, page 369***
    - ***STWP, Capital Projects, Water System Infrastructure Improvements, page 347***
    - ***CIP, Water & Stormwater, Town Center Park Improvements – Irrigation Well, page 277***

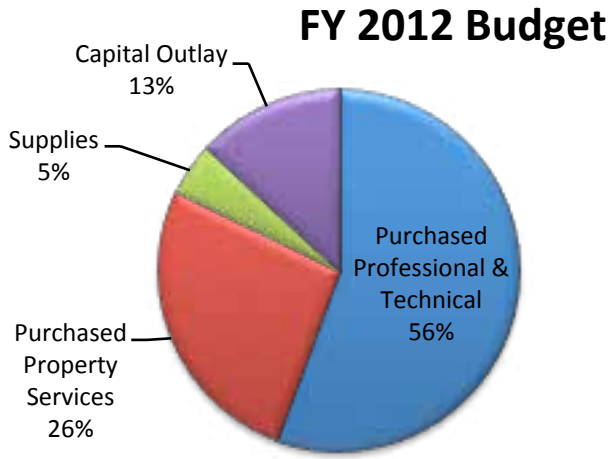
WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Acres of city-owned open space		282	305	342	350	372	374
Number of hours required to mow and trim park		650	416	600	620	846	850
Number of hours spent on greenway and trail maintenance		300	212	295	420	240	300
Percent of bi-weekly inspections of all playground equipment		100%	100%	100%	100%	100%	100%
Number of citizen concerns reported		2	2	2	1	2	3

PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Percent of time Greenway not accessible due to drainage issues after rain events		11%	8%	9%	14%	11%	11%
Percent of investigations, repairs, or responses to citizen concerns within 1 day		100%	100%	100%	100%	100%	100%

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:		2010	National Rank	2008	National Rank
6220	City parks	95%	2nd	97%	3rd
	Quality of overall natural environment in Suwanee	89%	11th	89%	12th
	Preservation of natural areas such as open space, farmlands, and greenbelts	86%	1st	82%	3rd
	% of citizens that have visited a neighborhood park or City park	94%	11th	95%	8th
	Recreational opportunities	90%	13th	87%	22nd
	Availability of paths and walking trails	84%	9th	88%	3rd

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Purchased Professional & Technical	$ 49,460	$ 74,100	$ 56,063	$ 106,290	$ 84,750
Purchased Property Services	24,495	45,698	41,551	40,500	40,500
Supplies	16,839	17,446	-	-	7,200
Capital Outlay	20,690	15,987	5,856	19,600	20,000
Total	$ 111,484	$ 153,231	$ 103,470	$ 166,390	$ 152,450





other non-departmental

Law
Data Processing
General Government Buildings
Other Financing Uses

STATEMENT OF SERVICE

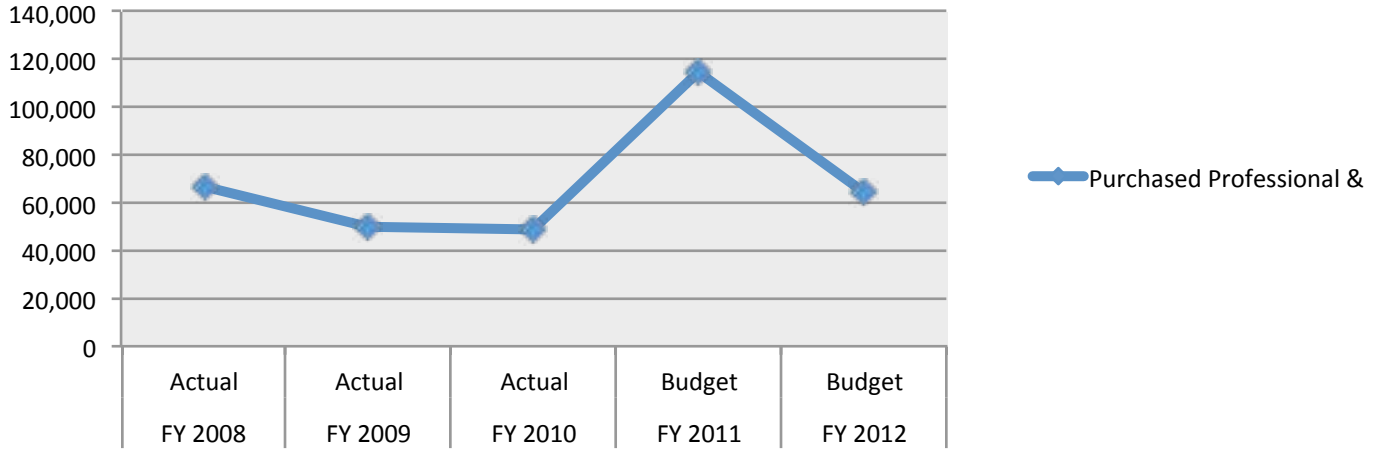
The mission of the City Attorney is to provide timely and effective advice and professional representation to the City's officials. The City Attorney has the responsibility of responding to requests for advice and in answering lawsuits in a manner as to eliminate or minimize legal difficulties and damages before decisions are made which might create legal problems.

OBJECTIVES FOR FISCAL YEAR 2012

- Draft and review municipal ordinances and resolutions adopted by City Council.
- Draft and review all contracts, leases, and agreements between the City and other organizations and individuals.
- Competently represent the City in legal actions filed against it and monitor outside counsel.
- Work with City on successful implementation of Tax Allocation Districts (TAD).

WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Council meetings attended		20	11	11	11	14	12
Work Sessions attended		10	10	12	12	12	10
Average monthly hours billed		20	26	28	23	15	25
Number of contracts, agreements, leases reviewed		11	15	22	48	40	40

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Purchased Professional & Technical	$ 67,306	$ 49,938	$ 48,419	$ 115,000	$ 65,000



STATEMENT OF SERVICE

The mission of the Data Processing function is to provide secure, efficient, innovative, and cost effective data communication services that will support and enhance the daily business operations of the City and enable staff to better serve the citizens of Suwanee, Georgia.

OBJECTIVES FOR FISCAL YEAR 2012

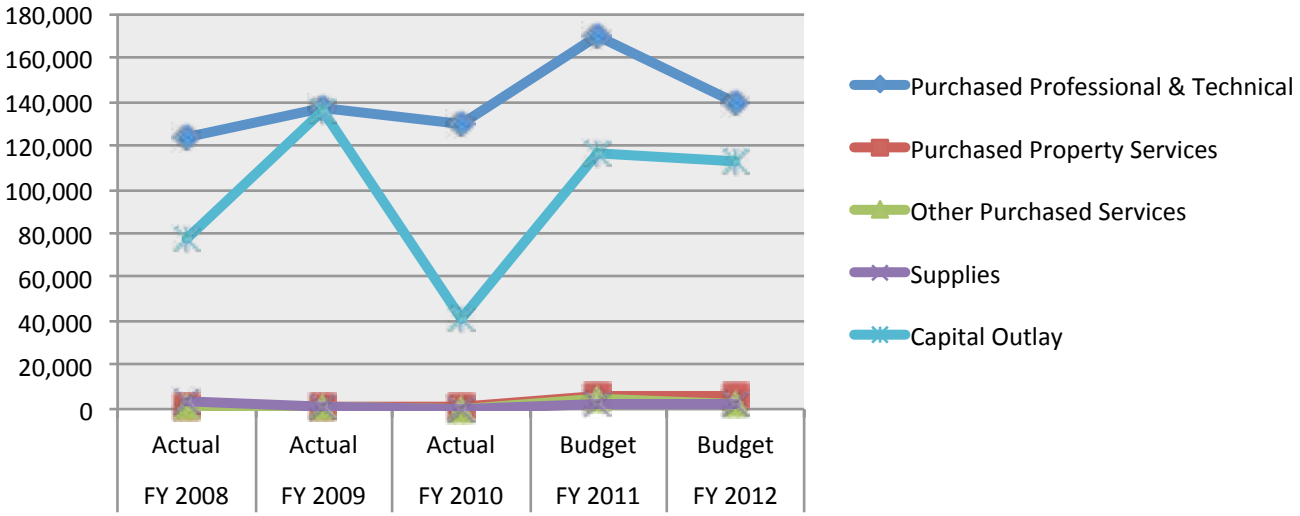
- Maintain Network Operating System (NOS) infrastructures of Microsoft, Novell, and Linux servers to ensure minimum down time.
- Maintain virtual server infrastructure.
- Maintain Secure Socket Link (SSL) published applications and desktop for remote access.
- Maintain data backup systems for data integrity.
- Assist and maintain data security and compliancy for departments.
- Coordinate, support and maintain data infrastructure in compliance with various intergovernmental agencies including that of Georgia Criminal Information Center (GCIC) and private vendors for the police department.
- Maintain email system.
- Improve data system performance and availability.
- Maintain and upgrade existing applications as necessary.
- Provide assistance in the selection of new computer, related hardware and software applications.
- Complete projects in keeping with the agreed upon time and budget constraints.
- Continued exploration and creation of a green and cost effective department.

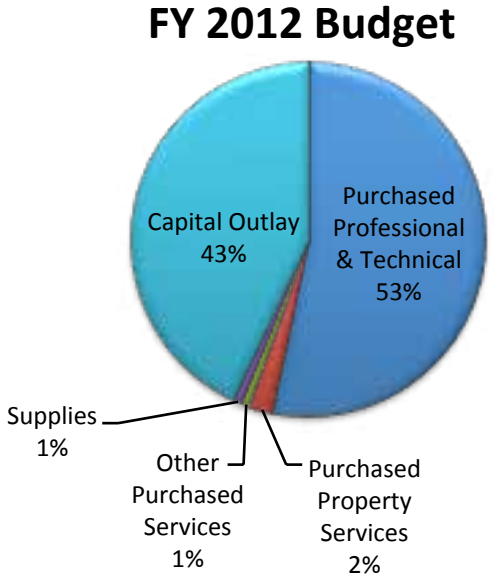
WORKLOAD MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Workstations supported - LAN (local area network)		80	105	110	108	118	125
Email addresses under management		72	88	115	115	112	116
Servers - (NOS) under management LAN		13	16	18	19	19	21
Servers - (Hardware) under management LAN		13	16	8	5	8	8
Virtual Servers Hosted		-	-	2	3	4	4
Educational Seminars		2	4	8	4	2	2
Office Space Coverage/sq ft		14,673	14,673	41,273**	41,273	41,273	48,000

**added new city hall building*

PRODUCTIVITY MEASURES		2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET
Enterprise Server Uptime		99.98%	100.00%	99.99%	99.99%	99.99%	99.99%
Average hours staff on site per month		63	130	126	104	113	117
Average number of hours spent on server maintenance		30	42	38	35	40	40
GCIC Down time (fault of city domain) measured in hrs		-	-	-	-	-	-
Unplanned Service hrs required after 5pm per month		1.3	0.3	2.0	3.0	2.0	1.0
Percent of projects within budget($)		100%	100%	100%	100%	100%	100%
Printer down time due to printer malfunction, with no other printer available		0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Purchased Professional & Technical	$ 123,809	$ 137,128	$ 129,418	$ 170,000	$ 140,000
Purchased Property Services	987	668	831	5,500	5,500
Other Purchased Services	625	798	-	5,000	2,000
Supplies	3,664	1,450	-	2,500	2,500
Capital Outlay	77,039	136,368	40,950	116,350	113,200
Total	$ 206,124	$ 276,412	$ 171,199	$ 299,350	$ 263,200

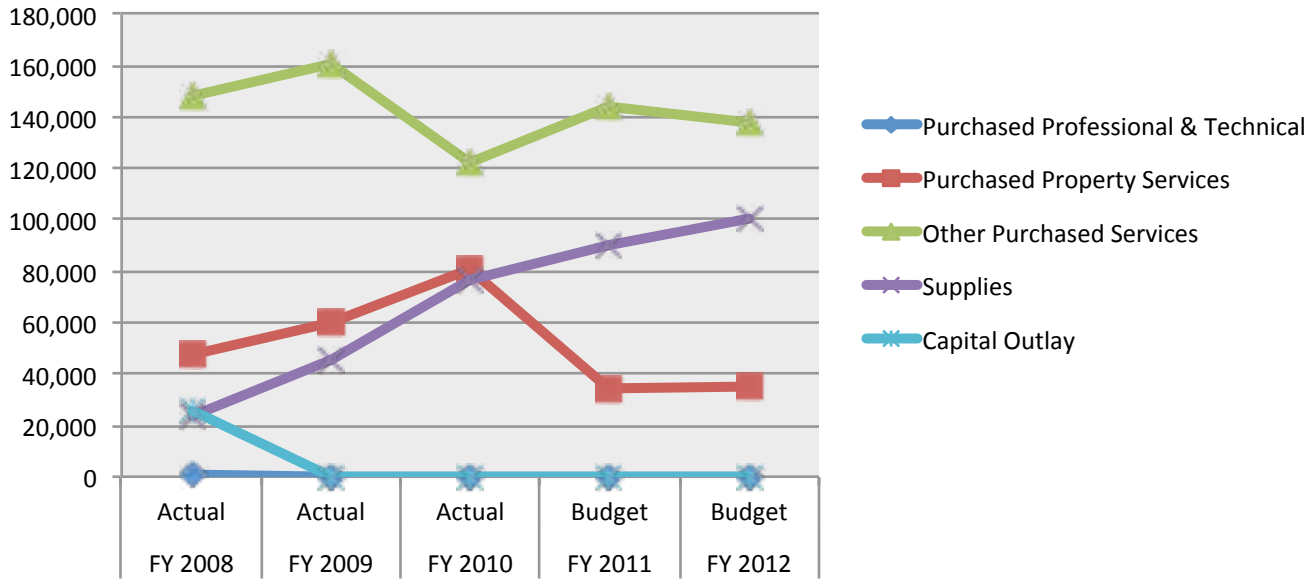


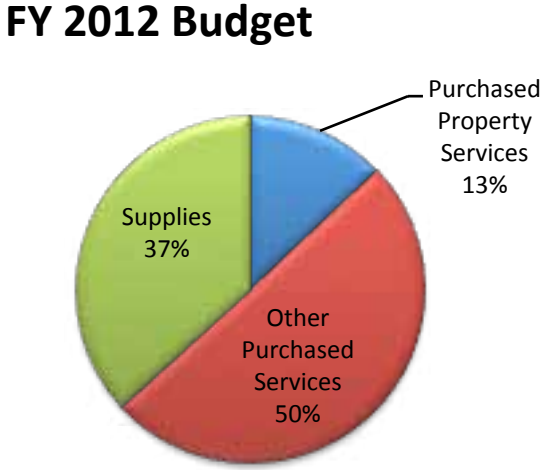


STATEMENT OF SERVICE

The mission of this function is to manage building operations and maintenance activities for the City's Governmental facilities so that employees and visitors have a clean and comfortable environment. It is the responsibility of this function to maintain City facilities, including minor renovations as necessary.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Purchased Professional & Technical	$ 347	$ -	$ -	$ -	$ -
Purchased Property Services	47,715	59,656	80,756	34,380	35,400
Other Purchased Services	147,973	160,909	122,149	144,000	137,620
Supplies	23,617	45,852	76,332	90,150	100,700
Capital Outlay	25,438	-	-	-	-
Total	$ 245,090	$ 266,417	$ 279,237	$ 268,530	$ 273,720





STATEMENT OF SERVICE

This function accounts for operation transfers from the general fund to other funds. Transfers are made to provide required matching funds for federal and state awards, to account for resources transferred to other funds or agencies where actual costs are recorded with funding assistance from the general fund, and to account for funds allocated to the debt service fund for the payment of the general obligation bonds and URA revenue bonds.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Operating Transfer Out - Debt Service	$ 1,891,916	$ 1,627,000	$ 1,629,000	$ 1,610,440	$ 1,601,900
Operating Transfer Out - Capital	11,000	1,300,000	1,880,000	937,680	256,420
Operating Transfer Out - Water	70,600	150,000	287,450	150,000	150,000
Operating Transfer Out - Paved Streets	100,000	100,000	100,000	-	-
Operating Transfer Out - TAD	-	-	42,316	42,320	30,000
Operating Transfer Out - DDA	-	57,406	7,000	7,000	7,000
Total	$ 2,073,516	$ 3,234,406	$ 3,945,766	$ 2,747,440	$ 2,045,320

ten-year projections

Beginning in fiscal year 2008, the City started the process of projecting long-term economic impacts to the general fund revenues and expenditures. This enables the City to foresee potential problems early, respond before a problem develops, and determine if we can support today's decisions tomorrow. It helps answer the question, "Can we support future projects and their operating and maintenance costs?"

Each year we review the assumptions, make adjustments as necessary, and update the plan on a rolling ten-year basis. The schedules and assumptions used provide elected officials and staff with data needed to analyze the long-term effects of current programs and the economic health of the City as we mature and stabilize. One purpose of projecting long-term financial stability is to provide a roadmap to aid in understanding if costs of implementing new capital projects, maintaining infrastructure needs, and operating costs are obtainable and realistic within the limitations of the anticipated economic resources. All capital projects included in the capital improvement program (CIP) funding requests have been included in the anticipated implementation year. The first ten years of the facilities and parks maintenance plan costs have been included. This study was completed in June 2011 and provides the City with a twenty year budgeting tool that will help estimate repairs and maintenance costs. Actual maintenance and replacement completed may be different than the plan based on actual asset conditions.

Assumptions

Revenues

Nationally, the economy has struggled to recover from the recent recession. Closer to home, Gwinnett County and Suwanee are beginning to see signs of recovery. According to Gwinnett County's May 2011 Economic Indicators Report, "The Leading Index, which is designed to forecast the county's economic performance 6 to 9 months in advance, has been above the 12-month moving average for the past five months. This is significant because if the index is consistently above or below this average the local economy is likely headed in that direction 6 to 9 months down the road."

After years of phenomenal growth, Suwanee's economy has slowed dramatically and settled into a new sustainable growth norm. This new norm is closer to the growth experienced in 2003 and 2004 and not the growth pattern experienced in 2005 thru 2008. Commercial and residential development's stable level of growth should be between $150,000 to $250,000. Property values are predicted to decrease by 3% for fiscal year 2012 and collection rates are predicted to improve from 90% to the current collection rate of 95%. Excise taxes and licenses are also predicted to maintain current levels (fiscal year 2011 balances) which have shown a modest three percent growth from the previous year.

The economy is expected to maintain the new norm into fiscal year 2013. Starting in fiscal year 2014, commercial growth is likely to improve slowly over the next four years while residential growth is expected to stay flat for the next two years, and then increase for two years before stabilizing. Building permit fees should remain in the $150,000 to $300,000 range for fiscal year 2014 thru 2017. Property values are forecast to rise as the economy gradually improves along with the anticipated growth in our digest. During this phase, the digest reflects growth between two and five percent for fiscal years 2014 thru 2017. As a result of these expected conditions, fiscal year 2013 shows little to no growth while fiscal years 2014 thru 2017 reflect moderate growth.

In year six, the growth pattern should stabilize and change from new development to infill. Building permit fees will range from $250,000 to $300,000. Infill development will help maintain a healthy digest by replacing lower construction value projects with higher value projects. Potential residential areas for infill include Suwanee Lake Estates and along Martin Farms Road. The current home values of $100,000 will be replaced with higher values ranging from $350,000 to $400,000. Commercial and office infill is predicted to occur along Lawrenceville-Suwanee Road and Buford Highway.

Other revenue source predictions include a continued three to five percent annual increase starting with a three percent increase in year three and ending with a five percent increase in year ten. All predictions have been based on no additional land annexations. If annexation occurs, predictions will change in future years.

Expenditures

In developing the fiscal year 2012 budget, current staffing decisions included one full time position, one part time position, and adding additional hours to one part time position. For the second year a two and half percent COLA pay for performance adjustment is continued. A return to pay for performance reviews is anticipated, which would average three percent to continue for future periods. Population projections to current employee ratios have been determined to predict possible future staffing needs. Benefit increases were projected using five percent annual increases based on our past market renewal trends. The population is projected to grow from 16,776 in fiscal year 2012 to 20,817 in fiscal year 2022. Our projected population to employment ratio will range from 6.38 the first year to 5.86 at year ten. Other operating costs have been inflated by 3.6% for year one and 2.3% for year two thru ten compounded each year using the past twelve-month's consumer price index (CPI) for year 1 and an average index for proceeding years. The additional staff projected is for planning purposes only. Predicting potential future staffing assists the City in understanding future budgeting needs. However, staffing requests will continue to be monitored and

evaluated annually. No specific positions are being anticipated or authorized by these planning predictions.

Repairs and maintenance cost will follow our current funding levels for road and storm drainage repairs with $100,000 for roads and $75,000 for storm drainage. Sidewalk repairs and new sidewalk construction will continue with $100,000 annually. These assumptions are based on the current SPLOST funding which ends in fiscal year 2014.

Current capital projects with operating impacts are included in the year they are predicted to go on line. Suwanee's capital improvement plan general fund contributions have been included for year one thru four. Future periods include our current funding for paved streets ($650,000), storm drainage ($135,000), and sidewalks ($100,000) for a total of $885,000. These assumptions are based on the 2009 SPLOST program ending. If a new SPLOST program is approved, these assumptions will need to be modified. New and replacement police vehicles are already a component of the current year expenditures. Additional police vehicles have been included with the projections of additional staff.

Year	Capital Operating	Maintenance & Replacement [1]	CIP General Funding Request	Total
1	$ 89,000	$ 178,525	$ 499,198	$ 766,723
2	149,000	479,225	944,475	1,572,700
3	169,000	114,426	947,000	1,230,426
4	173,225	521,862	981,500	1,676,587
5	177,555	145,128	885,000	1,207,683
6	181,995	204,593	885,000	1,271,588
7	186,545	407,990	885,000	1,479,535
8	191,210	115,387	885,000	1,191,597
9	195,990	191,323	885,000	1,272,313
10	200,890	58,388	885,000	1,144,278

(1) These amounts are from the 2011 Facilities and Park Maintenance Study. See page 198 Captial 340 for additional information.

Based on the current economic revenue trends, decisions may need to be reviewed regarding projects to be funded by the general fund. Some projects may need to be delayed, alternative funding sources may need to be obtained, or tax and fee structures may need to be modified.

	FY 2012 Budget	Prediction Year 1 FY 2013	Prediction Year 2 FY 2014	Prediction Year 3 FY 2015	Prediction Year 4 FY 2016	Prediction Year 5 FY 2017	Prediction Year 6 FY 2018	Prediction Year 7 FY 2019	Prediction Year 8 FY 2020	Prediction Year 9 FY 2021	Prediction Year 10 FY 2022
Revenues											
Property Taxes	$ 5,533,930	$ 5,672,278	$ 5,842,447	$ 6,134,569	$ 6,441,297	$ 6,859,982	$ 7,305,881	$ 7,780,763	$ 8,286,512	$ 8,493,675	$ 8,706,017
Franchise Fees	1,973,420	2,022,756	2,083,438	2,145,941	2,210,320	2,287,681	2,367,750	2,450,621	2,536,393	2,599,802	2,664,797
Alcoholic beverage taxes	813,300	833,633	854,473	880,108	906,511	938,239	971,077	1,005,065	1,040,242	1,066,248	1,092,904
Business Taxes	1,587,530	1,627,218	1,676,035	1,726,316	1,778,105	1,840,339	1,904,751	1,971,417	2,040,417	2,111,831	2,164,627
Hotel/motel taxes	152,500	154,025	155,565	160,232	165,039	170,816	175,940	182,098	188,471	195,068	199,945
Other Taxes and Penalties	55,000	56,375	59,194	61,857	64,950	67,873	71,267	74,474	77,825	81,716	83,759
Licenses and Permits	366,820	377,825	389,159	400,834	414,863	429,384	444,412	459,966	476,065	490,347	505,058
Charges	79,700	100,000	100,000	100,000	125,000	125,000	150,000	150,000	150,000	175,000	175,000
Fines and Forfeitures	977,000	1,123,550	1,157,257	1,186,188	1,221,774	1,258,427	1,296,180	1,335,065	1,375,117	1,416,370	1,458,862
Investment Income	60,000	61,500	64,575	67,481	70,180	72,987	75,542	78,186	80,922	83,350	85,851
Contributions and Donations	5,000	5,125	5,279	5,411	5,546	5,685	5,827	5,972	6,122	6,275	6,432
Miscellaneous Revenues	12,500	12,500	12,500	13,000	13,000	13,500	13,500	14,000	14,000	14,500	14,500
Total Revenues	11,616,700	12,046,784	12,399,921	12,881,937	13,416,585	14,069,911	14,782,125	15,507,627	16,272,086	16,734,183	17,157,751
Expenditures											
General Government	2,344,280	2,428,411	2,497,599	2,568,942	2,642,514	2,718,393	2,874,255	2,957,803	3,044,018	3,219,350	3,314,335
Judicial	359,750	377,090	394,721	413,468	433,422	454,681	477,352	501,555	527,416	555,078	584,694
Public Safety	4,191,470	4,341,622	4,478,984	4,621,089	4,768,118	4,995,145	5,155,297	5,401,466	5,659,301	5,929,365	6,212,250
Public Works	1,657,230	1,716,528	1,774,344	1,834,263	1,896,371	1,960,752	2,027,496	2,096,699	2,251,781	2,329,229	2,499,064
Culture and Recreation	269,950	276,159	282,511	289,008	295,655	302,456	309,412	316,528	323,809	331,256	338,875
Housing and Development	976,220	1,011,183	1,043,608	1,077,166	1,111,900	1,147,856	1,185,080	1,223,622	1,346,857	1,391,221	1,437,179
Capital Operating Impacts	-	89,000	149,000	169,000	173,225	177,555	181,995	186,545	191,210	195,990	200,890
Maintenance & Replacement	-	178,525	479,225	114,426	521,862	145,128	204,593	407,990	115,387	191,323	58,388
CIP Funding Request	-	499,198	944,475	947,000	981,500	885,000	885,000	885,000	885,000	885,000	885,000
Total Expenditures	9,798,900	10,917,716	12,044,467	12,034,362	12,824,567	12,786,966	13,300,480	13,977,208	14,344,779	15,027,812	15,530,675
Excess (deficiency) of revenues over (under) expenditures	1,817,800	1,129,068	355,454	847,575	592,018	1,282,945	1,481,645	1,530,419	1,927,307	1,706,371	1,627,076
Other Financing Sources (Uses)											
Sale of General Fixed Asset	5,000	5,000	5,000	7,500	7,500	7,500	8,000	8,000	8,000	8,500	8,500
Transfer out	(2,045,320)	(1,592,103)	(1,589,959)	(1,587,246)	(1,588,228)	(1,587,903)	(1,581,965)	(1,580,515)	(1,582,545)	(1,582,765)	(1,580,896)
Total Other Financing Sources	(2,040,320)	(1,587,103)	(1,584,959)	(1,579,746)	(1,580,728)	(1,580,403)	(1,573,965)	(1,572,515)	(1,574,545)	(1,574,265)	(1,572,396)
Net change in fund balance	(222,520)	(458,035)	(1,229,505)	(732,171)	(988,710)	(297,458)	(92,320)	(42,096)	352,762	132,106	54,680
Fund Balances, beginning of year	7,158,518	6,935,998	6,477,963	5,248,459	4,516,287	3,527,578	3,230,120	3,137,800	3,095,703	3,448,465	3,580,572
Fund Balances, end of year	$ 6,935,998	$ 6,477,963	$ 5,248,459	$ 4,516,287	$ 3,527,578	$ 3,230,120	$ 3,137,800	$ 3,095,703	$ 3,448,465	$ 3,580,572	$ 3,635,251

Population to Employees Ratio

	FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	Year 6 FY 2018	Year 7 FY 2019	Year 8 FY 2020	Year 9 FY 2021	Year 10 FY 2022
Population	16,776	16,900	17,208	17,516	17,824	18,132	18,669	19,206	19,743	20,280	20,817
Departments:											
General Government	16	16	16	16	16	16	17	17	17	18	18
Employee per 1,000 Population	0.95	0.95	0.93	0.91	0.90	0.88	0.91	0.89	0.86	0.89	0.86
range .95 to .85											
Judicial	13	13	13	13	13	13	13	13	14	14	14
Employee per 1,000 Population	0.77	0.77	0.76	0.74	0.73	0.72	0.70	0.68	0.71	0.69	0.67
range .77 to .67											
Police	45	45	45	45	45	46	46	47	48	49	50
Employee per 1,000 Population	2.68	2.66	2.62	2.57	2.52	2.54	2.46	2.45	2.43	2.42	2.40
range 2.68 to 2.40											
Public Works	22	22	22	22	22	22	22	22	23	23	24
Employee per 1,000 Population	1.31	1.30	1.28	1.26	1.23	1.21	1.18	1.15	1.16	1.13	1.15
range 1.31 to 1.11											
Housing & Development	11	11	11	11	11	11	11	11	12	12	12
Employee per 1,000 Population	0.66	0.65	0.64	0.63	0.62	0.61	0.59	0.57	0.61	0.59	0.58
range .66 to .56											
Total Employee	107	107	107	107	107	108	109	110	114	116	118
Employee per 1,000 Population	6.38	6.33	6.22	6.11	6.00	5.96	5.84	5.73	5.77	5.72	5.67
range 6.45 to 6.20											
Population Change per year	184	124	308	308	308	308	537	537	537	537	537
Employee Change per year	2	0	0	0	0	1	1	1	4	2	2

Projection is based on current estimated population (16,776), plus recessionary population growth over 4 and half years, plus normal growth from 2015 to the end of 2022.

Employee Cost

	FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	Year 6 FY 2018	Year 7 FY 2019	Year 8 FY 2020	Year 9 FY 2021	Year 10 FY 2022
Annual Cost											
Salary	$ 4,790,380	$ 4,934,091	$ 5,082,114	$ 5,234,578	$ 5,391,615	$ 5,605,264	$ 5,826,879	$ 6,056,747	$ 6,465,302	$ 6,776,091	$ 7,099,707
Benefits	$ 1,927,240	$ 2,023,602	$ 2,124,782	$ 2,231,021	$ 2,342,572	$ 2,482,689	$ 2,630,960	$ 2,787,853	$ 3,033,690	$ 3,241,259	$ 3,462,000
Cost per employee											
Salary	$ 44,770	$ 46,113	$ 47,496	$ 48,921	$ 50,389	$ 51,901	$ 53,458	$ 55,061	$ 56,713	$ 58,415	$ 60,167
Benefits	$ 18,012	$ 18,912	$ 19,858	$ 20,851	$ 21,893	$ 22,988	$ 24,137	$ 25,344	$ 26,611	$ 27,942	$ 29,339

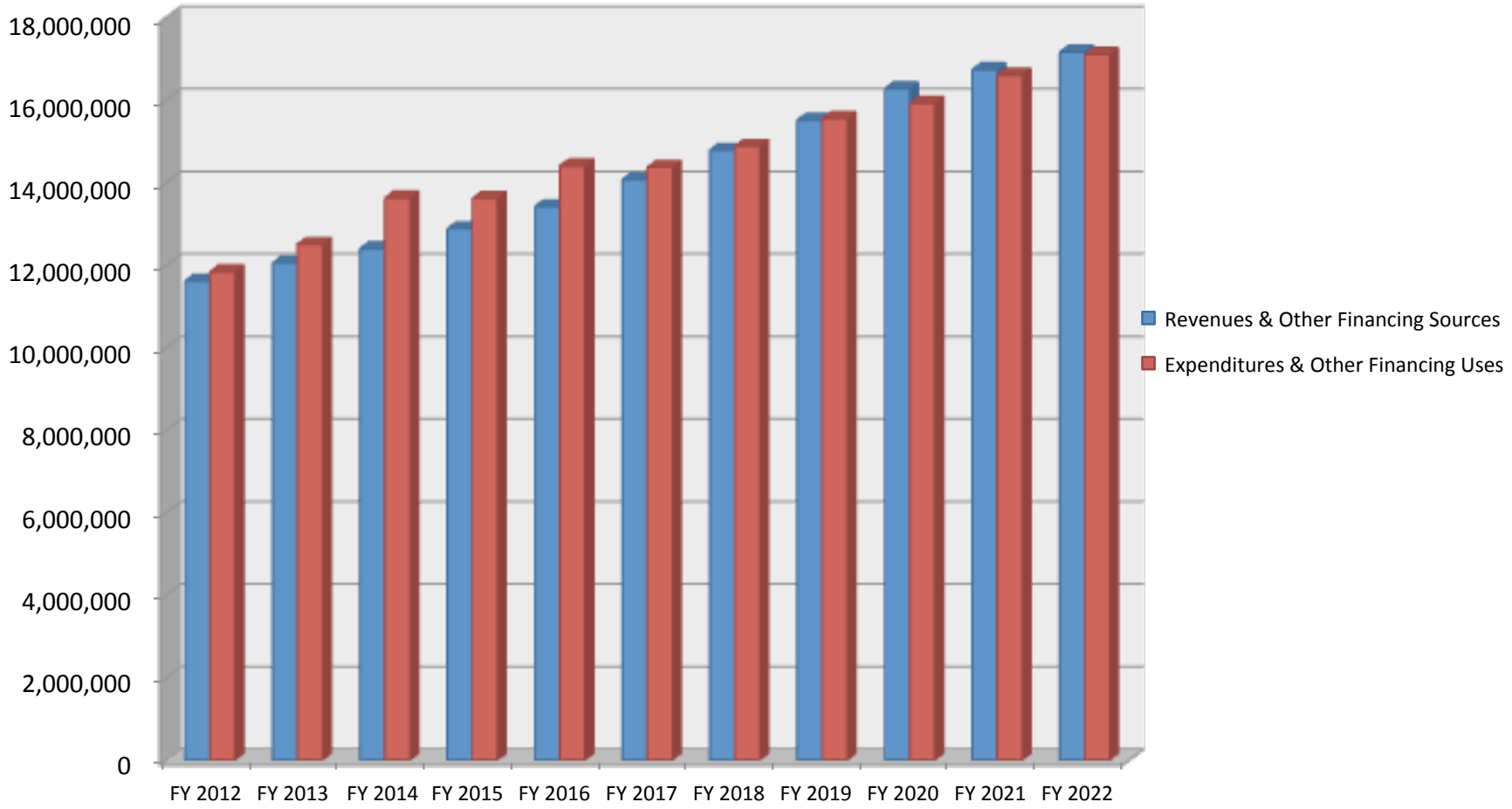
Projection includes 3 1/2% annual salary increases per employee and 10% annual benefit renewal increase per employee

Department Operating

	FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	Year 6 FY 2018	Year 7 FY 2019	Year 8 FY 2020	Year 9 FY 2021	Year 10 FY 2022
General Government											
Salary	$ 716,319	$ 737,808	$ 759,942	$ 782,741	$ 806,223	$ 830,409	$ 908,779	$ 936,043	$ 964,124	$ 1,051,462	$ 1,083,006
Benefits	288,185	302,595	317,724	333,611	350,291	367,806	410,333	430,850	452,392	502,954	528,102
Other	1,339,776	1,388,008	1,419,932	1,452,591	1,486,000	1,520,178	1,555,142	1,590,911	1,627,502	1,664,934	1,703,228
Subtotal	2,344,280	2,428,411	2,497,599	2,568,942	2,642,514	2,718,393	2,874,255	2,957,803	3,044,018	3,219,350	3,314,335
Judicial											
Salary	229,130	237,150	245,450	254,041	262,932	272,135	281,659	291,517	301,720	312,281	323,210
Benefits	72,160	79,376	87,314	96,045	105,649	116,214	127,836	140,619	154,681	170,150	187,164
Other	58,460	60,565	61,958	63,383	64,840	66,332	67,857	69,418	71,015	72,648	74,319
Subtotal	359,750	377,090	394,721	413,468	433,422	454,681	477,352	501,555	527,416	555,078	584,694
Public Safety											
Salary	2,014,646	2,075,085	2,137,338	2,201,458	2,267,502	2,387,427	2,459,050	2,587,883	2,722,233	2,862,314	3,008,351
Benefits	810,521	851,048	893,600	938,280	985,194	1,057,441	1,110,314	1,191,173	1,277,343	1,369,152	1,466,949
Other	1,366,303	1,415,490	1,448,046	1,481,351	1,515,422	1,550,277	1,585,933	1,622,410	1,659,725	1,697,899	1,736,950
Subtotal	4,191,470	4,341,622	4,478,984	4,621,089	4,768,118	4,995,145	5,155,297	5,401,466	5,659,301	5,929,365	6,212,250
Public Works											
Salary	984,938	1,014,486	1,044,921	1,076,268	1,108,556	1,141,813	1,176,067	1,211,349	1,304,403	1,343,535	1,444,008
Benefits	396,255	416,068	436,871	458,715	481,650	505,733	531,020	557,571	612,060	642,663	704,136
Other	276,037	285,974	292,552	299,281	306,164	313,206	320,410	327,779	335,318	343,030	350,920
Subtotal	1,657,230	1,716,528	1,774,344	1,834,263	1,896,371	1,960,752	2,027,496	2,096,699	2,251,781	2,329,229	2,499,064
Culture and Recreation	269,950	276,159	282,511	289,008	295,655	302,456	309,412	316,528	323,809	331,256	338,875
Housing and Development											
Salary	492,469	507,243	522,460	538,134	554,278	570,907	588,034	605,675	680,558	700,975	722,004
Benefits	198,127	208,034	218,436	229,357	240,825	252,866	265,510	278,785	319,336	335,303	352,068
Other	285,624	295,906	302,712	309,674	316,797	324,083	331,537	339,162	346,963	354,943	363,107
Subtotal	976,220	1,011,183	1,043,608	1,077,166	1,111,900	1,147,856	1,185,080	1,223,622	1,346,857	1,391,221	1,437,179
Total Operating	$ 9,798,900	$ 10,150,993	$ 10,471,765	$ 10,803,936	$ 11,147,980	$ 11,579,283	$ 12,028,893	$ 12,497,673	$ 13,153,182	$ 13,755,499	$ 14,386,397

Other expenditures inflated by 3.6% current twelve month consumer price index (CPI).

Ten Year Projections





special revenue funds

fiscal year 2011-2012

Special Revenue Funds account for the proceeds of specific revenue sources that are restricted legally to expenditures for specified purposes.

STATEMENT OF SERVICE

The purpose of the Suwanee Day Festival is to provide a high-quality family festival for the citizens of Suwanee. The Festival is self-funded, whereby it generates sponsorship dollars to offset the cost of the festival. In addition, the festival is organized by a volunteer group of citizens with a great deal of City guidance, support, and staffing.



REVENUE ASSUMPTIONS

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Contributions and Donations

Definition: Contributions and donations include revenues received from sponsorships, booth rentals, and sales of tee shirts and hats for the annual Suwanee Day celebration.

Assumptions: Revenue projections are based on historical growth trends and estimates from the Suwanee Day Committee.

SUMMARY OF REVENUES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Investment Income	$ 1,077	$ 314	$ 145	$ 250	$ 250
Contributions and Donations	52,592	82,632	79,606	77,500	77,500
Total	$ 53,669	$ 82,946	$ 79,751	$ 77,750	$ 77,750

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Purchased Property Services	$ 10,804	$ 10,952	$ 11,003	$ 11,300	$ 11,300
Other Purchased Services	42,557	33,237	33,717	36,150	36,150
Supplies	25,968	43,790	33,340	30,300	30,300
Total	$ 79,329	$ 87,979	$ 78,060	$ 77,750	$ 77,750

STATEMENT OF SERVICE

The City Council appointed Public Arts Commission (PAC) was established to work with and encourage developers to include public art or support public art as a component of new projects and to create programs that bring and promote public art in Suwanee. The Suwanee Public Arts Partnership, a volunteer-based organization, was launched to raise funds for and build community awareness of public art initiatives.

The duties of each of Suwanee's public arts organizations are listed below.

Public Arts Commission

Coordinate developer component of public arts initiative.
Develop and coordinate SculpTour program.
Develop Citywide public art master plan.
Recommend public artwork pieces on behalf of City of Suwanee.
Acquire art using public art funds.

Suwanee Arts Partnership

Create and coordinate community awareness plans/programs.
Create and implement fundraising initiatives to support public arts.

REVENUE ASSUMPTIONS

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Contributions and Donations

Definition: Contributions and donations include funds received through corporate donations, individuals, and citizen groups.

Assumptions: Revenue projections are based on estimates provided from the Public Arts Commission and the Suwanee Public Arts Partnership.

SUMMARY OF REVENUES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Investment Income	$ -	$ -	$ 6	$ 500	$ 500
Contributions and Donations	-	-	9,426	80,000	80,000
Total	$ -	$ -	$ 9,432	$ 80,500	$ 80,500

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Professional & Technical Services	$ -	$ -	$ -	$ 2,000	$ 2,000
Purchased Property Services	-	-	-	20,000	20,000
Other Purchased Services	-	-	-	2,500	2,500
Supplies	-	-	-	1,000	1,000
Capital Outlay Property	-	-	-	50,000	50,000
Other Costs	-	-	-	5,000	5,000
Total	$ -	$ -	$ -	$ 80,500	$ 80,500

STATEMENT OF SERVICE

Georgia law allows police agencies to file for seizure of property related to illegal substance or activities. These funds must be used to purchase police equipment. Suwanee also participates in the State Drug Task Force. This task force provides the participants a percentage of the amount of funds/property seized. Currently, Suwanee has one police officer assigned to this task force.



REVENUE ASSUMPTIONS

Fines and Forfeitures

Definition: Cash and property confiscations relating to illegal activities.

Assumptions: Revenue projections are based on the amount received annually from the State Drug Task Force.

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

SUMMARY OF REVENUES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Fines and Forfeitures	$ 17,737	$ 33,815	$ 88,412	$ 99,000	$ 98,000
Investment Income	869	43	315	250	250
Total	$ 18,606	$ 33,858	$ 88,727	$ 99,250	$ 98,250

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Other Purchased Services	$ -	$ -	$ -	$ 100	$ 100
Capital Outlay-Machinery & Equipment	74,510	8,715	22,112	99,150	98,150
Total	$ 74,510	$ 8,715	$ 22,112	$ 99,250	$ 98,250

STATEMENT OF SERVICE

Harvest Farm is Georgia's largest organic community garden. The garden features 76 raised beds, which are all tended organically. Harvest Farm opened in April 2010 and is located in Suwanee's White Street Park. A former farm, White Street Park is located in the Old Town historic district. With a mission of "Growing a Healthier Suwanee", Harvest Farm also serves as an educational resource for the Suwanee community, offering classes and educational events related to gardening, organic living, sustainability, and other relevant topics. Harvest Farm is proud to support the Plant a Row for the Hungry program and donates both food and supplies to local food banks.

Harvest Farm seeks to provide value to the Suwanee community by:

Health: Harvest Farm will provide an opportunity for improved health through exercise and homegrown food.

Access: Harvest Farm will provide access to all members of the community.

Raised Awareness: Harvest Farm will provide awareness to the members of how our actions can affect the environment and in turn the community as a whole, as well as the importance of greenspace.

Valuable to the Community: Harvest Farm will foster volunteerism, cooperation, diversity, and family activities.

Engage the Community with Education: Harvest Farm will provide educational opportunities to enhance our knowledge of organic gardening, health and nutrition, and being environmentally aware.

Sustainability: Harvest Farm will be organic and encourage sound decisions in all day-to-day practices, as well as being aware of how we impact our environment.

Time Spent with Family, Community, and Nature: Harvest Farm will encourage everyone to take time out of our hectic lives to spend in the outdoors and regenerate.

REVENUE ASSUMPTIONS

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Contributions and Donations

Definition: Contributions include plot rental fees and funds received through corporate donations, individuals, and citizen groups.

Assumptions: Revenue projections are based on current plot rental fees and donation estimates from the Harvest Farm Board.

SUMMARY OF REVENUES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Investment Income	$ -	$ -	$ 7	$ 100	$ 20
Contributions and Donations	-	-	9,613	8,800	6,400
Total	$ -	$ -	$ 9,620	$ 8,900	$ 6,420

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Purchased Property Services	$ -	$ -	$ -	$ 1,000	$ -
Other Purchased Services	-	-	500	2,000	400
Supplies	-	-	1,276	5,900	6,020
Total	$ -	$ -	$ 1,776	$ 8,900	$ 6,420

STATEMENT OF SERVICE

This fund accounts for the 57% of the accommodation taxes collected from the 7% Hotel/Motel tax. These revenues are collected on a monthly basis from each hotel or motel in Suwanee. By state law, the City is required to spend 57% of the collections on programs and initiatives that promote tourism.

REVENUE ASSUMPTIONS

Selective Sales and Use Taxes

Definition: Selective sales and use taxes are taxes levied on the sale, distribution, or consumption of selected goods and services. Included in this category are taxes charged for rooms or accommodations furnished by hotels.

Assumptions: The revenue projections for selective sales and use taxes are based on historical trends in conjunction with current economic indicators. To determine the projection for room accommodation taxes, a monthly average for the prior year is determined and a twelve-month projection of this average was used for the fiscal year 2012 estimate.

Investment Income

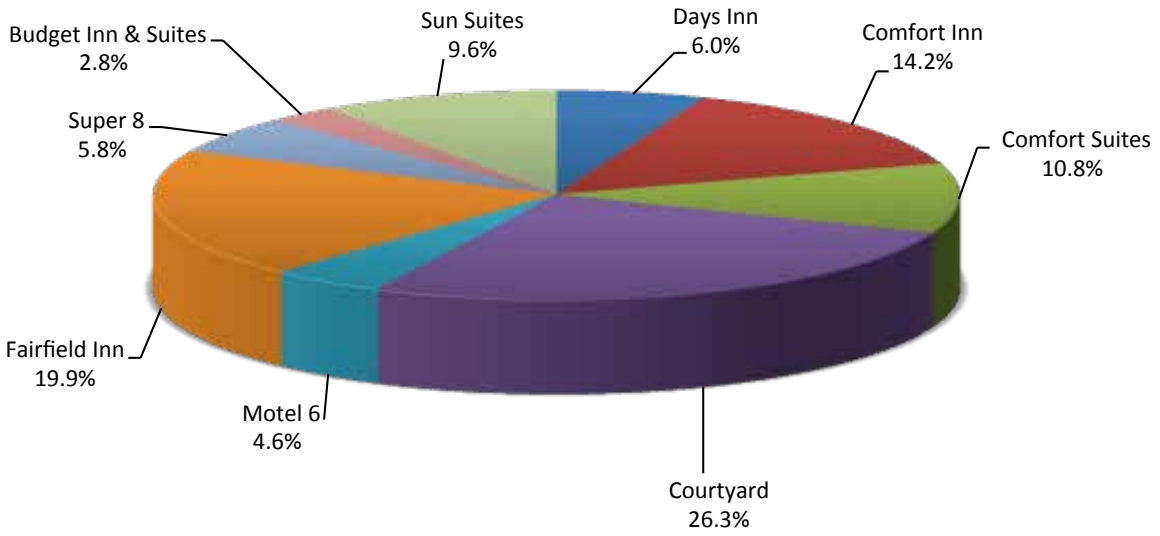
Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

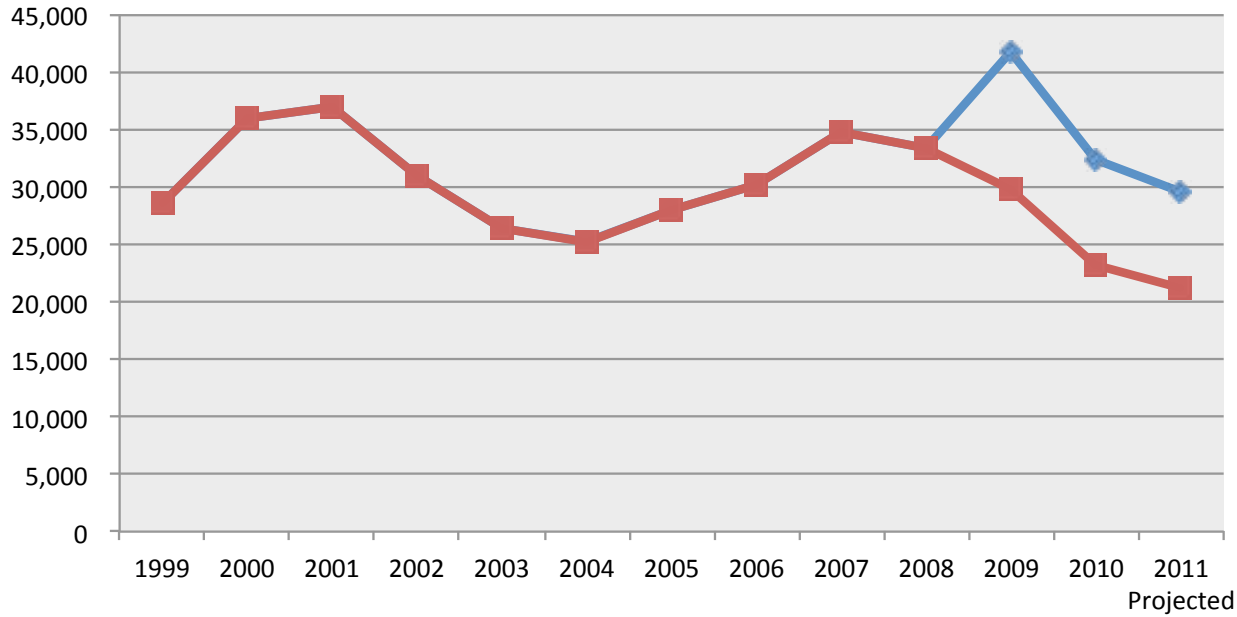
History and Projections:

Fiscal Year	Monthly Average	% Change From PY
1999	28,567	n/a
2000	36,033	26%
2001	36,956	3%
2002	30,923	-16%
2003	26,349	-17%
2004	25,224	-4%
2005	27,956	11%
2006	30,120	8%
2007	34,699	15%
2008	33,400	-4%
2009	41,690	25%
2010	32,422	-22%
2011	29,554	-9%

Hotel/Motel Excise Tax by Source



Hotel Excise Tax Monthly Average



In FY 2009, the hotel/motel tax changed from 5% to 7%. The extra 2% is paid to the Gwinnett Convention and Visitor's Bureau. The red line in the graph represents the adjusted monthly average using 5%. The blue line is the actual monthly average using the 7% rate that went into effect for FY 2009.

SUMMARY OF REVENUES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Selective Sales and Use Taxes	$ 168,599	$ 475,889	$ 393,156	$ 389,070	$ 354,650
Investment Income	4,215	2,297	740	610	500
Total	$ 172,814	$ 478,186	$ 393,896	$ 389,680	$ 355,150

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Personal Services	$ 17,032	$ 18,116	$ 18,834	$ -	$ -
Purchased Professional & Technical	26,949	10,438	6,463	5,000	5,000
Other Purchased Services	103,169	349,757	287,738	217,380	197,650
Supplies	2,982	1,392	-	-	-
Other Financing Uses	-	203,945	168,430	167,300	152,500
Total	$ 150,132	$ 583,648	$ 481,465	$ 389,680	$ 355,150

capital project funds

fiscal year 2011-2012

Capital Project Funds account for financial resources to be used for the acquisition or construction of major capital facilities for the City's governmental funds.

STATEMENT OF SERVICE

The 2009 special purpose local option sales tax fund accounts for the financial resources provided from a one-cent special local option sales tax approved by Gwinnett county voters in 2008. The majority of the projects summarized below have not been formally designed or engineered. The cost estimates represent placeholders for future funding. Timing of the cost estimate, conditions on the ground, and fluctuations in the economy among other factors may alter the final budget. As additional information is obtained, cost projections and funding resources will be updated. Project budgets are established as part of the City's annual approved budget.

REVENUE ASSUMPTIONS

Intergovernmental Grants

Definition:	This category includes the distribution of the proceeds generated by the 2008 special purpose local option sales tax referendum. The City has entered into an intergovernmental agreement with Gwinnett County and has been allocated $11,878,050 to be paid out as collected from the County over the next five years.
Assumptions:	Revenue projections for sales tax are sensitive to economic conditions. Due to this sensitivity, the City used 90% of the projected cash receipt estimate provided by Gwinnett County. The original estimate of $11,878,050 has been further reduced by $1,521,185 or another 13% due to declining sales tax collections over the past 2 1/2 years. Based on these reductions, smaller projects have been removed from the proposed project list and a general pool of funds has been created for park enhancements and recreation projects.

Investment Income

Definition:	Investment income includes revenue from investment of fund equity.
Assumptions:	Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Other Financing Sources

Definition:	Other financing sources include operating financial inflows from other funds.
Assumptions:	Current transfer includes additional funding of $146,132 for the police substation, $217,978 for street resurfacing, and $425,538 for suwanee creek greenway rehab. These additional financial resources were needed to offset the reduction in sales tax collections.

OPERATIONAL IMPACT

Project	Comments
301 Suwanee Creek Greenway Rehab/Extension	This project will extend the Suwanee Creek Greenway from the current northern terminus (between George Pierce Park and Suwanee Elementary School) to Smithtown Road. The additional section would increase operational cost by $12,000 annually for the trail and parking lot. This project also includes funding for boardwalk and drainage improvements to the greenway from Martin Farms Road to Suwanee Elementary. Currently this section of the greenway floods on a regular basis. When the water recedes, mud, water and other debris remain on the surface. This project should reduce the current trail maintenance due to flooding but will increase long term boardwalk replacement. Overall, the net operating impact should remain the same but provide the user with improved usability of the greenway system.
302 Town Center Park Well	The construction of a well facility at Town Center Park will provide a secondary source of irrigation water to the park. Water restrictions from the State of Georgia and Gwinnett County for irrigation are expected to increase over time. The grass at Town Center Park requires a certain amount of rainfall and/or irrigation to sustain the current grass. The well will provide the City with more options for watering during times of drought and outdoor watering restrictions. Cost for water from Gwinnett County are predicted to continue to rise based on published future water rates. By having an alternative water system for irrigation, we have estimated within six years to recoup the additional costs from construction of the well with reduced utility charges. Once operational, annual costs are estimated to be $10,000 - $14,000 per year.

Project	Comments
308 Annual Resurfacing	This project provides the funding for the annual street resurfacing program. If this project is not continued with SPLOST funding, the general fund will need to contribute $250,000 annually to maintain existing street conditions. To reduce the dependence on SPLOST funding for paving, the City has maintained local funding for resurfacing in fund 344 Paved Streets. No additional operating costs are associated with this project.
310 Annual Stormwater	This project provides the funding for the annual storm drainage program. If this project is not continued with SPLOST funding, the general fund will need to contribute $50,000 annually to maintain existing storm drainage system. To reduce the dependence on SPLOST funding for storm drainage, the City has maintained local funding for storm drainage in fund 345 Storm Drainage.
311 Buford Highway Reconstruction & Streetscape	The City has completed a corridor study along Buford Highway that identified improvements for sidewalks, streetlights, crosswalks, and landscaping along Buford Highway between Russell Street and Suwanee Dam Road. The recommendations from this study are being evaluated along with possible grant opportunities and state approval of changes along a state route. Depending on the options selected, state approvals, and the availability of state funding, additional operating impacts will be determined.
312 Pedestrian Bicycle Plan	This project provides the funding for the annual sidewalk program and updating the pedestrian bicycle plan. If this project is not continued with SPLOST funding, the general fund will need to contribute $100,000 annually to maintain and implement the pedestrian bicycle plan.
314 Police Substation	A police substation will increase police presence in the Gateway area. Property for the substation has been purchased and we are currently in the design state. Based on current square footage, estimated annual operating costs will increase by $60,000.
315 Parking Facilities	Additional parking spaces are needed to handle the anticipated growth in the City. Based on the type of structure(s) added, annual operating costs will range from $15,000 to $50,000.
316 Park Enhancement	Due to declining sales tax revenues, some proposed projects have been removed from the funding list and a pooled fund approach has been created to help fund smaller projects or to provide additional resources to enhance other projects. Since the scope of these projects has not been identified, no additional operating cost projections are available.
317 Recreation Projects	Due to declining sales tax revenues, some proposed projects have been removed from the funding list and a pooled fund approach has been created to help fund smaller projects or to provide additional resources to enhance other projects. Since the scope of these projects has not been identified, no additional operating cost projections are available.
318 Sign Reflectivity Program	This project will replace our current traffic signs with new signs that meet the Georgia Department of Transportation sign reflectivity requirements. As a detailed sign inventory is developed, the cost estimated for sign replacement may need to be revised. Once completed, we expect no operational impact.

SUMMARY OF REVENUES BY CATEGORY	Original Budget	Budget Revisions	Total at 5/1/2011	Balance
Intergovernmental Grants - SPLOST	$ 11,244,220	$ 10,356,865	$ 3,833,743	$ 6,523,122
Investment Income	-	17,020	11,969	5,051
Other Financing Sources-General Fund	750,000	2,229,110	1,815,000	414,110
Other Financing Sources-Open Space	579,500	375,538	-	375,538
Total Revenues	**$ 12,573,720**	**$ 12,978,533**	**$ 5,660,712**	**$ 7,317,821**

	SUMMARY OF EXPENDITURES BY CATEGORY	Original Budget	Budget Revisions	Total at 5/1/2011	Balance
301	**Suwanee Creek Greenway Rehab/Extension**				
	Purchased Professional and Technical Services	$ 88,760	$ 146,439	$ 6,693	$ 139,746
	Capital Outlay Property	1,011,240	1,053,234	3,204	1,050,030
	Total	1,100,000	1,199,673	9,897	1,189,776
302	**Town Center Park Well**				
	Purchased Professional and Technical Services	25,000	35,000	3,137	31,863
	Capital Outlay Property	75,000	238,137		238,137
	Total	100,000	273,137	3,137	270,000
303	**Suwanee Creek Greenway Soft Surface Trails**				
	Purchased Professional and Technical Services	7,500			
	Capital Outlay Property	32,500			
	Total	40,000	-	-	-
304	**Martin Farm Park Restrooms**				
	Purchased Professional and Technical Services	35,000	26,092	26,092	-
	Capital Outlay Property	344,500	284,766	284,766	-
	Total	379,500	310,858	310,858	-
305	**City Hall Lawn Improvements**				
	Purchased Professional and Technical Services	10,000			
	Capital Outlay Property	58,000			
	Total	68,000	-	-	-
306	**Sims Lake Connector Trail**				
	Purchased Professional and Technical Services	25,000			
	Capital Outlay Property	125,000			
	Total	150,000	-	-	-
307	**Suwanee Creek Park Phase 3-5**				
	Purchased Professional and Technical Services	65,000			
	Capital Outlay Property	300,000			
	Total	365,000	-	-	-
308	**Annual Resurfacing Program**				
	Purchased Professional and Technical Services	600,000	300,000		300,000
	Capital Outlay Property	1,806,560	1,212,000		1,212,000
	Total	2,406,560	1,512,000	-	1,512,000
309	**Road Improvement Project**				
	Purchased Professional and Technical Services	100,000	-		-
	Capital Outlay Property	572,540	-		-
	Total	672,540	-	-	-

SUMMARY OF EXPENDITURES BY CATEGORY	Original Budget	Budget Revisions	Total at 5/1/2011	Balance
310 **Annual Stormwater Projects**				
Purchased Professional and Technical Services	46,000	35,000		35,000
Capital Outlay Property	300,170	190,000		190,000
Total	346,170	225,000	-	225,000
311 **Buford Highway Reconstruction & Streetscape**				
Purchased Professional and Technical Services	125,000	200,000	36,140	163,860
Capital Outlay Property	736,720	940,000		940,000
Total	861,720	1,140,000	36,140	1,103,860
312 **Pedestrian Bicycle Plan**				
Purchased Professional and Technical Services	120,000	184,731		184,731
Capital Outlay Property	687,720	1,480,487		1,480,487
Total	807,720	1,665,218	-	1,665,218
313 **PIB Pedestrian Improvements**				
Purchased Professional and Technical Services	69,000	-		-
Capital Outlay Property	300,240	-		-
Total	369,240	-	-	-
314 **Police Substation**				
Purchased Professional and Technical Services	225,000	200,000	32,759	167,241
Capital Outlay Property	1,556,710	2,182,759	750,000	1,432,759
Total	1,781,710	2,382,759	782,759	1,600,000
315 **Parking Facilities**				
Purchased Professional and Technical Services	500,000	467,604	22,565	445,039
Capital Outlay Property	2,506,780	2,867,981	448,521	2,419,460
Total	3,006,780	3,335,585	471,086	2,864,499
316 **Park Enhancements**				
Purchased Professional and Technical Services		50,000		50,000
Capital Outlay Property		250,000		250,000
Total	-	300,000	-	300,000
317 **Recreation Projects**				
Purchased Professional and Technical Services		50,000		50,000
Capital Outlay Property		222,828	11,243	211,585
Total	-	272,828	11,243	261,585
318 **Sign Reflectivity Program**				
Purchased Professional and Technical Services		35,000		35,000
Capital Outlay Property		200,000		200,000
Total	-	235,000	-	235,000
Other Financing Uses-Transfers				
Other Financing Uses-05 SPLOST 324- Playtown Suwanee	-	-	-	-
Other Financing Uses-05 SPLOST 332- Police Dept. Expansion	118,780	126,475	123,950	2,525
Total	118,780	126,475	123,950	2,525
Total Expenditures	**$ 12,573,720**	**$ 12,978,533**	**$ 1,749,070**	**$ 11,229,463**

STATEMENT OF SERVICE

The 2005 special purpose local option sales tax fund accounts for the financial resources provided from a one-cent special local option sales tax approved by Gwinnett County voters in 2004. It also includes $357,369 in the reallocation of 2001 sales tax funds. The cost estimates represent placeholders for future funding. Timing of the cost estimate, conditions on the ground, and fluctuations in the economy among other factors may alter the final budget. As additional information is obtained, cost projections and funding resources will be updated. Project budgets are established as part of the City's annual approved budget.

REVENUE ASSUMPTIONS

Intergovernmental Grants

Definition: This category includes the distribution of the proceeds generated by the 2004 special purpose local option sales tax referendum. The City entered into an intergovernmental agreement with Gwinnett County to receive the funds over a four-year period as the taxes are collected. This category also includes combining a small portion of the 2009 SPLOST along with grants received from the state.

Assumptions: Revenue projections for sales tax are sensitive to economic conditions. The City has received all of the 2005 SPLOST proceeds.

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Other Financing Sources

Definition: Other financing sources include operating financial inflows from other funds.

Assumptions In prior periods, $227,500 was transferred from the Open Space/Green Space fund to provide additional resources for the Pedestrian Bridge project.

OPERATIONAL IMPACT

Project	Comments
321 Street Resurfacing & Safety Improvements	This project provides the funding for the annual street resurfacing program to maintain the existing street conditions. This annual program has continued with the 2009 SPLOST program.
323 Storm Drainage System Improvements	This project provides the funding for the annual storm drainage program to maintain the existing storm drainage system. Annual funding for this program has continued in the 2009 SPLOST program.
328 Park Enhancements	Recreational funding has been pooled to create funding for small recreational projects or to provide additional resources to proposed projects. Since the scope of these resources has not been identified, no additional cost projections are available.
330 Alternative Transportation	This project provides the funding for the annual pedestrian bicycle plan. Annual funding for this program has continued in the 2009 SPLOST program.
331 I-85 Streetscape	The I-85 Streetscape project consists of landscape and hardscape improvements along the I-85 exit including the exit ramps. Annual operating impact will include professional services for landscape maintenance and replacement of landscape. Annual operating impact is estimated at $55,000.
332 Police Station & Crossroads Renovation	The Police Department has expanded into the old City Hall, while renovations have been made to the Crossroads Center to help with safety issues. These improvements should have little to no operational impacts. Current operations include funding for both buildings.

SUMMARY OF REVENUES BY CATEGORY	Budget	Budget Revisions	Total at 5/1/2011	Balance
Intergovernmental Grants - SPLOST	$ 7,323,960	$ 6,971,792	$ 6,971,792	$ -
Intergovernmental Grants - 09 SPLOST 324	-	-		-
Intergovernmental Grants - 09 SPLOST 332	118,780	126,475	123,950	2,525
Intergovernmental Grants - State	116,000	116,000	116,000	-
Investment Income	252,366	323,414	273,397	50,017
Other Financing Sources	377,500	277,500	277,500	-
Total Revenues	**$ 8,188,606**	**7,815,181**	**$ 7,762,639**	**$ 52,542**

SUMMARY OF EXPENDITURES BY CATEGORY	Budget	Budget Revisions	Total at 5/1/2011	Balance
321 **Street Resurfacing and Safety Improvements**				
Purchased Professional and Technical Services	$ 927,985	$ 900,000	$ 869,785	$ 30,215
Capital Outlay Property	960,948	736,007	343,186	392,821
Total	1,888,933	1,636,007	1,212,971	423,036
322 **Traffic Calming**				
Purchased Professional and Technical Services	55,000	54,637	54,637	-
Capital Outlay Property	748,500	748,500	748,500	-
Total	803,500	803,137	803,137	-
323 **Storm Drainage System Improvements**				
Purchased Professional and Technical Services	50,000	50,000	50,000	-
Capital Outlay Property	193,001	237,000	236,610	390
Total	243,001	287,000	286,610	390
324 **Park Enhancements**				
Purchased Professional and Technical Services	50,000	65,000	59,723	5,277
Capital Outlay Property	559,864	419,025	308,613	110,412
Total	609,864	484,025	368,336	115,689
325 **Pedestrian Bridge**				
Purchased Professional and Technical Services	124,600	124,600	124,600	-
Capital Outlay Property	690,000	690,000	690,000	-
Total	814,600	814,600	814,600	-
326 **Pedestrian Improvements at Hwy 23 & TCP**				
Purchased Professional and Technical Services	48,300	41,889	41,889	-
Capital Outlay Property	406,600	396,703	396,703	-
Total	454,900	438,592	438,592	-

SUMMARY OF EXPENDITURES BY CATEGORY	Budget	Budget Revisions	Total at 5/1/2011	Balance
328 **Town Center Park Enhancements**				
Purchased Professional and Technical Services	11,757	11,757	11,757	-
Capital Outlay Property	106,487	106,487	106,487	-
Total	118,244	118,244	118,244	-
329 **Police Communications**				
Purchased Professional and Technical Services	20,000	25,000	25,000	-
Capital Outlay Property	559,400	576,653	576,653	-
Total	579,400	601,653	601,653	-
330 **Alternative Transportation**				
Purchased Professional and Technical Services	100,000	100,000	86,766	13,234
Capital Outlay Property	471,624	618,899	357,351	261,548
Total	571,624	718,899	444,117	274,782
331 **I-85 Streetscape**				
Purchased Professional and Technical Services	90,000	90,000	65,487	24,513
Capital Outlay Property	279,660	310,207	-	310,207
Total	369,660	400,207	65,487	334,720
332 **Police Station & Crossroads Renovation**				
Purchased Professional and Technical Services	100,000	100,000	100,000	-
Supplies	5,000	5,000	5,000	-
Capital Outlay Property	575,292	570,194	567,669	2,525
Total	680,292	675,194	672,669	2,525
333 **Suwanee Creek Park Soft Trails**				
Capital Outlay Property	44,875	44,875	44,875	-
Total	44,875	44,875	44,875	-
Other Financing Uses-Transfers				
Other Financing Uses-Town Center Fountain	439,095	439,095	439,095	-
Other Financing Uses-Pedestrian Underpass	570,618	353,653	353,653	-
Total	1,009,713	792,748	792,748	-
Total Expenditures	**$ 8,188,606**	**$ 7,815,181**	**$ 6,664,039**	**$ 1,151,142**

STATEMENT OF SERVICE

In fiscal year 2011, Suwanee completed a facilities and parks maintenance study. This study included a condition assessment of all City facilities including parks and buildings, recommendations for repairs, and development of a capital maintenance and replacement schedule. The public facilities maintenance fund uses the planning projections developed from the study to provide annual resources to implement the planning recommendations.

REVENUE ASSUMPTIONS

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Other Financing Sources

Definition: Other financing sources include operating financial inflows from other funds.

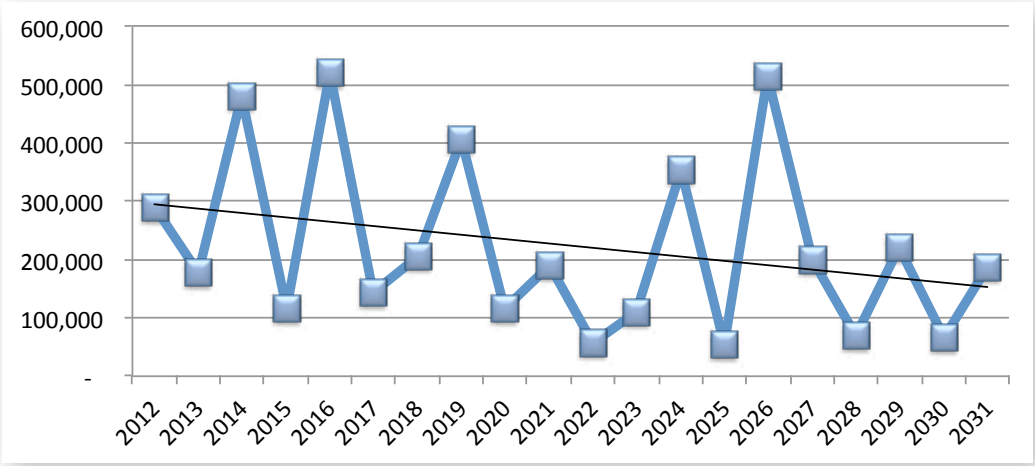
Assumptions: Funds are transferred from the general fund to cover annual cost estimates as determined by the maintenance study.

OPERATIONAL IMPACT

The chart below shows the twenty year projected funding requirements. This plan provides a tool for future maintenance and replacement budgeting. Actual maintenance and replacement may be different from the plan based on actual asset conditions.

SUMMARY OF REVENUES BY CATEGORY		FY 2012 Budget
Investment Income	$	500
Other Financing Sources		211,000
Total Revenues	**$**	**211,500**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2012 Budget
Purchase Professional and Technical Services	$	50,000
Supplies		10,000
Capital Outlay Property		151,500
Total Expenditures	**$**	**211,500**



STATEMENT OF SERVICE

The purpose of this fund is to provide funding for improvements to City facilities and parks. Enhancements include equipment, furniture, sidewalks, bike racks, and other capital improvements.

REVENUE ASSUMPTIONS

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Other Financing Sources

Definition: Other financing sources include operating financial inflows from other funds.

Assumptions: Current funding includes unused resources from the closed City Hall capital project.

OPERATIONAL IMPACT

Enhancements include minor changes to current structures. Operational impact should be minimal, ranging from $1,000 to $5,000 annually.

SUMMARY OF REVENUES BY CATEGORY		FY 2012 Budget
Investment Income	$	1,000
Other Financing Sources		847,000
Total Revenues	**$**	**848,000**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2012 Budget
Purchase Professional and Technical Services	$	150,000
Supplies		6,000
Capital Outlay Property		692,000
Total Expenditures	**$**	**848,000**

STATEMENT OF SERVICE

The cemetery fund was created to implement landscaping and other infrastructure improvements to Suwanee's small cemeteries as outlined in the 2009 Cemetery Preservation Assessment. Phases of this study will be implemented over the next three to five years as funding allows. Cemeteries included in the study were Jackson Street, Shadowbrook, and Sims Lake.

REVENUE ASSUMPTIONS

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Other Financing Sources

Definition: Other financing sources include operating financial inflows from other funds.

Assumptions: Current funding includes unused resources from the cemetery committee and general fund transfers.

OPERATIONAL IMPACT

Enhancements include minor changes to current structures. Operational impact should be minor ranging from $1,000 to $5,000 annually.

SUMMARY OF REVENUES BY CATEGORY		FY 2012 Budget
Investment Income	$	250
Other Financing Sources		96,000
Total Revenues	**$**	**96,250**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2012 Budget
Purchase Professional and Technical Services	$	25,000
Capital Outlay Property		71,250
Total Expenditures	**$**	**96,250**

STATEMENT OF SERVICE

This fund accounts for the annual maintenance and repair of street surfaces, curbs, and gutters on streets paved with concrete, asphalt, or brick.

REVENUE ASSUMPTIONS

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Other Financing Sources

Definition: Other financing sources include operating financial inflows from other funds.

Assumptions: Funds are transferred from the general fund to cover annual cost estimates for street repairs and maintenance. Accumulated reserves are also used based on actual budgetary needs to balance the funds budget.

OPERATIONAL IMPACT

Annual maintenance program, little to no operational impact expected. Funding provided by the general fund.

SUMMARY OF REVENUES BY CATEGORY		FY 2012 Budget
Investment Income	$	500
Other Financing Sources		330,000
Total Revenues	**$**	**330,500**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2012 Budget
Purchase Professional and Technical Services	$	50,000
Supplies		1,500
Capital Outlay Property		279,000
Total Expenditures	**$**	**330,500**

STATEMENT OF SERVICE

This fund accounts for the annual maintenance and repair of storm drainage inlets and conveyance systems.

REVENUE ASSUMPTIONS

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Other Financing Sources

Definition: Other financing sources include operating financial inflows from other funds.

Assumptions: Funds are transferred from the general fund to cover annual cost estimates for storm drainage repairs and maintenance. Accumulated reserves are also used based on actual budgetary needs to balance the funds budget.

OPERATIONAL IMPACT

Annual maintenance program, little to no operational impact expected. Funding provided by the general fund.

SUMMARY OF REVENUES BY CATEGORY	FY 2012 Budget
Investment Income	500
Other Financing Sources	138,000
Total Revenues	**$ 138,500**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 Budget
Purchase Professional and Technical Services	10,000
Capital Outlay Property	128,500
Total Expenditures	**$ 138,500**

STATEMENT OF SERVICE

The purpose of this fund is to implement park video surveillance that would enhance the safety of public facilities, parks, and trails. This system was initially installed in 2011 using 2009 SPLOST funding. The continuation of this program will be using local funds.

REVENUE ASSUMPTIONS

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Other Financing Sources

Definition: Other financing sources include operating financial inflows from other funds.

Assumptions: Funds are transferred from the general fund to cover annual cost estimates for program implementation.

OPERATIONAL IMPACT

Annual operational costs will include additional maintenance, staff time, and small utilities usage. Total estimated costs $3,000.

SUMMARY OF REVENUES BY CATEGORY	FY 2012 Budget
Investment Income	250
Other Financing Sources	108,320
Total Revenues	**$ 108,570**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 Budget
Purchase Professional and Technical Services	8,570
Capital Outlay Property	100,000
Total Expenditures	**$ 108,570**

STATEMENT OF SERVICE

The project includes the design and landscaping of the medians on Peachtree Industrial Boulevard inside the City limits.

REVENUE ASSUMPTIONS

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Other Financing Sources

Definition: Other financing sources include operating financial inflows from other funds.

Assumptions: Funds are transferred from the general fund to cover annual cost estimates for storm drainage repairs and maintenance. Accumulated reserves are also used based on actual budgetary needs to balance the funds budget.

OPERATIONAL IMPACT

These medians are currently maintained by Gwinnett County. If the City landscapes them, the City will assume both the costs and responsibility of all maintenance, including mowing. Estimated contractual landscape maintenance annual costs are $51,250.

SUMMARY OF REVENUES BY CATEGORY	FY 2012 Budget
Investment Income	250
Other Financing Sources	275,000
Total Revenues	**$ 275,250**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 Budget
Purchase Professional and Technical Services	5,250
Capital Outlay Property	270,000
Total Expenditures	**$ 275,250**

STATEMENT OF SERVICE

Suwanee's Tax Allocation District (TAD) was created to revitalize Suwanee's commercial district along I-85, Suwanee's Gateway. Funds obtained through the creation of a tax allocation district will ignite additional private investment and growth. Suwanee's Gateway redevelopment plan includes the following:

- Improvement of the transportation infrastructure.
- Strategic streetscape improvements that better accommodate pedestrians.
- New office and commercial sites to attract additional private investment.
- Infrastructure improvements for enhanced safety and appeal.
- Bold, new development as a catalyst for complementary development.
- Cooperative branding and marketing.
- Elimination of eyesores and obsolete structures and facilities.

REVENUE ASSUMPTIONS

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Other Financing Sources

Definition: Other financing sources include operating financial inflows from other funds.

Assumptions: Currently other financial sources include Suwanee's tax allocation from the general fund for the increased taxes received from the base level of the district.

OPERATIONAL IMPACT

No current operational impact is expected. Current efforts relate to economic development opportunities.

SUMMARY OF REVENUES BY CATEGORY	Budget	Total at 5/1/2011	Balance
Investment Income	$ 3,000	$ 2,157	$ 843
Other Financing Sources - General	158,000	127,726	30,274
Total Revenues	**$ 161,000**	**$ 129,883**	**$ 31,117**

SUMMARY OF EXPENDITURES BY CATEGORY	Budget	Total at 5/1/2011	Balance
Purchase Professional and Technical Services	$ 21,000	$ -	$ 21,000
Property Site Improvements	140,000	-	140,000
Total Expenditures	**$ 161,000**	**$ -**	**$ 161,000**


JOHN W. CHENEY
SEPT. 28, 1855
APR. 1, 1917

debt service fund

fiscal year 2011-2012

The Debt Service Fund accounts for the accumulation of resources for, and the payment of, general long term debt principal and interest.

STATEMENT OF SERVICE

This fund accounts for the accumulation of resources for, and the payment of, the refunded 2002 general obligation bonds for open green space and the 2006 Urban Redevelopment Authority revenue bonds for the construction of a new City Hall.

REVENUE ASSUMPTIONS

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Other Financing Sources

Definition: Ad valorem taxes are levied at 40% of the assessed value on real and personal property at the millage rate adopted by the City Council.

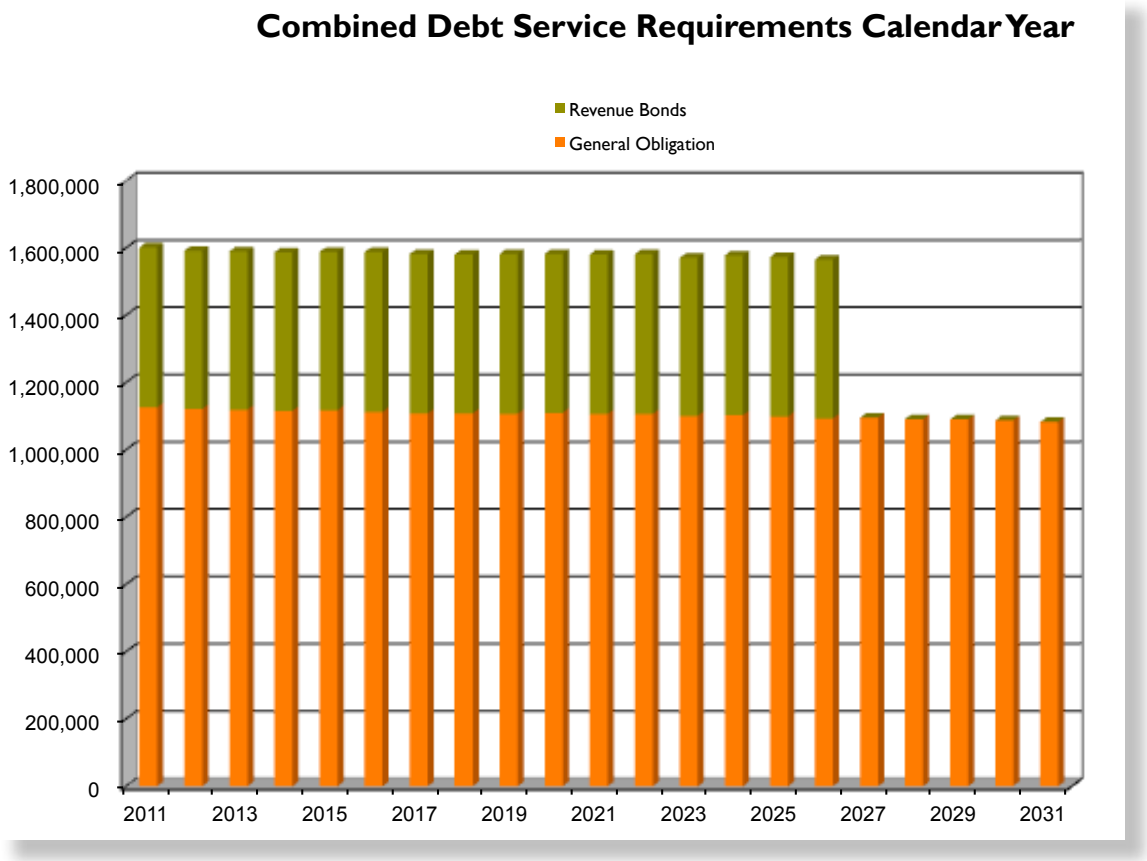
Assumptions: The portion of the millage rate that is assessed for the current debt service payment is transferred to the debt service fund as required by bond convents.

SUMMARY OF REVENUES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Investment Income	$ 22,679	$ 10,303	$ 6,404	$ 7,000	$ 2,250
Other Financing Sources	1,891,916	1,627,000	1,629,000	1,605,690	1,601,900
Total	$ 1,914,595	$ 1,637,303	$ 1,635,404	$ 1,612,690	$ 1,604,150

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Debt Service Principal	$ 630,000	$ 665,000	$ 700,000	$ 725,000	$ 755,000
Debt Service Interest	993,591	957,796	920,178	885,440	846,900
Fiscal Agent's Fees	-	-	-	2,250	2,250
Other Financing Uses	-	-	-	-	-
Total	$ 1,623,591	$ 1,622,796	$ 1,620,178	$ 1,612,690	$ 1,604,150

Category of Debt		Amount Outstanding
General Obligation Bonds	$	15,455,000
Revenue Bonds		5,640,000
Total	$	21,095,000

	General Obligations			Revenue Bonds			
Year Ending 31-Dec	Principal	Interest	Total Debt Service Requirements	Principal	Interest	Total Debt Service Requirements	Combined Total Debt Service Requirements
2011	$ 485,000	$ 641,674	$ 1,126,674	$ 270,000	$ 205,223	$ 475,223	$ 1,601,896
2012	505,000	616,330	1,121,330	275,000	195,773	470,773	1,592,103
2013	525,000	593,811	1,118,811	285,000	186,148	471,148	1,589,959
2014	545,000	571,074	1,116,074	295,000	176,173	471,173	1,587,246
2015	570,000	547,380	1,117,380	305,000	165,848	470,848	1,588,228
2016	590,000	522,730	1,112,730	320,000	155,173	475,173	1,587,903
2017	610,000	497,993	1,107,993	330,000	143,973	473,973	1,581,965
2018	635,000	473,093	1,108,093	340,000	132,423	472,423	1,580,515
2019	660,000	447,193	1,107,193	355,000	120,353	475,353	1,582,545
2020	690,000	420,193	1,110,193	365,000	107,573	472,573	1,582,765
2021	715,000	391,646	1,106,646	380,000	94,250	474,250	1,580,896
2022	745,000	361,533	1,106,533	395,000	80,190	475,190	1,581,723
2023	770,000	330,286	1,100,286	405,000	65,575	470,575	1,570,861
2024	805,000	297,802	1,102,802	425,000	50,388	475,388	1,578,189
2025	835,000	263,977	1,098,977	440,000	34,238	474,238	1,573,214
2026	865,000	228,374	1,093,374	455,000	17,517	472,517	1,565,891
2027	905,000	190,761	1,095,761	-	-	-	1,095,761
2028	940,000	151,555	1,091,555	-	-	-	1,091,555
2029	980,000	110,510	1,090,510	-	-	-	1,090,510
2030	1,020,000	67,510	1,087,510	-	-	-	1,087,510
2031	1,060,000	22,790	1,082,790	-	-	-	1,082,790
	$ 15,455,000	$ 7,748,213	$ 23,203,213	$ 5,640,000	$ 1,930,812	$ 7,570,812	$ 30,774,025



GENERAL OBLIGATION BONDS

2002 General Obligation Series

The outstanding balance of the 2002 General Obligation Bond is for the 2010 thru 2012 series that are redeemable after December 31, 2011. The remaining debt is considered defeased by the 2006 refunding series.

2006 Refunding Series, 2002 General Obligation

The General Obligation Refunding Bonds, Series 2006, were issued to advance refund a portion of the City's General Obligation Bonds, Series 2002, maturing January 2, 2013 through 2032, the aggregate principal amount of $14,110,000. After the effect of refunding and defeasance of the Refunding bonds, the City has a current outstanding balance of $16,370,000 in aggregate principal amount of general obligation bonds. The weighted average interest rate of the Bonds is approximately 4.20%, and the weighted average interest rate of the Refunded Bonds is approximately 5.15%.

Proceeds of the Bonds, after payment of issuance costs, was irrevocably deposited in escrow with The Bank of New York Trust Company, as escrow agent. The escrow obligations will bear interest and will be scheduled to mature at times sufficient to pay the principal and premium interest on the Refunded Bonds until January 1, 2012, the earliest date of redemption.

Principal and Interest Requirements

Year Ending 31-Dec	Prior Bonds Principal	Prior Bonds Interest	Prior Bonds Total Debt Service Requirements	2006 Refunding Bond Series Principal	2006 Refunding Bond Series Interest	2006 Refunding Bond Series Total Debt Service Requirements	Combined Total Debt Service Requirements
2011	$ 420,000	$ 12,600	$ 432,600	$ 65,000	$ 629,074	$ 694,074	$ 1,126,674
2012	-	-	-	505,000	616,330	1,121,330	1,121,330
2013	-	-	-	525,000	593,811	1,118,811	1,118,811
2014	-	-	-	545,000	571,074	1,116,074	1,116,074
2015	-	-	-	570,000	547,380	1,117,380	1,117,380
2016	-	-	-	590,000	522,730	1,112,730	1,112,730
2017	-	-	-	610,000	497,993	1,107,993	1,107,993
2018	-	-	-	635,000	473,093	1,108,093	1,108,093
2019	-	-	-	660,000	447,193	1,107,193	1,107,193
2020	-	-	-	690,000	420,193	1,110,193	1,110,193
2021	-	-	-	715,000	391,646	1,106,646	1,106,646
2022	-	-	-	745,000	361,533	1,106,533	1,106,533
2023	-	-	-	770,000	330,286	1,100,286	1,100,286
2024	-	-	-	805,000	297,802	1,102,802	1,102,802
2025	-	-	-	835,000	263,977	1,098,977	1,098,977
2026	-	-	-	865,000	228,374	1,093,374	1,093,374
2027	-	-	-	905,000	190,761	1,095,761	1,095,761
2028	-	-	-	940,000	151,555	1,091,555	1,091,555
2029	-	-	-	980,000	110,510	1,090,510	1,090,510
2030	-	-	-	1,020,000	67,510	1,087,510	1,087,510
2031	-	-	-	1,060,000	22,790	1,082,790	1,082,790
	$ 420,000	$ 12,600	$ 432,600	$ 15,035,000	$ 7,735,613	$ 22,770,613	$ 23,203,213

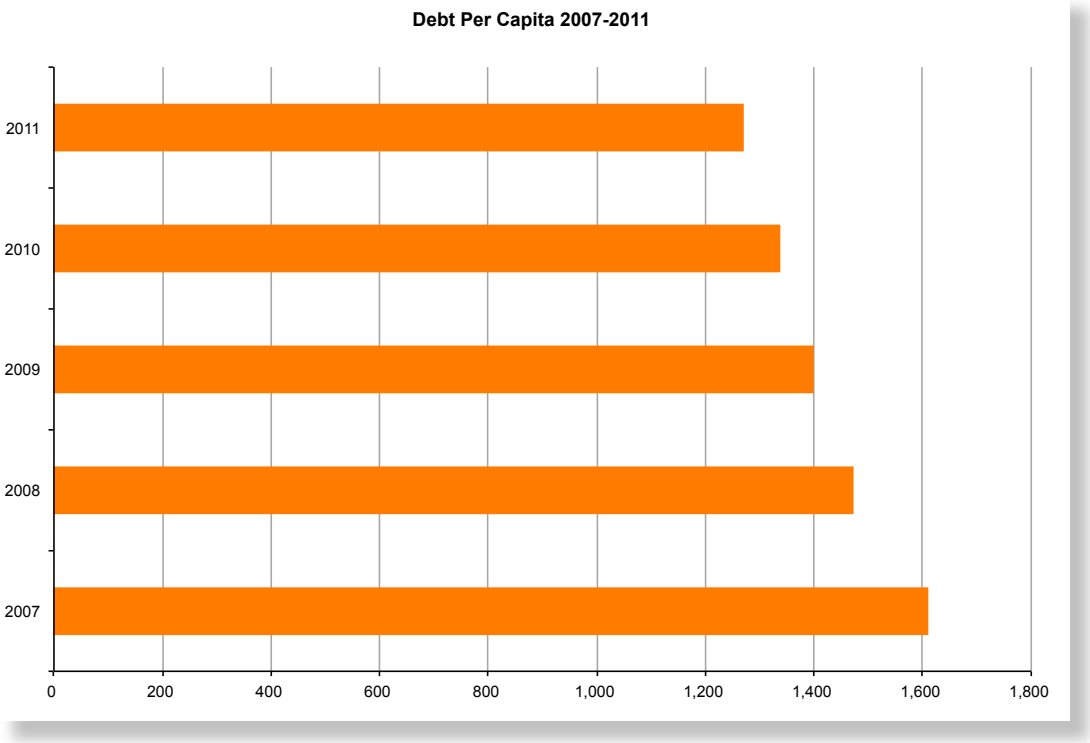
2006 Revenue Bonds

In 2002, the City approved an urban redevelopment plan, entitled "Old Town Suwanee Urban Redevelopment Plan", to redevelop the area of the City known as "Old Town Suwanee" as the focal point of the City's center. The Urban Redevelopment Plan anticipated that the City would purchase certain tracts of land in the Old Town Suwanee area, and construct a new city park and city hall surrounded by mixed use development including commercial/retail space, office/professional uses, and residential units. All of these uses were designed to functionally integrate, with the new city hall as the centerpiece.

The project consists of the acquisition, construction, and installation of a building to be used as the new city hall for the City. The city hall site consists of approximately 1.3 acres and is located directly across from Town Center Park. The Urban Redevelopment Agency and the City have developed a plan to finance the project which relies on the proceeds of the bonds, funds contributed by the City, and investment earnings.

Revenue Bonds

Year Ending 31-Dec	Principal	Interest	Total Debt Service Requirements
2011	$ 270,000	$ 205,223	$ 475,223
2012	275,000	195,773	470,773
2013	285,000	186,148	471,148
2014	295,000	176,173	471,173
2015	305,000	165,848	470,848
2016	320,000	155,173	475,173
2017	330,000	143,973	473,973
2018	340,000	132,423	472,423
2019	355,000	120,353	475,353
2020	365,000	107,573	472,573
2021	380,000	94,250	474,250
2022	395,000	80,190	475,190
2023	405,000	65,575	470,575
2024	425,000	50,388	475,388
2025	440,000	34,238	474,238
2026	455,000	17,518	472,518
	$ 5,640,000	$ 1,930,813	$ 7,570,813



Direct and Overlapping Debt

Jurisdiction	Gross Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
Direct Debt:			
City of Suwanee			
General Obligation Bonds	$ 15,455,000	100.00%	$ 15,455,000
Revenue Bonds	5,640,000	100.00%	5,640,000
Total Direct Debt	21,095,000		21,095,000
Overlapping Debt:			
Gwinnett County General Obligation Bonds	63,465,000	5.10%	3,236,715
Gwinnett County Board of Education	812,265,000	5.10%	41,425,515
Total Overlapping Debt	875,730,000		44,662,230
Total Direct and Overlapping Debt	$ 896,825,000		$ 65,757,230

Ratio of Outstanding Debt by Type

Last Five Years

	Governmental Activities			Business-type Activities			
Fiscal Year	General Obligation Debt	Revenue Bonds	Capital Leases	Note Payable	Total	Percentage of Personal Income	Per Capita
2007	$ 17,195,000	$ 6,620,000	$ 201,535	$ 381,561	$ 24,398,096	4.85%	$ 1,611
2008	16,795,000	6,390,000	171,735	368,251	23,724,986	4.72%	1,473
2009	16,370,000	6,150,000	146,615	354,392	23,021,007	4.34%	1,401
2010	15,920,000	5,900,000	61,754	339,965	22,221,719	4.03%	1,338
2011	15,455,000	5,640,000	10,795	-	21,105,795	3.77%	1,271

Legal Debt Margin

Last Five Years

	Fiscal Year				
	2007	2008	2009	2010	2011
Assessed value of all taxable property	$ 817,810,247	$ 984,406,123	1,071,641,916	$ 1,174,713,298	$ 1,133,704,920
Debt limit 10% of assessed value	81,781,025	98,440,612	107,164,192	117,471,330	113,370,492
Total debt applicable to limit	16,298,670	15,607,665	15,168,158	14,702,932	14,289,316
Legal debt margin	$ 65,482,355	$ 82,832,947	91,996,034	$ 102,768,398	$ 99,081,176
Total debt applicable to the limit as a percentage of debt limit	19.93%	15.85%	14.15%	12.52%	12.60%

enterprise fund

fiscal year 2011-2012

The Enterprise Fund is used to account for those operations that are financed and operated in a manner similar to private business, or where the City has decided that the determination of revenues earned, cost incurred and/or net income is necessary for management accountability.

STATEMENT OF SERVICE

The City of Suwanee owns and operates a water supply, treatment, and distribution system serving approximately 335-metered customers. The current average consumption of water from the City's water system is approximately 45,000 gallons per day. Water is supplied to the City's water system by a 235-foot well and stored in a 150,000 gallon tank owned by the City. Water drawn from the well requires treatment for fluoridation and chlorination. Suwanee's water system has approximately 6.5 miles of water mains, with primarily 8-inch, 6-inch, and 2-inch lines.

The water fund accounts for the operations of the water system including all revenues applicable to the systems operations and all related expenses.

REVENUE ASSUMPTIONS

Charge for Service	
Definition:	Charge for service consists of revenue realized from fees charged for water services.
Assumptions:	Revenue projections are based on historical consumption usage.
Investment Income	
Definition:	Investment income includes revenue from investment of fund equity.
Assumptions:	Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.
Other Financing Sources	
Definition:	Other financing sources includes operating financial inflows from the general fund and the use of accumulated reserves for a balanced budget.
Assumptions:	Operating resources are transferred from the General fund to repay the Georgia Environmental Facilities Authority (GEFA) loan used to upgrade the water system and other minor operational repairs.

SUMMARY OF REVENUES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Charges for Services	$ 93,405	$ 64,608	$ 62,501	$ 86,050	$ 90,500
Investment Income	1,597	599	1,485	1,000	500
Other Financing Sources	70,600	150,000	287,450	315,910	150,000
Total Revenues	**$ 165,602**	**$ 215,207**	**$ 351,436**	**402,960**	**241,000**

SUMMARY OF EXPENSES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Administration	$ 26,883	$ 30,926	$ 29,573	$ 39,090	$ 39,090
Supply	21,036	70,214	18,734	15,200	24,700
Distribution	56,684	48,237	48,990	67,200	69,200
System Improvements	1,837	-	7,038	253,550	108,010
Debt Service	15,133	14,586	23,619	27,920	-
Total Expenditures	**$ 121,573**	**$ 163,963**	**$ 127,954**	**$ 402,960**	**$ 241,000**



FY 2012 City of Suwanee Water System Administrative Fee Schedule

Type of Service / Fee	Amount Charged
Account Activation Fee	$45.00
Late Penalty Fee	10%
Meter Re-Read Fee	$25.00
Meter Tampering Fee	$200.00
Re-Connect Fee	$45 before 3p.m.
Returned Check Fee	$25.00

	Tier Category	FY 2012 July 2011 billing	FY 2013 July 2012 billing	FY 2014 July 2013 billing
Base	up to 2,000 gallons	$16.94	$18.63	$20.50

Rate per thousand gallons for each tier amount of water use over base amount of 2,000 gallons

		amount per 1,000 gallons		
Tier 1	2,001-5,000 gallons	3.03	3.33	3.66
Tier 2	5,001-10,000 gallons	3.79	4.17	4.58
Tier 3	10,000+ gallons	7.57	8.32	9.16

Future Water Projects

The City completed an analysis of the City water system in 2009, which included recommendations for needed improvements. These projects represent the continued implementation of that study. Project dates beyond FY 2012 have yet to be determined.

	Projected Cost
Fy 2011-2012 Testing, as needed, for new well	$35,000
	$35,000

Potential Phase	Project Description	2012 Projected Cost Estimates
Phase III	Replace 2" line on Eva Kennedy from Stonecypher to the cross country connection to the back side of the Stonecypher neighborhood. (20% of total Eva K project)	$53,000
	Replace 2" line on Buford Highway from near Tire Omni to near the intersection with Lawrenceville-Suwanee Rd.	99,000
	Extend the 8" line on Main St to a point near the pedestrian tunnel and install an 8" line under the R/R to connect with the 8" line on Buford Highway.	182,000
Phase IV	Replace 2" line on Eva Kennedy from the Stonecypher neighborhood cross country connection to the end of Eva Kennedy Rd. (80% of total Eva K project)	212,000
	Replace 2" line on Buford Highway from Davis St. to our last customer (just before the GCPS Bus Facility)	95,000
	Extend Davis St line from King St to White St	95,700
Phase V	Replace lines on Scales St, Scales Rd, Main St and Russell St	220,000
	Replace all water meters and convert to AMR	90,000
	Replace 6" line on Davis Street from King Street to Virginia Ave.	198,000
Phase VI	Replace the 2" line on White St. from Davis St. to White Ln.	198,000
	Replace 2" line on Whitlock St from King St to Plum St	106,425
	Replace 2" line on Plum St from Whitlock St to Martin Farm Rd	37,125
Phase VII	Replace PVC line on Bluegrass Tr	33,750
	Connect Bluegrass Tr to Greenpark Dr	24,750
	Replace 2" line on Calaboose St from Jackson St to Scales Rd	49,500
	Replace the 2" line on Mary Lou St.	55,700
	TOTAL	$1,749,950

agency fund

fiscal year 2011-2012

The Agency Fund is custodial in nature and does not present results of operations or have a measurement focus. This fund is used to account for assets that the City holds for others in an agency capacity.

STATEMENT OF SERVICE

The Municipal Court fund accounts for the collection of various fines and forfeitures (mostly traffic violations) a portion of which are disbursed to other parties and the remaining balance is transferred to the general fund.

REVENUE ASSUMPTIONS

Fines and Forfeitures

Definition: Revenues in this category consists of fines and charges imposed by the City's Municipal Court. Council sets some of these charges while others are mandated by the State and adopted by the Council.

Assumptions: Projections are based on the rates set by Council and historical trends. In fiscal year 2010, a technology fee was added to the rate structure to supplement the cost of the police software and technology expenditures. Fiscal year 2012 projections used the average monthly receipts received for fiscal year 2011 and reduced these receipts by 15%. This reduction is due to the continuation of the service delivery lawsuit and the current state sanctions regarding the use of radar for traffic control.

SUMMARY OF REVENUES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Fines and Forfeitures	$ 2,072,406	$ 1,571,700	$ 1,765,981	$ 1,516,380	$ 1,489,860

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Purchased Professional and Technical	$ 282,553	$ 194,747	$ 57,613	$ 30,000	$ 70,000
Other Costs	502,688	428,662	494,797	401,920	455,200
Other Financing Uses-Transfers	1,259,196	994,207	1,245,968	1,084,460	964,660
Total	$ 2,044,437	$ 1,617,616	$ 1,798,378	$ 1,516,380	$ 1,489,860

NOTE:

The City added a new red light camera program in fiscal year 2007. In fiscal year 2009, the City stopped the red light camera program, resulting in a decrease of fine revenues.


MARK A. LEWIS
JUDGE

line item

fiscal year 2011-2012

This section serves as a reference for City of Suwanee Department Heads. It contains the General Fund line item detail of revenues and expenditures.

Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	% Change
General Property Taxes	$ 6,920,043	$ 7,704,079	$ 7,540,813	$ 7,706,950	$ 7,507,350	$ -2.59%
Selective Sales and Use Taxes	1,047,884	999,358	952,619	927,300	965,800	4.15%
Business Taxes	1,517,270	1,465,980	1,360,254	1,328,180	1,587,530	19.53%
Penalty and Interest on Taxes	37,762	77,776	73,032	55,000	55,000	0.00%
Licenses and Permits	211,270	209,630	207,413	206,000	216,820	5.25%
Regulatory Fees	846,435	159,242	142,552	208,880	150,000	-28.19%
Intergovernmental Grants	818	-	68,088	28,600	-	-100.00%
Charge for Services	227,016	111,630	64,237	83,200	79,700	-4.21%
Fines and Forfeitures	1,259,195	994,207	1,245,968	1,079,470	977,000	-9.49%
Investment Income	264,000	231,289	198,655	50,000	60,000	20.00%
Contributions and Donations	500	18,392	2,500	5,000	5,000	0.00%
Miscellaneous Revenues	20,791	47,448	21,699	18,500	12,500	-32.43%
Other Financing Sources	80,122	95,948	21,165	568,750	227,520	-60.00%
TOTAL REVENUES	$ 12,433,106	$ 12,114,979	$ 11,898,995	$ 12,265,830	$ 11,844,220	$ -3.44%

Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	% Change
Governing Body	$ 99,796	$ 117,733	$ 170,550	$ 179,130	$ 177,870	-0.70%
Legislative Committees	6,463	5,329	3,709	8,750	8,750	0.00%
Chief Executive	354,224	371,114	368,059	463,130	474,680	2.49%
General Administration	190,290	201,342	183,860	207,440	233,230	12.43%
Financial Administration	512,142	547,010	534,180	599,100	671,230	12.04%
Accounting	25,000	27,000	33,000	34,500	35,000	1.45%
Law	67,306	49,938	48,419	115,000	65,000	-43.48%
Data Processing/MIS	206,124	276,412	171,199	299,350	263,200	-12.08%
General Government Buildings	245,090	266,417	279,237	268,530	273,720	1.93%
Public Information	113,419	115,818	115,023	132,010	141,600	7.26%
Municipal Court	302,031	307,337	334,361	348,590	359,750	3.20%
Red Light Camera	78,762	79,962	-	-	-	n/a
Police Administration	293,138	294,364	313,592	360,440	366,740	1.75%
Criminal Investigation	292,550	309,748	315,593	257,550	266,480	3.47%
Patrol	1,974,480	2,273,194	2,184,498	2,343,050	2,530,330	7.99%
Records & Identification	73,888	147,082	140,886	138,060	127,070	-7.96%
Police Training	57,150	66,174	98,232	108,220	111,580	3.10%
Special Detail Services	90,248	63,705	30,878	50,000	50,000	0.00%
Gateway Patrol	-	-	-	17,200	17,200	0.00%
Police Stations & Buildings	141,632	134,888	123,066	165,700	165,500	-0.12%
Dispatcher	365,239	395,266	420,567	432,970	468,520	8.21%
Public Relations	35,270	37,978	83,348	89,260	88,050	-1.36%
Targeted Police	69,593	5,983	20,292	-	-	n/a
Public Works Administration	1,103,156	1,411,760	1,355,916	1,542,720	1,552,680	0.65%
Paved Streets	33,493	14,810	14,507	66,670	72,050	8.07%
Storm Drainage	91,273	35,703	22,165	50,000	30,000	-40.00%
Street Lighting	4,564	5,325	-	-	-	n/a
PW Special Detail Services	12,415	17,093	-	-	2,500	n/a
Playgrounds	9,289	72	-	-	-	n/a
Special Facilities & Activities	208,185	109,554	80,913	117,500	117,500	0.00%
Park Areas	111,484	153,231	103,470	166,390	152,450	-8.38%
Protective Inspection Administration	407,160	262,335	117,748	159,610	129,100	-19.12%
Planning & Zoning	354,795	432,972	354,224	401,530	420,420	4.70%
Code Enforcement	22,102	2,418	37,000	25,780	36,270	40.69%
Economic Development & Assistance	331,384	257,430	259,609	284,240	299,020	5.20%
Downtown Suwanee	71,442	76,529	81,642	85,970	91,410	6.33%
Other Financing Uses	2,073,516	3,234,406	3,945,766	2,747,440	2,045,320	-25.56%
TOTAL EXPENDITURES	$ 10,428,093	$ 12,107,432	$ 12,345,509	$ 12,265,830	$ 11,844,220	-3.44%
Revenues (over) under Expenditures	$ (2,005,013)	$ (7,547)	$ 446,518	$ -	$ -	

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
General Property Taxes						
100-0000-311083	Real Property Current	$ 4,322,419	$ 4,752,647	$ 4,840,068	$ 4,566,540	$ 4,424,300
100-0000-311084	Real Property Prior Years	83,889	145,583	78,486	182,700	83,000
100-0000-311102	Real HTRG Credit	99,785	113,851	-	-	-
100-0000-311283	Personal Property Current Year	526,330	574,615	627,284	762,300	721,630
100-0000-311284	Personal Property Prior Years	14,817	6,971	11,166	103,570	10,000
100-0000-311600	Real Transfer Intangible	69,957	58,418	37,307	56,500	55,000
100-0000-311710	Franchise Tax Electric	1,084,483	1,304,650	1,225,890	1,341,640	1,471,180
100-0000-311730	Franchise Tax Gas	90,957	93,955	91,200	91,200	94,710
100-0000-311750	Franchise Tax Television	229,934	254,576	234,796	236,790	242,170
100-0000-311760	Franchise Tax Telephone	116,308	124,805	142,325	135,210	165,360
100-0000-318000	Other Taxes Motor Vehicle	281,164	274,008	252,289	230,500	240,000
	Total	6,920,043	7,704,079	7,540,811	7,706,950	7,507,350
Selective Sales and Use Taxes						
100-0000-314100	Hotel/Motel	252,898	203,945	168,430	155,300	152,500
100-0000-314200	Alcoholic Beverage Excise	710,840	717,308	709,228	705,000	735,000
100-0000-314300	Local Option Mixed Drink	84,146	78,105	74,960	67,000	78,300
	Total	1,047,884	999,358	952,618	927,300	965,800
Business Taxes						
100-0000-316100	Business & Occupational Tax	933,534	906,480	818,983	774,180	815,000
100-0000-316200	Insurance Premium from State	476,899	488,323	483,741	480,000	698,530
100-0000-316300	Financial Institutions	106,837	71,177	57,530	74,000	74,000
	Total	1,517,270	1,465,980	1,360,254	1,328,180	1,587,530
Penalty & Interest on Taxes						
100-0000-319110	Real Estate Penalties & Interest	37,570	74,445	67,925	50,000	50,000
100-0000-319120	Personal Penalties & Interest	192	3,331	5,106	5,000	5,000
	Total	37,762	77,776	73,031	55,000	55,000
Licenses and Permits						
100-0000-321100	Regulatory Fees Beer & Wine	56,300	57,320	55,040	53,500	53,500
100-0000-321130	Regulatory Fees Liquor	105,020	115,020	110,000	110,000	110,000
100-0000-321220	Regulatory Fees Insurance	20,305	19,140	20,950	20,000	26,950
100-0000-321290	Other Business License Peddlers	100	700	500	500	4,000
100-0000-322210	Zoning & Land Use Development	9,125	4,200	5,200	7,000	7,370
100-0000-322230	Sign	20,420	13,250	15,723	15,000	15,000
	Total	211,270	209,630	207,413	206,000	216,820
Regulatory Fees						
100-0000-322100	Building Structure-Buildings	846,435	159,242	142,552	208,880	150,000
	Total	846,435	159,242	142,552	208,880	150,000
Intergovernmental Grants						
100-0000-331102	Intergovernmental Grants	818	-	68,088	28,600	-
	Total	$ 818	$ -	$ 68,088	$ 28,600	$ -

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Charges for Services						
100-0000-341391	Development Plan Review	$ 64,743	$ 6,632	$ 3,922	$ 3,000	$ 6,200
100-0000-341400	Printing & Duplicating Service	229	643	17	500	-
100-0000-342100	Special Events-Police Service	104,329	72,118	34,143	50,000	50,000
100-0000-342102	Special Events-Application Fee	550	225	250	2,500	2,000
100-0000-342104	Special Events-Permit Fee	625	2,510	3,590	3,000	4,500
100-0000-342110	Special Events-Miscellaneous	35,687	10,525	2,612	6,200	2,000
100-0000-342120	Accident Reports	4,330	4,295	4,333	4,000	4,000
100-0000-342900	Other Special Police Service	14,123	13,032	12,891	12,000	10,000
100-0000-346900	Background Check Fee	2,400	1,650	2,480	2,000	1,000
	Total	227,016	111,630	64,238	83,200	79,700
Fines and Forfeitures						
100-0000-351170	Municipal Court	1,094,382	933,620	1,245,968	1,079,470	977,000
100-0000-351171	Municipal Court-Red Light	164,813	60,587	-	-	-
	Total	1,259,195	994,207	1,245,968	1,079,470	977,000
Investment Income						
100-0000-361000	Interest Revenues	264,000	231,289	198,655	50,000	60,000
	Total	264,000	231,289	198,655	50,000	60,000
Contributions Donations						
100-0000-371070	Contributions & Donations	500	18,392	2,500	5,000	5,000
	Total	500	18,392	2,500	5,000	5,000
Miscellaneous						
100-0000-381000	Rents & Royalties	1,545	2,215	1,940	3,500	2,500
100-0000-389000	Other Miscellaneous Revenues	19,246	45,233	19,754	15,000	10,000
	Total	20,791	47,448	21,694	18,500	12,500
Other Financing Sources						
100-0000-391200	Other Revenues-Transfer In	-	1,632	-	-	-
100-0000-392000	Other Revenues-GMA Lease	72,572	94,316	-	-	-
100-0000-392100	Sale of General Fixed Assets	7,550	-	21,165	5,000	5,000
100-0000-393000	Budgeted Fund Balance	-	-	-	563,750	222,520
	Total	$ 80,122	$ 95,948	$ 21,165	$ 568,750	$ 227,520
TOTAL REVENUES		**$ 12,433,106**	**$ 12,114,979**	**$ 11,898,987**	**$ 12,265,830**	**$ 11,844,220**

Governing Body

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries							
100-1110-511100	Salaries & Wages Regular		$ 43,351	$ 62,100	$ 61,350	$ 62,100	$ 62,100
		Total	43,351	62,100	61,350	62,100	62,100
Personal Services-Employee Benefits							
100-1110-512200	Employee Benefits-SS		2,688	3,850	3,804	3,850	3,850
100-1110-512300	Employee Benefits-Mcare		629	901	890	900	900
		Total	3,317	4,751	4,694	4,750	4,750
Other Purchased Services							
100-1110-523200	Other Purchase Srv-Communication		615	1,361	1,187	1,500	1,500
100-1110-523500	Other Purchase Srv-Travel		11,961	8,928	5,116	11,650	12,150
100-1110-523600	Other Purchase Srv-Dues & Fees		22,515	25,081	84,269	71,900	72,640
100-1110-523700	Other Purchase Srv-Education		6,295	7,225	5,280	14,800	15,700
100-1110-523810	Other Purchase Srv-Liability		875	875	875	880	880
		Total	42,261	43,470	96,727	100,730	102,870
Supplies							
100-1110-531100	Supplies-General Supplies		2,901	2,052	2,170	2,500	2,000
100-1110-531300	Supplies-Food		7,966	5,360	5,609	6,950	6,150
		Total	10,867	7,412	7,779	9,450	8,150
Capital Outlay							
100-1110-542400	Machinery & Equipment-Computer		-	-	-	2,100	-
		Total	-	-	-	2,100	-
		Total Governing Body	**$ 99,796**	**$ 117,733**	**$ 170,550**	**$ 179,130**	**$ 177,870**

Legislative Committees

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries							
100-1120-511100	Salaries & Wages Regular		$ 5,154	$ 4,143	$ 3,117	$ 6,000	$ 6,000
		Total	5,154	4,143	3,117	6,000	6,000
Personal Services-Employee Benefits							
100-1120-512200	Employee Benefits-SS		314	251	190	400	400
100-1120-512300	Employee Benefits-Mcare		73	59	44	100	100
		Total	387	310	234	500	500
Other Purchased Services							
100-1120-523700	Other Purchase Srv-Education		720	824	294	2,000	2,000
		Total	720	824	294	2,000	2,000
Supplies							
100-1120-531100	Supplies-General Supplies		202	52	64	250	250
		Total	202	52	64	250	250
		Total Legislative Committees	**$ 6,463**	**$ 5,329**	**$ 3,709**	**$ 8,750**	**$ 8,750**

Chief Executive

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries							
100-1320-511100	Salaries & Wages Regular		$ 222,492	$ 242,607	$ 248,250	$ 255,750	$ 263,870
100-1320-511300	Salaries & Wages Overtime		1,577	195	-	500	500
		Total	224,069	242,802	248,250	256,250	264,370
Personal Services-Employee Benefits							
100-1320-512100	Employee Benefits-Group Health		21,084	39,147	35,130	38,450	36,590
100-1320-512200	Employee Benefits-SS		13,910	13,953	14,316	15,920	16,390
100-1320-512300	Employee Benefits-Mcare		3,253	3,528	3,601	3,720	3,840
100-1320-512400	Employee Benefits-Retirement		14,013	18,084	19,700	20,020	18,470
100-1320-512700	Employee Benefits-Workers Comp		363	998	914	1,560	1,560
100-1320-512910	Employee Benefits-EAP		101	97	82	150	-
100-1320-512920	Employee Benefits-Other Disability		1,084	1,327	1,687	1,870	1,970
100-1320-512930	Employee Benefits-Wellness		895	562	-	-	-
		Total	54,703	77,696	75,430	81,690	78,820
Purchased Professional & Technical							
100-1320-521230	Purchase Contract Service-Rental		5,400	5,400	5,400	5,600	5,600
		Total	5,400	5,400	5,400	5,600	5,600
Other Purchased Services							
100-1320-523200	Other Purchase Srv-Communicate		3,140	1,729	250	500	500
100-1320-523300	Other Purchase Srv-Advertise		-	-	100	100	100
100-1320-523400	Other Purchase Srv-Printing		92	52	864	400	4,400
100-1320-523500	Other Purchase Srv-Travel		3,685	3,646	3,156	5,000	5,000
100-1320-523600	Other Purchase Srv-Dues & Fees		9,995	12,437	13,127	13,800	14,400
100-1320-523700	Other Purchase Srv-Education		1,255	4,867	4,923	6,600	6,600
100-1320-523810	Other Purchase Srv-Liability		875	875	875	900	900
100-1320-523850	Other Purchase Srv-Contract		24,289	4,660	3,124	75,100	75,000
		Total	43,331	28,266	26,419	102,400	106,900
Supplies							
100-1320-531100	Supplies-General Supplies		16,451	13,841	9,957	6,600	9,100
100-1320-531270	Supplies-Gasoline		1,160	839	435	700	700
100-1320-531300	Supplies-Food		1,185	1,962	1,906	2,800	2,800
100-1320-531400	Supplies-Promotional		2,458	-	-	-	-
100-1320-531500	Supplies-Customer Service		2,913	-	-	-	-
100-1320-531600	Supplies-Books & Periodicals		254	308	262	600	600
		Total	24,421	16,950	12,560	10,700	13,200
Capital Outlay							
100-1320-542400	Machinery & Equipment-Computer		2,300	-	-	6,490	5,790
		Total	2,300	-	-	6,490	5,790
	Total Chief Executive		**$ 354,224**	**$ 371,114**	**$ 368,059**	**$ 463,130**	**$ 474,680**

General Administration

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries						
100-1500-511100	Salaries & Wages Regular	$ 119,274	$ 146,820	$ 140,181	$ 144,670	$ 148,210
	Total	119,274	146,820	140,181	144,670	148,210
Personal Services-Employee Benefits						
100-1500-512100	Employee Benefits-Group Health	4,337	5,089	5,194	9,130	8,940
100-1500-512200	Employee Benefits-SS	7,424	9,129	8,700	8,970	9,190
100-1500-512300	Employee Benefits-Mcare	1,736	2,135	2,035	2,100	2,150
100-1500-512400	Employee Benefits-Retirement	7,524	3,761	4,226	4,370	4,070
100-1500-512700	Employee Benefits-Workers Comp	136	756	692	800	800
100-1500-512910	Employee Benefits-EAP	48	92	82	150	-
100-1500-512920	Employee Benefits-Other Disability	517	478	611	650	770
100-1500-512930	Employee Benefits-Wellness Program	1,171	428	-	-	-
	Total	22,893	21,868	21,540	26,170	25,920
Purchased Professional & Technical						
100-1500-521200	Purchase Contract Srv-Professional	8,155	3,155	3,583	11,500	14,000
	Total	8,155	3,155	3,583	11,500	14,000
Other Purchased Services						
100-1500-523200	Other Purchase Srv-Communication	485	536	454	900	1,000
100-1500-523300	Other Purchase Srv-Advertising	11,531	3,630	3,201	4,300	6,000
100-1500-523400	Other Purchase Srv-Printing	108	124	365	900	900
100-1500-523500	Other Purchase Srv-Travel	1,220	2,560	353	1,900	2,000
100-1500-523600	Other Purchase Srv-Dues & Fees	2,474	604	912	1,100	1,200
100-1500-523700	Other Purchase Srv-Education	1,421	3,208	1,936	2,500	4,300
100-1500-523710	Other Purchase Srv-Adult Ed	10,915	6,725	-	-	1,700
100-1500-523850	Other Purchase Srv-Contract	4,710	6,453	6,689	6,750	21,000
	Total	32,864	23,840	13,910	18,350	38,100
Supplies						
100-1500-531100	Supplies-General Supplies	4,457	2,467	2,177	2,750	3,000
100-1500-531300	Supplies-Food	890	505	921	1,250	1,500
100-1500-531400	Supplies-Books & Periodicals	1,757	2,000	1,548	2,400	2,500
	Total	7,104	4,972	4,646	6,400	7,000
Capital Outlay						
100-1500-542400	Machinery & Equipment-Voting	-	687	-	350	-
	Total	-	687	-	350	-
	Total General Administration	**$ 190,290**	**$ 201,342**	**$ 183,860**	**$ 207,440**	**$ 233,230**

Financial Administration

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries						
100-1511-511100	Salaries & Wages Regular	$ 309,304	$ 333,269	$ 343,409	$ 361,400	$ 419,990
100-1511-511300	Salaries & Wages Overtime	12,597	6,408	-	3,000	3,000
	Total	321,901	339,677	343,409	364,400	422,990
Personal Services-Employee Benefits						
100-1511-512100	Employee Benefits-Group Health	52,491	61,078	64,006	63,580	78,900
100-1511-512200	Employee Benefits-SS	20,060	21,250	21,464	22,750	26,040
100-1511-512300	Employee Benefits-Mcare	4,691	4,970	5,020	5,320	6,090
100-1511-512400	Employee Benefits-Retirement	27,074	30,673	31,840	32,870	38,530
100-1511-512700	Employee Benefits-Workers Comp	635	1,101	1,009	1,160	1,500
100-1511-512910	Employee Benefits-EAP	192	251	219	400	-
100-1511-512920	Employee Benefits-Other Disability	1,716	1,879	2,306	2,900	2,730
100-1511-512930	Employee Benefits-Wellness	3,600	2,161	-	-	-
	Total	110,459	123,363	125,864	128,980	153,790
Purchased Professional & Technical						
100-1511-521200	Purchase Contract Srv-Professional	7,675	15,600	5,000	7,000	7,000
100-1511-521210	Purchase Contract Srv-NCS	-	9,600	-	9,900	-
	Total	7,675	25,200	5,000	16,900	7,000
Other Purchased Services						
100-1511-523200	Other Purchase Srv-Communication	15,086	15,986	17,053	21,750	21,750
100-1511-523300	Other Purchase Srv-Advertising	920	1,041	1,639	1,750	1,750
100-1511-523400	Other Purchase Srv-Printing	18,303	13,181	7,922	18,650	18,650
100-1511-523500	Other Purchase Srv-Travel	4,829	4,492	2,900	5,000	5,000
100-1511-523600	Other Purchase Srv-Dues & Fees	5,099	7,309	10,794	11,000	11,000
100-1511-523700	Other Purchase Srv-Education	5,510	6,465	4,931	8,100	10,600
100-1511-523800	Other Purchase Srv-Licenses	-	-	50	250	250
100-1511-523810	Other Purchase Srv-Liability	875	875	875	900	900
100-1511-523850	Other Purchase Srv-Contract	6,434	86	-	2,500	-
	Total	57,056	49,435	46,164	69,900	69,900
Supplies						
100-1511-531100	Supplies-General Supplies	11,600	7,548	11,557	11,000	11,000
100-1511-531300	Supplies-Food	1,122	788	1,119	1,000	1,000
100-1511-531400	Supplies-Books & Periodicals	648	999	1,067	1,500	1,000
100-1511-531600	Supplies-Small Equipment	595	-	-	-	-
	Total	13,965	9,335	13,743	13,500	13,000
Capital Outlay						
100-1511-542400	Machinery & Equipment-Computer	1,086	-	-	5,420	4,550
	Total	1,086	-	-	5,420	4,550
	Total Financial Administration	**$ 512,142**	**$ 547,010**	**$ 534,180**	**$ 599,100**	**$ 671,230**

Accounting

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Purchased Professional & Technical						
100-1512-521200	Purchase Contract Srv-Professional	$ 25,000	$ 27,000	$ 33,000	$ 34,500	$ 35,000
	Total	25,000	27,000	33,000	34,500	35,000
	Total Accounting	**$ 25,000**	**$ 27,000**	**$ 33,000**	**$ 34,500**	**$ 35,000**

Law

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Purchased Professional & Technical						
100-1530-521200	Purchase Contract Srv-Professional	$ 67,306	$ 49,938	$ 48,419	$ 115,000	$ 65,000
	Total	67,306	49,938	48,419	115,000	65,000
	Total Law	**$ 67,306**	**$ 49,938**	**$ 48,419**	**$ 115,000**	**$ 65,000**

Data Processing

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Purchased Professional & Technical						
100-1535-521220	Purchase Contract Srv-Prof American	$ 87,847	$ 97,480	$ 87,842	$ 125,000	$ 95,000
100-1535-521230	Purchase Contract Service-Mainstreet	35,962	39,648	41,576	45,000	45,000
	Total	123,809	137,128	129,418	170,000	140,000
Purchased Property Services						
100-1535-522200	Purchase Property Srv-Repair	987	668	831	5,500	5,500
	Total	987	668	831	5,500	5,500
Other Purchased Services						
100-1535-523850	Other Purchase Srv-Contract	625	798	-	5,000	2,000
	Total	625	798	-	5,000	2,000
Supplies						
100-1535-531100	Supplies-General Supplies	3,664	1,450	-	2,500	2,500
	Total	3,664	1,450	-	2,500	2,500
Capital Outlay						
100-1535-542400	Machinery & Equipment-Computer	302	-	2,083	5,000	5,000
100-1535-542401	Machinery & Equipment-Server	14,997	12,693	-	11,750	11,750
100-1535-542402	Machinery & Equipment-Software	24,202	18,585	14,624	25,100	20,950
100-1535-542403	Machinery & Equipment-New	18,038	26,002	19,370	26,500	26,500
100-1535-542404	Machinery & Equipment-Other	11,065	-	-	17,000	22,000
100-1535-542405	Machinery & Equipment-Digital	8,435	58,499	4,873	-	-
100-1535-542406	Machinery & Equipment-New Program	-	20,589	-	30,000	27,000
100-1535-542407	Machinery & Equipment-New EIO Board	-	-	-	1,000	-
	Total	77,039	136,368	40,950	116,350	113,200
	Total Data Processing	**$ 206,124**	**$ 276,412**	**$ 171,199**	**$ 299,350**	**$ 263,200**

General Government Buildings

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Purchased Property Services						
100-1565-522100	Purchase Property Srv-Cleaning	$ 4,090	$ 3,900	$ 3,900	$ 3,900	$ 3,900
100-1565-522110	Purchase Property Srv-Disposal	887	928	1,293	1,650	1,500
100-1565-522130	Purchase Property Srv-Custodial	8,970	21,442	44,060	-	-
100-1565-522200	Purchase Property Srv-Repair	17,475	12,329	16,137	17,500	21,000
100-1565-522310	Purchase Property Srv-Rental Land/Bldg.	1,977	1,365	640	2,000	1,000
100-1565-522320	Purchase Property Srv-Rental	14,663	19,692	14,725	9,330	8,000
	Total	48,062	59,656	80,755	34,380	35,400
Other Purchased Services						
100-1565-523100	Other Purchase Srv-Insurance	104,727	105,633	69,207	87,500	92,620
100-1565-523200	Other Purchase Srv-Communicate	38,733	52,142	42,430	46,500	35,000
100-1565-573000	Other Costs-Payments to Other	4,513	3,134	10,512	10,000	10,000
	Total	147,973	160,909	122,149	144,000	137,620
Supplies						
100-1565-531100	Supplies-General Supplies	7,281	14,425	12,770	12,150	12,500
100-1565-531210	Supplies-Water & Sewer	1,054	2,084	7,150	12,000	12,000
100-1565-531220	Supplies-Natural Gas	3,742	6,243	2,033	5,000	4,000
100-1565-531230	Supplies-Electricity	10,890	21,811	50,901	56,000	67,200
100-1565-531600	Supplies-Small Equipment	650	1,289	3,479	5,000	5,000
	Total	23,617	45,852	76,333	90,150	100,700
Capital Outlay						
100-1565-542300	Machinery & Equipment-Furniture	25,438	-	-	-	-
	Total	25,438	-	-	-	-
	Total General Government Buildings	**$ 245,090**	**$ 266,417**	**$ 279,237**	**$ 268,530**	**$ 273,720**

Public Information

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries						
100-1570-511100	Salaries & Wages Regular	$ 52,989	$ 56,676	$ 57,297	$ 58,610	$ 60,220
	Total	52,989	56,676	57,297	58,610	60,220
Personal Services-Employee Benefits						
100-1570-512100	Employee Benefits-Group Health	12,725	13,425	12,502	14,110	13,880
100-1570-512200	Employee Benefits-SS	3,301	3,529	3,554	3,650	3,740
100-1570-512300	Employee Benefits-Mcare	772	825	831	850	870
100-1570-512400	Employee Benefits-Retirement	5,364	6,147	6,256	6,470	6,630
100-1570-512700	Employee Benefits-Workers Comp	159	302	279	320	320
100-1570-512910	Employee Benefits-EAP	29	31	27	50	-
100-1570-512920	Employee Benefits-Other Disability	313	357	449	500	540
100-1570-512930	Employee Benefits-Wellness	677	320	-	-	-
	Total	23,340	24,936	23,898	25,950	25,980
Other Purchased Services						
100-1570-523200	Other Purchase Srv-Communication	202	344	187	350	350
100-1570-523210	Other Purchase Srv-Newsletter	12,424	8,633	6,306	15,350	19,000
100-1570-523400	Other Purchase Srv-Printing	60	17	70	400	500
100-1570-523410	Other Purchase Srv-Printing	21,493	22,138	24,039	26,850	31,000
100-1570-523500	Other Purchase Srv-Travel	945	657	76	1,100	1,200
100-1570-523600	Other Purchase Srv-Dues & Fees	375	-	375	400	400
100-1570-523700	Other Purchase Srv-Education	595	1,398	2,310	900	1,000
	Total	36,094	33,187	33,363	45,350	53,450
Supplies						
100-1570-531100	Supplies-General Supplies	870	403	369	950	700
100-1570-531400	Supplies-Books & Periodicals	126	616	96	400	500
	Total	$ 996	$ 1,019	$ 465	$ 1,350	$ 1,200

Public Information (continued)

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Capital Outlay						
100-1570-542400	Machinery & Equipment-Computer	$ -	$ -	$ -	$ 750	$ 750
	Total	-	-	-	750	750
	Total Public Information	**$ 113,419**	**$ 115,818**	**$ 115,023**	**$ 132,010**	**$ 141,600**

Municipal Court

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries						
100-2650-511100	Salaries & Wages Regular	$ 192,785	$ 192,818	$ 199,978	$ 218,530	$ 227,550
100-2650-511300	Salaries & Wages Overtime	9,298	2,184	4,758	3,500	1,500
	Total	202,083	195,002	204,736	222,030	229,050
Personal Services-Employee Benefits						
100-2650-512100	Employee Benefits-Group Health	32,728	38,078	39,338	39,350	41,630
100-2650-512200	Employee Benefits-SS	12,894	12,135	12,694	13,350	13,640
100-2650-512300	Employee Benefits-Mcare	2,941	2,838	2,969	3,240	3,190
100-2650-512400	Employee Benefits-Retirement	13,231	13,781	14,492	15,020	13,780
100-2650-512500	Employee Benefits-Tuition Reimbursement	340	-	-	1,200	1,400
100-2650-512700	Employee Benefits-Workers Comp	88	945	802	950	950
100-2650-512910	Employee Benefits-EAP	900	94	82	150	-
100-2650-512920	Employee Benefits-Other Disability	1,329	798	9,209	1,400	1,130
100-2650-512930	Employee Benefits-Wellness	-	828	-	-	-
	Total	64,451	69,497	79,586	74,660	75,720
Purchased Professional & Technical						
100-2650-521290	Purchase Contract Srv-Other	1,787	4,492	3,039	-	-
100-2650-521292	Purchase Contract Srv-Legal	1,003	873	2,282	4,500	4,500
	Total	2,790	5,365	5,321	4,500	4,500
Purchased Property Services						
100-2650-522130	Purchase Property Srv-Custodial	3,360	4,135	5,625	-	-
100-2650-522320	Purchase Property Srv-Rental	3,974	5,074	5,239	5,250	5,000
	Total	7,334	9,209	10,864	5,250	5,000
Other Purchased Services						
100-2650-523100	Other Purchase Srv-Insurance	5,000	8,800	7,125	8,200	8,200
100-2650-523200	Other Purchase Srv-Communication	1,434	1,749	1,730	1,650	2,500
100-2650-523400	Other Purchase Srv-Printing	255	-	-	1,000	1,000
100-2650-523500	Other Purchase Srv-Travel	3,823	2,081	2,249	3,500	3,500
100-2650-523600	Other Purchase Srv-Dues & Fees	393	821	870	1,750	2,100
100-2650-523700	Other Purchase Srv-Education	3,378	2,654	2,251	4,500	6,600
	Total	14,283	16,105	14,225	20,600	23,900
Supplies						
100-2650-531100	Supplies-General Supplies	4,328	4,092	8,175	5,950	3,000
100-2650-531210	Supplies-Water & Sewer	104	107	129	500	500
100-2650-531230	Supplies-Electricity	6,360	7,900	11,273	14,900	17,880
100-2650-531400	Supplies-Books & Periodicals	50	60	52	200	200
	Total	10,842	12,159	19,629	21,550	21,580
Capital Outlay						
100-2650-542400	Machinery & Equipment-Computer	248	-	-	-	-
	Total	248	-	-	-	-
	Total Municipal Court	**$ 302,031**	**$ 307,337**	**$ 334,361**	**$ 348,590**	**$ 359,750**

Red Light Cameras

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries							
100-2651-511100	Salaries & Wages Regular		$ 59,352	$ 65,240	$ -	$ -	$ -
100-2651-511300	Salaries & Wages Overtime		-	1,688	-	-	-
		Total	59,352	66,928	-	-	-
Personal Services-Employee Benefits							
100-2651-512100	Employee Benefits-Group Health		751	623	-	-	-
100-2651-512200	Employee Benefits-SS		3,711	4,166	-	-	-
100-2651-512300	Employee Benefits-Mcare		868	974	-	-	-
100-2651-512400	Employee Benefits-Retirement		1,965	1,415	-	-	-
100-2651-512700	Employee Benefits-Workers Comp		136	388	-	-	-
100-2651-512910	Employee Benefits-EAP		45	41	-	-	-
100-2651-512920	Employee Benefits-Other Disability		369	156	-	-	-
100-2651-512930	Employee Benefits-Wellness		998	320	-	-	-
		Total	8,843	8,083	-	-	-
Purchased Professional & Technical							
100-2651-521200	Purchase Contract Srv-Professional		140	-	-	-	-
		Total	140	-	-	-	-
Other Purchased Services							
100-2651-523200	Other Purchase Srv-Communication		4,782	2,097	-	-	-
		Total	4,782	2,097	-	-	-
Supplies							
100-2651-531100	Supplies-General Supplies		3,697	1,240	-	-	-
100-2651-531230	Supplies-Electricity		1,539	1,614	-	-	-
		Total	5,236	2,854	-	-	-
Capital Outlay							
100-2651-542400	Machinery & Equipment-Computer		409	-	-	-	-
		Total	409	-	-	-	-
	Total Red Light Cameras		**$ 78,762**	**$ 79,962**	**$ -**	**$ -**	**$ -**

Police Administration

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries							
100-3210-511100	Salaries & Wages Regular		$ 187,690	$ 196,595	$ 204,572	$ 228,950	$ 234,610
100-3210-511300	Salaries & Wages Overtime		1,118	330	464	750	750
		Total	188,808	196,925	205,036	229,700	235,360
Personal Services-Employee Benefits							
100-3210-512100	Employee Benefits-Group Health		20,825	21,987	26,395	27,700	27,450
100-3210-512200	Employee Benefits-SS		11,742	12,273	12,737	14,290	14,590
100-3210-512300	Employee Benefits-Mcare		2,746	2,870	2,979	3,350	3,410
100-3210-512400	Employee Benefits-Retirement		20,493	21,087	21,921	25,350	25,970
100-3210-512700	Employee Benefits-Workers Comp		2,805	7,652	6,995	8,050	8,050
100-3210-512910	Employee Benefits-EAP		88	94	82	150	-
100-3210-512920	Employee Benefits-Other Disability		1,290	1,458	1,702	1,850	1,930
100-3210-512930	Employee Benefits-Wellness		1,192	728	-	-	-
		Total	61,181	68,149	72,811	80,740	81,400
Purchased Professional & Technical							
100-3210-521200	Purchase Contract Srv-Professional		14,815	8,255	8,546	11,000	11,500
		Total	$ 14,815	$ 8,255	$ 8,546	$ 11,000	$ 11,500

Police Administration (continued)

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Purchased Property Services							
100-3210-522200	Purchase Property Srv-Repair		$ 233	$ 212	$ 643	$ 1,800	$ 2,000
		Total	233	212	643	1,800	2,000
Other Purchased Services							
100-3210-523200	Other Purchase Srv-Communication		1,965	1,252	853	1,750	1,750
100-3210-523400	Other Purchase Srv-Printing		-	-	86	100	100
100-3210-523500	Other Purchase Srv-Travel		7,779	4,476	10,524	14,500	15,000
100-3210-523600	Other Purchase Srv-Dues & Fees		1,808	1,404	848	1,700	1,330
100-3210-523900	Other Purchase Srv-Other		-	-	-	300	300
		Total	11,552	7,132	12,311	18,350	18,480
Supplies							
100-3210-531270	Supplies-Gasoline		6,197	6,592	6,142	7,000	7,000
100-3210-531300	Supplies-Food		1,150	815	647	900	900
100-3210-531400	Supplies-Books & Periodicals		259	235	339	600	600
100-3210-531600	Supplies-Small Equipment		277	370	428	1,000	500
100-3210-531700	Supplies-Other Supplies		816	232	1,242	1,200	1,200
		Total	8,699	8,244	8,798	10,700	10,200
Capital Outlay							
100-3210-542400	Machinery & Equipment-Computer		1,859	-	454	350	-
100-3210-542500	Machinery & Equipment-Equipment		5,991	5,447	4,993	7,800	7,800
		Total	7,850	5,447	5,447	8,150	7,800
	Total Police Administration		**$ 293,138**	**$ 294,364**	**$ 313,592**	**$ 360,440**	**$ 366,740**

Criminal Investigation

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries							
100-3221-511100	Salaries & Wages Regular		$ 191,325	$ 212,847	$ 215,680	$ 155,530	$ 159,540
100-3221-511300	Salaries & Wages Overtime		11,143	5,364	2,905	5,000	4,500
		Total	202,468	218,211	218,585	160,530	164,040
Personal Services-Employee Benefits							
100-3221-512100	Employee Benefits-Group Health		28,363	31,291	37,853	30,590	31,590
100-3221-512200	Employee Benefits-SS		13,258	14,229	14,129	10,020	10,170
100-3221-512300	Employee Benefits-Mcare		3,101	3,328	3,304	2,340	2,380
100-3221-512400	Employee Benefits-Retirement		19,918	20,678	20,973	17,270	17,550
100-3221-512700	Employee Benefits-Workers Comp		4,106	6,357	5,818	11,700	11,700
100-3221-512910	Employee Benefits-EAP		110	126	109	150	-
100-3221-512920	Employee Benefits-Other Disability		1,156	1,284	1,625	1,600	1,350
100-3221-512930	Employee Benefits-Wellness		1,458	764	-	-	-
		Total	71,470	78,057	83,811	73,670	74,740
Purchased Property Services							
100-3221-522210	Purchase Property Srv-Repair		1,348	716	1,552	1,800	2,800
		Total	1,348	716	1,552	1,800	2,800
Other Purchased Services							
100-3221-523200	Other Purchase Srv-Communication		1,876	1,104	-	250	250
100-3221-523500	Other Purchase Srv-Travel		983	1,189	1,719	2,000	2,000
100-3221-523600	Other Purchase Srv-Dues & Fees		35	41	35	-	-
100-3221-523900	Other Purchase Srv-Other		825	2,374	2,368	8,300	9,800
		Total	$ 3,719	$ 4,708	$ 4,122	$ 10,550	$ 12,050

Criminal Investigation (continued)

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Supplies						
100-3221-531270	Supplies-Gasoline	$ 10,472	$ 6,884	$ 5,541	$ 9,000	$ 9,000
100-3221-531700	Supplies-Other Supplies	1,764	1,172	1,982	2,000	2,350
	Total	12,236	8,056	7,523	11,000	11,350
Capital Outlay						
100-3221-542400	Machinery & Equipment-Computer	1,309	-	-	-	1,500
	Total	1,309	-	-	-	1,500
	Total Criminal Investigation	**$ 292,550**	**$ 309,748**	**$ 315,593**	**$ 257,550**	**$ 266,480**

Patrol

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries						
100-3223-511100	Salaries & Wages Regular	$ 1,068,497	$ 1,171,298	$ 1,206,158	$ 1,344,130	$ 1,399,190
100-3223-511300	Salaries & Wages Overtime	51,625	24,414	6,928	20,000	19,500
	Total	1,120,122	1,195,712	1,213,086	1,364,130	1,418,690
Personal Services-Employee Benefits						
100-3223-512100	Employee Benefits-Group Health	219,642	249,166	256,224	311,070	313,600
100-3223-512200	Employee Benefits-SS	74,372	78,033	76,957	87,210	88,050
100-3223-512300	Employee Benefits-Mcare	17,406	18,250	17,998	20,390	20,590
100-3223-512400	Employee Benefits-Retirement	106,481	117,581	123,382	150,400	153,910
100-3223-512700	Employee Benefits-Workers Comp	60,507	117,514	93,368	110,260	110,260
100-3223-512910	Employee Benefits-EAP	656	744	606	1,400	-
100-3223-512920	Employee Benefits-Other Disability	6,125	7,026	27,037	13,170	11,870
100-3223-512930	Employee Benefits-Wellness	4,589	3,856	-	-	-
	Total	489,778	592,170	595,572	693,900	698,280
Purchased Property Services						
100-3223-522200	Purchase Property Srv-Repair	2,868	3,062	2,888	6,020	6,020
100-3223-522210	Purchase Property Srv-Repair Vehicles	23,543	28,450	36,135	51,100	52,100
	Total	26,411	31,512	39,023	57,120	58,120
Other Purchased Services						
100-3223-523200	Other Purchase Srv-Communication	10,196	7,901	6,411	8,860	6,500
100-3223-523600	Other Purchase Srv-Dues & Fees	152	89	56	360	360
	Total	10,348	7,990	6,467	9,220	6,860
Supplies						
100-3223-531100	Supplies-General Supplies	8,806	10,115	15,477	12,130	11,500
100-3223-531270	Supplies-Gasoline	106,296	75,588	73,646	103,340	103,340
100-3223-531600	Supplies-Small Equipment	7,547	10,361	5,413	7,350	7,410
100-3223-531700	Supplies-Other Supplies	34,618	24,165	59,212	22,500	24,900
	Total	157,267	120,229	153,748	145,320	147,150
Capital Outlay						
100-3223-542200	Machinery & Equipment-Vehicle	170,554	325,581	176,602	50,990	184,730
100-3223-542400	Machinery & Equipment-Computer	-	-	-	10,250	12,000
100-3223-542401	Machinery & Equipment-GOSH Grant	-	-	-	10,000	-
100-3223-542402	Machinery & Equipment-Software	-	-	-	2,120	4,500
	Total	170,554	325,581	176,602	73,360	201,230
	Total Patrol	**$ 1,974,480**	**$ 2,273,194**	**$ 2,184,498**	**$ 2,343,050**	**$ 2,530,330**

Records and Identification

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries						
100-3224-511100	Salaries & Wages Regular	$ 43,953	$ 53,843	$ 55,511	$ 32,770	$ 33,560
100-3224-511300	Salaries & Wages Overtime	791	149	35	750	500
	Total	44,744	53,992	55,546	33,520	34,060
Personal Services-Employee Benefits						
100-3224-512100	Employee Benefits-Group Health	5,356	8,190	8,239	8,500	8,700
100-3224-512200	Employee Benefits-SS	2,774	3,348	3,443	2,130	2,110
100-3224-512300	Employee Benefits-Mcare	649	783	805	500	490
100-3224-512400	Employee Benefits-Retirement	3,888	5,879	6,053	3,610	3,690
100-3224-512700	Employee Benefits-Workers Comp	-	652	596	700	700
100-3224-512910	Employee Benefits-EAP	19	31	27	50	-
100-3224-512920	Employee Benefits-Other Disability	291	209	248	450	320
100-3224-512930	Employee Benefits-Wellness	217	81	-	-	-
	Total	13,194	19,173	19,411	15,940	16,010
Capital Outlay						
100-3224-542400	Machinery & Equipment-Computer	1,705	-	50,231	70,000	77,000
100-3224-542402	Machinery & Equipment-Software	14,245	73,917	15,698	18,600	-
	Total	15,950	73,917	65,929	88,600	77,000
	Total Records & Identification	**$ 73,888**	**$ 147,082**	**$ 140,886**	**$ 138,060**	**$ 127,070**

Police Training

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries						
100-3240-511100	Salaries & Wages Regular	$ 28,854	$ 27,855	$ 63,962	$ 66,770	$ 68,460
100-3240-511300	Salaries & Wages Overtime	149	373	544	1,500	1,000
	Total	29,003	28,228	64,506	68,270	69,460
Personal Services-Employee Benefits						
100-3240-512100	Employee Benefits-Group Health	7,519	8,329	5,109	5,080	4,730
100-3240-512200	Employee Benefits-SS	1,809	1,786	4,029	4,240	4,310
100-3240-512300	Employee Benefits-Mcare	423	418	942	990	1,010
100-3240-512400	Employee Benefits-Retirement	3,111	3,051	3,417	3,670	3,500
100-3240-512500	Employee Benefits-Tuition	3,717	9,106	6,645	8,000	8,000
100-3240-512700	Employee Benefits-Workers Comp	-	2,159	4,708	4,470	4,470
100-3240-512910	Employee Benefits-EAP	29	31	27	50	-
100-3240-512920	Employee Benefits-Other Disability	460	361	478	550	550
100-3240-512930	Employee Benefits-Wellness	606	216	-	-	-
	Total	17,674	25,457	25,355	27,050	26,570
Other Purchased Services						
100-3240-523500	Other Purchase Srv-Travel	-	-	-	250	250
100-3240-523700	Other Purchase Srv-Education	6,352	9,129	4,281	8,250	10,000
	Total	6,352	9,129	4,281	8,500	10,250
Supplies						
100-3240-531400	Supplies-Books & Periodicals	-	283	63	550	300
100-3240-531700	Supplies-Other Supplies	4,121	3,077	4,027	3,850	5,000
	Total	4,121	3,360	4,090	4,400	5,300
	Total Police Training	**$ 57,150**	**$ 66,174**	**$ 98,232**	**$ 108,220**	**$ 111,580**

Special Detail Services

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries						
100-3250-511100	Salaries & Wages Regular	$ 90,248	$ 63,705	$ 30,878	$ 50,000	$ 50,000
	Total	90,248	63,705	30,878	50,000	50,000
	Total Special Detail Services	**$ 90,248**	**$ 63,705**	**$ 30,878**	**$ 50,000**	**$ 50,000**

Gateway Patrol

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries						
100-3251-511100	Salaries & Wages Regular	$ -	$ -	$ -	$ 17,200	$ 17,200
	Total	-	-	-	17,200	17,200
	Total Gateway Patrol	**$ -**	**$ -**	**$ -**	**$ 17,200**	**$ 17,200**

Police Stations & Buildings

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Purchased Property Services						
100-3260-522100	Purchase Property Srv-Cleaning	$ 8,970	$ 8,200	$ 9,695	$ -	$ -
100-3260-522110	Purchase Property Srv-Disposal	526	820	1,326	3,000	3,000
100-3260-522200	Purchase Property Srv-Repair	4,111	7,472	6,381	8,650	8,650
	Total	13,607	16,492	17,402	11,650	11,650
Other Purchased Services						
100-3260-523100	Other Purchase Srv-Insurance	93,154	76,313	45,970	80,000	85,000
100-3260-523200	Other Purchase Srv-Communicate	16,891	19,759	24,001	36,000	26,000
	Total	110,045	96,072	69,971	116,000	111,000
Supplies						
100-3260-531100	Supplies-General Supplies	1,062	1,216	2,348	1,550	1,550
100-3260-531210	Supplies-Water & Sewer	1,026	1,534	3,240	3,000	3,000
100-3260-531220	Supplies-Natural Gas	3,742	4,743	9,620	8,000	8,000
100-3260-531230	Supplies-Electricity	10,890	13,678	18,667	24,000	28,800
100-3260-531700	Supplies-Other Supplies	1,260	1,153	1,818	1,500	1,500
	Total	17,980	22,324	35,693	38,050	42,850
	Total Police Stations & Buildings	**$ 141,632**	**$ 134,888**	**$ 123,066**	**$ 165,700**	**$ 165,500**

Dispatcher

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries							
100-3270-511100	Salaries & Wages Regular		$ 241,508	$ 267,910	$ 276,131	$ 270,360	$ 304,970
100-3270-511300	Salaries & Wages Overtime		5,848	3,825	1,665	7,750	3,500
		Total	247,356	271,735	277,796	278,110	308,470
Personal Services-Employee Benefits							
100-3270-512100	Employee Benefits-Group Health		52,546	54,811	58,212	60,980	63,620
100-3270-512200	Employee Benefits-SS		15,384	16,899	17,227	17,290	19,120
100-3270-512300	Employee Benefits-Mcare		3,598	3,952	4,029	4,050	4,470
100-3270-512400	Employee Benefits-Retirement		23,571	27,198	30,135	30,290	30,880
100-3270-512700	Employee Benefits-Workers Comp		1,078	2,120	4,867	2,210	2,210
100-3270-512910	Employee Benefits-EAP		174	225	191	350	-
100-3270-512920	Employee Benefits-Other Disability		2,574	1,878	2,129	3,000	2,800
100-3270-512930	Employee Benefits-Wellness		1,376	896	-	-	-
		Total	100,301	107,979	116,790	118,170	123,100
Other Purchased Services							
100-3270-523200	Other Purchase Srv-Communication		16,573	13,756	25,937	33,590	33,500
		Total	16,573	13,756	25,937	33,590	33,500
Supplies							
100-3270-531700	Supplies-Other Supplies		1,009	1,796	44	2,100	2,450
		Total	1,009	1,796	44	2,100	2,450
Capital Outlay							
100-3270-542400	Machinery & Equipment-Computer		-	-	-	1,000	1,000
		Total	-	-	-	1,000	1,000
	Total Dispatcher		**$ 365,239**	**$ 395,266**	**$ 420,567**	**$ 432,970**	**$ 468,520**

Public Relations

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries							
100-3285-511100	Salaries & Wages Regular		$ 25,478	$ 26,984	$ 55,257	$ 60,040	$ 61,540
100-3285-511300	Salaries & Wages Overtime		74	373	-	750	750
		Total	25,552	27,357	55,257	60,790	62,290
Personal Services-Employee Benefits							
100-3285-512100	Employee Benefits-Group Health		-	-	9,041	8,630	8,840
100-3285-512200	Employee Benefits-SS		1,584	1,696	3,431	3,820	3,860
100-3285-512300	Employee Benefits-Mcare		370	397	802	890	910
100-3285-512400	Employee Benefits-Retirement		2,781	2,913	6,078	6,080	3,150
100-3285-512700	Employee Benefits-Workers Comp		-	-	2,196	3,280	3,280
100-3285-512910	Employee Benefits-EAP		-	-	27	50	-
100-3285-512920	Employee Benefits-Other Disability		-	-	434	520	520
100-3285-512930	Employee Benefits-Wellness		-	-	-	-	-
		Total	4,735	5,006	22,009	23,270	20,560
Supplies							
100-3285-531100	Supplies-General Supplies		3,453	3,896	4,492	2,600	2,600
100-3285-531300	Supplies-Food		696	784	737	1,200	1,200
100-3285-531400	Supplies-Books & Periodicals		467	425	245	400	400
100-3285-531700	Supplies-Other Supplies		367	510	608	1,000	1,000
		Total	4,983	5,615	6,082	5,200	5,200
	Total Public Relations		**$ 35,270**	**$ 37,978**	**$ 83,348**	**$ 89,260**	**$ 88,050**

Targeted Police

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries							
100-3290-511100	Salaries & Wages Regular		$ 49,769	$ -	$ -	$ -	$ -
100-3290-511300	Salaries & Wages Overtime		127	-	-	-	-
		Total	49,896	-	-	-	-
Personal Services-Employee Benefits							
100-3290-512100	Employee Benefits-Group Health		8,531	-	500	-	-
100-3290-512200	Employee Benefits-SS		3,593	-	-	-	-
100-3290-512300	Employee Benefits-Mcare		840	-	-	-	-
100-3290-512400	Employee Benefits-Retirement		4,496	-	-	-	-
100-3290-512700	Employee Benefits-Workers Comp		-	3,454	3,180	-	-
100-3290-512910	Employee Benefits-EAP		56	-	-	-	-
100-3290-512920	Employee Benefits-Other Disability		330	-	-	-	-
100-3290-512930	Employee Benefits-Wellness		427	70	-	-	-
		Total	18,273	3,524	3,680	-	-
Purchased Property Services							
100-3290-522210	Purchase Property Srv-Repair		624	585	-	-	-
		Total	624	585	-	-	-
Supplies							
100-3290-531270	Supplies-Gasoline		18	218	-	-	-
100-3290-531600	Supplies-Small Equipment		45	70	-	-	-
100-3290-531700	Supplies-Other Supplies		737	1,586	-	-	-
		Total	800	1,874	-	-	-
Machinery & Equipment							
100-3290-542200	Machinery & Equipment		-	-	16,612	-	-
		Total	-	-	16,612	-	-
	Total Targeted Police		$ **69,593**	$ **5,983**	$ **20,292**	$ **-**	$ **-**

Public Works Administration

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries							
100-4100-511100	Salaries & Wages Regular		$ 465,276	$ 633,458	$ 650,622	$ 728,980	$ 722,410
100-4100-511300	Salaries & Wages Overtime		65,551	46,954	13,633	14,000	14,000
		Total	530,827	680,412	664,255	742,980	736,410
Personal Services-Employee Benefits							
100-4100-512100	Employee Benefits-Group Health		91,204	110,524	118,632	143,240	116,340
100-4100-512200	Employee Benefits-SS		33,025	42,274	41,209	46,500	45,660
100-4100-512300	Employee Benefits-Mcare		7,724	9,889	9,638	11,000	10,790
100-4100-512400	Employee Benefits-Retirement		46,171	63,707	62,729	70,480	69,620
100-4100-512500	Employee Benefits-Tuition Reimburse		821	-	-	-	-
100-4100-512700	Employee Benefits-Workers Comp		18,636	49,743	17,416	20,020	20,020
100-4100-512910	Employee Benefits-EAP		358	448	378	800	-
100-4100-512920	Employee Benefits-Other Disability		3,011	3,830	17,778	16,010	5,880
100-4100-512930	Employee Benefits-Wellness		3,314	1,316	-	-	-
		Total	204,264	281,731	267,780	308,050	268,310
Purchased Property Services							
100-4100-522200	Purchase Property Srv-Repair		40,288	45,386	32,327	39,500	39,500
100-4100-522320	Purchase Property Srv-Rental		7,759	7,103	3,752	8,500	3,000
		Total	$ 48,047	$ 52,489	$ 36,079	$ 48,000	$ 42,500

Public Works Administration (continued)

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Other Purchased Services						
100-4100-523200	Other Purchase Srv-Communicate	$ 8,933	$ 9,924	$ 8,675	$ 10,300	$ 10,520
100-4100-523300	Other Purchase Srv-Advertising	-	60	-	300	300
100-4100-523500	Other Purchase Srv-Travel	4,055	3,467	879	3,840	3,000
100-4100-523600	Other Purchase Srv-Dues & Fe	1,868	2,283	1,710	2,500	2,500
100-4100-523700	Other Purchase Srv-Education	5,366	4,129	4,700	6,700	6,700
100-4100-523800	Other Purchase Srv-Licenses	349	885	473	800	800
100-4100-523850	Other Purchase Srv-Contract	389	1,672	4,358	7,600	6,000
100-4100-523860	Other Purchase Srv-Solid Was	5,601	5,947	4,070	6,000	4,500
100-4100-523900	Other Purchase Srv-Other	-	-	300	28,860	-
100-4100-573100	Other Purchase Srv-Inmate Work	30,380	38,440	9,610	21,390	37,200
	Total	56,941	66,807	34,775	88,290	71,520
Supplies						
100-4100-531100	Supplies-General Supplies	70,610	68,099	77,249	65,000	58,800
100-4100-531101	Supplies-Uniform	-	5,975	4,205	4,840	5,500
100-4100-531110	Supplies-Janitorial	-	-	-	5,000	5,000
100-4100-531210	Supplies-Water & Sewer	19,743	16,710	27,036	43,100	35,500
100-4100-531220	Supplies-Natural Gas	3,975	9,567	9,604	10,000	10,000
100-4100-531230	Supplies-Electricity	97,464	134,655	155,093	170,060	204,070
100-4100-531270	Supplies-Gasoline	25,640	20,920	22,041	30,400	41,250
100-4100-531400	Supplies-Books & Periodicals	40	-	-	400	200
100-4100-531600	Supplies-Small Equipment	8,015	6,830	9,332	14,500	10,500
	Total	225,487	262,756	304,560	343,300	370,820
Capital Outlay						
100-4100-542200	Machinery & Equipment-Equipment	-	42,396	-	-	-
100-4100-542201	Machinery & Equipment-Vehicle	22,537	17,051	48,467	-	27,130
100-4100-542202	Machinery & Equip-Zero Turn	11,133	6,519	-	7,270	15,440
100-4100-542203	Machinery & Equip-Radio Controlled Mower	-	-	-	-	19,000
100-4100-542400	Machinery & Equip-Computer	3,920	1,599	-	4,830	1,550
	Total	37,590	67,565	48,467	12,100	63,120
	Total Public Works Administration	**$ 1,103,156**	**$ 1,411,760**	**$ 1,355,916**	**$ 1,542,720**	**$ 1,552,680**

Paved Streets

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Purchased Professional & Technical						
100-4221-521200	Purchase Contract Srv-Sweeping	$ 14,507	$ 14,509	$ 14,507	$ 14,800	$ 14,800
100-4221-521210	Purchase Contract Srv-Landscape I85	17,600	-	-	620	6,000
100-4221-521220	Purchase Contract Srv-Landscape PIB	-	-	-	51,250	51,250
100-4221-521230	Purchase Contract Srv-Landscape McGinnis	-	-	-	-	-
	Total	32,107	14,509	14,507	66,670	72,050
Supplies						
100-4221-531100	Supplies-General Supplies	1,386	301	-	-	-
	Total	1,386	301	-	-	-
	Total Paved Streets	**$ 33,493**	**$ 14,810**	**$ 14,507**	**$ 66,670**	**$ 72,050**

Storm Drainage

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Other Purchase Services						
100-4250-523852	Other Purchase Srv-MS4 Admin	$ 91,125	$ 34,616	$ 22,165	$ 50,000	$ 30,000
	Total	91,125	34,616	22,165	50,000	30,000
Supplies						
100-4250-531100	Supplies-General Supplies	148	1,087	-	-	-
	Total	148	1,087	-	-	-
Capital Outlay						
100-4250-542400	Machinery & Equip-Computer	-	-	-	-	-
	Total	-	-	-	-	-
	Total Storm Drainage	**$ 91,273**	**$ 35,703**	**$ 22,165**	**$ 50,000**	**$ 30,000**

Street Lighting

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Capital Outlay						
100-4260-541400	Property-Infrastructure	$ 4,564	$ 5,325	$ -	$ -	$ -
	Total	4,564	5,325	-	-	-
	Total Street Lighting	**$ 4,564**	**$ 5,325**	**$ -**	**$ -**	**$ -**

PW Special Detail Services

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries						
100-4970-511100	Salaries & Wages Regular	$ 11,533	$ 15,879	$ -	$ -	$ 2,500
	Total	11,533	15,879	-	-	2,500
Personal Services-Employee Benefits						
100-4970-512200	Employee Benefits-SS	715	984	-	-	-
100-4970-512300	Employee Benefits-Mcare	167	230	-	-	-
	Total	882	1,214	-	-	-
	Total PW Special Detail Services	**$ 12,415**	**$ 17,093**	**$ -**	**$ -**	**$ 2,500**

Playgrounds

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Capital Outlay						
100-6123-541400	Property-Infrastructure	$ 9,289	$ 72	$	$ -	$ -
	Total	9,289	72	-	-	-
	Total Playgrounds	**$ 9,289**	**$ 72**	**$ -**	**$ -**	**$ -**

Special Facilities and Activities

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Purchased Professional & Technical						
100-6190-521200	Purchase Contract Srv-Professional	$ 18,914	$ -	$ -	$ -	$ -
	Total	18,914	-	-	-	-
Other Purchased Services						
100-6190-523200	Other Purchase Srv-Communication	381	388	-	2,000	2,000
100-6190-523300	Other Purchase Srv-Advertising	-	1,017	-	3,000	3,000
100-6190-523400	Other Purchase Srv-Printing	400	2,200	2,036	3,000	3,000
100-6190-523870	Other Purchase Srv-Caboose	9,464	4,316	3,631	5,000	5,000
100-6190-523873	Other Purchase Srv-Art in the Park	3,000	9,291	8,647	15,000	15,000
100-6190-523882	Other Purchase Srv-Large Pop	19,731	25,626	26,653	30,000	30,000
100-6190-523890	Other Purchase Srv-Other TC	70,175	41,200	25,857	40,000	40,000
100-6190-523892	Other Purchase Srv-Other Events	38,197	12,852	9,254	10,000	10,000
100-6190-523894	Other Purchase Srv-Market	35	195	2,137	3,000	3,000
	Total	141,383	97,085	78,215	111,000	111,000
Supplies						
100-6190-531100	Supplies-General Supplies	3,605	5,091	1,214	2,000	2,000
100-6190-531102	Supplies-Christmas Lighting	30,488	6,890	1,484	2,500	2,500
100-6190-531300	Supplies-Food	4,115	-	-	2,000	2,000
	Total	38,208	11,981	2,698	6,500	6,500
Capital Outlay						
100-6190-542210	Machinery & Equipment-Trailer	9,680	488	-	-	-
	Total	9,680	488	-	-	-
	Total Special Facilities & Activities	**$ 208,185**	**$ 109,554**	**$ 80,913**	**$ 117,500**	**$ 117,500**

Park Areas

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Purchased Professional & Technical						
100-6220-521200	Purchase Contract Srv-Professional	$ 49,460	$ 74,100	$ 56,063	$ 106,290	$ 84,750
	Total	49,460	74,100	56,063	106,290	84,750
Purchased Property Services						
100-6220-522200	Purchase Property Srv-Repair	24,495	45,698	41,551	40,500	38,500
100-6220-522320	Purchase Property Srv-Rental	-	-	-	-	2,000
	Total	24,495	45,698	41,551	40,500	40,500
Supplies						
100-6220-531100	Supplies-General Supplies	-	-	-	-	7,200
100-6220-531103	Supplies-Arbor Day	16,839	17,446	-	-	-
	Total	16,839	17,446	-	-	7,200
Capital Outlay						
100-6220-541200	Property-Site Improvements	20,690	15,987	5,856	19,600	20,000
	Total	20,690	15,987	5,856	19,600	20,000
	Total Park Areas	**$ 111,484**	**$ 153,231**	**$ 103,470**	**$ 166,390**	**$ 152,450**

Protective Inspection Administrative

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries							
100-7200-511100	Salaries & Wages Regular		$ 248,583	$ 182,125	$ 55,367	$ 57,880	$ 60,330
100-7200-511300	Salaries & Wages Overtime		7,354	1,818	-	750	1,000
		Total	255,937	183,943	55,367	58,630	61,330
Personal Services-Employee Benefits							
100-7200-512100	Employee Benefits-Group Health		33,726	21,614	13,961	13,610	13,880
100-7200-512200	Employee Benefits-SS		15,913	11,447	3,439	3,780	3,810
100-7200-512300	Employee Benefits-Mcare		3,740	2,707	804	880	890
100-7200-512400	Employee Benefits-Retirement		25,227	12,354	6,092	6,480	5,140
100-7200-512700	Employee Benefits-Workers Comp		6,795	9,205	7,232	8,300	8,300
100-7200-512910	Employee Benefits-EAP		149	109	55	50	-
100-7200-512920	Employee Benefits-Other Disability		1,450	860	8,940	500	420
100-7200-512930	Employee Benefits-Wellness		1,476	864	-	-	-
		Total	88,476	59,160	40,523	33,600	32,440
Purchased Professional & Technical							
100-7200-521200	Purchase Contract Srv-Professional		1,420	1,000	6,725	2,000	7,000
		Total	1,420	1,000	6,725	2,000	7,000
Purchased Property Services							
100-7200-522200	Purchase Property Srv-Repair		1,876	1,714	1,149	3,500	-
		Total	1,876	1,714	1,149	3,500	-
Other Purchased Services							
100-7200-523200	Other Purchase Srv-Communication		2,779	2,355	1,409	1,800	1,200
100-7200-523400	Other Purchase Srv-Printing		489	1,448	186	750	800
100-7200-523500	Other Purchase Srv-Travel		282	51	591	1,250	1,750
100-7200-523600	Other Purchase Srv-Dues & Fees		1,090	959	340	1,300	1,300
100-7200-523700	Other Purchase Srv-Education		1,842	921	2,249	3,000	4,000
		Total	6,482	5,734	4,775	8,100	9,050
Supplies							
100-7200-531100	Supplies-General Supplies		2,974	2,704	1,346	2,500	2,500
100-7200-531270	Supplies-Gasoline		13,121	7,059	2,982	8,040	8,290
100-7200-531400	Supplies-Books & Periodicals		1,336	1,021	1,010	1,250	1,500
100-7200-531600	Supplies-Small Equipment		1,004	-	3,871	1,990	6,990
		Total	18,435	10,784	9,209	13,780	19,280
Capital Outlay							
100-7200-542200	Machinery & Equipment-Vehicle		25,976	-	-	-	-
100-7200-542400	Machinery & Equipment-Computer		8,558	-	-	40,000	-
		Total	34,534	-	-	40,000	-
Total Protective Inspection Administrative			**$ 407,160**	**$ 262,335**	**$ 117,748**	**$ 159,610**	**$ 129,100**

Planning and Zoning

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries						
100-7400-511100	Salaries & Wages Regular	$ 161,934	$ 239,137	$ 231,045	$ 231,570	$ 237,380
100-7400-511300	Salaries & Wages Overtime	3,314	991	-	750	1,000
	Total	165,248	240,128	231,045	232,320	238,380
Personal Services-Employee Benefits						
100-7400-512100	Employee Benefits-Group Health	25,780	31,224	36,561	34,880	46,090
100-7400-512200	Employee Benefits-SS	10,283	14,934	14,328	15,150	14,800
100-7400-512300	Employee Benefits-Mcare	2,405	3,488	3,351	3,550	3,460
100-7400-512400	Employee Benefits-Retirement	13,494	18,601	20,770	20,870	23,260
100-7400-512500	Employee Benefits-Tuition Reimbursement	-	-	-	5,000	4,000
100-7400-512700	Employee Benefits-Workers Comp	386	1,472	1,352	1,560	1,560
100-7400-512910	Employee Benefits-EAP	96	136	132	250	-
100-7400-512920	Employee Benefits-Other Disability	1,162	1,332	4,276	13,100	2,260
100-7400-512930	Employee Benefits-Wellness	1,299	810	-	-	-
	Total	54,905	71,997	80,770	94,360	95,430
Purchased Professional & Technical						
100-7400-521200	Purchase Contract Srv-Professional	116,022	104,456	15,541	23,500	27,500
	Total	116,022	104,456	15,541	23,500	27,500
Purchased Property Services						
100-7400-522200	Purchase Property Srv-Repair	-	306	96	3,500	-
100-7400-522310	Purchase Property Srv-Rental	-	700	-	1,000	1,000
	Total	-	1,006	96	4,500	1,000
Other Purchased Services						
100-7400-523200	Other Purchase Srv-Communication	3,565	2,056	1,497	1,950	2,300
100-7400-523300	Other Purchase Srv-Advertising	2,105	630	560	2,300	2,300
100-7400-523400	Other Purchase Srv-Printing	3,413	2,465	2,175	2,250	2,500
100-7400-523500	Other Purchase Srv-Travel	1,024	1,396	861	2,500	2,500
100-7400-523600	Other Purchase Srv-Dues & Fees	635	1,350	785	2,500	2,500
100-7400-523700	Other Purchase Srv-Education	1,314	2,409	2,056	8,200	6,000
	Total	12,056	10,306	7,934	19,700	18,100
Supplies						
100-7400-531100	Supplies-General Supplies	3,047	3,142	2,443	3,000	3,000
100-7400-531300	Supplies-Food	299	741	371	800	800
100-7400-531400	Supplies-Books & Periodicals	475	787	489	1,000	1,000
100-7400-531500	Supplies-Arbor Day	-	-	15,535	17,500	30,710
100-7400-531600	Supplies-Small Equipment	357	310	-	1,000	1,000
	Total	4,178	4,980	18,838	23,300	36,510
Capital Outlay						
100-7400-542300	Machinery & Equipment-Furniture	249	99	-	500	500
100-7400-542400	Machinery & Equipment-Computer	2,137	-	-	3,350	3,000
	Total	2,386	99	-	3,850	3,500
	Total Planning & Zoning	**$ 354,795**	**$ 432,972**	**$ 354,224**	**$ 401,530**	**$ 420,420**

Code Enforcement

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries							
100-7450-511100	Salaries & Wages Regular		$ 17,133	$ 285	$ 32,863	$ 19,160	$ 30,130
100-7450-511300	Salaries & Wages Overtime		-	-	-	750	-
		Total	17,133	285	32,863	19,910	30,130
Personal Services-Employee Benefits							
100-7450-512100	Employee Benefits-Group Health		-	-	-	-	250
100-7450-512200	Employee Benefits-SS		1,075	18	2,037	1,810	1,870
100-7450-512300	Employee Benefits-Mcare		251	4	476	480	440
100-7450-512700	Employee Benefits-Workers Comp		1,314	1,727	1,589	1,830	1,830
100-7450-512930	Employee Benefits-Wellness		612	44	-	-	-
		Total	3,252	1,793	4,102	4,120	4,390
Purchased Property Services							
100-7450-522200	Purchase Property Srv-Repair		480	-	-	-	-
		Total	480	-	-	-	-
Other Purchased Services							
100-7450-523200	Other Purchase Srv-Communication		633	340	35	650	650
		Total	633	340	35	650	650
Supplies							
100-7450-531100	Supplies-General Supplies		543	-	-	600	600
100-7450-531600	Supplies-Small Equipment		61	-	-	500	500
		Total	604	-	-	1,100	1,100
	Total Code Enforcement		**$ 22,102**	**$ 2,418**	**$ 37,000**	**$ 25,780**	**$ 36,270**

Economic Development

Account	Description		FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries							
100-7510-511100	Salaries & Wages Regular		$ 118,995	$ 148,621	$ 152,695	$ 151,850	$ 166,120
100-7510-511300	Salaries & Wages Overtime		5,480	3,116	2,382	4,000	3,000
		Total	124,475	151,737	155,077	155,850	169,120
Personal Services-Employee Benefits							
100-7510-512100	Employee Benefits-Group Health		9,447	29,700	29,163	35,460	36,890
100-7510-512200	Employee Benefits-SS		7,754	9,599	9,620	10,050	10,490
100-7510-512300	Employee Benefits-Mcare		1,813	2,245	2,250	2,350	2,450
100-7510-512400	Employee Benefits-Retirement		3,611	9,958	12,531	12,740	13,220
100-7510-512700	Employee Benefits-Workers Comp		477	648	596	1,440	1,440
100-7510-512910	Employee Benefits-EAP		76	120	109	150	-
100-7510-512920	Employee Benefits-Other Disability		492	879	1,484	1,600	1,410
100-7510-512930	Employee Benefits-Wellness		1,111	760	-	-	-
		Total	24,781	53,909	55,753	63,790	65,900
Purchased Professional & Technical							
100-7510-521200	Purchase Contract Srv-Professional		25,236	-	1,945	9,500	10,000
100-7510-521210	Purchase Contract Srv-Gateway		48,399	3,350	-	3,600	-
100-7510-521220	Purchase Contract Srv-Other		59,206	-	-	-	-
		Total	132,841	3,350	1,945	13,100	10,000
Purchased Property Services							
100-7510-522130	Purchase Property Srv-Custodial		1,440	960	-	-	-
		Total	$ 1,440	$ 960	$ -	$ -	$ -

Economic Development (continued)

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Other Purchased Services						
100-7510-523100	Other Purchase Srv-Insurance	$ 2,470	$ -	$ -	$ -	$ -
100-7510-523200	Other Purchase Srv-Communication	1,202	1,139	2,018	3,000	3,000
100-7510-523300	Other Purchase Srv-Advertising	160	14,677	17,570	4,000	4,000
100-7510-523400	Other Purchase Srv-Printing	1,546	1,352	6,715	5,000	5,000
100-7510-523500	Other Purchase Srv-Travel	4,786	4,195	2,125	6,000	6,000
100-7510-523600	Other Purchase Srv-Dues & Fees	1,465	2,183	2,075	2,000	2,000
100-7510-523700	Other Purchase Srv-Education	497	2,337	1,187	4,000	4,000
100-7510-523800	Other Purchase Srv-Payments	1,000	-	-	-	-
	Total	13,126	25,883	31,690	24,000	24,000
Supplies						
100-7510-531100	Supplies-General Supplies	3,266	2,841	2,168	2,650	3,000
100-7510-531110	Supplies-Banners	14,500	-	-	-	-
100-7510-531210	Supplies-Water & Sewer	37	23	-	-	-
100-7510-531230	Supplies-Electricity	2,713	2,726	-	-	-
100-7510-531300	Supplies-Food	2,275	2,475	2,976	2,500	5,000
100-7510-531400	Supplies-Books & Periodicals	60	169	-	500	500
	Total	22,851	8,234	5,144	5,650	8,500
Capital Outlay						
100-7510-542400	Machinery & Equipment-Computer	1,870	3,357	-	1,850	1,500
	Total	1,870	3,357	-	1,850	1,500
Other Costs						
100-7510-573000	Other Costs-Payments to Others	10,000	10,000	10,000	20,000	20,000
	Total	10,000	10,000	10,000	20,000	20,000
	Total Economic Development	**$ 331,384**	**$ 257,430**	**$ 259,609**	**$ 284,240**	**$ 299,020**

Downtown Suwanee

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services-Salaries						
100-7520-511100	Salaries & Wages Regular	$ 45,177	$ 44,326	$ 33,526	$ 45,950	$ 54,350
100-7520-511300	Salaries & Wages Overtime	1,424	915	758	750	-
	Total	46,601	45,241	34,284	46,700	54,350
Personal Services-Employee Benefits						
100-7520-512100	Employee Benefits-Group Health	-	-	-	4,020	4,730
100-7520-512200	Employee Benefits-SS	2,898	2,820	2,126	2,850	3,370
100-7520-512300	Employee Benefits-Mcare	678	660	497	680	790
100-7520-512400	Employee Benefits-Retirement	-	-	-	4,060	5,980
100-7520-512700	Employee Benefits-Workers Comp	159	475	437	510	510
100-7520-512910	Employee Benefits-EAP	-	-	-	50	-
100-7520-512920	Employee Benefits-Other Disability	-	-	8,250	4,650	480
100-7520-512930	Employee Benefits-Wellness	575	312	-	-	-
	Total	4,310	4,267	11,310	16,820	15,860
Purchased Professional & Technical						
100-7520-521200	Purchase Contract Srv-Professional	14,073	20,000	27,030	5,000	3,000
	Total	$ 14,073	$ 20,000	$ 27,030	$ 5,000	$ 3,000

Downtown Suwanee (continued)

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Other Purchased Services						
100-7520-523200	Other Purchase Srv-Communication	$ 96	$ 9	$ 4,003	$ 4,500	$ 4,500
100-7520-523300	Other Purchase Srv-Advertising	503	1,585	600	2,500	2,500
100-7520-523400	Other Purchase Srv-Printing	-	17	1,303	2,500	2,500
100-7520-523500	Other Purchase Srv-Travel	1,698	614	784	2,000	2,000
100-7520-523600	Other Purchase Srv-Dues & Fees	348	380	93	500	500
100-7520-523700	Other Purchase Srv-Education	1,344	1,465	1,415	2,000	2,000
	Total	3,989	4,070	8,198	14,000	14,000
Supplies						
100-7520-531100	Supplies-General Supplies	740	960	28	1,200	1,200
100-7520-531210	Supplies-Water & Sewer	119	130	129	250	250
100-7520-531230	Supplies-Electricity	973	906	564	1,000	1,000
100-7520-531300	Supplies-Food	566	744	99	500	500
100-7520-531400	Supplies-Books & Periodicals	71	211	-	500	500
	Total	2,469	2,951	820	3,450	3,450
Capital Outlay						
100-7520-542400	Machinery & Equipment-Computer	-	-	-	-	750
	Total	-	-	-	-	750
	Total Downtown Suwanee	**$ 71,442**	**$ 76,529**	**$ 81,642**	**$ 85,970**	**$ 91,410**

Other Financing Uses

Account	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
100-9100-611000	Operating Trans Out 410 Debt Service	$ 1,891,916	$ 1,627,000	$ 1,629,000	$ 1,610,440	$ 1,601,900
100-9100-611010	Operating Trans Out Capital	100,000	100,000	1,665,000	797,680	100,000
100-9100-611011	Operating Trans Out TC Facility	-	1,300,000	-	-	-
100-9100-611020	Operating Trans Out 505 Water	70,600	150,000	287,450	150,000	150,000
100-9100-611030	Operating Trans Out 361 TAD	11,000	-	42,316	42,320	30,000
100-9100-611040	Operating Trans Out 360 DDA	-	57,406	7,000	7,000	7,000
100-9100-611050	Operating Trans Out 343 Cemetery	-	-	-	-	81,420
100-9100-611100	Operating Trans Out 345 Storm Water	-	-	315,000	140,000	75,000
	Total	2,073,516	3,234,406	3,945,766	2,747,440	2,045,320
	Total Other Financing Uses	**2,073,516**	**3,234,406**	**3,945,766**	**2,747,440**	**2,045,320**
	TOTAL EXPENDITURES	**$ 10,428,093**	**$ 12,107,432**	**$ 12,345,509**	**$ 12,265,830**	**$ 11,844,220**

capital improvement program

2012-2016

The Capital Improvement Program outlines in detail the proposed projects by each department over the next five years. This section includes a summary of the proposed projects, the funding required and the proposed funding source.

Suwanee's capital assets are the physical foundation of our service delivery. The City owns and maintains a variety of facilities, ranging from recreational assets like PlayTown Suwanee super playground and Harvest Farm community garden to public buildings like City Hall, Municipal Court and the Police Station, among others. Suwanee has an extensive network of parks, trails, and other protected open spaces. The City owns and maintains an expansive network of infrastructure, including 61 miles of streets, a growing stormwater system, and a water system with a well, a 150,000 gallon elevated water storage tank, and 6.5 miles of water lines. The City also owns a fleet of over 50 vehicles and inventory of equipment ranging from a state-of-the-art police communication system to mowers and tractors for maintaining Suwanee's rights-of-way.

City-Owned Facilities & Structures

Facility or Structure	*Year of Acquisition or Construction*
Burnette Pavilion	1999
City Hall	2009
City Hall Park	1992
Crossroads Center	1962
Fire Station #13	1975
Harvest Farm	2010
Pierce's Corner	1910
PlayTown Suwanee	2004
Police Station	1997
Public Works Facility	2008
Sims Lake Park	2008
Suwanee Creek Park	2004
Suwanee Creek Greenway	1990
Town Center Park	2002
Water Tank, Well, etc.	Varied
White Street Park	2010

Like all other growing cities, Suwanee is faced with the challenge of providing an ever-increasing number of services and facilities, while being sensitive to the reality of limited financial resources. This is even more relevant in the current economy as Suwanee's population has continued growing, but there is uncertainty in the future of SPLOST and other funding sources. The construction and improvement of streets, recreation facilities, public safety facilities and services must not only keep pace with the growing population, but should also match the level of quality Suwanee citizens have come to expect and appreciate. It is essential that the City has a comprehensive approach not only in planning for future assets, but also for maintaining and replacing its current inventory. A long-range plan for funding these expenditures is vital, as decisions about investments in these assets affect the availability and quality of most government services.

the concept of capital planning

The Capital Improvement Program (CIP) is the tool that allows Suwanee's decision makers to assess how, when, and where future improvements are to be made. The document itself is a snapshot into the next five years – existing and future capital needs and the funding needed to make them a reality. The CIP is derived from a variety of sources – the City's Short Term Work Program, the Comprehensive Plan, the Alternate Modes Transportation Plan, and the Downtown Suwanee Master Plan, as well as recommendations from the City Council and staff. At the time this CIP was adopted, the City was currently developing the community-driven 20/20 Vision, the City's first-ever Strategic Plan. Once this plan is completed and adopted, it will likely include projects that will be considered in future CIP's.

In the private sector, clear criteria usually exist for determining which capital investments to make and when to make them. Most often, the decision rests on the best way to maximize profits. The return for a capital investment by government, however, is often a social benefit, which, while real, is often difficult to measure since it cannot be captured in revenue streams. Development of the CIP allows the City to clearly assess its needs, ensuring the projects that are proposed are the ones that will best serve the needs of the community, while still balancing the community's ability to pay for the projects. Finally, the CIP promotes financial stability through long term planning of resources and needs. The impact of capital funding on the operating budget is clearly visible and can be forecasted several years out..

suwanee's capital improvement policy

A CIP covering a five-year period, is developed, reviewed and updated annually. To be considered in the CIP, a project should have an estimated cost of at least $10,000 in one of the fiscal years of the project. Projects may not be combined to meet the minimum standard unless they are dependent upon each other. Items that are operating expenses, such as maintenance agreements and personal computer software upgrades, are not considered within the CIP.

The City identifies the estimated costs and potential funding sources for each capital project prior to inclusion in the CIP. The operating costs to maintain capital projects are considered prior to the decision to undertake the projects. Each project is scored and ranked according to specific criteria. Capital projects and capital asset purchases will receive a higher priority based on conformance with the following criteria (in no particular order):

- It is a mandatory project.
- It is a maintenance project based on approved replacement schedules.
- It will improve efficiency.
- It is mandated by policy.
- It has a broad extent of usage.
- It lengthens the expected useful life of a current asset.
- It has a positive effect on operation and maintenance costs.
- There are grant funds available.
- It will eliminate hazards and improve public safety.
- There are prior commitments.
- It replaces an asset lost to disaster or damage.
- Project implementation is feasible.
- It is not harmful to the environment.
- It conforms to and/or advances the City's goals and plans.
- It assists with the implementation of departmental goals and policies.
- It provides cultural, aesthetic, and/or recreational value.

The CIP is presented annually to the City Council for approval. Any substantive change to the CIP after that must be resubmitted for approval by the City Council.

development of the CIP

Projects are often, but not always, initially developed as part of a larger planning effort, such as the City's Comprehensive Plan or Downtown Master Plan. Others are recommended by various entities, including citizens, Council members, and staff. In conjunction with submission of funding requests for the operating budget, department directors also submit capital project requests. An administrative review committee, consisting of the City Manager, Financial Services Director and Assistant to the City Manager, then reviews the projects. The committee holds a series of meetings to evaluate the projects submitted by the various departments. The committee evaluates each project, using a scoring matrix that allows for the prioritization of projects. The matrix allows for an objective and consistent evaluation and scoring process. The submitted projects, more often than not, exceed the anticipated available funding for the five-year CIP. With that in mind, a draft list of Future Projects is developed. These projects are not identified for funding in the five-year planning period, but may be re-evaluated as priorities and available funding change. The matrix and resulting scores are shown on the following pages. The Council is presented with a draft project list. Public hearings are held for comment and input. Eventually, the CIP is adopted by the Council, normally in conjunction with the annual operating budget.

Criteria	Possible Scores					
Funding	SPLOST, Open Space Funds, etc. identified for project (15)	Funds identified from General Fund (9)	Potential funds to be applied for (grant or other non-City funding) (6)	No identified funds (0)		
Legal Mandates	Court decision (*)	Regulatory requirement (*)	Pending legal action (12)	Potential legal action (9)	Normal project liability (0)	
Public Health & Safety	Existing hazard (severe) (*)	Existing hazard (minor) (12)	Potential hazard (severe) (12)	Potential hazard (minor) (3)	No health or safety issue (0)	
Implementation Feasibility	No implementation obstacles identified (15)	Minor implementation obstacles (12)	Major implementation obstacles (3)	Implementation not likely (0)		
Operating Budget Impact	Decreases operating/ maintenance costs (10)	Minimal or no impact on operating/ maintenance costs (6)	Slight increase in operating costs and/or personnel requirements (-2)	Significant increase in operating costs and/or personnel requirements (-4)	Very large increase in operating costs and/or personnel requirements (-8)	
Environmental or Pollution Impact	Enhances environment/ reduces pollution (5)	Benefits environment/ slightly reduces pollution (3)	No environmental change/ status quo pollution (0)	Minor negative environmental change/ slight pollution (-1)	Diminishes environment/ creates pollution (-3)	
Percentage of City Population Served	100% (10)	50-99% (8)	10-49% (6)	<10% (2)		
Preservation of Facility	Loss of facility imminent without project (15)	Additional damage likely without project (12)	Project constitutes normal maintenance (9)	Project constitutes normal minor maintenance (3)	New facility (0)	
Project Life	≥20 years with no extraordinary maintenance (10)	≥20 years with extraordinary maintenance (8)	10-20 years with no extraordinary maintenance (6)	10-20 years with extraordinary maintenance (2)	<10 years (0)	
Conformity to City Plans & Goals	In the Comprehensive Plan, STWP, or other City-wide plan (10)	In the PBP, DSMP, Water System Study, or other small area plan (8)	Under consideration for plan inclusion (6)	Recommended by the City Council (4)	Recommended by staff (2)	Identified by staff (0)
Departmental Plans & Goals	Critical to accomplishing established goals/plans (15)	Will assist in accomplishing established goals/plans (9)	Necessary for department but may harm another (6)	Will not help or hinder accomplishing established goals/plans (0)		
Recreational/ Cultural/ Aesthetic Value	Major value (5)	Moderate value (4)	No value (0)	Slightly detrimental (-1)		
Estimated Frequency of Use (Average)	7 days/week (10)	Several days a week (8)	Several days a month (4)	Once a month or less (2)		

	Funding	Legal Mandates	Public Health & Safety	Implementation Feasibility	Operating Budget Impact	Environmental Impact	% of City Population Served	Preservation of Facility	Project Life	City Plans & Goals	Departmental Plans & Goals	Recreational/Aesthetic Value	Frequency of Use (Average	Intangible Benefits (Optional)	**Total**
Equipment & Vehicles															
City Vehicles - Replacement	9	0	3	15	6	0	10	9	0	0	0	0	10	0	**62**
Police Vehicles - Replacement	9	0	3	15	6	0	10	9	0	10	0	0	10	20	**92**
Public Safety Projects	9	0	12	15	6	0	10	0	2	10	9	0	10	0	**83**
Public Works Equipment - New Purchases	9	0	0	15	6	0	10	0	0	2	9	0	8	0	**59**
Public Works Equipment - Replacement	9	0	3	15	6	0	10	9	0	2	9	0	8	0	**71**
Facilities															
Cemetery Improvements	6	0	0	12	0	0	2	12	10	6	0	5	2	0	**55**
Facility Enhancement Projects	15	0	0	12	6	0	6	3	6	2	0	4	8	0	**62**
Facility Maintenance	15	0	3	15	6	0	10	9	6	2	0	0	10	0	**76**
Parking Projects	15	0	3	12	-2	5	8	0	8	10	9	4	10	10	**92**
Police Substation	15	0	12	12	-2	0	10	0	10	10	9	5	10	5	**96**
Recreation															
Park Enhancement Projects	15	0	0	15	6	0	8	3	6	2	0	4	10	0	**69**
Recreation Project(s)	15	0	0	12	-2	0	8	0	10	10	9	4	10	0	**76**
Transportation															
Buford Highway Corridor Improvements	15	0	12	12	-4	3	10	0	10	10	15	5	10	0	**98**
I-85 Streetscape Project	15	0	0	12	-4	5	10	0	6	10	9	4	10	0	**77**
Peachtree Industrial Blvd. Medians	9	0	0	12	-4	3	8	0	10	10	0	5	10	0	**63**
Pedestrian Bicycle Plan Implementation	15	0	0	15	2	0	8	0	10	10	9	4	10	0	**83**
Road Improvement Projects	9	0	3	3	-2	0	8	9	10	10	9	0	10	0	**69**
Sign Reflectivity Program		*													*
Street Resurfacing	15	0	3	15	6	0	10	9	6	10	9	4	10	0	**97**
Suwanee Creek Greenway Rehabilitation	15	0	3	15	10	3	6	15	8	10	9	4	10	20	**128**
Suwanee Dam Road Sidewalks	6	0	3	12	-2	3	8	0	8	8	9	5	10	0	**70**
Water & Stormwater															
Stormwater Program	15	0	3	15	6	3	2	12	10	10	9	0	10	0	**95**
Town Center Park Well	15	*	0	12	2	3	8	12	10	10	9	5	10	20	**116**
Water System Infrastructure Improvements	6	0	12	15	10	5	2	12	10	10	9	0	10	0	**101**

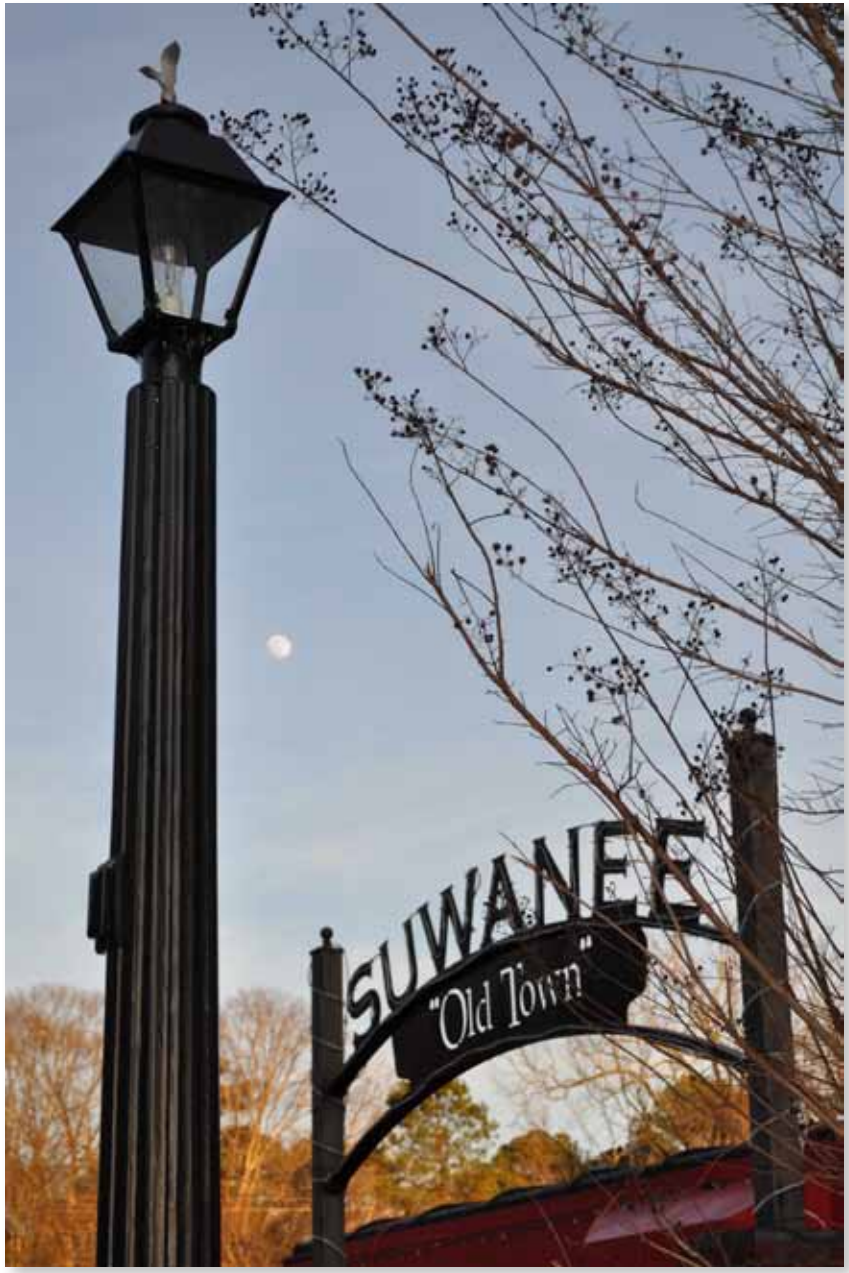
**Constitutes a legal mandate, i.e. court decision or regulatory requirement.*

Project	Score	Rank
Sign Reflectivity Program	*	1
Suwanee Creek Greenway Rehabilitation	128	2
Town Center Park Well	116	3
Water System Infrastructure Improvements	101	4
Buford Highway Corridor Improvements	98	5
Street Resurfacing	97	6
Police Substation	96	7
Stormwater Projects	95	8
Police Vehicles - Replacement	92	9
Parking Project(s)	92	9
Public Safety Projects	83	11
PBP Implementation	83	11
I-85 Streetscape Project	77	13
Recreation Project(s)	76	14
Facility Maintenance	76	15
Public Works Equipment - Replacement	71	16
Suwanee Dam Road Sidewalks	70	17
Road Improvements	69	18
Park Enhancement Projects	69	18
Peachtree Industrial Blvd. Medians	63	20
Facility Enhancement Projects	62	21
City Vehicles - Replacement	62	21
Public Works Equipment - New Purchases	59	23
Cemetery Improvements	55	24

**Constitutes a legal mandate, i.e. court decision or regulatory requirement.*

Projects Not Identified for Funding in 2012-2016 CIP

ATP remaining projects	$9,100,000
Brushy Creek Greenway, Phase I	$270,000
Brushy Creek Greenway, Phase II	TBD
City Hall Lawn Improvement	$70,000
Crossroads Center Parking Lot Expansion	$45,000
Downtown Wayfinding Signs, Phase 2	$30,000
Elections Equipment	$80,000
Future Park Sites	TBD
Greenway (9,500') along GA Power easement to PIB (ATP #10)	$1,500,000
I-85 Streetscaping, Phase 2	$1,150,000
King Street/Buford Highway Connection	$700,000
King Street/Suwanee Avenue Connection	$2,750,000
Main Street Eastern Terminus Relocation	$3,100,000
Main Street Streetscaping	TBD
Martin Farm Road Improvements	$1,750,000
Mary Lou Street Extension	$1,600,000
Mast Arm Installations	$1,600,000
Main Street Site Acquisition	$2,000,000
Old Town Greenway	TBD
Old Town Road Improvements	$750,000
PlayTown Suwanee Major Expansion	TBD
Railroad Trail	$1,400,000
Rivermoore Park Project	$180,000
Sewer to Old Town	TBD
Sims Lake, Phase II	$3,200,000
Suwanee Avenue Intersection Improvements	$350,000
Suwanee Creek Greenway Soft Surface Trails	$50,000
Suwanee Creek Park, Phase 3-5	$450,000
Town Center Electronic Reader Sign	$55,000
Town Center Greenway	TBD
White Lane Improvements - White St. to Buford Hwy	$600,000
White Street Extension to Mary Lou Street	$1,100,000
Total for Future Projects	**$33,880,000**

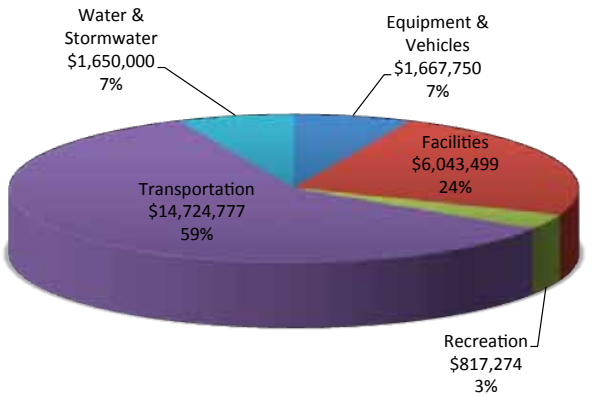

SUWANEE
"Old Town"

2012-2016 CIP… by the numbers

24,903,300
dollars
24
projects
21
police cars
16
miles of streets paved
3
cemeteries improved
1
police substation
1
new well
5
years

Suwanee's 2012-2016 CIP includes 30 projects with a cumulative estimated total of $24,903,300. The projects are representative of five categories: Equipment and Vehicles; Facilities; Recreation; Transportation; and Water/Stormwater. At $14,724,777, the projects in the Transportation category constitute almost 60% of the CIP. The Facilities category is also fairly significant, totaling $6,043,499 or 24%. It should be noted, this does not mean that $24,903,300 of City funds are proposed to be spent. Over 20% of the CIP is proposed to be funded by anticipated grant funding from outside sources. Additionally, SPLOST funds, required to be spent on capital projects, will be used for nearly 45% of the program.

Proposed Spending by Project Category

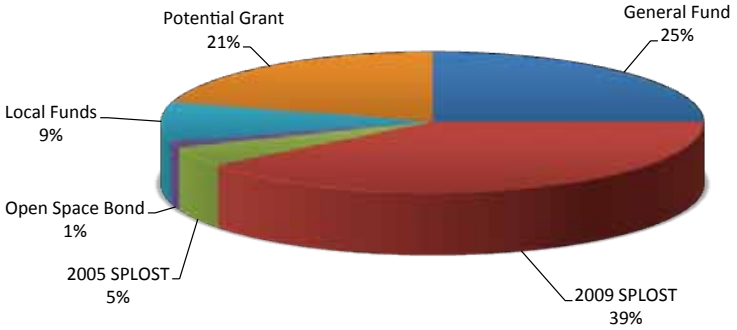


The CIP is an early planning tool. Cost estimates are usually from non-engineered sources. As a project progresses, cost projections are refined and specific project budgets are established.

The CIP includes projects or purchases varying in magnitude of cost from around $10,000 to almost $6 million. The following projects are the most significant projects, from a cost standpoint, in the CIP. Each has an estimated cost of over $1 million and will be almost wholly funded by the SPLOST program or an outside grant. Significant projects include:

- With an estimated cost of $5,700,000, including an earmark of over $1.1 million from the 2009 SPLOST, the City plans to implement recommended improvements from the recently adopted Buford Highway Transportation Study. These improvements are largely streetscapes to the Buford Highway corridor between McGinnis Ferry Road and George Pierce Park.
- Maintaining the City's streets is a costly and important project, especially as the infrastructure continues to age, requiring almost $4.3 million over the next five years.
- Construction of a Police substation on a recently acquired tract in the Suwanee Gateway district is another noteworthy project, projected for construction in FY 12. This project has an estimated construction cost of $1.6 million.
- The City's Pedestrian Bicycle Plan (formerly known as the Alternative Transportation Plan) was updated in 2011. The City proposes to implement the first tier of projects in this plan throughout the next five years, with an estimated cost of over $1.4 million. In addition, the City proposes to build sidewalks along Suwanee Dam Road at an estimated cost of just over $1 million, largely funded by a grant from the Georgia Department of Transportation.
- A portion of the Suwanee Creek Greenway will be rehabilitated, at a cost of approximately $1.1 million.

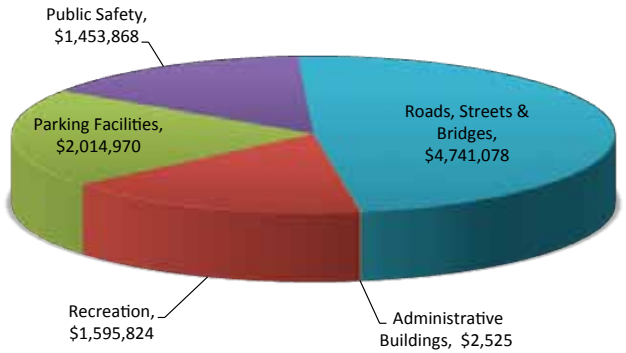
Proposed Allocations By Funding Source



financing strategy

An important component of the CIP is the financing strategy that will determine how the identified projects are funded and the impact they will have on future operating budgets. Ideally, the strategy should be designed in such a way that limits the costs of implementing the capital projects but still meets the needs of the community. Additionally, the strategy should ensure the long-term financial strength and flexibility of the City. Rather than incurring significant debt, the City has had a history of using "pay-as-go" as its dominant financing source for capital needs and is still committed to that philosophy. With the magnitude of the proposed CIP, a variety of funding sources are needed to ensure the projects can be successfully funded and implemented with pay-as-go sources.

Proposed Allocations from 2009 SPLOST Program



Constituting over 44% of the CIP, the SPLOST program is the largest source of proposed financing for the 2012-2016 CIP. $1,148,617 has been anticipated from the 2005 SPLOST and the City anticipates using the final proceeds from this program by the end of FY 2012. The 2009 SPLOST will contribute over $9.8 million or just under 40% of the CIP. There are two noteworthy issues to point out, with respect to SPLOST and this CIP. First, due to the economy and lower-than-anticipated revenues, the City has decreased its projected receipts from the 2009 program by approximately $750,000. In order to minimize the impact of this decline, the City made up this difference with a transfer from the General Fund at the end of FY 11. Second, this 2009 SPLOST is a five-year program and will expire in spring 2014. This City anticipates using all proceeds from the 2009 program in this CIP. The City has not assumed an extension of SPLOST. As a result, some recurring projects, such as street resurfacing, stormwater infrastructure, etc. will require increased funding from the General Fund and/or may be reduced in scope.

The City proposes to use its General Fund for just under 25% of the CIP. Projects identified for funding from this source tend to be recurring expenses, such as vehicle replacements, building maintenance, etc. $375,538 will be used from the Open/Green Space Fund to partially fund the Greenway rehabilitation. This amount represents the final remaining amount in this fund and the City anticipates closing it upon completion of this project. The City plans to leverage its designated funding sources to apply for over $5.1 million in grant funding. If received, these sources will constitute over 20% of the CIP and will bring valuable money into the City. If the City does not receive these funds, the specific projects will be re-evaluated for other sources of funding, change in scope, and/or postponement. Lastly, the CIP proposes using over $2.2 million in Local Funds. These are various funds maintained by the City, such as the Cemetery Fund and Public Facilities Maintenance Fund, among others.

project scheduling

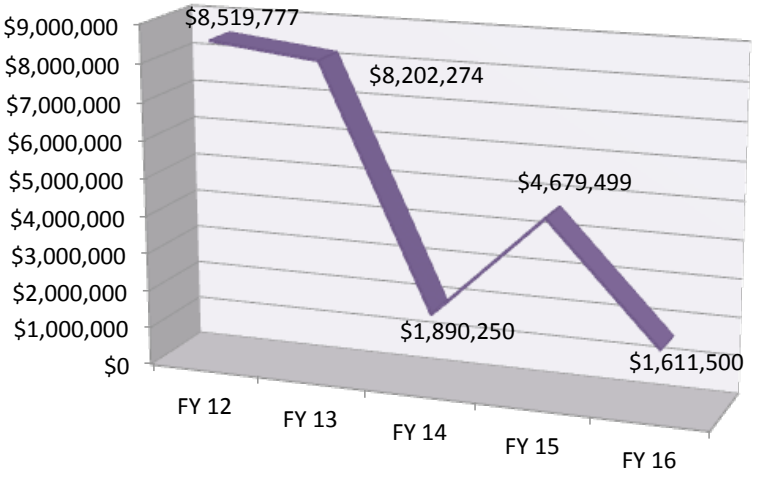
Also important to implementation of the CIP is the scheduling of projects. This element is particularly important with pay-as-go financing since the City must ensure it has adequate resources available to fund the projects. For projects paid out of the operating budget, the City's cash flow must be considered so that major expenses are timed to correspond to the City's available cash on hand. For example, the CIP is structured so that the General Fund is contributing no more than approximately $1.2 million in any single year. This becomes particularly important in later years of the CIP when the City has projected to deplete the 2009 SPLOST program and increase reliance on the General Fund. For projects with external funding resources, such as the SPLOST proceeds and grants, they should coincide with the City's receipt of these revenues. Highlights of the 2012-2016 CIP are as follows:



Trice section of Suwanee Creek Greenway
Photo by Mac Hackney

- **FY 2012:** With proposed funding of $8,519,777, FY 2012 will be one of the more significant years of the overall CIP. Some projects anticipated for FY 2012 include:
  - Rehabilitation of the Richard Trice section of Suwanee Creek Greenway
  - Construction of sidewalks on Suwanee Dam Road, between Peachtree Industrial Boulevard and Buford Highway

Proposed Spending by Year



- Implementation of the first year of projects in the Pedestrian Bicycle Plan (PBP)
- Construction of a police substation in the Suwanee Gateway
- Landscaping of the medians along Peachtree Industrial Blvd.
- Addition of an irrigation well to Town Center Park
- Phase I improvements to three City cemeteries
- Construction of various recreation, sidewalk, resurfacing, facility enhancement and maintenance, and stormwater projects

In order to stabilize the operating budget in response to current economic conditions, the City opted to fund some FY 2011 capital expenses at the end of FY 2010. These purchases include vehicle purchases and transfers to the Resurfacing and Stormwater programs. With that in mind, allocations from the General Fund for these types of projects may appear low in FY 2011. However, the City proposes to resume these annual purchases and transfers in FY 2012.


Shadowbrook Cemetery

- **FY 2013:** FY 2013 will be another significant year of the CIP, with proposed funding at just over $8 million or over 32% of the CIP. Several large projects are proposed for this year with highlights projected to include:
  - Phase 2 improvements to the City's cemeteries
  - Implementation of the Buford Highway Transportation Study (assumes receipt of grant funds)
  - Construction of various recreation, sidewalk, resurfacing, facility enhancement and maintenance, and stormwater projects

- **FY 2014:** At approximately $1.8 million, FY 2014 will be one of the smaller years of the CIP. General Fund expenditures will begin to stabilize this year, with projected projects totaling approximately $1.2 million. The primary focus of this year will be annually recurring projects and capital purchases. Phase II improvements to the City's cemeteries are also anticipated for this year.

- **FY 2015:** FY 2015 projects will constitute approximately $4.6 million or 19% of the CIP. The main focus of this year will again be annually recurring projects and capital purchases. The most significant project is a planned parking project(s); the exact scope will be determined. It should be noted that the City anticipates having used most, if not all, of its 2009 SPLOST funds by this point (the 2009 SPLOST will conclude in 2014). If the SPLOST program is not re-authorized by voters, the City will need to begin dedicating significant General Fund resources toward recurring capital projects, such as street resurfacing, stormwater, sidewalks, etc. The CIP for FY 2015 and 2016 anticipates this impact, to some degree.

- **FY 2016:** Anticipated projects for this year total approximately $1.6 million, or 7% of the CIP. The main focus of this year will again be annually recurring projects and capital purchases, funded largely by the General Fund.

- **Annual Recurring Projects/Purchases:** The following are projects and purchases that will be recurring throughout the CIP:
  - Police Vehicles – replacements and additions to the fleet
  - Other City Vehicles – Administration, Public Works, etc.
  - Public Works Equipment – replacements and additions to the inventory
  - Facility Maintenance
  - Sidewalk and trail projects
  - Street resurfacing
  - Stormwater projects
  - Water System infrastructure projects
  - Park enhancements – minor enhancements to existing City parks (signage, benches, kiosks, etc.)
  - Recreation projects – allocation of pooled funds for future recreation projects

	FY 12	FY 13	FY 14	FY 15	FY 16	PROJECT TOTALS	% OF TOTAL
EQUIPMENT & VEHICLES							
City Vehicles	$27,500	$150,000	$110,250	$87,000	$91,500	**$466,250**	
Police Vehicles	$132,000	$139,000	$146,000	$155,000	$205,000	**$777,000**	
Public Safety Projects	$75,000	$-	$-	$-	$-	**$75,000**	
Public Works Equipment - New Purchases	$29,000	$61,000	$-	$-	$-	**$90,000**	
Public Works Equipment - Replacement	$15,500	$75,000	$62,000	$88,000	$19,000	**$259,500**	
	$279,000	**$425,000**	**$318,250**	**$330,000**	**$315,500**	**$1,667,750**	6.70%
FACILITIES							
Cemetery Improvements	$96,000	$245,000	$-	$30,000	0	**$371,000**	
Facility Enhancement Projects (pooled funding)	$300,000	$300,000	$250,000	$-	$-	**$850,000**	
Facility Maintenance (pooled funding)	$108,000	$120,000	$45,000	$45,000	$40,000	**$358,000**	
Parking Project(s)	$-	$-	$-	$2,864,499	$-	**$2,864,499**	
Police Substation	$1,600,000	$-	$-	$-	$-	**$1,600,000**	
	$2,104,000	**$665,000**	**$295,000**	**$2,939,499**	**$40,000**	**$6,043,499**	24.27%
RECREATION							
Park Enhancement Projects	$275,000	$280,689	$-	$-	$-	**$555,689**	
Recreation Project(s)	$-	$261,585	$-	$-	$-	**$261,585**	
	$275,000	**$542,274**	**$-**	**$-**	**$-**	**$817,274**	3.28%
TRANSPORTATION							
Buford Highway Corridor Improvements	$500,000	$5,200,000	$-	$-	$-	**$5,700,000**	
I-85 Streetscape Project	$385,000	$-	$-	$-	$-	**$385,000**	
Peachtree Industrial Blvd. Medians	$275,000	$-	$-	$-	$-	**$275,000**	
Pedestrian Bicycle Plan Implementation	$460,000	$175,000	$150,000	$400,000	$245,000	**$1,430,000**	
Road Improvements (pooled funding)	$-	$-	$75,000	$75,000	$75,000	**$225,000**	
Sign Reflectivity Program	$42,000	$45,000	$47,000	$50,000	$51,000	**$235,000**	
Street Resurfacing (pooled funding)	$1,375,000	$850,000	$750,000	$650,000	$650,000	**$4,275,000**	
Suwanee Creek Greenway Rehabilitation	$1,189,777	$-	$-	$-	$-	**$1,189,777**	
Suwanee Dam Road Sidewalks	$1,010,000	$-	$-	$-	$-	**$1,010,000**	
	$5,236,777	**$6,270,000**	**$1,022,000**	**$1,175,000**	**$1,021,000**	**$14,724,777**	59.13%
WATER & STORMWATER							
Stormwater Projects (pooled funding)	$235,000	$200,000	$135,000	$135,000	$135,000	**$840,000**	
Town Center Park Irrigation Well	$270,000	$-	$-	$-	$-	**$270,000**	
Water System Infrastructure Improvements	$120,000	$100,000	$120,000	$100,000	$100,000	**$540,000**	
	$625,000	**$300,000**	**$255,000**	**$235,000**	**$235,000**	**$1,650,000**	6.63%
Annual Totals:	**$8,519,777**	**$8,202,274**	**$1,890,250**	**$4,679,499**	**$1,611,500**	**$24,903,300**	100.00%
Percentage by Year	34.21%	32.94%	7.59%	18.79%	6.47%		

		FY 12	FY 13	FY 14	FY 15	FY 16	PROJECT TOTALS	% OF TOTAL
GENERAL FUND	Buford Highway Corridor Improvements	$-	$36,140	$-	$-	$-	**$36,140**	
	Cemetery Improvements	$-	$81,415	$245,000	$-	$30,000	**$356,415**	
	City Vehicles - Replacement	$27,500	$150,000	$110,250	$87,000	$91,500	**$466,250**	
	Facility Maintenance (pooled funding)	$-	$17,949	$45,000	$45,000	$40,000	**$147,949**	
	Park Enhancements	$140,000	$-	$-	$-	$-	**$140,000**	
	Peachtree Industrial Blvd. Medians	$275,000	$-	$-	$-	$-	**$275,000**	
	Police Substation - Construction	$146,132	$-	$-	$-	$-	**$146,132**	
	Police Vehicles - Replacement	$132,000	$139,000	$146,000	$155,000	$205,000	**$777,000**	
	Public Safety Projects	$75,000	$-	$-	$-	$-	**$75,000**	
	Public Works Equipment - New Purchases	$29,000	$61,000	$-	$-	$-	**$90,000**	
	Public Works Equipment - Replacement	$15,500	$75,000	$62,000	$88,000	$19,000	**$259,500**	
	Road Improvement Projects	$-	$-	$75,000	$75,000	$75,000	**$225,000**	
	Suwanee Creek Greenway Rehabilitation	$50,000	$-	$-	$-	$-	**$50,000**	
	Stormwater Projects (pooled funding)	$75,000	$70,643	$135,000	$135,000	$135,000	**$550,643**	
	Street Resurfacing	$317,979	$100,000	$379,225	$650,000	$650,000	**$2,097,204**	
	Water System Projects	$120,000	$100,000	$120,000	$100,000	$100,000	**$540,000**	
	Total for General Fund	**$1,283,111**	**$731,147**	**$1,197,475**	**$1,235,000**	**$1,245,500**	**$6,232,233**	25.03%
2009 SPLOST	***Administrative Buildings***							
	Facility Maintenance (pooled funding)	$2,525	$-	$-	$-	$-	**$2,525**	
	2009 SPLOST Administrative Buildings Total	$2,525	$-	$-	$-	$-	**$2,525**	
	Recreation							
	Park Enhancements	$19,311	$280,689	$-	$-	$-	**$300,000**	
	Recreation Projects (pooled funding)	$-	$261,585	$-	$-	$-	**$261,585**	
	Suwanee Creek Greenway Rehabilitation	$764,239	$-	$-	$-	$-	**$764,239**	
	Town Center Park Irrigation Well	$270,000	$-	$-	$-	$-	**$270,000**	
	2009 SPLOST Recreation Total	$1,053,550	$542,274	$-	$-	$-	**$1,595,824**	
	Parking Facilities							
	Parking Project(s)	$-	$-	$-	$2,014,970	$-	**$2,014,970**	
	2009 SPLOST Parking Facilities Total	$-	$-	$-	$2,014,970	$-	**$2,014,970**	
	Public Safety							
	Police Substation	$1,453,868	$-	$-	$-	$-	**$1,453,868**	
	2009 SPLOST Public Safety Total	$1,453,868	$-	$-			**$1,453,868**	
	Roads, Streets, and Bridges							
	Buford Highway Corridor Improvements	$500,000	$603,860	$-	$-	$-	**$1,103,860**	
	Pedestrian Bicycle Plan Implementation	$185,218	$175,000	$150,000	$400,000	$245,000	**$1,155,218**	
	Sign Reflectivity Program	$42,000	$45,000	$47,000	$50,000	$51,000	**$235,000**	
	Stormwater Projects (pooled funding)	$95,643	$129,357	$-	$-	$-	**$225,000**	
	Street Resurfacing	$391,225	$750,000	$370,775	$-	$-	**$1,512,000**	
	Suwanee Dam Road Sidewalks	$510,000	$-	$-	$-	$-	**$510,000**	
	2009 SPLOST Roads, Streets, and Bridges Total	$1,724,086	$1,703,217	$567,775	$450,000	$296,000	**$4,741,078**	
	Total for 2009 SPLOST	**$4,234,029**	**$2,245,491**	**$567,775**	**$2,464,970**	**$296,000**	**$9,808,265**	39.39%

		FY 12	FY 13	FY 14	FY 15	FY 16	PROJECT TOTALS	% OF TOTAL
2005 SPLOST	I-85 Streetscape Project	$335,000	$-	$-	$-	$-	**$335,000**	
	Park Enhancements	$115,689	$-	$-	$-	$-	**$115,689**	
	Pedestrian Bicycle Plan Implementation	$274,782	$-	$-	$-	$-	**$274,782**	
	Street Resurfacing	$422,756	$-	$-	$-	$-	**$422,756**	
	Stormwater Projects (pooled funding)	$390	$-	$-	$-	$-	**$390**	
	Total for 2005 SPLOST	**$1,148,617**	**$-**	**$-**	**$-**	**$-**	**$1,148,617**	4.61%
OPEN SPACE	Suwanee Creek Greenway Rehabilitation	$375,538	$-	$-	$-	$-	**$375,538**	
	Total for Open Space Funds	**$375,538**	**$-**	**$-**	**$-**	**$-**	**$375,538**	1.51%
LOCAL FUND	Cemetery Improvements - Fund 208	$14,585	$-	$-	$-	$-	**$14,585**	
	Facility Enhancement Projects - Fund 341	$300,000	$300,000	$250,000	$-	$-	**$850,000**	
	Parking Project(s) - Fund 315	$-	$-	$-	$849,529	$-	**$849,529**	
	Facility Maintenance (pooled funding) - Fund 340	$105,475	$102,051	$-	$-	$-	**$207,526**	
	Stormwater Projects (pooled funding)	$63,967	$-	$-	$-	$-	**$63,967**	
	Street Resurfacing - Fund 344	$243,040	$-	$-	$-	$-	**$243,040**	
	Total for Local Funds	**$727,067**	**$402,051**	**$250,000**	**$849,529**	**$-**	**$2,228,647**	8.95%
POTENTIAL GRANT	Buford Highway Corridor Improvements	$-	$4,560,000	$-	$-	$-	**$4,560,000**	
	I-85 Streetscape	$50,000	$-	$-	$-	$-	**$50,000**	
	Suwanee Dam Road Sidewalks	$500,000	$-	$-	$-	$-	**$500,000**	
	Total for Proposed Grants	**$550,000**	**$4,560,000**	**$-**	**$-**	**$-**	**$5,110,000**	20.52%

Total for 2012-2016 CIP	**$24,903,300**	100.00%

LEGEND

Future Funding: pending revenues

Existing Funding

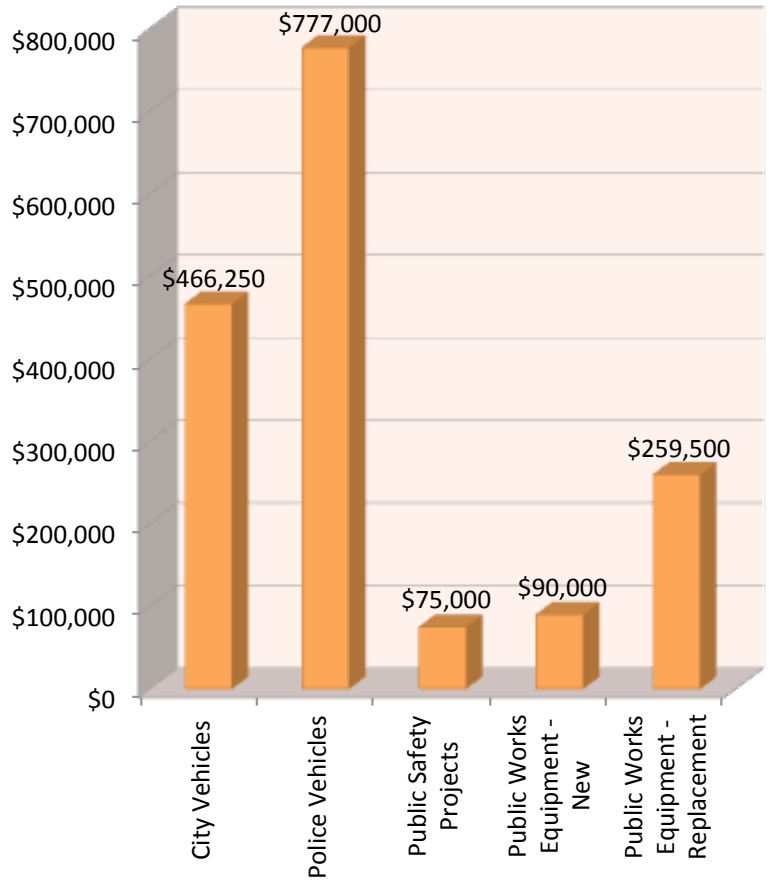
Other Funding Sources


D.U.I. TASK FORCE
POLICE

Equipment and Vehicles

	FY 12	FY 13	FY 14	FY 15	FY 16	PROJECT TOTALS	% OF TOTAL
EQUIPMENT & VEHICLES							
City Vehicles	$27,500	$150,000	$110,250	$87,000	$91,500	**$466,250**	
Police Vehicles	$132,000	$139,000	$146,000	$155,000	$205,000	**$777,000**	
Public Safety Projects	$75,000	$-	$-	$-	$-	**$75,000**	
Public Works Equipment - New Purchases	$29,000	$61,000	$-	$-	$-	**$90,000**	
Public Works Equipment - Replacement	$15,500	$75,000	$62,000	$88,000	$19,000	**$259,500**	
	$279,000	**$425,000**	**$318,250**	**$330,000**	**$315,500**	**$1,667,750**	6.70%

Projects in the Equipment &Vehicles category total $1,667,750 or just over 6% of the CIP. The majority of the projects recur annually throughout the remaining years of the CIP. At $777,000, the purchase of replacement vehicles for the Police Department constitutes the largest project for this category. Other significant projects include the purchase of replacement vehicles for Administration/Public Works, equipment for the Public Works department and implementation of additional phases of the parks video surveillance project, which was initially installed in 2011.



Project: City Vehicles – Replacement
Total Cost: $466,250
Proposed Funding Year: Recurring
Proposed Funding Source: General Fund

Project Description:
The Public Works Department has developed a Fleet Retirement Schedule for all non-Police vehicles. Each vehicle is assessed on its safety, mileage, age, number of hours the motor is run, the economics of maintaining the vehicle, etc. Based on this assessment, the department anticipates retiring and replacing the following vehicles:



FY 12: 1 pickup trucks
FY 13: 2 pickup trucks; 1 dump truck; 1 bucket truck
FY 14: 2 pickup trucks; 1 car; 1 administration vehicle
FY 15: 3 pickup trucks
FY 16: 3 pickup trucks

The cost projections assume a 5% increase in vehicle cost/year. When preparing the operating budget for each of these fiscal years, it will be determined whether these vehicles will be purchased outright or leased.

Project: Police Vehicles – Replacement
Total Cost: $777,000
Proposed Funding Year: Recurring
Proposed Funding Source: General Fund



Project Description:
The Police Department has prepared a Fleet Retirement Schedule, assuming pursuit vehicles are retired around 125,000 miles. The schedule has been prepared to take into account each officer's average miles driven, mileage to his/her place of residence, etc. The department also has an internal policy of assigning each officer his/her own vehicle. Based on these assumptions, the department anticipates retiring the following vehicles:

FY 12: 4 vehicles
FY 13: 4 vehicles
FY 14: 4 vehicles
FY 15: 4 vehicles
FY 16: 5 vehicles

A 5% inflator has been applied to each year's costs. These projections assume the purchase of a standard police pursuit car. When preparing the operating budget for each of these fiscal years, it will be determined whether these vehicles will be purchased outright or leased.

Project: Public Safety Projects
Total Cost: $75,000
Proposed Funding Year: Recurring
Proposed Funding Source: General Fund & SPLOST

Project Description:
The purpose of this item is to fund and construct projects that would enhance the safety of public facilities, streets, etc. As proposed projects are evaluated and designed further, the scope and cost estimate of each will be refined. Anticipated projects include:



Parks Video Surveillance (FY 12, 13): The City proposes to continue implementation of its video surveillance system in City parks and trails. This system was initially installed in 2011.

Additional projects will be evaluated and incorporated into the CIP, as appropriate.

Project: Public Works Equipment – New Purchases
Total Cost: $90,000
Proposed Funding Year: FY 12, 13
Proposed Funding Source: General Fund

Project Description:
The Public Works Department has requested the following future equipment and capital inventory purchases. This is additional equipment to the current inventory, not replacement of retiring equipment.



FY 12: Stone/sand/ice melt spreader ($10,000) and radio slope mower ($19,000)
FY 13: Used forklift ($16,000) and wood chipper ($45,000)

Project: Public Works Equipment – Replacement
Total Cost: $259,500
Proposed Funding Year: Recurring
Proposed Funding Source: General Fund

Project Description:
The Public Works Department has identified the following equipment for for anticipated retirement and replacement based on its present condition:



FY 12: 2 zero turn mower
FY 13: 2 zero turn mowers, 1 utility vehicle & 1 utility tractor
FY 14: 2 zero turn mowers and 1 utility tractor
FY 15: 2 zero turn mowers and 1 backhoe tractor
FY 16: 2 zero turn mowers

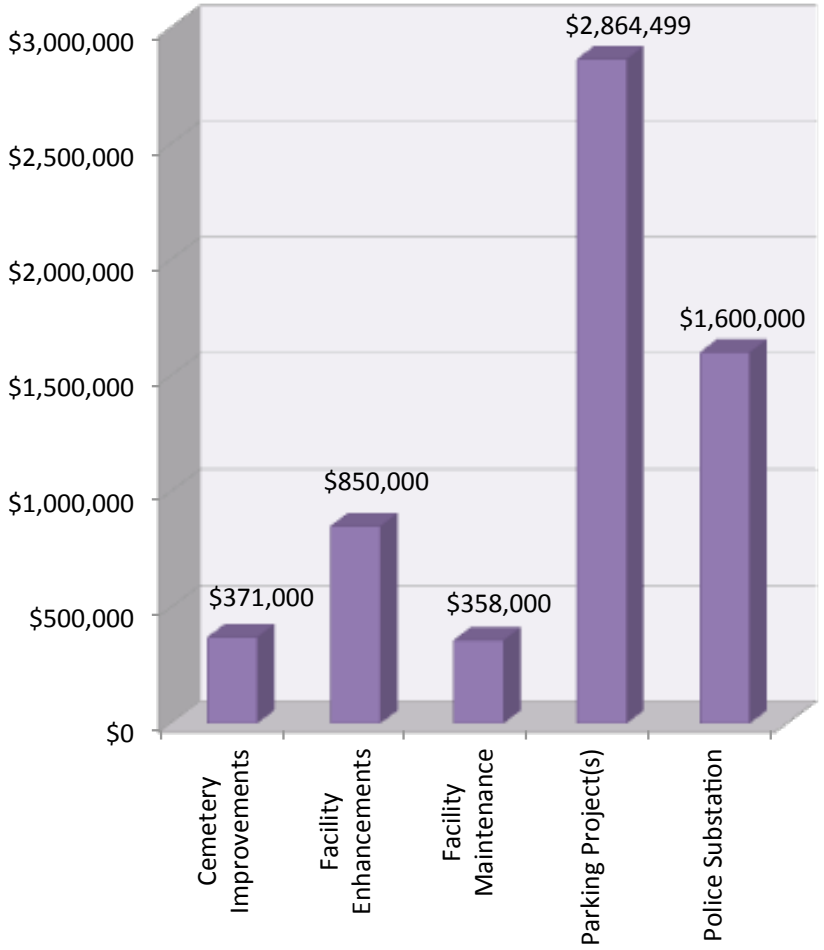
The cost projections assumes an annual inflator.

Facilities

	FY 12	FY 13	FY 14	FY 15	FY 16	PROJECT TOTALS	% OF TOTAL
FACILITIES							
Cemetery Improvements	$96,000	$245,000	$-	$30,000	$-	**$371,000**	
Facility Enhancement Projects (pooled funding)	$300,000	$300,000	$250,000	$-	$-	**$850,000**	
Facility Maintenance (pooled funding)	$108,000	$120,000	$45,000	$45,000	$40,000	**$358,000**	
Parking Project(s)	$-	$-	$-	$2,864,499	$-	**$2,864,499**	
Police Substation	$1,600,000	$-	$-	$-	$-	**$1,600,000**	
	$2,104,000	**$665,000**	**$295,000**	**$2,939,499**	**$40,000**	**$6,043,499**	24.27%

Projects in the Facilities category are proposed to total $6,043,499 or 24% of the CIP. The Police substation is one of the most significant projects. At $1.6 million, this project will include the construction of a new facility on a recently acquired trace in the Suwanee Gateway. Other noteworthy projects may include the implementation of various parking projects, as well as improvements to three City cemeteries. The City also proposes to continue funding and implementing its facility maintenance program, which identifies proposed projects that will be necessary during the five-year planning period, such as HVAC units, roof replacement, etc. Planning for maintenance not only ensures the City's facilities are appropriately preserved, but also makes certain that the City has identified funding to pay for such work.





Project: Facility Enhancement Projects (pooled funding)
Total Cost: $850,000
Proposed Funding Year: FY 12, 13, & 14
Proposed Funding Source: General Fund

Project Description:
The purpose of this item is to provide a pool of funding to add minor enhancements to the City's existing facilities. These are not intended to be significant projects, but may include additional signage, public art (including the City's 1% public art contribution to the Police Substation), kiosks, etc. As specific needs are identified, projects and cost estimates will be determined. Funding will come from Fund 341, the Facilities Enhancement Fund.



Project: Jackson Street Cemetery Improvements
Total Cost: $172,500
Proposed Funding Year: FY 12, 13, & 15
Proposed Funding Source: General Fund



Project Description:
This project includes improvements to the Jackson Street Cemetery, identified in the 2009 Cemetery Preservation Assessment. The improvements will be conducted in three phases over three different fiscal years. Anticipated improvements are as follows:

- Phase I (FY 12): Modifying the entrance to create a circular drive; hand-filling any sunken graves; completing a tree assessment and selected tree removal; signage; and first conservation treatment, among other minor tasks.
- Phase II (FY 13): Acquisition of additional historical data; pre- and post-emergent weed control; mulch; sodding; clearing around the edges of the property; installation of a historical marker, etc.
- Phase III (FY 15): Development of a brochure specific to this cemetery and other minor tasks.

Project: Parking Project(s)
Total Cost: $2,864,499
Proposed Funding Year: FY 15
Proposed Funding Source: SPLOST & Parking Facilities Fund (315)

Project Description:
The purpose of this project(s) is to construct needed parking improvements and facilities throughout the City – in Downtown, Suwanee Gateway, etc. The exact project(s), as well as their scope and cost estimates, will be further refined as implementation continues. This project is included on the STWP.



Project: Police Substation
Total Cost: $1,600,000
Proposed Funding Year: FY 12
Proposed Funding Source: SPLOST & General Fund

SUWANEE GATEWAY

Project Description:
The City plans to build a police substation on recently acquired property in the Suwanee Gateway. This project will help to significantly increase police presence in the Gateway and the station will be very visible, particularly when entering Suwanee from I-85. The station will also reduce police response times in this part of the City. The cost estimates below are for design and construction only and do not include land acquisition. In early 2011, the City awarded contracts to an architect and construction manager-at risk to begin design work. The City anticipates purchasing the property and beginning design work in mid-2011, with construction to take place 2011-2012.

Project: Public Facilities Maintenance
Total Cost: $358,000
Proposed Funding Year: Recurring
Proposed Funding Source: Public Facilities Maintenance Fund (340)

Project Description:



At the time the 2012-2016 CIP was prepared, the City was undertaking an evaluation of all City facilities (including buildings, parking lots, trails, parks, etc.) for the purposes of identifying short- and long-term maintenance needs. In an effort to begin planning and budgeting for these items, the consultant has provided some preliminary data for inclusion in the CIP. Upon completion of the study, the proposed projects and cost estimated will be refined further. This evaluation will allow the City to budget and plan appropriately for upcoming needs and to ensure the City's facilities are maintained adequately. The Public Facilities Maintenance Fund (340) will be used to pay for these projects.

FY 12 projects are anticipated to include: repairs & resurfacing of Public Works facility parking lot ($40,000);

Fund 340 has a current balance, as of April 13, 2011, of $211,425. Beginning in FY 13, the operating budget will need to incorporate transfers to this Fund to cover these projects.

Project: Shadowbrook Cemetery Improvements
Total Cost: $115,000
Proposed Funding Year: FY 12, 13, & 15
Proposed Funding Source: General Fund



Project Description:
This project includes improvements to the Shadowbrook Cemetery, identified in the 2009 Cemetery Preservation Assessment. The City plans to conduct these improvements in three phases over three different fiscal years. Anticipated improvements are as follows:

Phase I (FY 12): Repairs to the iron fencing; fire ant control program; sodding of eroded areas; first priority conservation treatments, etc.

Phase II (FY 13): Acquisition of additional historic data; pre- and post-emergent weed control program; mulching; resodding areas; tree assessment and selected pruning of the historic oak trees; historic marker program; second priority stone treatments, etc.

Phase III (FY 15): Development of a brochure specific to this cemetery; arborist assessment and additional tree maintenance; final phase of conservation work, etc.

Project: Sims Lake Park Cemetery Improvements
Total Cost: $83,500
Proposed Funding Year: FY 12, 13, & 15
Proposed Funding Source: General Fund

Project Description:
This project includes improvements to the Sims Lake Park Cemetery, identified in the 2009 Cemetery Preservation Assessment. The City plans to conduct these improvements in three phases over three different fiscal years. Anticipated improvements are as follows:



Phase I (FY 12): Arborist assessment and selected tree pruning, removal, and replacement.

Phase II (FY 13): Historical research; arborist assessment and additional tree maintenance; conservation treatment, etc.

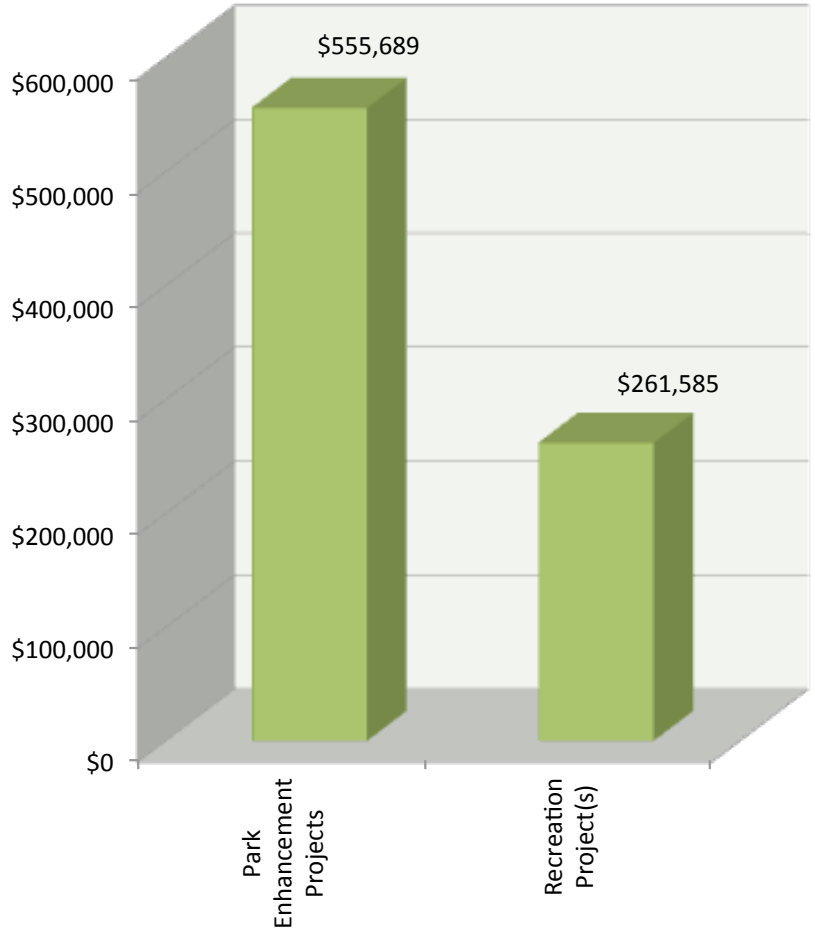
Phase III (FY 15): Development of a brochure specific to this cemetery and other minor tasks.

Recreation

	FY 12	FY 13	FY 14	FY 15	FY 16	PROJECT TOTALS	% OF TOTAL
RECREATION							
Park Enhancement Projects	$275,000	$280,689	$-	$-	$-	**$555,689**	
Recreation Project(s)	$-	$261,585	$-	$-	$-	**$261,585**	
	$275,000	**$542,274**	**$-**	**$-**	**$-**	**$817,274**	3.28%

Projects in the Recreation category total $817,274 or 3% of the CIP. This category includes funding for two projects - Park Enhancements and Recreation Projects: Funding dedicated to Park Enhancements will add minor improvements to existing City parks, i.e. benches, kiosks, etc. The Recreation Projects is an allocation of pooled funds for future recreation projects. Funding for this category comes from the SPLOST program and some general fund contributions.





Project: Park Enhancements
Total Cost: $555,689
Proposed Funding Year: Recurring
Proposed Funding Source: SPLOST & General Fund



Project Description:
The purpose of this item is to provide a pool of funding to add minor enhancements to the City's existing parks. These are not intended to be significant projects, but may include additional signage, benches, kiosks, etc. The City completed a parks needs assessment in 2010 that helped to identify many of the projects that might be included in this category. Based on the assessment, the City plans to focus on the following projects:

- Town Center Park shade structures ($75,000)
- Adventure playground at Suwanee Creek Park ($150,000)
- Boulderscape at Suwanee Creek Park ($15,000)
- Shade structure for Sims Lake Park playground ($25,000)
- Frisbee golf course at Suwanee Creek Park ($50,000)
- Exercise stations at Suwanee Creek Park and/or Greenway ($25,000)
- Other elements and unallocated contingency, such as: information kiosk at Town Center Park; bike racks at Town Center Park and other parks; tricycle track at PlayTown Suwanee; functional aesthetic elements; and others. ($215,689)

As the City implements these potential projects, more refined design, scope, and cost estimates will be developed for each.

Project: Recreation Project(s)
Total Cost: $261,585
Proposed Funding Year: Recurring
Proposed Funding Source: SPLOST

Project Description:
The purpose of this item is to set aside funds for future recreation projects the City will undertake. This intended to serve as a pool that may wholly or partially fund one project or a series of smaller projects and/or enhancements to existing City parks and recreation facilities. As needs arise, the City will further develop project scopes and cost estimates.



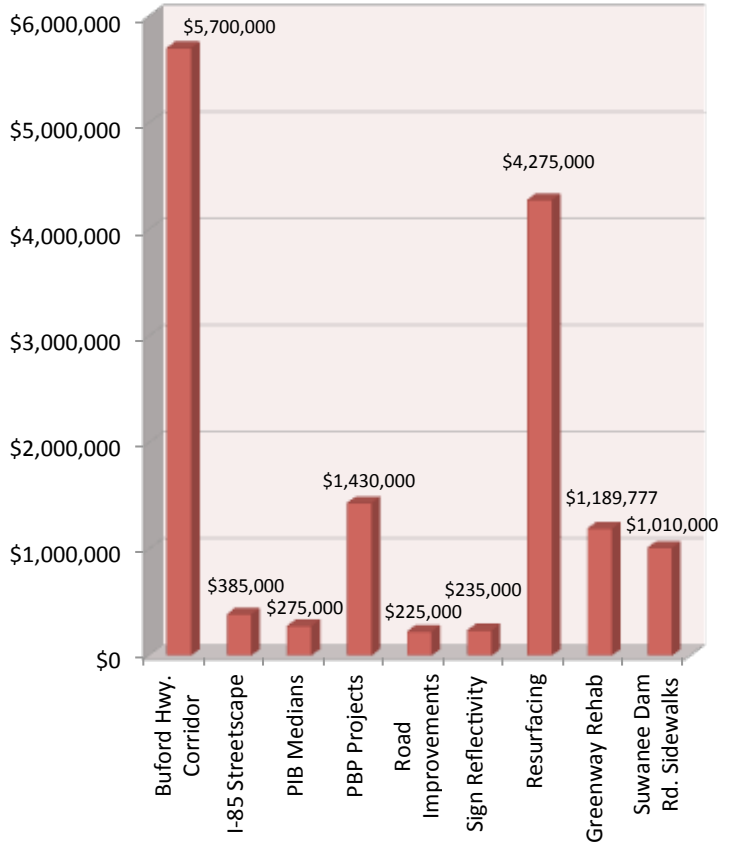

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Transportation

	FY 12	FY 13	FY 14	FY 15	FY 16	PROJECT TOTALS	% OF TOTAL
TRANSPORTATION							
Buford Highway Corridor Improvements	$500,000	$5,200,000	$-	$-	$-	**$5,700,000**	
I-85 Streetscape Project	$385,000	$-	$-	$-	$-	**$385,000**	
Peachtree Industrial Blvd. Medians	$275,000	$-	$-	$-	$-	**$275,000**	
Pedestrian Bicycle Plan Implementation	$460,000	$175,000	$150,000	$400,000	$245,000	**$1,430,000**	
Road Improvements (pooled funding)	$-	$-	$75,000	$75,000	$75,000	**$225,000**	
Sign Reflectivity Program	$42,000	$45,000	$47,000	$50,000	$51,000	**$235,000**	
Street Resurfacing (pooled funding)	$1,375,000	$850,000	$750,000	$650,000	$650,000	**$4,275,000**	
Suwanee Creek Greenway Rehabilitation	$1,189,777	$-	$-	$-	$-	**$1,189,777**	
Suwanee Dam Road Sidewalks	$1,010,000	$-	$-	$-	$-	**$1,010,000**	
	$5,236,777	**$6,270,000**	**$1,022,000**	**$1,175,000**	**$1,021,000**	**$14,724,777**	59.13%

At $14,724,777, transportation projects constitute nearly 60% of the CIP. The largest project includes proposed improvements to the Buford Highway corridor, estimated to cost $5.7 million. The annual resurfacing program, with an average cost each year of approximately $850,000, is another significant expenditure in this category. FY 2012 will see rehabilitation of the Richard Trice section of the Suwanee Creek Greenway. This category also includes implementation of Tier 1 of the recently adopted Pedestrian Bicycle Plan. A brand new project to the CIP is the landscaping of the medians along Peachtree Industrial Blvd. With an estimated cost of $275,000, the project is proposed to be completed in FY 2012. The SPLOST is an important funding source for transportation projects, funding a significant number of projects in this category.





Project: Buford Highway Corridor Improvements
Total Cost: $5,700,000
Proposed Funding Year: FY 2012 & 2013
Proposed Funding Source: SPLOST, Proposed Grant & General Fund

Project Description:



The City adopted the Buford Highway Transportation Study in April 2010. This study recommends improvements for sidewalks, streetlights, crosswalks, landscaping, etc. along the portion of Buford Highway located in Downtown. This project would implement the recommended strategies and will include design and construction. This project is included on the STWP, as well as the Downtown Suwanee Master Plan. The Downtown Suwanee Master Plan identifies LCI Implementation funds as a potential funding source.

Project: I-85 Streetscape Project
Total Cost: $385,000
Proposed Funding Year: FY 2012
Proposed Funding Source: SPLOST, Grant

Project Description:

This project includes landscaping enhancements to the I-85 interchange at Lawrenceville Suwanee Road. The City has been awarded a $50,000 Gateway grant from the Georgia Department of Transportation for this project. The project has been designed and is awaiting permit approval from DOT, pending resolution of the Service Delivery Strategy.

Project: Peachtree Industrial Blvd. Medians
Total Cost: $275,000
Proposed Funding Year: FY 2012
Proposed Funding Source: General Fund

Project Description:



One of the 2011 STWP projects is to landscape the medians located on Peachtree Industrial Blvd. inside the City limits. If the City landscapes them, the City will then need to assume both the costs and responsibility of all maintenance, including mowing. The below cost estimate is for installing sod and landscaping in all the medians within the City limits. The estimate is "turn key," and includes design, permitting assistance, installation, and materials.

Contractual landscape maintenance for these medians has been estimated at $51,250 for FY12.

Project: Pedestrian Bicycle Plan Implementation
Total Cost: $1,430,000
Proposed Funding Year: Recurring
Proposed Funding Source: SPLOST

Project Description:



In 2011, the City completed an update to the Pedestrian Bicycle Plan (PBP), formerly known as the Alternative Transportation Plan (ATP). The PBP outlines different tiers of projects for implementation. Upon adoption of the updated plan, this memorializes the City's commitment to implementing Tier 1, which has an estimated cost of approximately $1,430,000*. These cost estimates are projected to include design and a small amount of contingency for normal construction conditions.

*The City has applied for grant funding for Projects 11 & 12. As such, these projects have been broken out of this Tier 1 list and listed as a separate project in the CIP. With an estimated City match of $250,000, this brings the total estimated cost of Tier 1 ($1,680,000 with Projects 11 & 12) of the PBP to $1,430,000.

Project: Road Improvement Projects
Total Cost: $225,000
Proposed Funding Year: FY 2013
Proposed Funding Source: SPLOST

Project Description:



The Public Works department projects the need to implement various types of road improvement projects, including streetscaping, traffic signal improvements, traffic calming, etc., throughout the City. At this time, there are no specific identified projects. However, money has been allocated from the 2009 SPLOST program to implement these projects as the need arises.

Project: Sign Reflectivity Program
Total Cost: $235,000
Proposed Funding Year: Recurring
Proposed Funding Source: SPLOST



Project Description:
This program will replace traffic signs in the City to meet new FHWA sign reflectivity requirements. This is mandated in order to continue to receive Georgia Department of Transportation and/or Federal Highway funding. As a detailed sign inventory is developed, cost estimates may need to be revised. It is mandated that we must replace regulatory, warning, and guide signs by January 2015 and replace street name signs by January 2018 to meet the new regulations. In addition to being mandated, it will create a safer street environment for motorist during night hours.

Project: Street Resurfacing Program
Total Cost: $4,275,000
Proposed Funding Year: Recurring
Proposed Funding Source: SPLOST, General Fund, Paved Streets Fund (Fund 344)

Project Description:
The Public Works Department facilitates the City's street resurfacing program. The department identifies specific streets to resurface each year, based on their condition. The allocation for "other" project costs is for unanticipated emergency repairs that are in addition to the City's planned resurfacing program. Resurfacing projects are funded using money from the SPLOST program, as well as general fund transfers to the Paved Streets Fund (344). The City's proposed allocations from the 2009 SPLOST program are anticipated to be used in full by FY 14. Assuming no external revenue sources, such as renewal of the SPLOST program or adoption of the TIA program, the City will need to begin increasing its annual general fund transfers in FY 15 from $100,000 to $650,000.



Project: Suwanee Creek Greenway Rehabilitation
Total Cost: $1,189,777
Proposed Funding Year: FY 2012
Proposed Funding Source: SPLOST, Open Space Funds, General Fund



Project Description:
Storm water floods over the section of the Suwanee Creek Greenway from Martin Farm Road to the Suwanee Elementary School on a regular basis. When the flood water recedes, mud, water and other debris remain on the surface creating additional maintenance needs. A boardwalk or similar design would greatly improve the usability of the greenway system along this older section of the Suwanee Greenway. This project is included in the STWP, and as of spring 2011, design is underway.

Project: Suwanee Dam Road Sidewalks
Total Cost: $1,010,000
Proposed Funding Year: FY 2012
Proposed Funding Source: SPLOST, Proposed Grant

Project Description:
The purpose of this project is to install sidewalks along the south side of Suwanee Dam Road, from the intersection with Buford Highway to the intersection with Peachtree Industrial Boulevard. This project is supported by the Pedestrian Bicycle Plan and the Downtown Suwanee Master Plan. This project has been planned for two phases; only phase 1 is included in this CIP.



Phase 1: Construction of sidewalks from the intersection of Suwanee Dam Road and Peachtree Industrial Blvd. to the entrance of the Suwanee Library (project #11 on the PBP). This phase would also include a trail from Suwanee Dam Road to Stonecypher Road, with connections to PlayTown Suwanee, Main Street, and the Library (project #12 on the PBP). A Transportation Enhancement grant has been identified as a possible funding source for Phase 1.

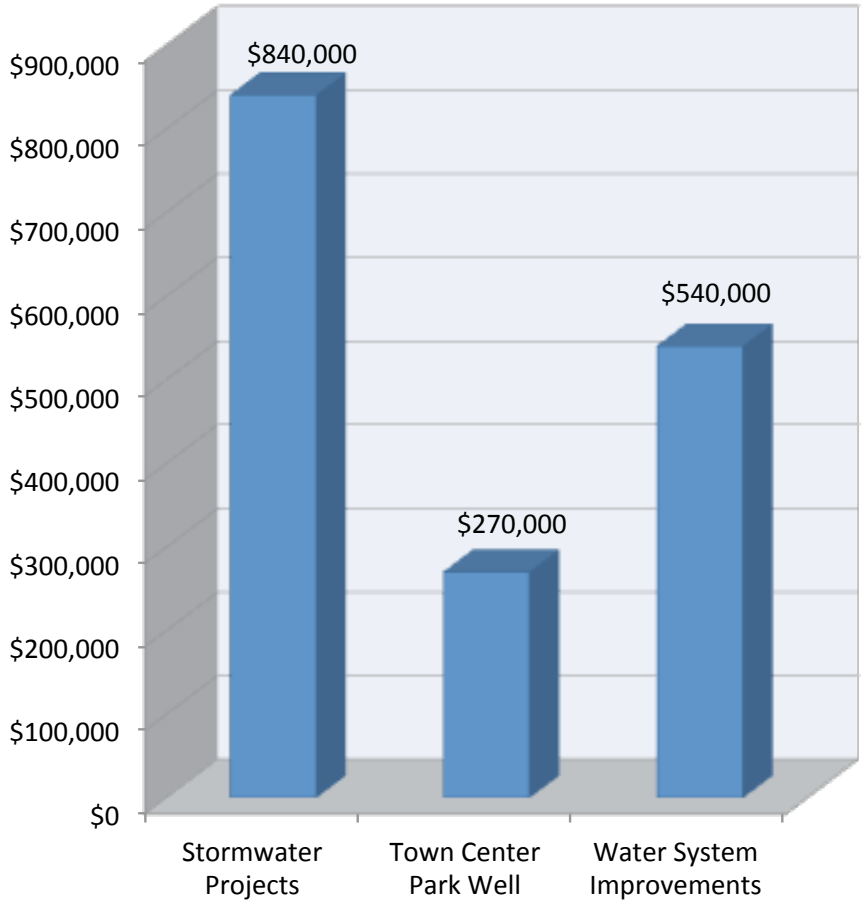
Phase 2: Construction of sidewalk along Suwanee Dam Road from the Library entrance to the intersection with Buford Highway (project #28 on the PBP). This is a long-term project and is not anticipated for construction in the next 20+ years.

Water & Stormwater

	FY 12	FY 13	FY 14	FY 15	FY 16	PROJECT TOTALS	% OF TOTAL
WATER & STORMWATER							
Stormwater Projects (pooled funding)	$235,000	$200,000	$135,000	$135,000	$135,000	**$840,000**	
Town Center Park Irrigation Well	$270,000	$-	$-	$-	$-	**$270,000**	
Water System Infrastructure Improvements	$120,000	$100,000	$120,000	$100,000	$100,000	**$540,000**	
	$625,000	**$300,000**	**$255,000**	**$235,000**	**$235,000**	**$1,650,000**	6.63%

Water and Stormwater projects represents one of the smallest categories of the CIP. There are three projects in this category, totaling $1,650,000 – approximately 7% of the CIP. Two of the projects are annual recurring programs – the stormwater program and the water system infrastructure program. The other project is the construction of an irrigation well to serve Town Center Park.





Project: Stormwater Projects
Total Cost: $840,000
Proposed Funding Year: Recurring
Proposed Funding Source: SPLOST, Local Fund, General Fund

Project Description:



The purpose of this program is to address stormwater issues identified from needs assessments, citizen complaints, and as infrastructure failures occur. The City's stormwater infrastructure system is currently in relatively good shape. However, as the system ages, it is expected that small- to medium-sized projects will be required each year. The allocation for "other" project costs is for unanticipated emergency repairs. These projects are funded using money from the SPLOST program, as well as general fund transfers to the Storm Drainage Fund (345).

Project: Town Center Park Improvements – Irrigation Well
Total Cost: $270,000
Proposed Funding Year: FY 2012
Proposed Funding Source: SPLOST



Project Description:

This project would construct a well facility to serve Town Center Park, providing a secondary source of irrigation water to the park. Restrictions from the State of Georgia and Gwinnett County on irrigation water are expected to increase over time. Also, cost from our present Gwinnett County source will rise. The grass requires a certain amount of water from rainfall and/or irrigation to sustain it and to maintain a good healthy appearance, particularly during events season. The well will provide the City more options for watering during times of drought and outdoor watering restrictions. Cost estimates and options were presented to Council September 2010.

Project: Water System Infrastructure Improvements
Total Cost: $540,000
Proposed Funding Year: Recurring
Proposed Funding Source: General Fund

Project Description:



The City completed an analysis of the City water system in 2009, which included recommendations for needed improvements. These projects represent the continued implementation of that study. As proposed projects are evaluated and designed further, the scope and cost estimate of each will be developed. These projects are funded by a transfer from the General Fund to the Water System's enterprise fund.


CITY OF
Suwanee
GEORGIA

downtown development authority

fiscal year 2011-2012

The Downtown Development Authority of Suwanee is a legally separate entity. The Authority's budget is approved by the City Council and has been included for informational purposes.

STATEMENT OF SERVICE

The mission of the Downtown Development Authority (DDA) of the City of Suwanee is to revitalize, create, and historically preserve, and maintain Old Town Suwanee so that it is a symbol of community pride, making it the heart of the City, and a visible example of why Suwanee is a great place to live, work, play, invest, and do business.

Daily administrative operation of the DDA are funded in function 7520 Downtown Suwanee in the General fund. The City is providing $7,000 in funding to the DDA for fiscal year 2012 to support the façade grant program.

REVENUE ASSUMPTIONS

Investment Income

Definition: Investment income includes revenue from investment of fund equity.

Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Contributions and Donations

Definition: Contributions include revenues received from sponsorship to support economic development activities, which would include advertisements, flyers, and the merchant coupon program.

Assumptions: Revenues estimates are based on current economic projects commitments.

Other Financing Sources

Definition: Other financing sources include operating financial inflows from other funds.

Assumptions: The City is providing $7,000 to support the façade grant program.

SUMMARY OF REVENUES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Investment Income	$ 1,209	$ 1,057	$ 38	$ 500	$ 100
Contributions	15,156	3,275	11,612	12,500	12,500
Other Financial Sources	-	-	7,000	7,000	7,000
Total	$ 16,365	$ 4,332	$ 18,650	$ 20,000	$ 19,600

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Purchased Professional & Technical	$ -	$ -	$ 2,040	$ 2,500	$ 2,500
Other Purchased Services	6,505	-	4,629	9,500	9,500
Supplies	-	-	-	1,000	600
Capital Outlay	-	27,553	190	-	-
Other Costs	-	2,500	-	7,000	7,000
Total	$ 6,505	$ 30,053	$ 6,859	$ 20,000	$ 19,600


Main Street

ICMA - benchmark comparisons

fiscal year 2011-2012

The International City/County Management Association (ICMA) is the professional and educational organization for appointed administrators and assistant administrators in local government. The ICMA's Center for Performance Measurement (CPM) is dedicated to helping local governments improve effectiveness and efficiency of public services. The following is the fiscal year 2010 mid-year data report summary.

ICMA Comparative Performance Measurement
FY 2010 Mid-Year Data Report Summary

The International City/County Management Association (ICMA) is the professional and educational organization for appointed administrators and assistant administrators in local government. The ICMA's Center for Performance Measurement (CPM) is dedicated to helping local governments improve the effectiveness and efficiency of public services through the collection, analysis, and application of performance information.

Performance measurement is no longer a fad or a buzzword. More and more governments are seeing that a system of performance measurement aids decision makers at all levels of government, from elected officials to managers to line staff. When jurisdictions embark on a concerted effort to improve services, performance measurement can assist in determining where they are and, more importantly, where they may want to go.

Under the most desirable circumstances, a community begins by establishing its mission and then develops a strategic plan that will guide the community in fulfilling that mission. The elected Council or Board will then agree to short- and long-term goals to implement the community's strategic plan. Performance measurement will then enter the picture as a way of determining progress in meeting (or maintaining) the actions required in the strategic plan.

Many local governments operate under the council-manager form of government. The Council establishes for the manager a set of measurable goals that contributes to each of the established Council goals. Working with the City Manager, department heads set department objectives that will contribute to achieving the goals set for the City Manager. Department heads then work with team leaders within their departments to establish goals that will contribute to departmental objectives, and so on throughout the local government. If every team and every department meet the objectives established, the City will successfully implement its strategic plan and contribute to the overall mission set forth by the Council.

In successful performance measurement programs, the vast majority of goals and objectives are quantifiable. Some are "hard" pieces of discrete data (e.g., percentage of police vehicles arriving on the scene of the accident in less than five minutes from time of dispatch) while others are a bit less so (e.g., percentage of citizens rating their community parks as "excellent"). As goals and objectives move up through the organization, the measures tend to go from discrete and specific to qualitative and general.

If a City or county develops a set of performance measures and performance targets, individual employees, department heads, administrators, and Councils can observe and measure progress. Then the organization moves as a coherent whole toward achieving community goals and/or maintaining community standards.

Where specific goals or targets are not achieved, Council, management, and employees should work together to determine why such targets were not achieved. They may then redirect resources and redouble efforts to achieve these targets. Management and employees can analyze operations and work together to find ways of improving services. Performance measurement provides an additional decision making tool which employees throughout the organization can utilize to make informed decisions.

It is rare that any government will achieve all its goals and objectives every year given the complex environment in which local governments operate (e.g., changes in the local as well as national economy, state and federal grants, state and federal mandates, weather). Nevertheless, governments engaged in any form of performance measurement should be applauded for their efforts.

The ICMA Center for Performance Measurement produces this report primarily for its participants, so that they may see the results of their efforts. Participants can identify service areas where they are performing well, improve performance in service areas where their performance is below that of other participating jurisdictions, identify other jurisdictions that can be sources of information about potentially better service delivery techniques and management practices, and have valid and reliable data to aid in decision making at all levels of government.

The FY 2010 Mid-Year Data Report Summary is intended to be useful to several audiences. First are participating city and county managers or chief administrative officers, their department heads and staff, as well as elected and appointed public officials. Second are the other jurisdictions interested in beginning a comparative performance effort. The report can serve as a blueprint for jurisdictions embarking on the process by providing a set of well-considered measures and definitions in addition to comparative data against which the jurisdiction might begin comparing itself. A third audience is citizen groups that may be involved in local strategic planning or goal setting and may be particularly interested in information on the outcomes of services.

Source: ICMA FY 2010 Mid-Year Report Chapter 1 Introduction

The Center compiles the mid-year data report as a precursor to the annual data report; data from the mid- year data report are included in the annual data report. The purpose of the mid-year report is to make available these comparative performance data at an earlier date for those jurisdictions with fiscal years ending on or before June 30. For FY 2010, the mid-year report reflects 51 jurisdictions.

With the data we are able to discern benchmarks to use as reference points with which to identify best practices and to compare our service levels. We also report workload and productivity measures each year in our budget document.

This was Suwanee's fourth year of participation in the ICMA performance measurement program. We selected thirteen service areas out of nineteen to focus on:

- Code Enforcement
- Facilities Management
- Fleet Management
- General Government and Demographics
- Highway & Road Maintenance
- Human Resources
- Obesity Prevention
- Parks & Recreation
- Permit Land Use and Plan Review
- Police Services
- Procurement
- Risk Management
- Sustainability

Jurisdictions Participating in Georgia

Jurisdiction	Residential Population	Square Miles	Population Density per sq. mile	Median Household Income	General Fund Expenditures (in millions)	Owner-Occupied Housing Units	Foreclosed
Alpharetta	52,508	27.0	1,945	$96,724	$ 43.4	-	-
Cartersville	22,235	28.9	768	$51,574	$20.6	56.4%	-
Decatur	18,942	4.3	4,457	$47,395	$18.1	-	0.9%
Hall County	187,743	394.0	477	$53,083	$88.4	51.9%	-
Smyrna	50,712	15.1	3,354	$54,806	$32.8	52.9%	4.4%
Suwanee	16,735	10.9	1,531	$128,816	$8.3	-	-

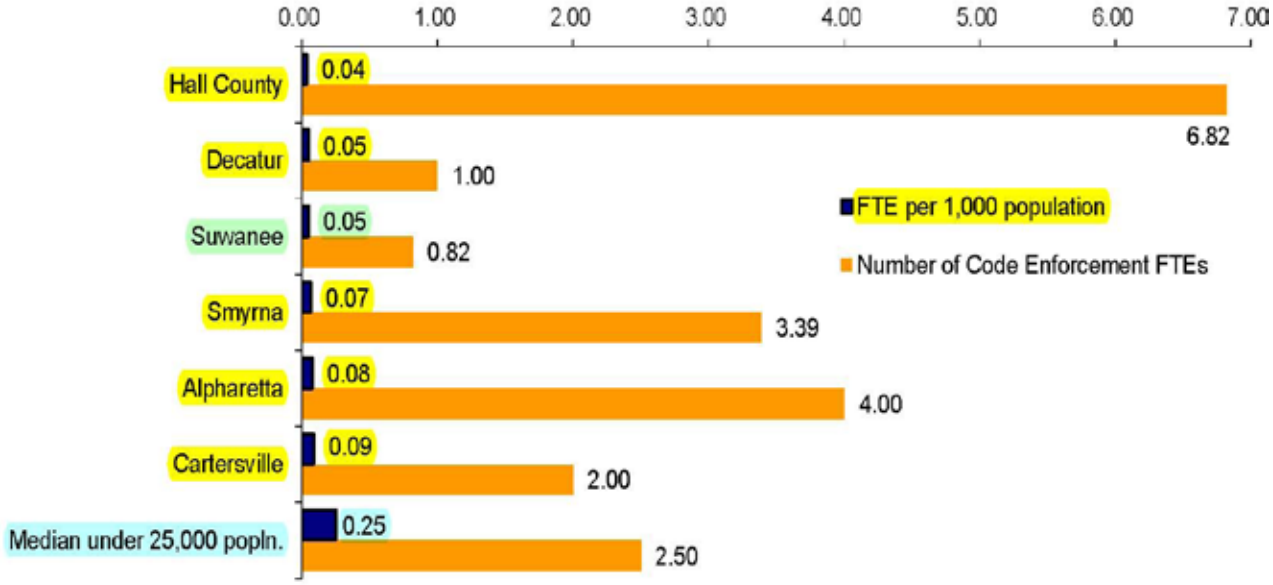
The City's Finance Department has further analyzed the data and customized the following charts to highlight participating Georgia jurisdictions and the median data for participating jurisdictions with a population under 25,000.

Code enforcement performance depends on numerous factors, including the age of the housing stock, local ordinances, and staffing resources.

The measures presented are among the core measures for code enforcement.

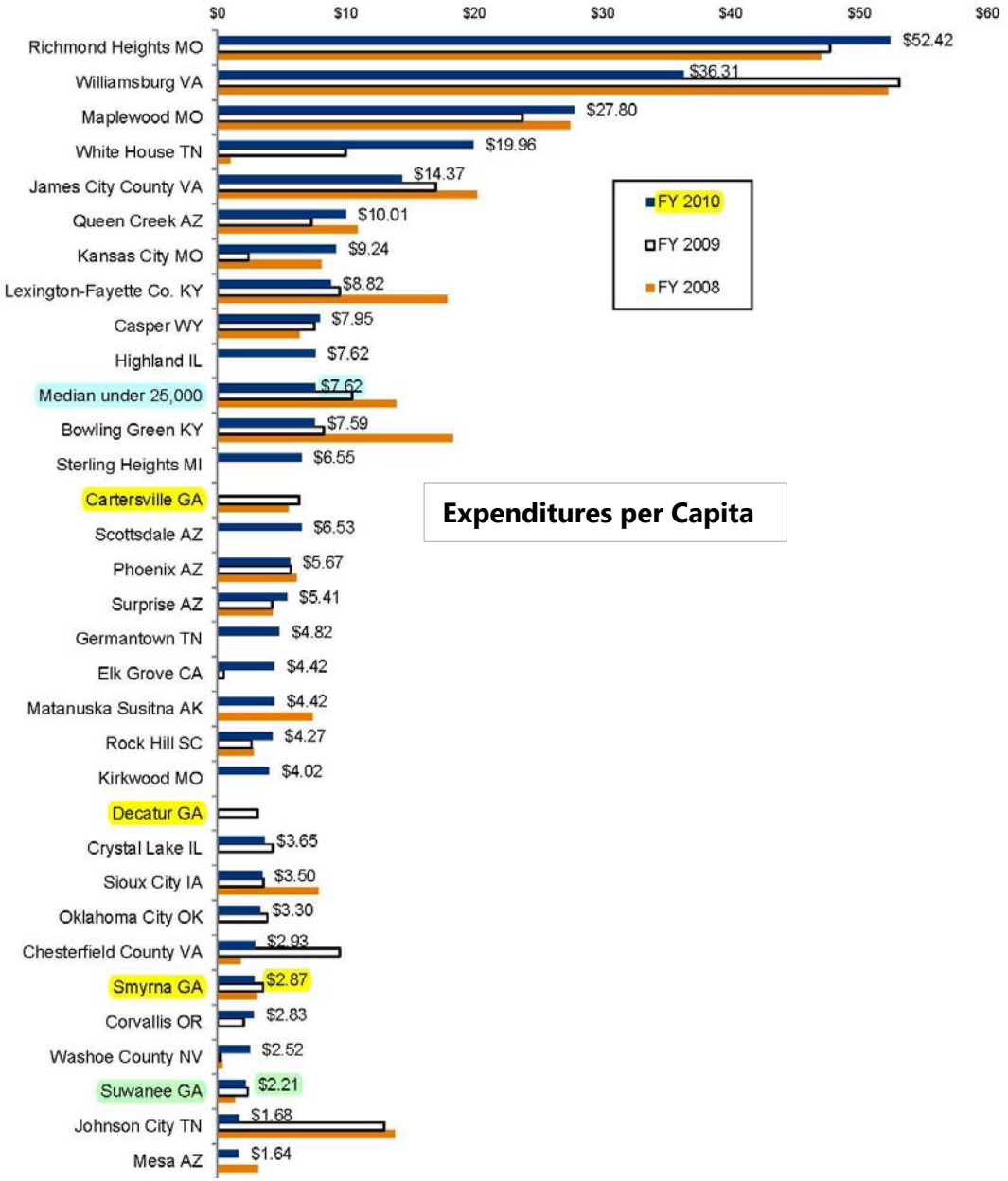
All jurisdictions	Number of Code Enforcement FTEs	FTE per 1,000 population
Mean	10.33	0.11
Median	5.00	0.07
Over 100,000		
Mean	21.75	0.06
Median	13.44	0.05
25,000 to 100,000		
Mean	4.36	0.08
Median	3.96	0.08
Under 25,000		
Mean	2.70	0.26
Median	**2.50**	**0.25**
Georgia Jurisdictions		
Alpharetta	4.00	0.08
Cartersville	2.00	0.09
Decatur	1.00	0.05
Hall County	6.82	0.04
Smyrna	3.39	0.07
Suwanee	0.82	0.05

Code Enforcement FTE's per 1,000 Population



Expenditures per Capita

All jurisdictions	FY 2010 Total Code Expenditures	Expenditures per capita	FY 2009 Total Code Expenditures	Expenditures per capita	FY 2008 Total Code Expenditures	Expenditures per capita
Mean	$956,183	$9.18	$1,050,425	$7.82	$1,170,729	$9.94
Median	$308,612	$5.11	$327,736	$5.79	$459,572	$6.48
Over 100,000						
Mean	$2,268,332	$5.05	$2,369,886	$5.81	$2,241,972	$6.91
Median	$1,248,274	$4.92	$1,204,028	$5.74	$1,080,736	$5.72
25,000 to 100,000						
Mean	$317,351	$5.74	$295.439	$5.64	$493,398	$9.38
Median	$290,326	$4.27	$188,269	$4.67	$372,501	$6.24
Under 25,000						
Mean	$279,034	$17.97	$193,520	$15.05	$206,863	$16.76
Median	**$197,525**	**$7.62**	**$166,055**	**$10.50**	**$246,689**	**$13.91**
Georgia Jurisdictions						
Alpharetta	-	-	-	-	-	-
Cartersville	-	-	$141,352	$6.36	$122,852	$5.53
Decatur	-	-	$59,105	$3.11	-	-
Hall County	-	-	-	-	-	-
Smyrna	$145,433	$2.87	$176,958	$3.55	$154,090	$3.11
Suwanee	$37,001	$2.21	$39,117	$2.36	$22,101	$1.34


$0
$10
$20
$30
$40
$50
$60
Richmond Heights MO
$52.42
Williamsburg VA
$36.31
Maplewood MO
$27.80
White House TN
$19.96
James City County VA
$14.37
Queen Creek AZ
$10.01
Kansas City MO
$9.24
Lexington-Fayette Co. KY
$8.82
Casper WY
$7.95
Highland IL
$7.62
Median under 25,000
$7.62
Bowling Green KY
$7.59
Sterling Heights MI
$6.55
Cartersville GA
Scottsdale AZ
$6.53
Phoenix AZ
$5.67
Surprise AZ
$5.41
Germantown TN
$4.82
Elk Grove CA
$4.42
Matanuska Susitna AK
$4.42
Rock Hill SC
$4.27
Kirkwood MO
$4.02
Decatur GA
Crystal Lake IL
$3.65
Sioux City IA
$3.50
Oklahoma City OK
$3.30
Chesterfield County VA
$2.93
Smyrna GA
$2.87
Corvallis OR
$2.83
Washoe County NV
$2.52
Suwanee GA
$2.21
Johnson City TN
$1.68
Mesa AZ
$1.64
FY 2010
FY 2009
FY 2008
Expenditures per Capita

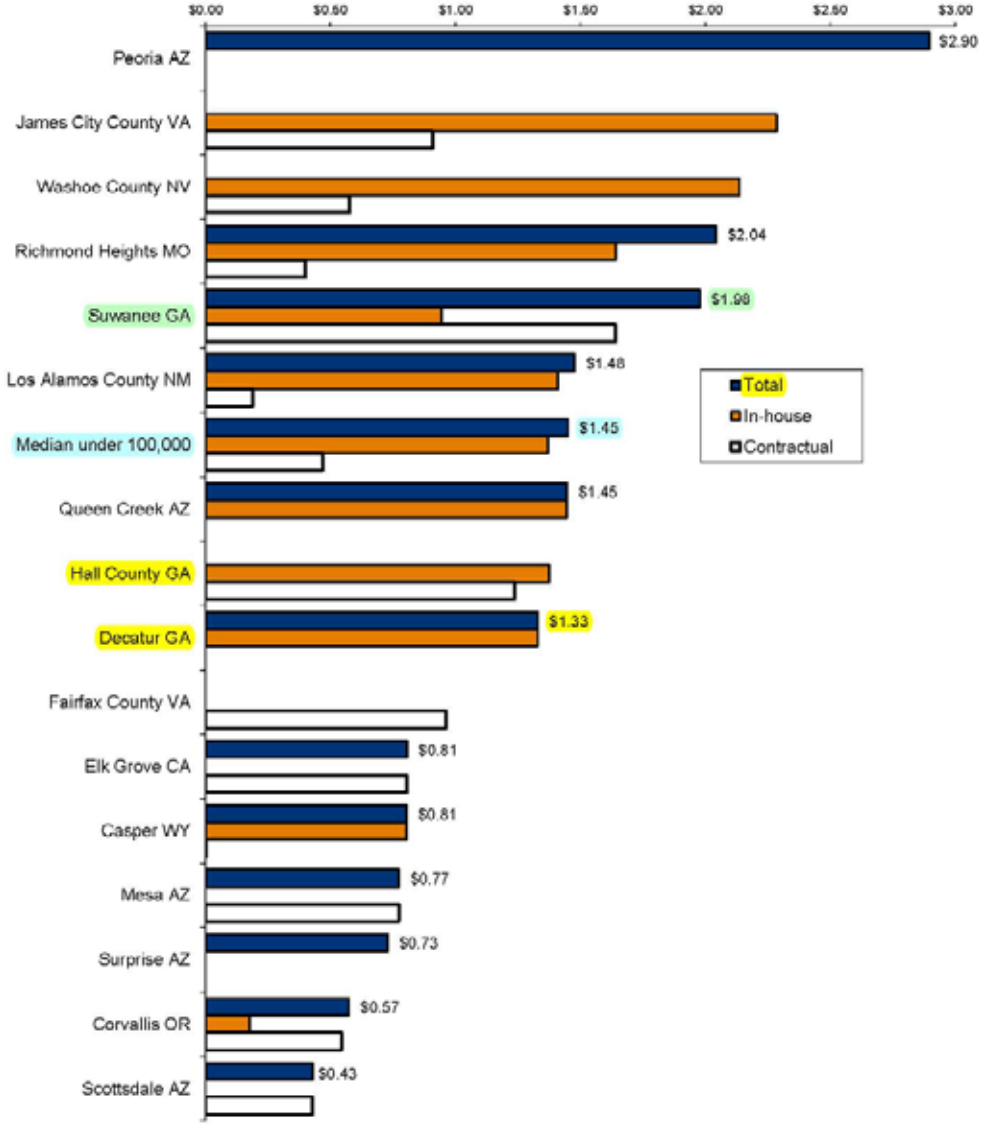
FY 2010 marks the first year the City of Suwanee contributed to the Facilities Management data chapter. 32 other jurisdictions provided data as well. Some of the factors that influence the comparability of facilities management data are:

- Staffing – Contractual and in-house staff may maintain different aspects of the same square footage.
- Mixed-Use Buildings – Some facilities have multiple uses, such as office and industrial. As a result, some jurisdictions' data may not easily be broken down into the categories requested.
- Utilities – Electricity costs may tend to reflect the lighting, computer use, and some HVAC in a facility, but they may also be skewed by large equipment present in some facilities but not in others.

Facilities Management Characteristics

All Jurisdictions	Organization of Facilities Management function (Centralized, Decentralized, or Combination)	Total Facilities Management FTEs (custodial and repair)	# Facilities Operated and Maintained	Total square feet of facilities operated and maintained	Total operating and maintenance (O&M) expenditures for all maintained facilities	Total capital maintenance expenditures for all existing facilities
Mean	-	15	71	1,320,643	$5,260,480	$1,193,323
Median	-	10	32	366,285	$1,316,470	$277,538
Over 100,000						
Mean	-	28	137	2,700,845	$10,219,111	$1,965,381
Median	-	26	97	1,692,452	$4,570,408	$400,000
25,000 to 100,000						
Mean	-	9	37	326,332	$710,674	$95,394
Median	-	8	28	304,151	$699,646	$5,712
Under 25,000						
Mean	-	9	18	195,641	$885,535	$220,508
Median	**-**	**6**	**14**	**155,561**	**$696,685**	**$161,647**
Georgia Jurisdictions						
Alpharetta	Combination	-	22	193,418	-	-
Decatur	Centralized	10	16	155,561	$1,116,032	$44,064
Hall County	Combination	19	94	1,124,601	$4,570,408	$4,216,737
Suwanee	Centralized	1	5	61,349	$326,668	$426,043

Custodial Expenditures per Square Foot
All Facilities (total: in-house and contractual)



NOTE: Median value for the under 25,000 population category does not appear, because this measure did not generate the minimum 5 responses.

Repair Expenditures per Square Foot
All Facilities (total: in-house and contractual)



NOTE: Median value for the under 25,000 population category does not appear, because this measure did not generate the minimum 5 responses.

FY 2010 marks the first year the City of Suwanee contributed to the Fleet Management data chapter. Thirty-seven (37) other jurisdictions provided data as well. Some of the factors that influence the comparability of fleet management data are:

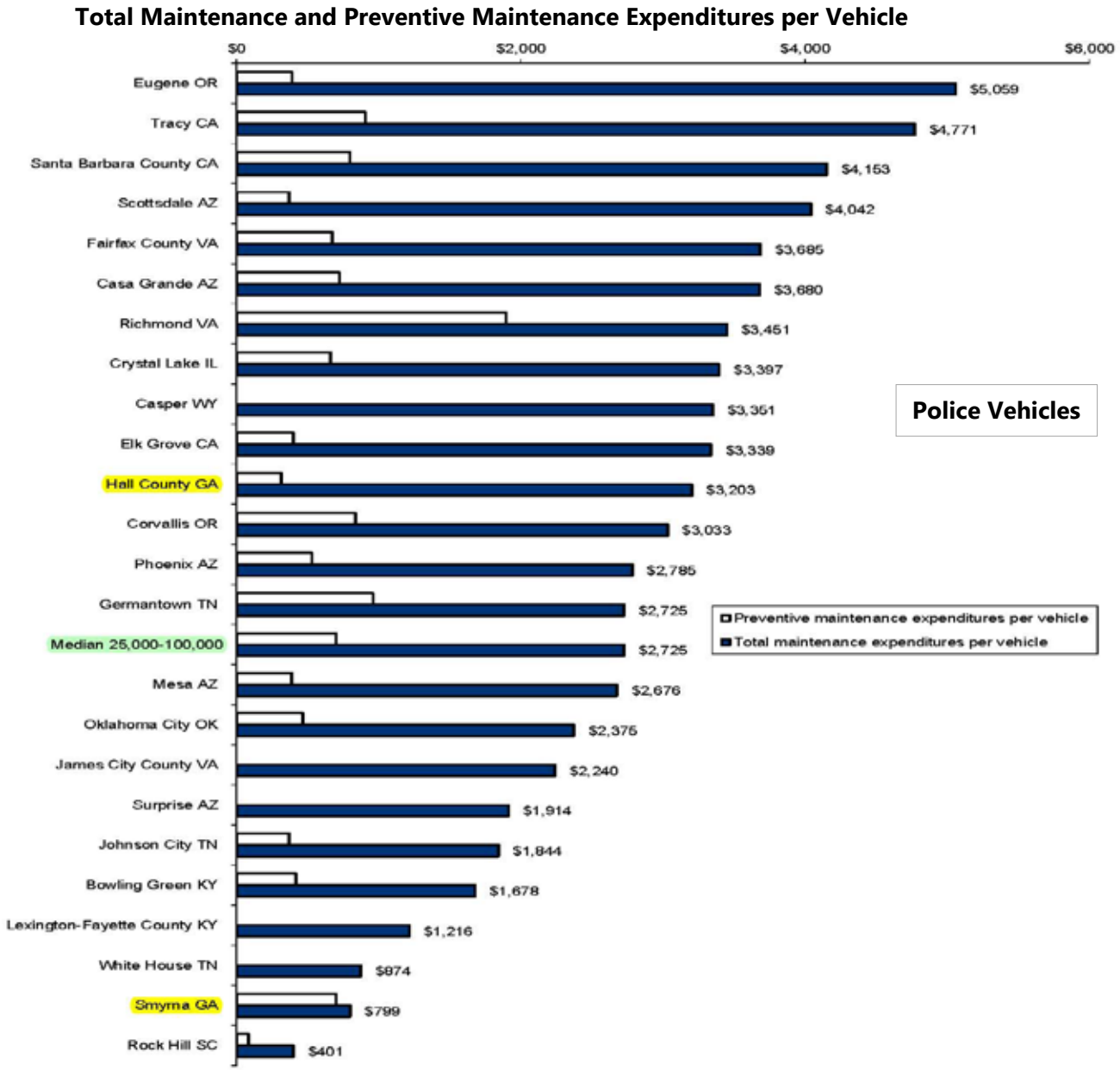
- Policies may influence vehicle use and care, such as those that affect or prefer vehicle allowances, mileage reimbursements, designated versus pool cars, driver preventive maintenance checks, and personal use of vehicles (e.g., marked patrol cars that may be driven home).
- Communities that have a broad range of services (e.g., utilities, human services, jails); these communities may have more vehicles and, thus, be less affected by a few vehicles or subclasses of vehicles with high maintenance costs.

Fleet Management Characteristics

All jurisdictions	Residential Population	Police Vehicles		Light Vehicles Type I and II	Medium-Duty Vehicles	Total # Vehicles and Heavy Equipment**	% Vehicles Maintained by Central Fleet
		# Police Vehicles	Maintenance Administered By *				
Mean	203,625	171	-	355	65	725	49%
Median	82,107	71	-	148	26	313	38%
Over 100,000							
Mean	410,150	317	-	697	126	1,679	66%
Median	1,329,494	221	-	634	72	938	82%
25,000 to 100,000							
Mean	58,447	66	-	118	23	273	69%
Median	55,125	44	-	97	22	274	69%
Under 25,000							
Mean	15,834	26	-	41	11	58	0%
Median	**17,405**	**20**	**-**	**15**	**5**	**54**	**0%**
Georgia Jurisdictions							
Alpharetta	52,508	156	Both	95	-	-	-
Cartersville	22,235	58	Central Fleet Op.	144	39	-	-
Decatur	18,972	10	Both	5	5	49	-
Hall County	187,743	149	Police Dept	442	34	800	-
Smyrna	50,712	63	Central Fleet Op.	92	14	219	100%
Suwanee	16,735	30		12	1	43	0%

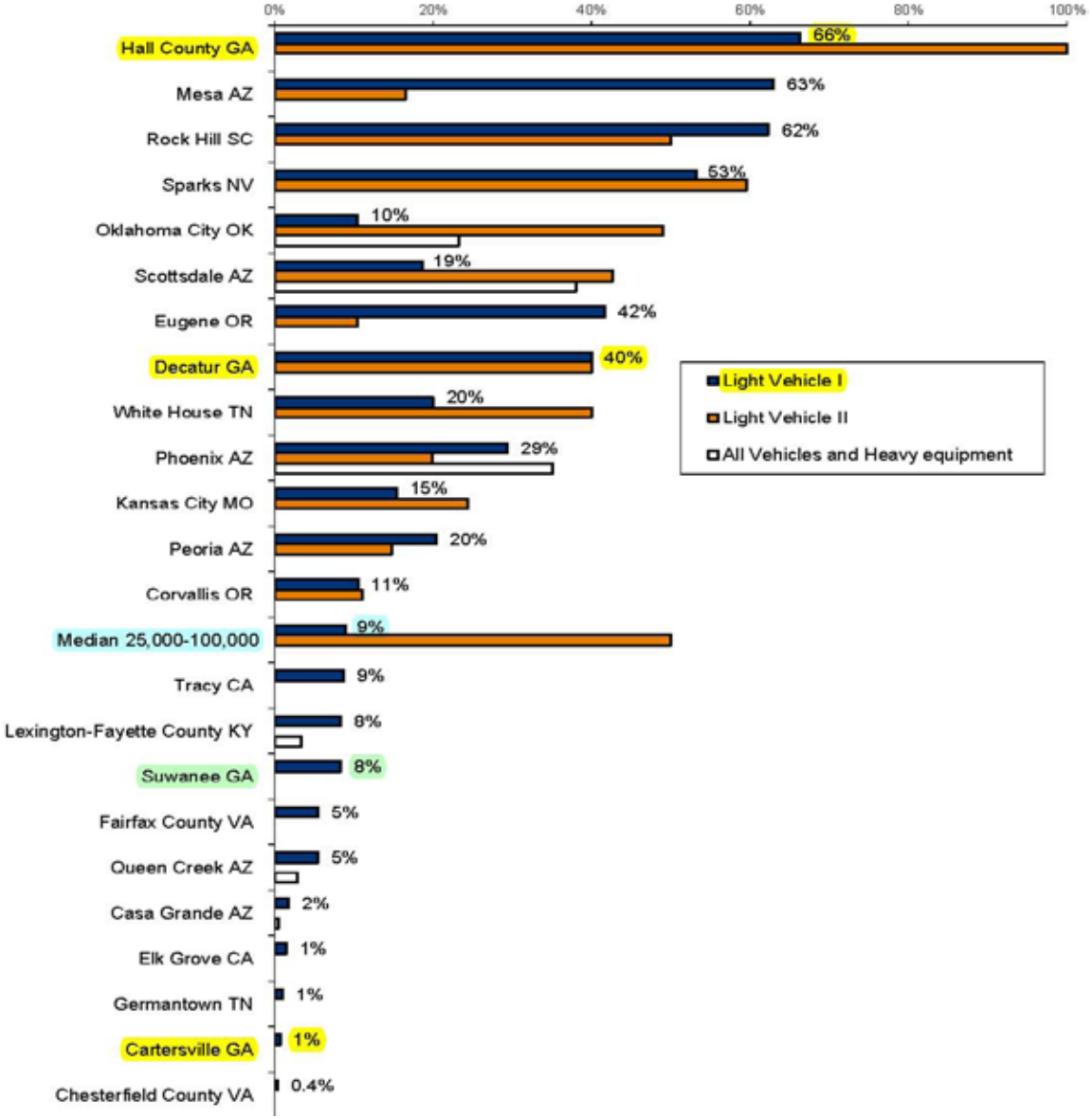
*In Maintenance Administered By column above, **Both** indicates that maintenance is administered by a combination of the Central Fleet Operation and the Police Department.

**Total # Vehicles and Heavy Equipment column includes items such as Fire Apparatus and Solid-Waste Packers.



NOTE: Median value for the under 25,000 population category does not appear, because this measure did not generate the minimum 5 responses.

Percentage of Vehicles and Heavy Equipment using Alternative Fuel



NOTE: Median value for the under 25,000 population category does not appear, because this measure did not generate the minimum 5 responses.

Highway and road maintenance performance may be assessed using several key measures, including citizen satisfaction with road condition, objective assessment of road condition (using pavers or other objective systems), expenditures, and other measures.

A number of jurisdictions note that the actual expenditures they report differ greatly from year to year owing to events such as an increase in capital funds, the delay of a major capital contract, or a general fund shortfall.

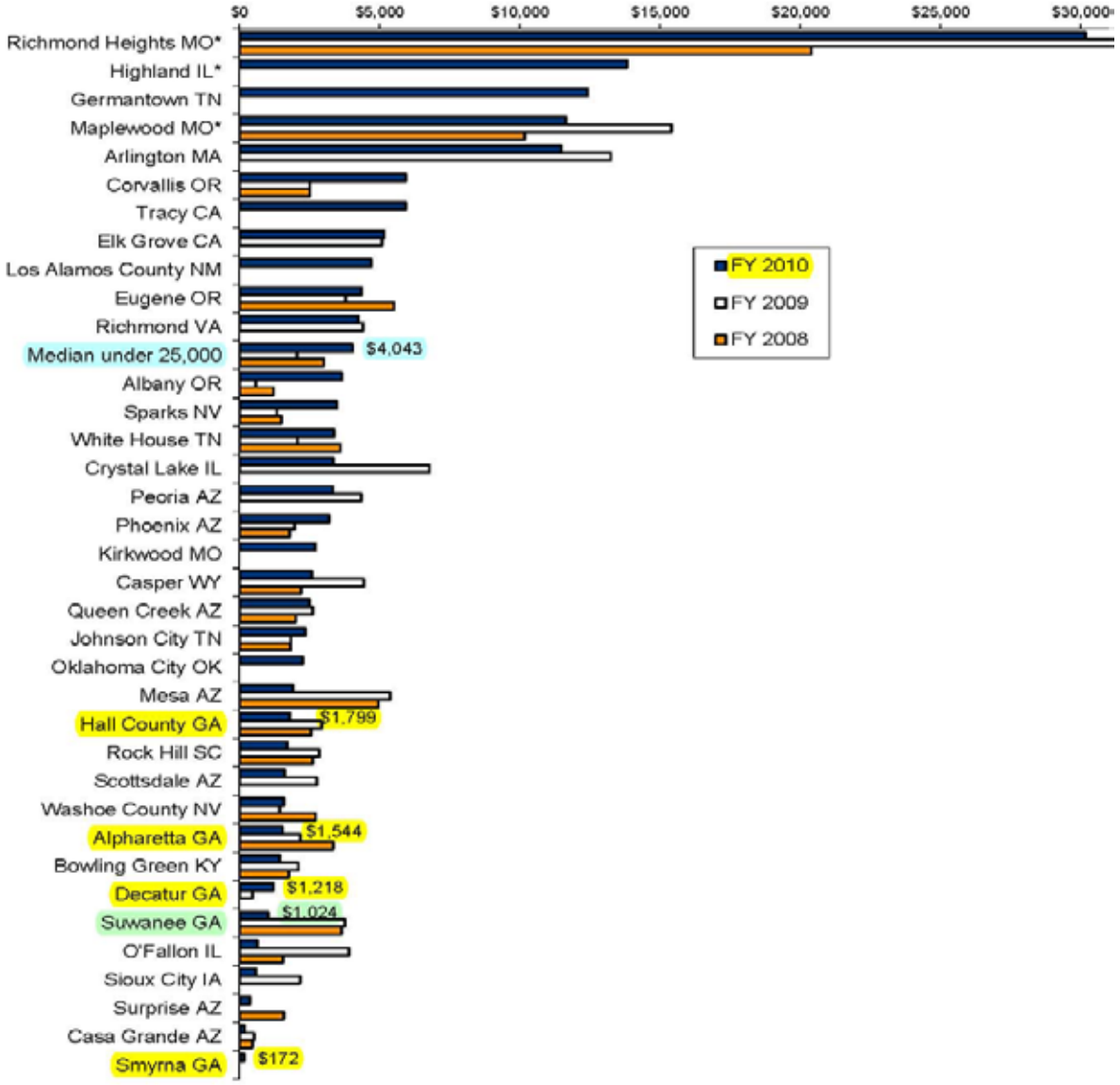
Variations in performance may relate to differences in population density, traffic conditions, paving material, weather, and other factors.

Some jurisdictions attribute expenditure differences to extreme weather conditions that sometimes cause road damage.

Highway and Road Maintenance Characteristics

Georgia Jurisdictions	Area Served - Square Miles	Total Paved and Unpaved Lane Miles	% of Paved Roads	Road Rehab. Expenditures per Paved Mile	Paved Road Rehab. Expenditures per Capita	Number of Potholes Repaired	Avg Response Time to complete Pothole Repairs	Expenditures per pothole repaired-	# Days with Freezing/Snow Conditions	# Inches Snowfall
Alpharetta	27.3	526.0	99.8%	$1,544.04	$15.44	297	1.2	$165.71	-	-
Cartersville	28.9	257.0	100.0%	-	-	-	5.0	-	73 days	-
Decatur	4.3	121.4	99.6%	$1,217.59	$7.77	92	1.0	$25.33	31 days	6.0
Hall County	372.2	1,929.0	95.3%	$1,798.97	$23.78	538	5.0	$179.39	25 days	6.0
Smyrna	15.1	4,495.3	100.0%	$172.26	$15.27	103	5.0	-	55 days	5.0
Suwanee	10.9	130.0	99.6%	$1,023.68	$7.92	33	16.0	$1,126.15	42 days	5.3
Under 25,000 population										
Median	**9.0**	**121.4**	**100.0%**	**$4,701**	**$54.90**	**-**	**-**	**-**	**-**	**9.6**

Road rehabilitation expenditures per paved lane mile.

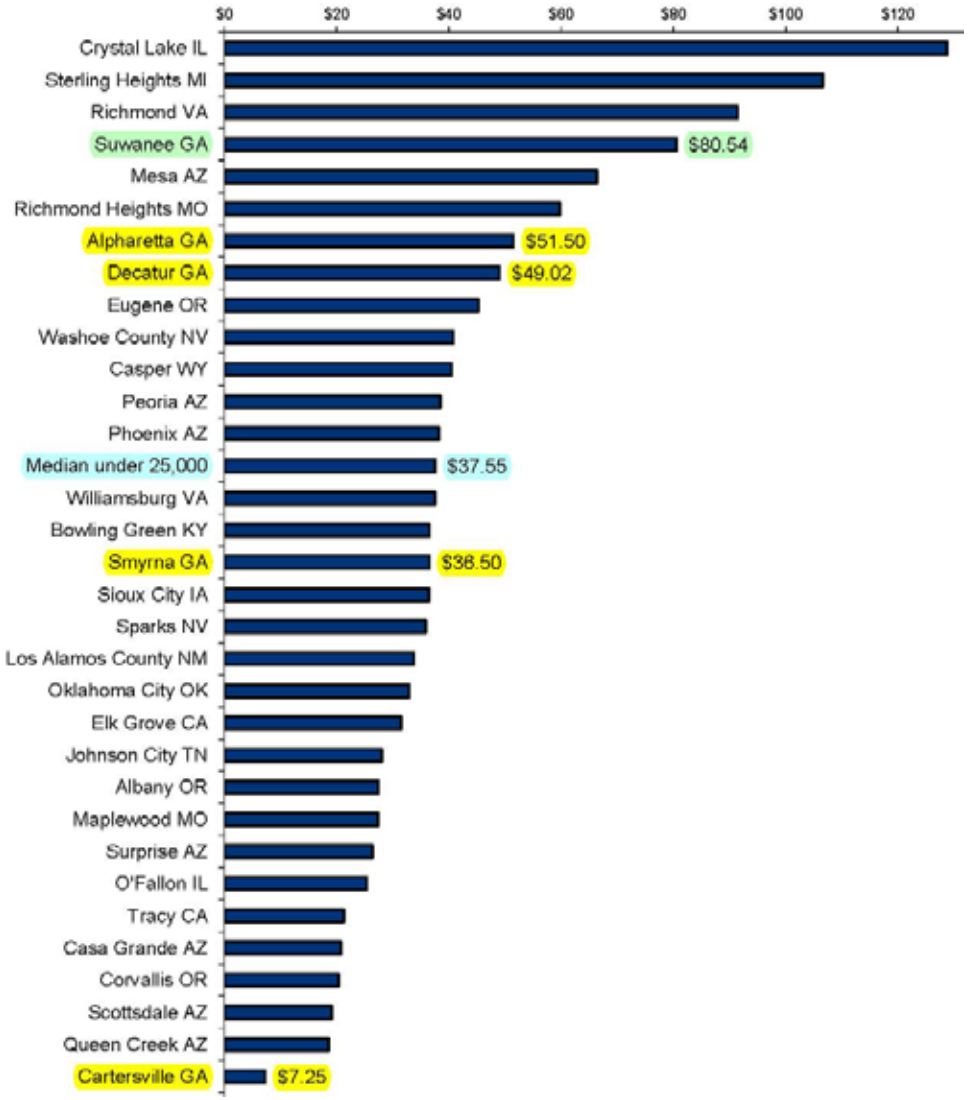


*Denotes jurisdictions responsible for fewer than 100 paved lane miles.

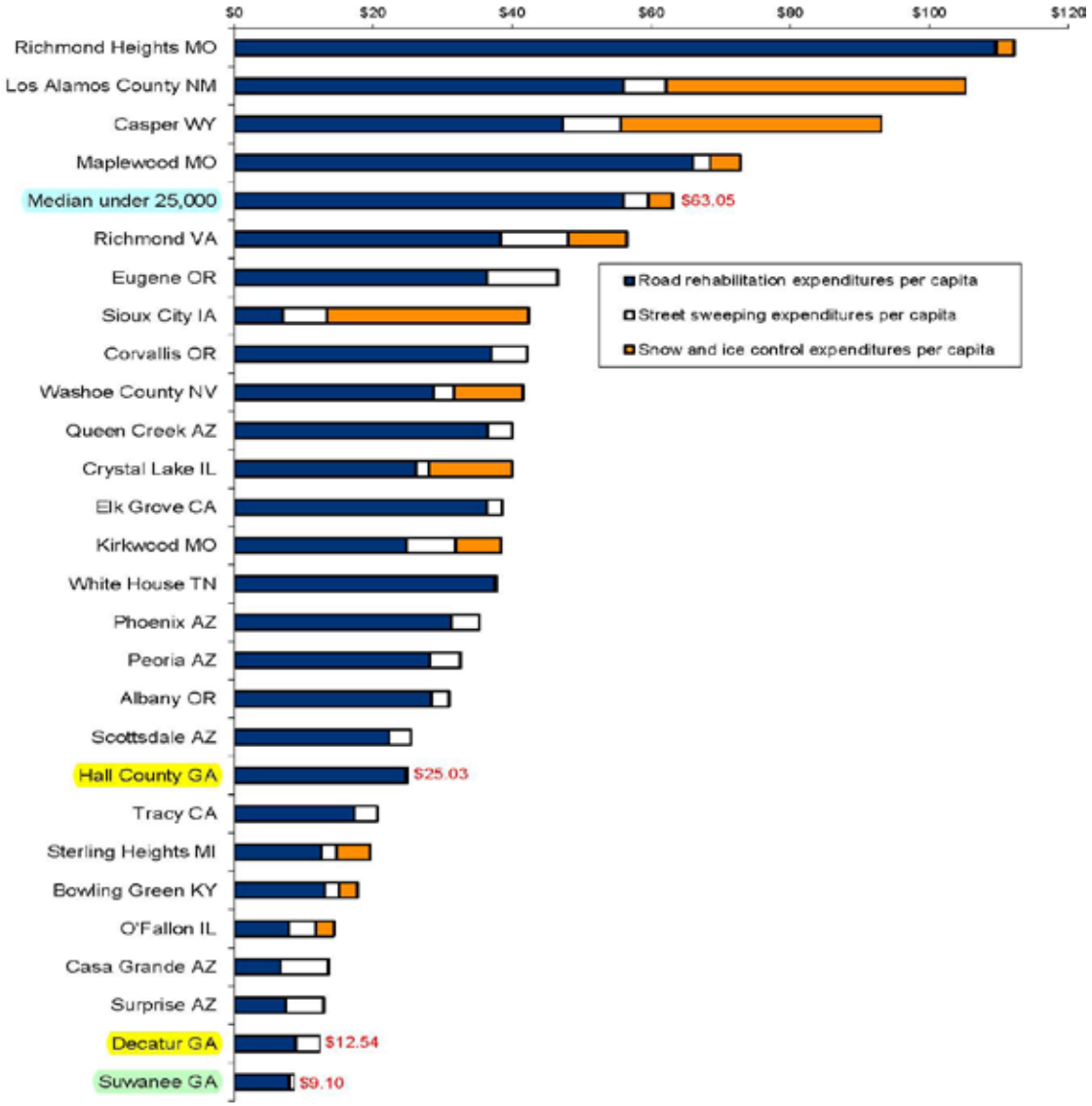
Expenditures per linear mile *Swept* and per capita

All jurisdictions	O&M expenditure for street *sweeping* per linear mile	O&M expenditure for street *sweeping* per capita
Mean	$55.47	$3.82
Median	$36.50	$3.53
Over 100,000		
Mean	$48.84	$4.25
Median	$38.55	$3.58
25,000 to 100,000		
Mean	$65.83	$3.82
Median	$36.18	$3.42
Under 25,000		
Mean	$42.19	$3.10
Median	**$37.55**	**$3.53**
Georgia Jurisdictions		
Alpharetta	$51.50	$0.26
Cartersville	$7.25	$3.53
Decatur	$49.02	$3.58
Hall County	-	-
Smyrna	$36.50	$0.50
Suwanee	$80.54	$0.87

Expenditures per linear mile *Swept*



Expenditures per capita for Road Rehabilitation, *Street Sweeping*, and Snow and Ice Control.

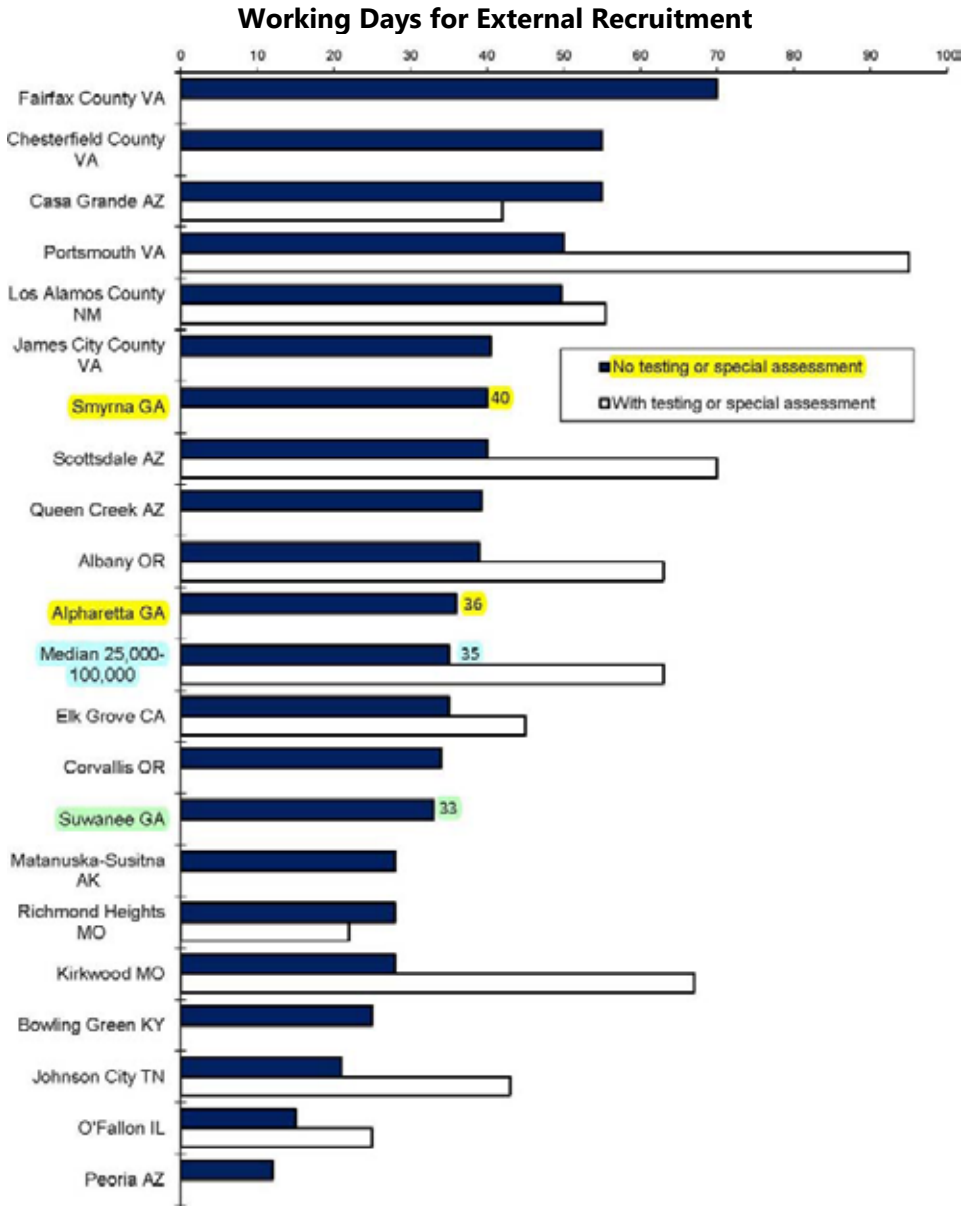


Some of the factors that influence the comparability of Human Resources data are:

- Recruitment Process – Some jurisdictions decentralize the recruitment process, with larger departments conducting their own hiring.
- Staffing – Jurisdictions that contract for more services or have broader job classifications may need fewer staff within the central human resources office.

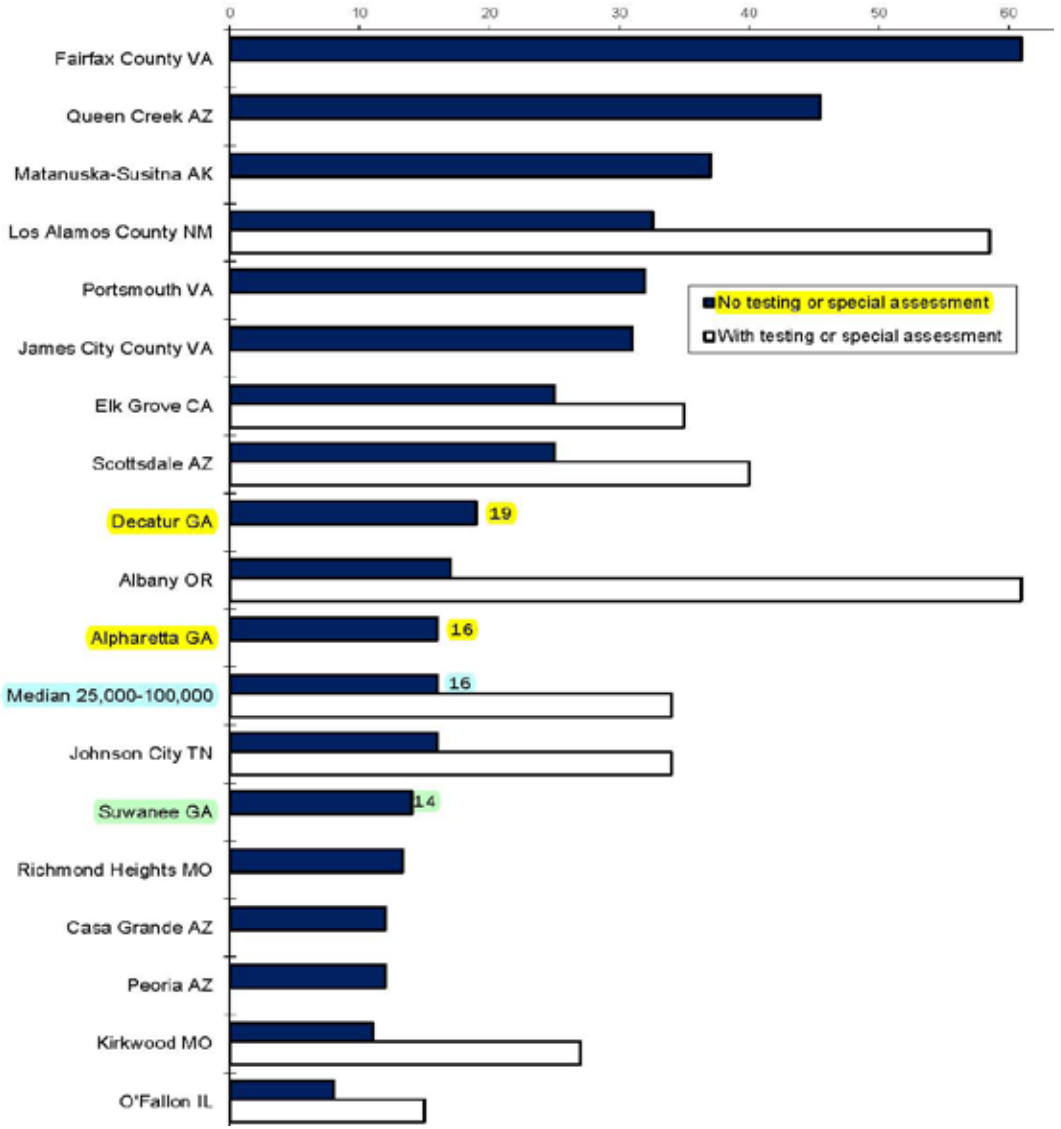
Descriptive information for the Human Resources services is as follows:

All Jurisdictions	Ratio of centralized human resources FTEs to 100 total jurisdiction FTEs	Number of jurisdictional employees on the last day of the reporting period	Employee benefits as percentage of total salaries and wages	Number of job classifications
Mean	0.85	1,916	38%	275
Median	0.79	803	40%	183
Over 100,000				
Mean	0.76	4,108	36%	465
Median	0.61	2,827	33%	498
25,000 to 100,000				
Mean	0.85	679	42%	139
Median	0.80	641	44%	145
Under 25,000				
Mean	1.01	318	34%	93
Median	0.79	296	39%	55
Georgia Jurisdictions				
Alpharetta	-	501	48%	10
Cartersville	0.53	418	40%	-
Decatur	0.79	330	28%	-
Hall County	0.44	2,239	42%	344
Smyrna	1.18	429	41%	138
Suwanee	2.48	108	40%	39



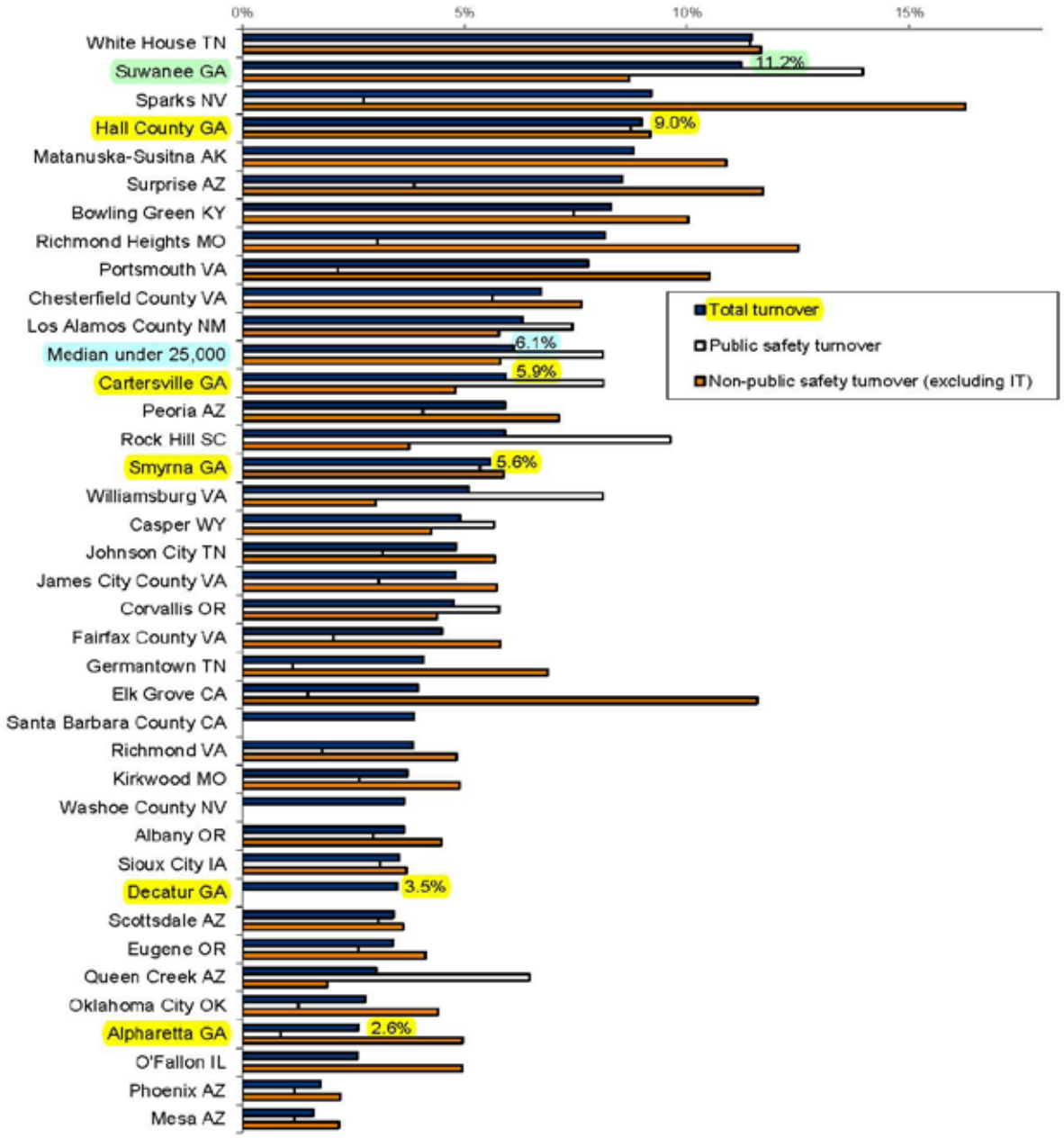
NOTE: Median value for the under 25,000 population category does not appear, because this measure did not generate the minimum 5 responses.

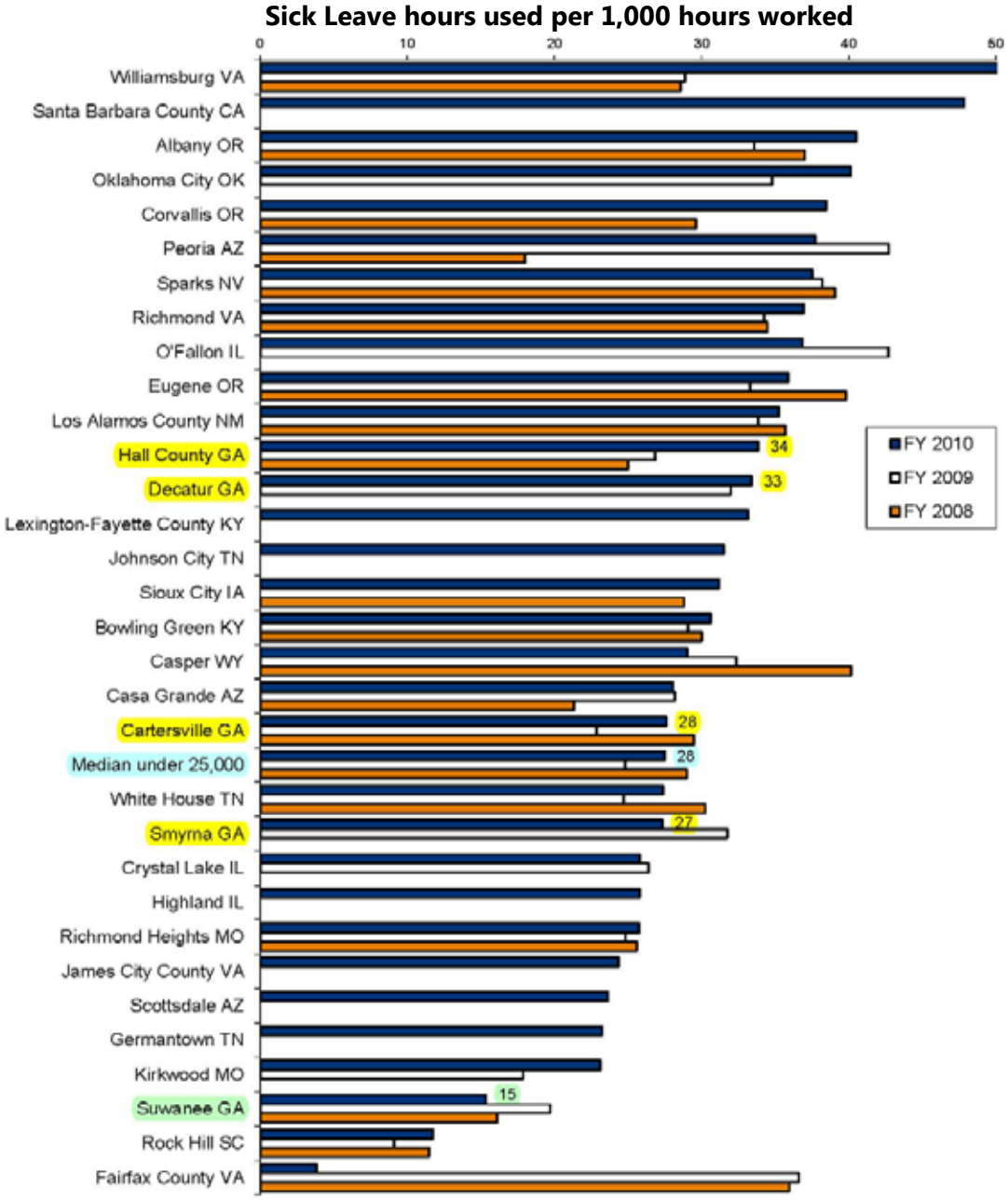
Working Days for Internal Recruitment

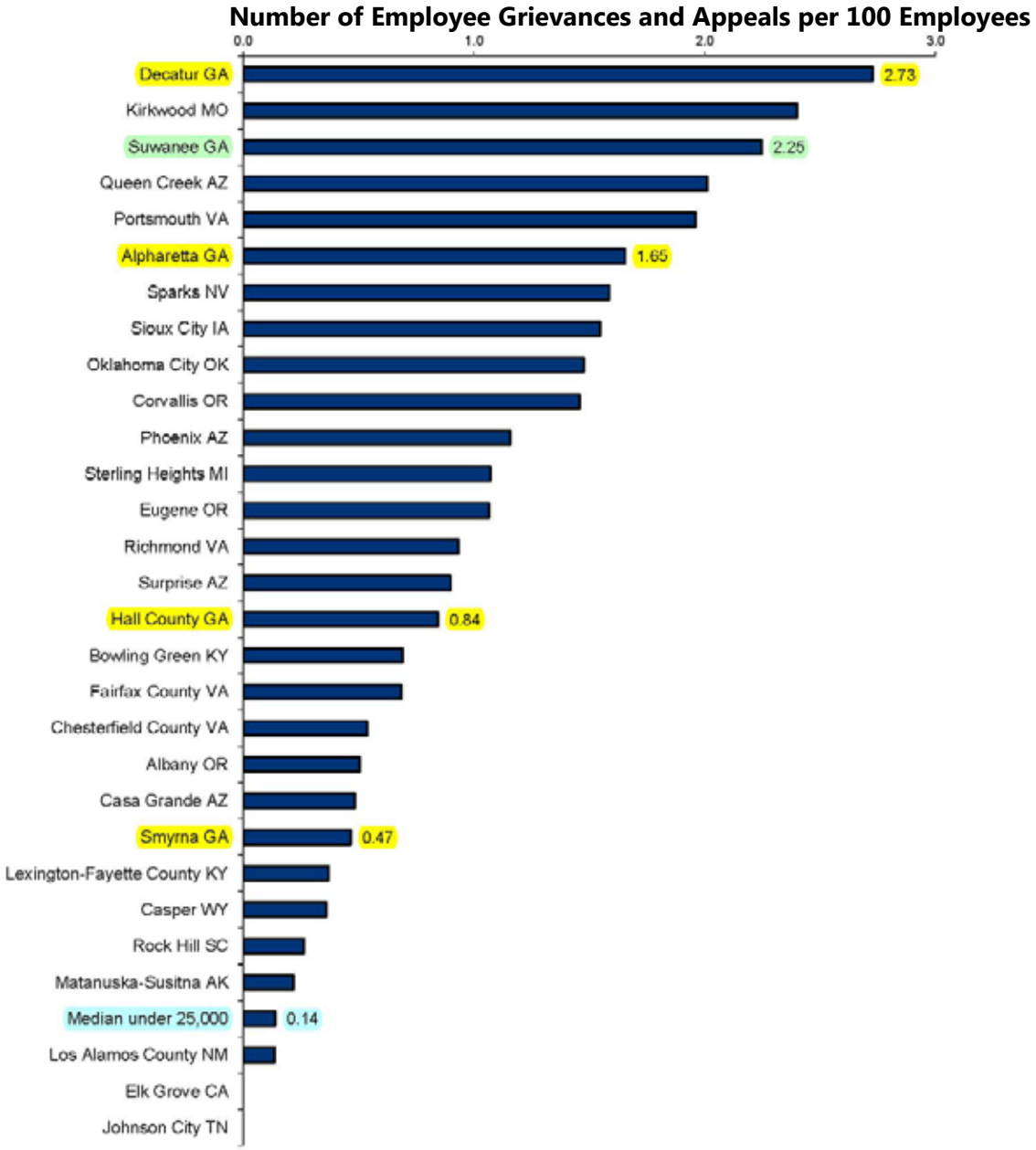


NOTE: Median value for the under 25,000 population category does not appear, because this measure did not generate the minimum 5 responses.

Employee Turnover Rates

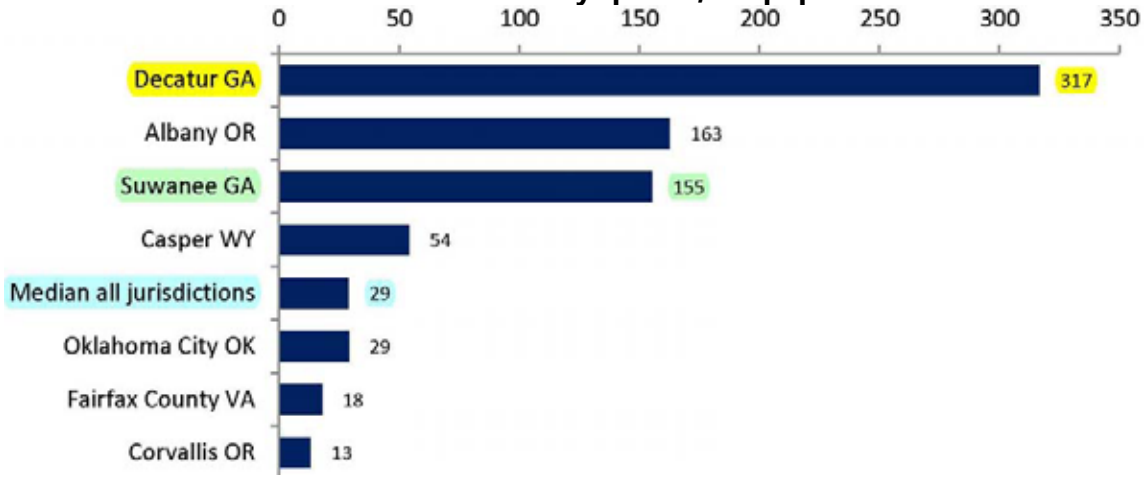



Sick Leave hours used per 1,000 hours worked
0
10
20
30
40
50
Williamsburg VA
Santa Barbara County CA
Albany OR
Oklahoma City OK
Corvallis OR
Peoria AZ
Sparks NV
Richmond VA
O'Fallon IL
Eugene OR
Los Alamos County NM
Hall County GA
34
Decatur GA
33
Lexington-Fayette County KY
Johnson City TN
Sioux City IA
Bowling Green KY
Casper WY
Casa Grande AZ
Cartersville GA
28
Median under 25,000
28
White House TN
Smyrna GA
27
Crystal Lake IL
Highland IL
Richmond Heights MO
James City County VA
Scottsdale AZ
Germantown TN
Kirkwood MO
Suwanee GA
15
Rock Hill SC
Fairfax County VA
FY 2010
FY 2009
FY 2008

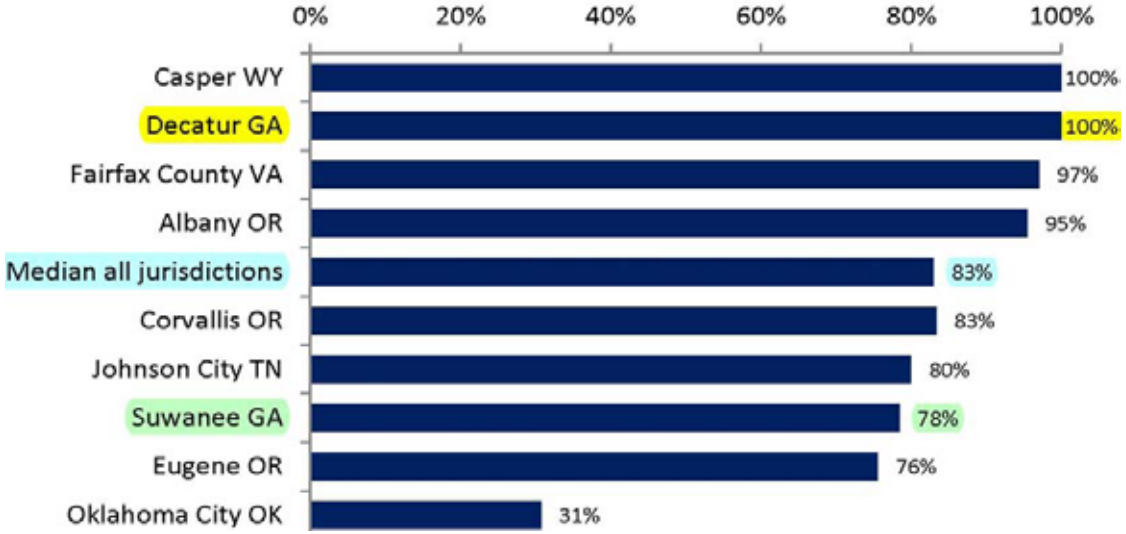

Number of Employee Grievances and Appeals per 100 Employees
0.0
1.0
2.0
3.0
Decatur GA
2.73
Kirkwood MO
Suwanee GA
2.25
Queen Creek AZ
Portsmouth VA
Alpharetta GA
1.65
Sparks NV
Sioux City IA
Oklahoma City OK
Corvallis OR
Phoenix AZ
Sterling Heights MI
Eugene OR
Richmond VA
Surprise AZ
Hall County GA
0.84
Bowling Green KY
Fairfax County VA
Chesterfield County VA
Albany OR
Casa Grande AZ
Smyrna GA
0.47
Lexington-Fayette County KY
Casper WY
Rock Hill SC
Matanuska-Susitna AK
Median under 25,000
0.14
Los Alamos County NM
Elk Grove CA
Johnson City TN

In its second year of inclusion, there were 11 jurisdictions providing obesity prevention data. Only 2 have populations under 25,000 responded. Therefore, a median for under 25,000 population will not be drawn; the median will be for all responding jurisdictions.

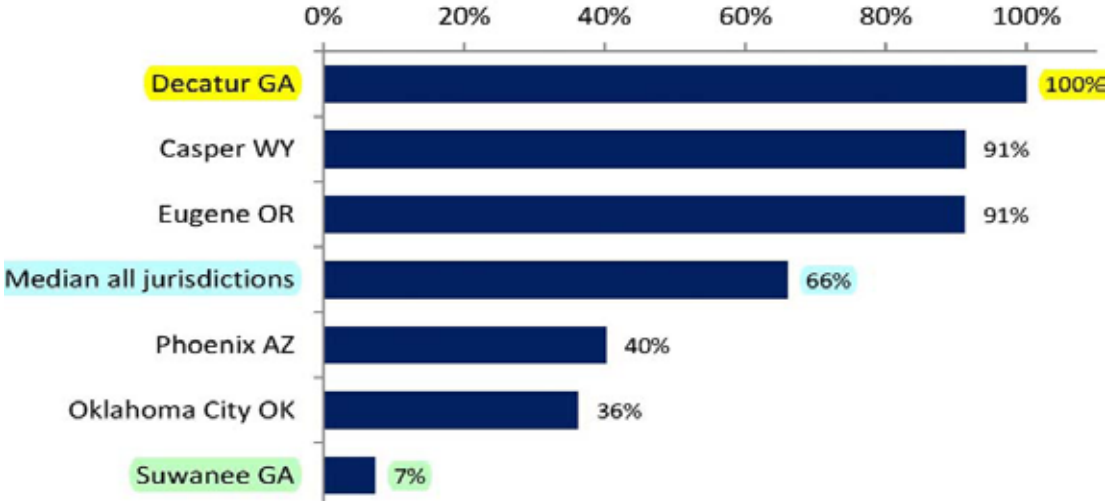
Number of Farmer Days per 10,000 population served



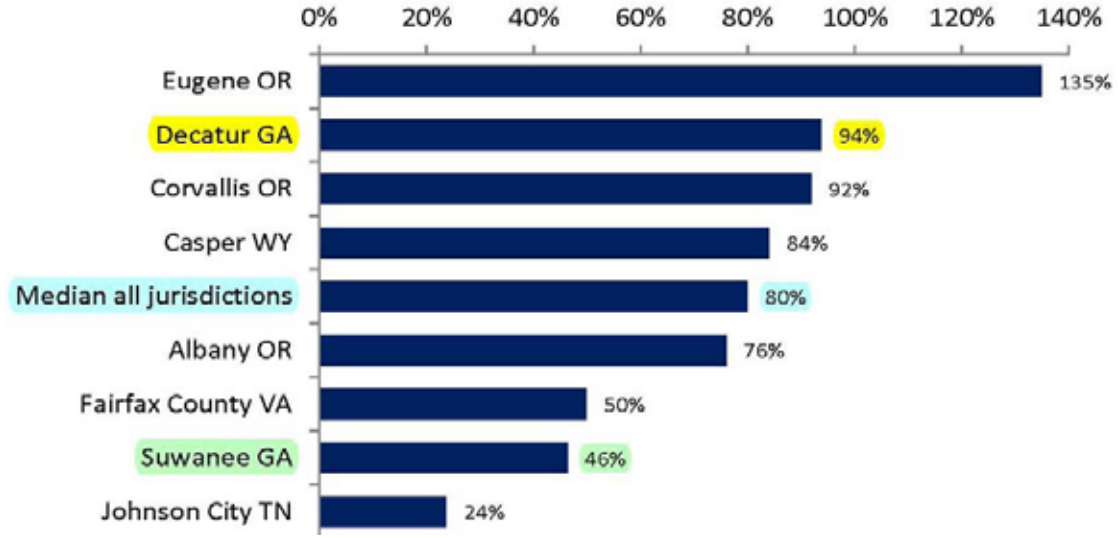
Percentage of School Facilities for Public/Extra-Curricular Use



Percentage of Residences within ½ mile of Outdoor Recreational Facility



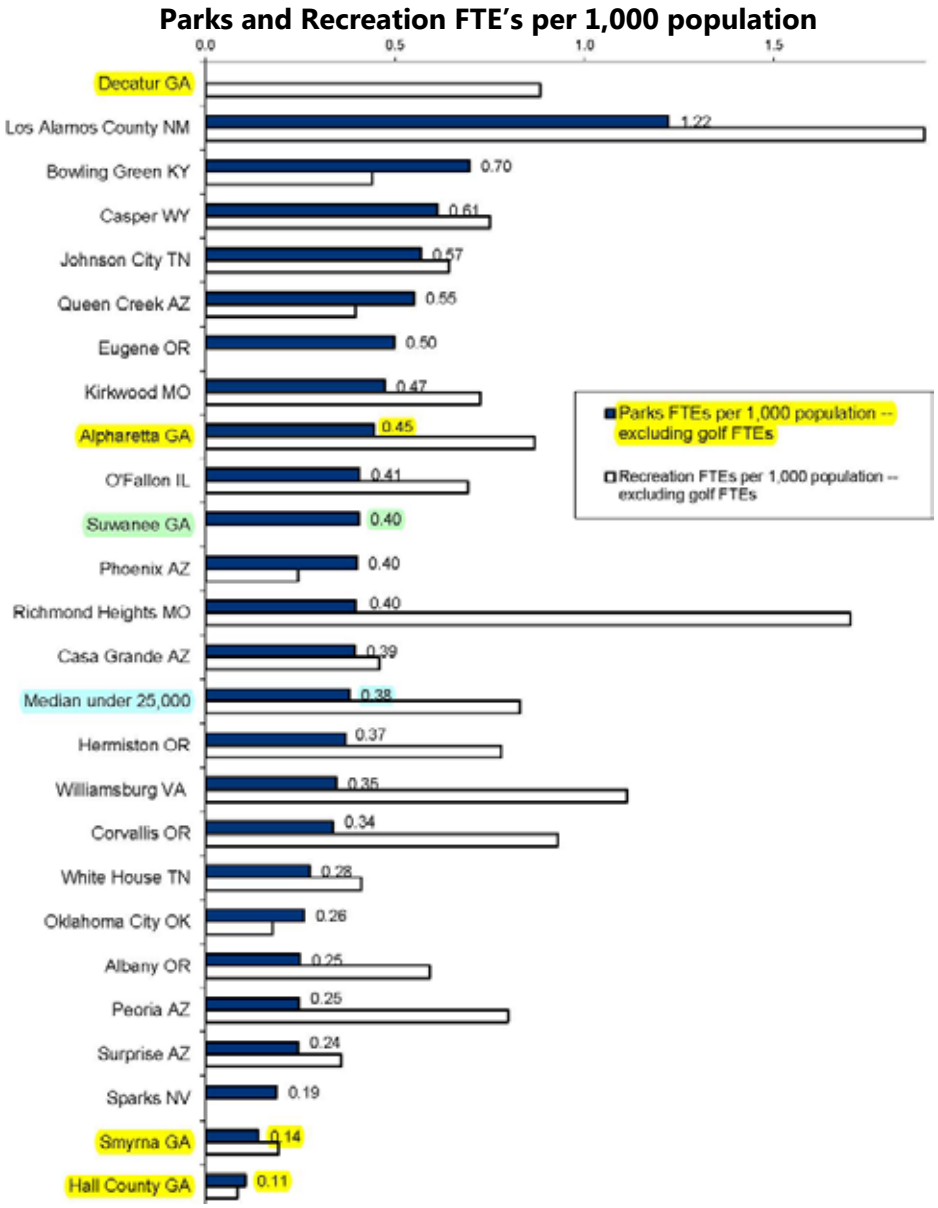
Percentage of Paved Sidewalks to Paved Lane Miles



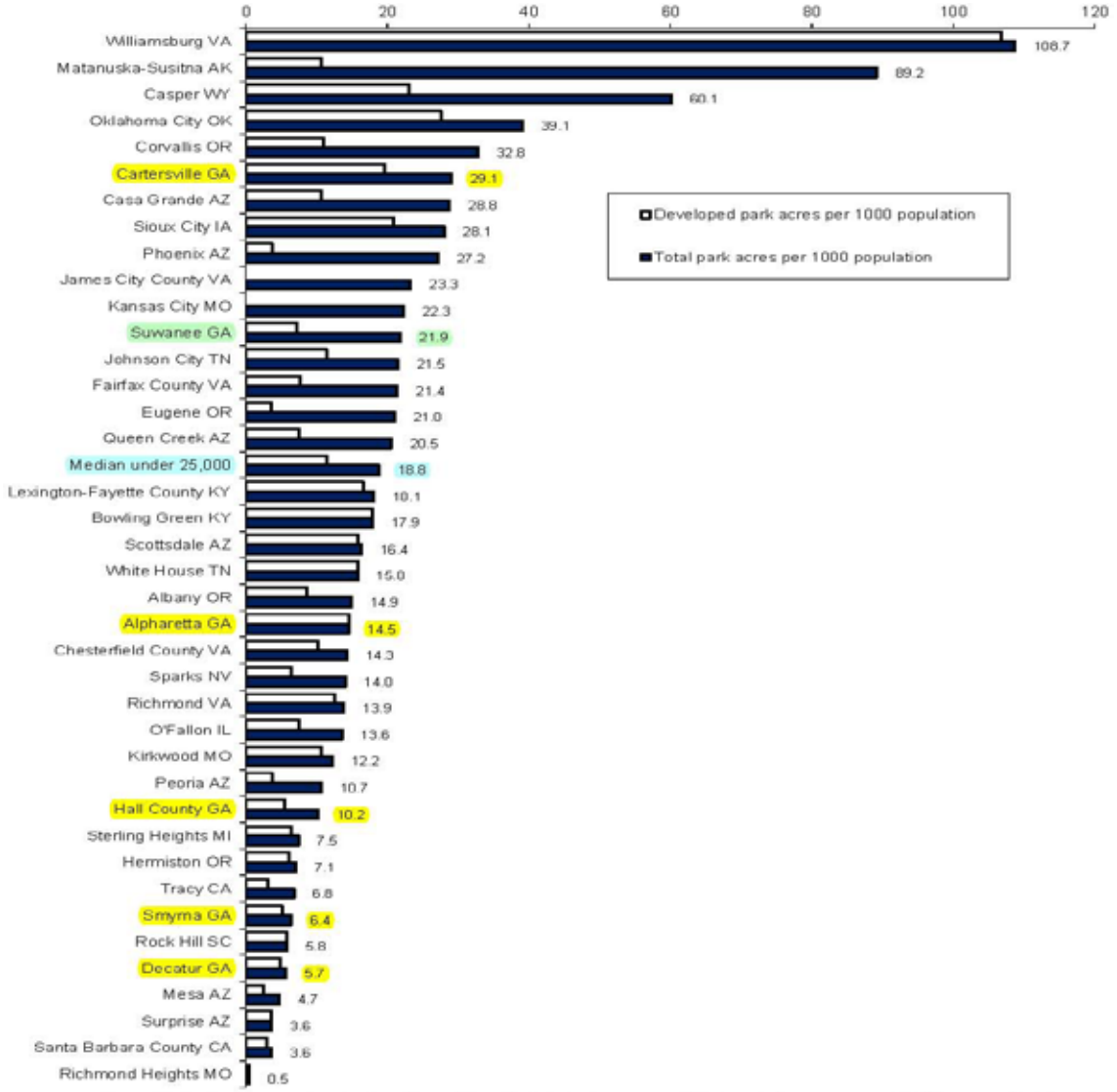
A factor that may influence the comparability of parks and recreation data is the amount of expenditures and hours paid for the department performing activities such as maintenance to nature areas, cemeteries, and trees.

Descriptive information among jurisdictions for Parks and Recreation is as follows:

All jurisdictions	Percentage of population served that is juvenile	Square miles of area served	Total park acreage	Percentage of park acreage that is developed	Percentage of parks maintenance work performed by contractors	Athletic field acres	Playgrounds - Total # of play structures
Mean	24%	797	3,944	63%	15%	106	44
Median	24%	39	1,331	68%	7%	42	25
100,000 and above							
Mean	23%	436	8,441	64%	18%	241	83
Median	24%	286	3,306	71%	6%	273	55
25,000-100,000							
Mean	26%	1,440	1,516	60%	13%	66	27
Median	27%	28	970	54%	7%	56	23
Under 25,000							
Mean	15%	24	1,035	67%	13%	66	13
Median	15%	10	366	86%	8%	56	13
Georgia Jurisdictions							
Alpharetta	-	27	762	100%	33%	28	49
Cartersville	-	29	646	68%	44%	42	6
Decatur	-	4	108	86%	13%	-	6
Hall County	-	429	1594	54%	43%	98	12
Smyrna	22%	15	325	79%	52%	34	16
Suwanee	-	11	366	33%	8%	-	13


Parks and Recreation FTE's per 1,000 population
0.0
0.5
1.0
1.5
Decatur GA
Los Alamos County NM
1.22
Bowling Green KY
0.70
Casper WY
0.61
Johnson City TN
0.57
Queen Creek AZ
0.55
Eugene OR
0.50
Kirkwood MO
0.47
Alpharetta GA
0.45
O'Fallon IL
0.41
Suwanee GA
0.40
Phoenix AZ
0.40
Richmond Heights MO
0.40
Casa Grande AZ
0.39
Median under 25,000
0.38
Hermiston OR
0.37
Williamsburg VA
0.35
Corvallis OR
0.34
White House TN
0.28
Oklahoma City OK
0.26
Albany OR
0.25
Peoria AZ
0.25
Surprise AZ
0.24
Sparks NV
0.19
Smyrna GA
0.14
Hall County GA
0.11
Parks FTEs per 1,000 population -- excluding golf FTEs
Recreation FTEs per 1,000 population -- excluding golf FTEs

Acres of parkland for every 1,000 population



To avoid skewing the graph scale, Los Alamos County's total park acres per 1000 population measure of 292.1 was omitted from the graph but included in the mean and median calculations.

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction may influence the comparability of Permits, Land Use, and Plan Review data. For example:

- Whether a jurisdiction engages in permitting for various activities can affect the overall volume of permits tracked, as well as the time needed for each permit.
- The availability of dedicated permit staff can influence a jurisdiction's ability to address permits quickly, which in turn may impact approval time frames.

Descriptive information among jurisdictions for Permits, Land Use, and Plan Review is as follows:

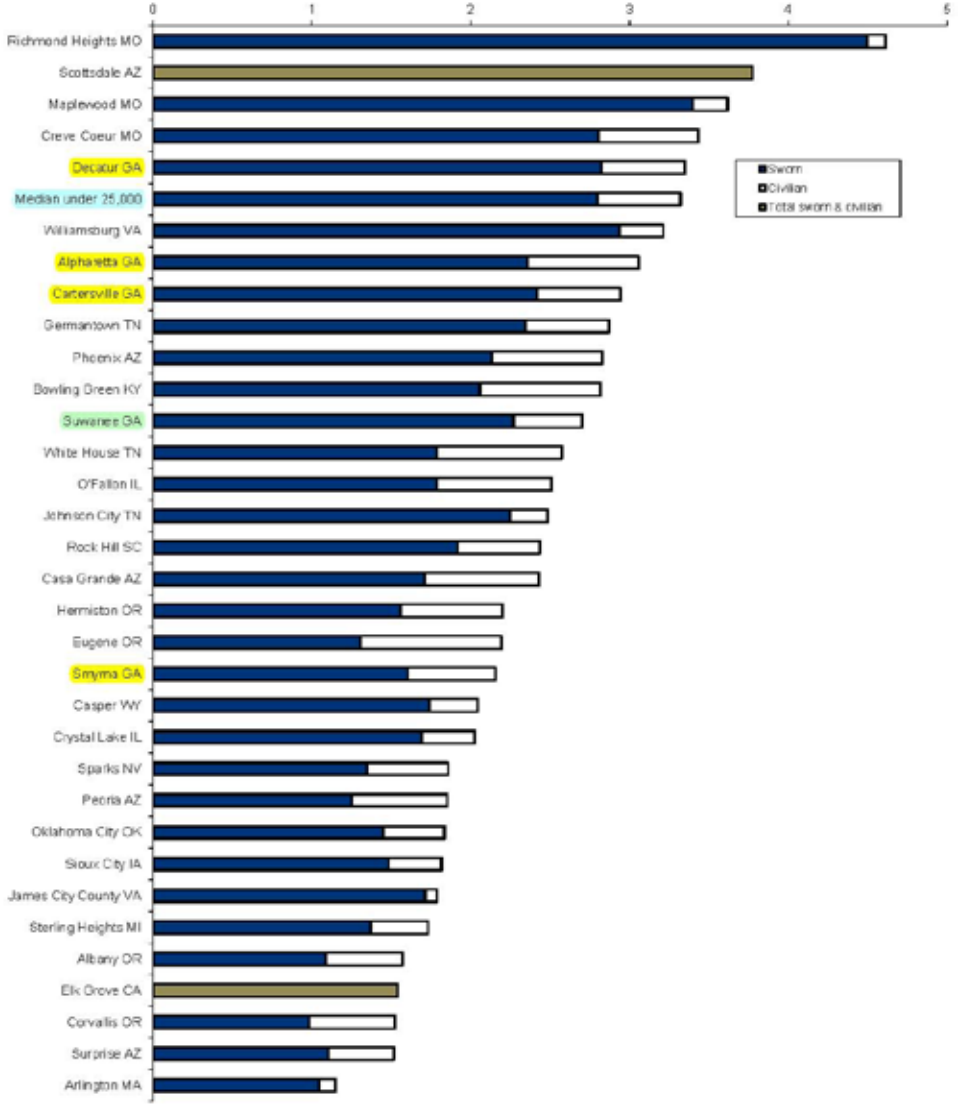
All jurisdictions	Population Density	Valuation of residential and commercial permits	Number of FTE permit employees	Total building permits issued per FTE	Total building permits issued per 1,000 population	Average days-application to permit issuance-commercial	Average days-application to permit issuance-residential	Total inspections performed per 1,000 population	% of inspections completed on time
Mean	1,924	$248,744,319	8.9	857	36	20	9	152	97%
Median	1,635	$80,287,209	5.7	477	31	15	6	130	100%
100,000 and above									
Mean	2,040	$538,356,244	17.8	1,518	33	34	14	102	94%
Median	1,512	$245,366,951	9.5	1,266	31	33	12	104	99%
25,000-100,000									
Mean	1,952	$80,880,810	5.7	584	34	16	7	185	99%
Median	1,928	$75,238,157	4.7	315	31	12	7	177	99%
Under 25,000									
Mean	1,547	$20,925,472	1.5	514	48	6	3	158	100%
Median	1,183	$17,451,172	1.0	447	53	2	2	115	100%
Georgia Jurisdictions									
Alpharetta	1,926	$127,436,783	4.0	637	49	19	2	174	99%
Cartersville	768	$12,533,595	1.0	447	20	1	1	49	100%
Decatur	4,457	$44,158,939	1.0	789	42	-	-	73	100%
Hall County	438	$47,053,750	3.0	800	13	7	1	49	100%
Smyrna	3,343	$23,844,365	3.0	288	17	10	1	136	100%
Suwanee	1,531	-	1.4	144	12	-	-	130	-

Some of the factors that influence the comparability of Police Services data are:

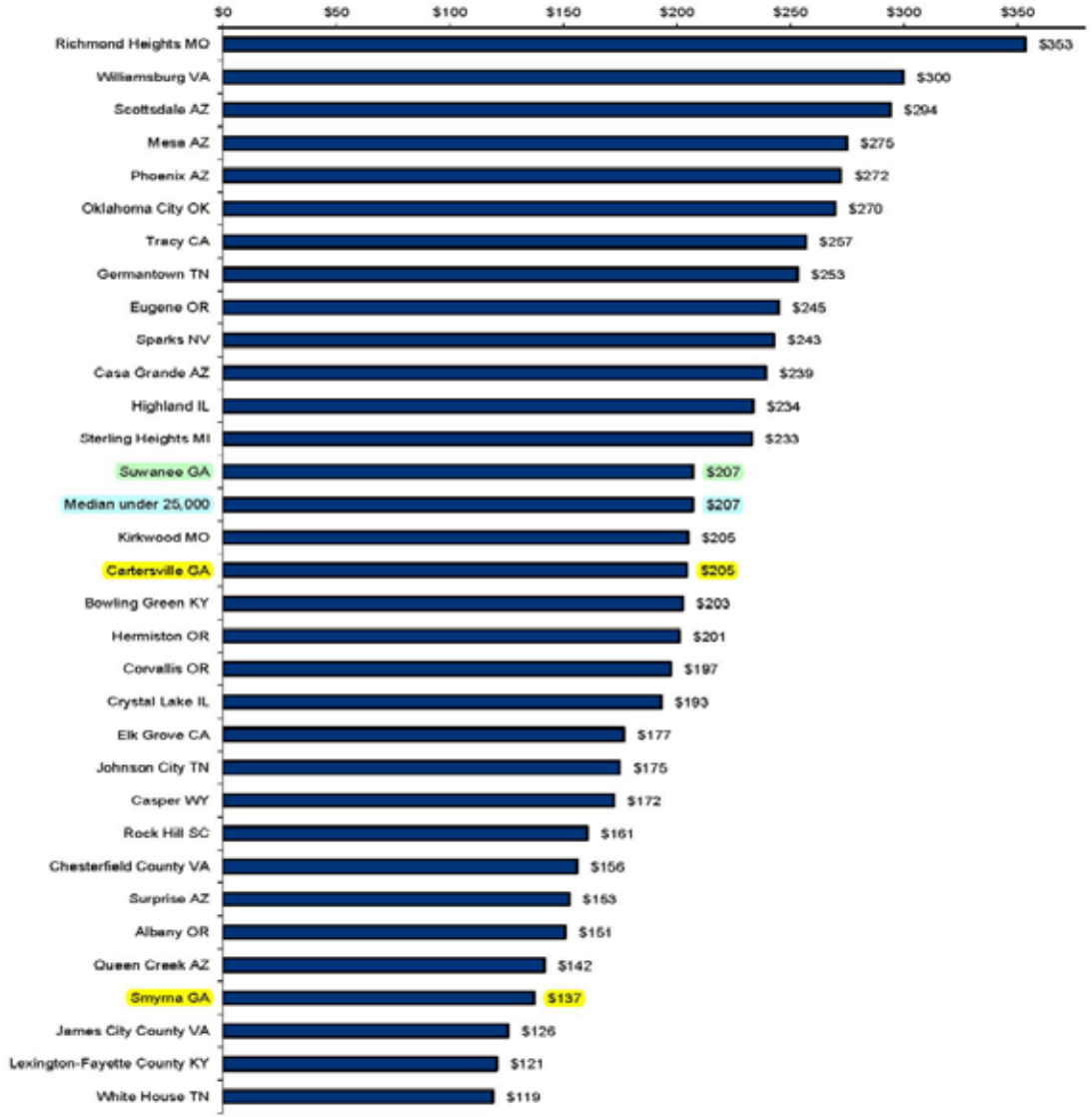
- Area Served - The presence of overlapping Law Enforcement jurisdictions can affect operating and maintenance (O&M) expenditures per capita. Some jurisdictions may also benefit from services provided by state law enforcement officials.
- State and Local Arrest Policies – These policies tend to influence the number of arrests per 1,000 population for different types of crimes.

All Jurisdictions	Residential Population of Area Served	Square Miles of Area Served	Population Density	Total Budgeted FTE's	Accreditation
Mean	163,742	146.3	2,348	375.2	-
Median	56,598	28.9	1,928	122.5	-
Over 100,000					
Mean	419,153	393.8	2,175	984.2	-
Median	270,523	158.8	2,010	626.5	-
25,000 to 100,000					
Mean	54,226	36.0	2,421	115.6	-
Median	52,508	25.0	2,071	110.5	-
Under 25,000					
Mean	14,247	9.3	2,453	45.8	-
Median	14,813	8.4	1,593	43.0	-
Georgia Jurisdictions					
Alpharetta	52,508	27.3	1,926	135.0	CALEA, State
Cartersville	22,235	28.9	768	66.0	State
Decatur	18,942	4.3	4,457	61.0	State
Smyrna	50,712	15.1	3,354	101.0	No
Suwanee	16,735	10.9	1,531	44.0	CALEA, State

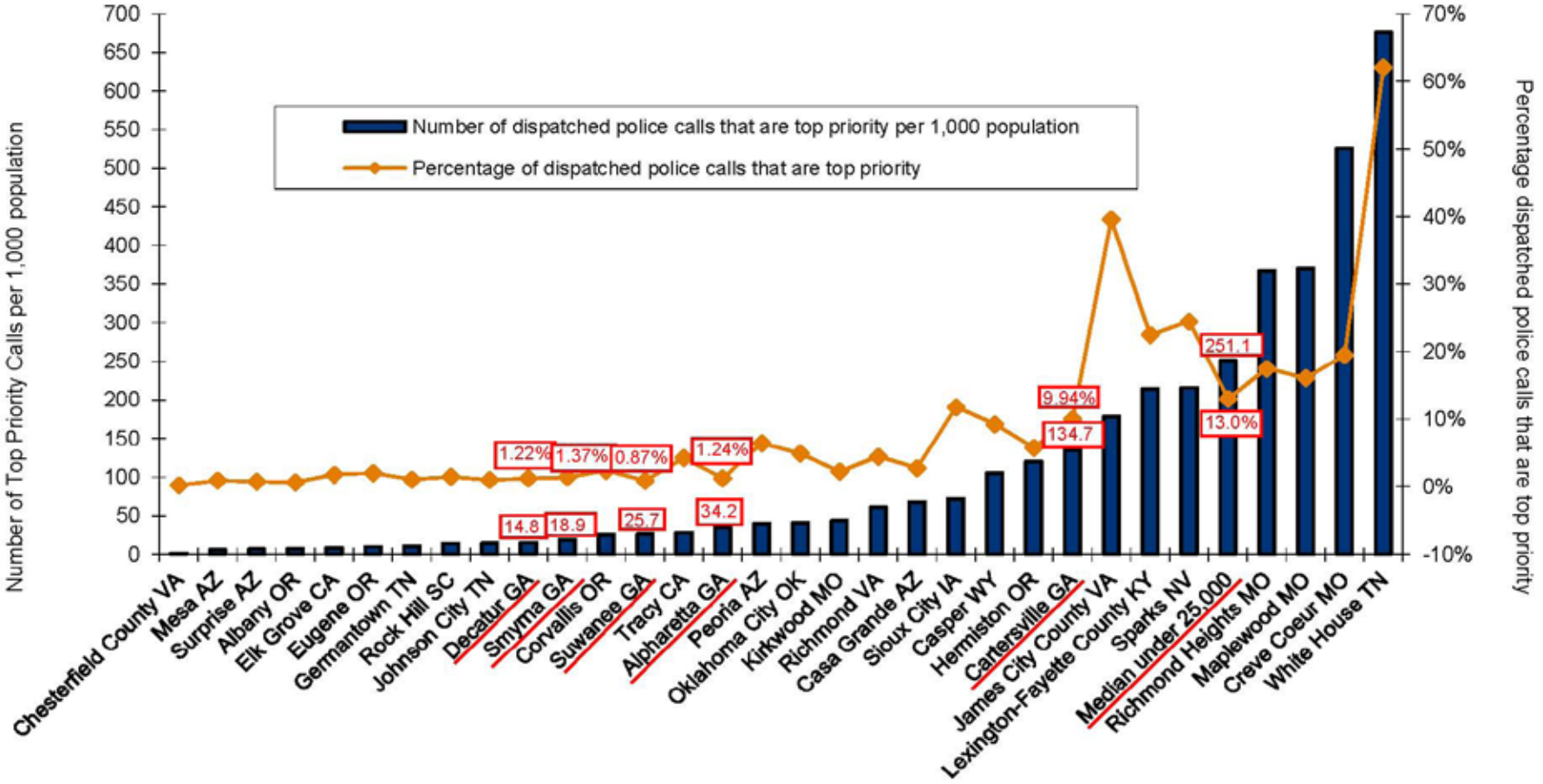
Number of Sworn and Civilian FTE's per 1,000 Population



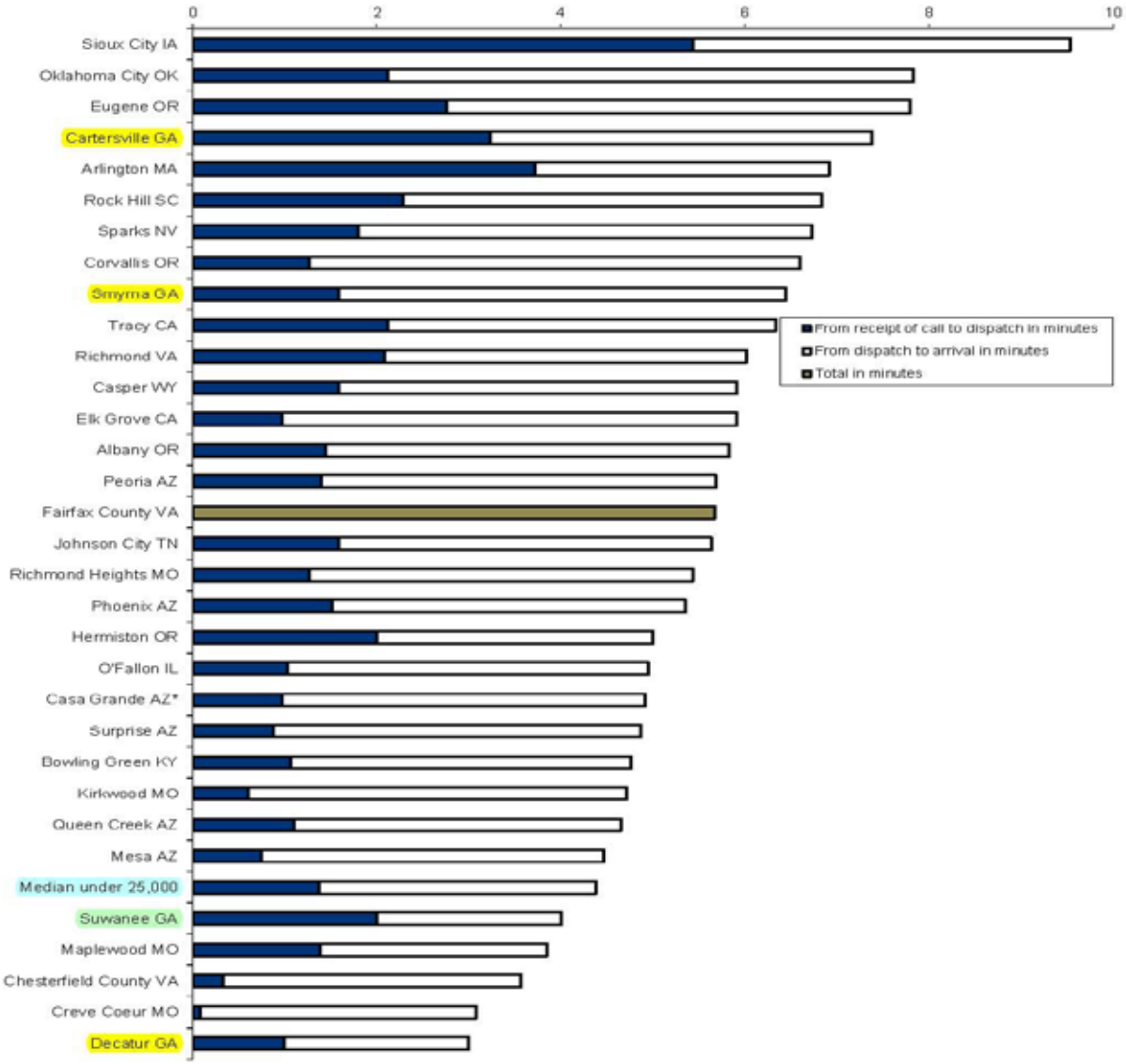
Total Operating and Maintenance Expenditures Charged to the Police Department per Capita

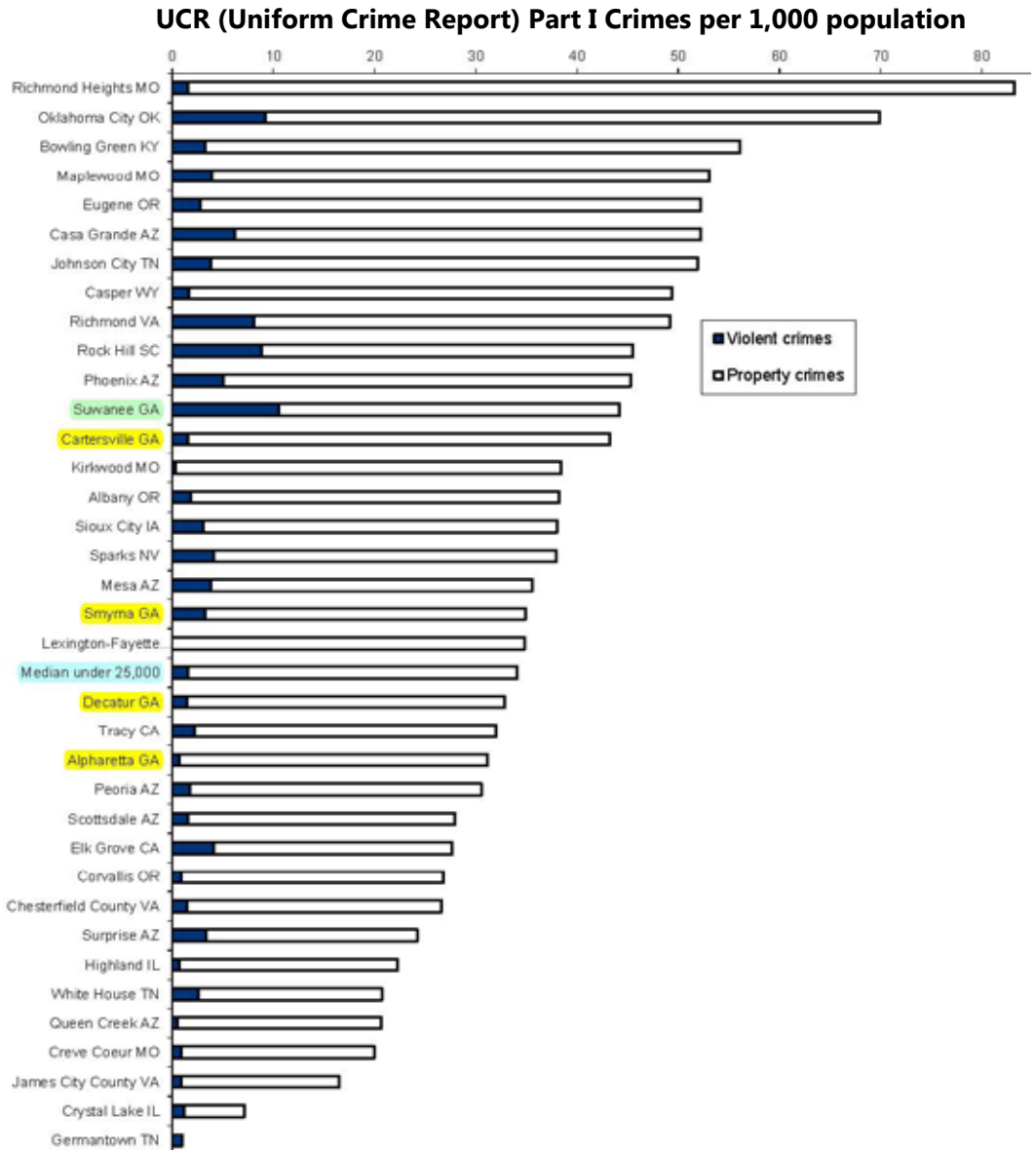


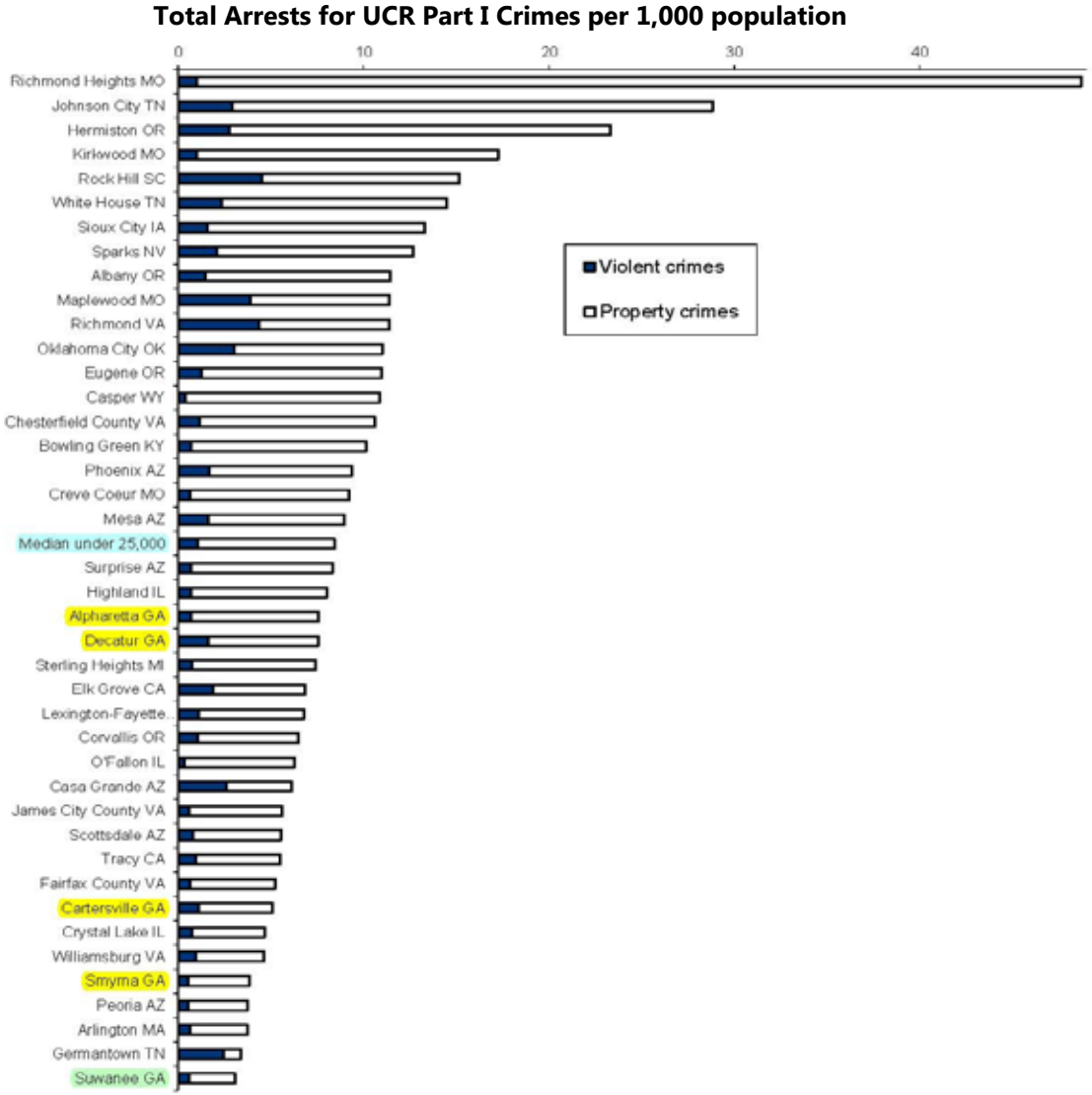
Comparison: Number of Top Priority Police Calls per 1,000 residential Population compared with the Percentage of Dispatched Police Calls that are Top Priority



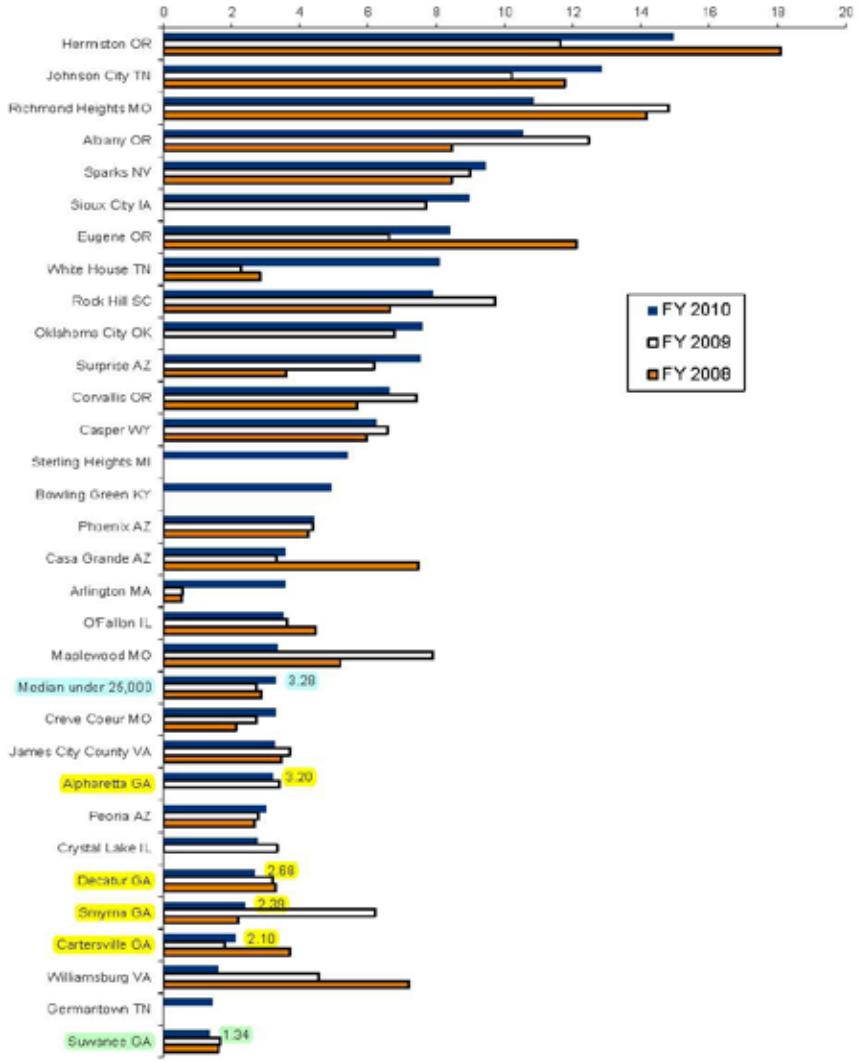
Response Time in Minutes to Top Priority Calls



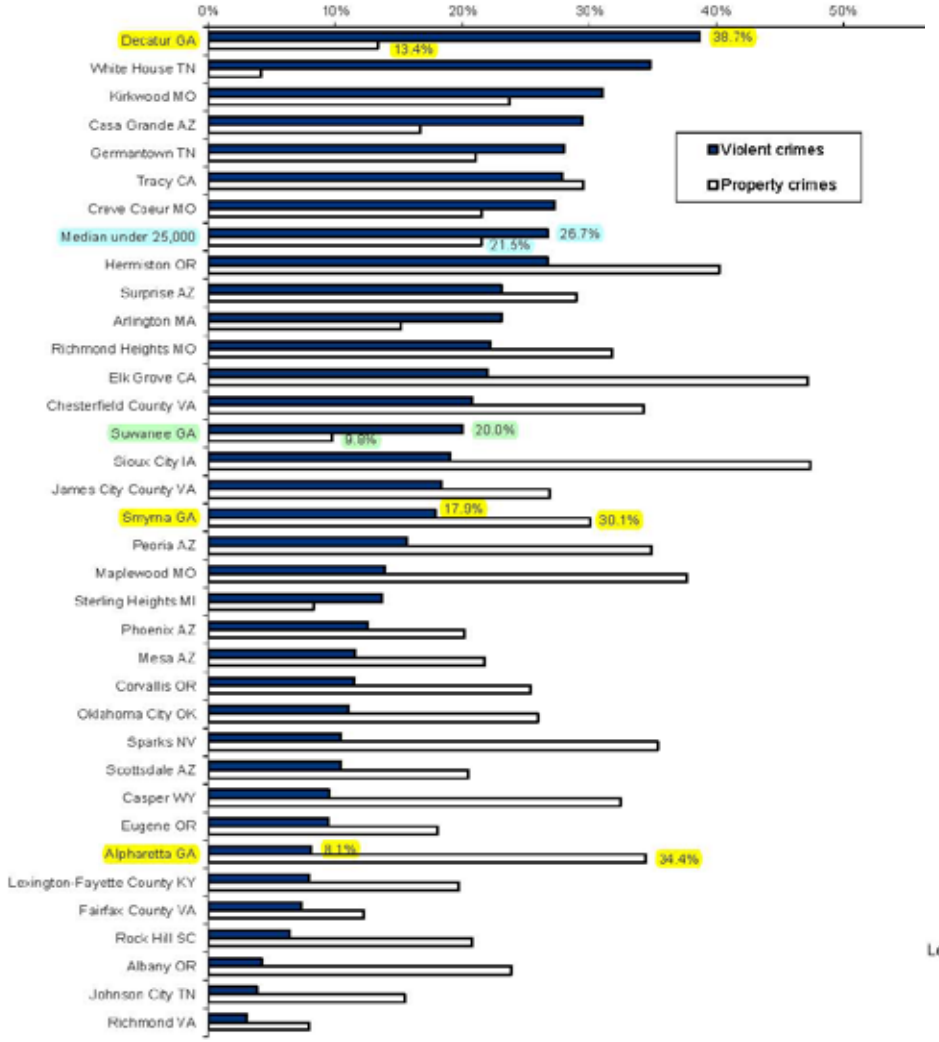

UCR (Uniform Crime Report) Part I Crimes per 1,000 population
0
10
20
30
40
50
60
70
80
Richmond Heights MO
Oklahoma City OK
Bowling Green KY
Maplewood MO
Eugene OR
Casa Grande AZ
Johnson City TN
Casper WY
Richmond VA
Rock Hill SC
Phoenix AZ
Suwanee GA
Cartersville GA
Kirkwood MO
Albany OR
Sioux City IA
Sparks NV
Mesa AZ
Smyrna GA
Lexington-Fayette
Median under 25,000
Decatur GA
Tracy CA
Alpharetta GA
Peoria AZ
Scottsdale AZ
Elk Grove CA
Corvallis OR
Chesterfield County VA
Surprise AZ
Highland IL
White House TN
Queen Creek AZ
Creve Coeur MO
James City County VA
Crystal Lake IL
Germantown TN
Violent crimes
Property crimes


Total Arrests for UCR Part I Crimes per 1,000 population
0
10
20
30
40
Richmond Heights MO
Johnson City TN
Hermiston OR
Kirkwood MO
Rock Hill SC
White House TN
Sioux City IA
Sparks NV
Albany OR
Maplewood MO
Richmond VA
Oklahoma City OK
Eugene OR
Casper WY
Chesterfield County VA
Bowling Green KY
Phoenix AZ
Creve Coeur MO
Mesa AZ
Median under 25,000
Surprise AZ
Highland IL
Alpharetta GA
Decatur GA
Sterling Heights MI
Elk Grove CA
Lexington-Fayette
Corvallis OR
O'Fallon IL
Casa Grande AZ
James City County VA
Scottsdale AZ
Tracy CA
Fairfax County VA
Cartersville GA
Crystal Lake IL
Williamsburg VA
Smyrna GA
Peoria AZ
Arlington MA
Germantown TN
Suwanee GA
Violent crimes
Property crimes

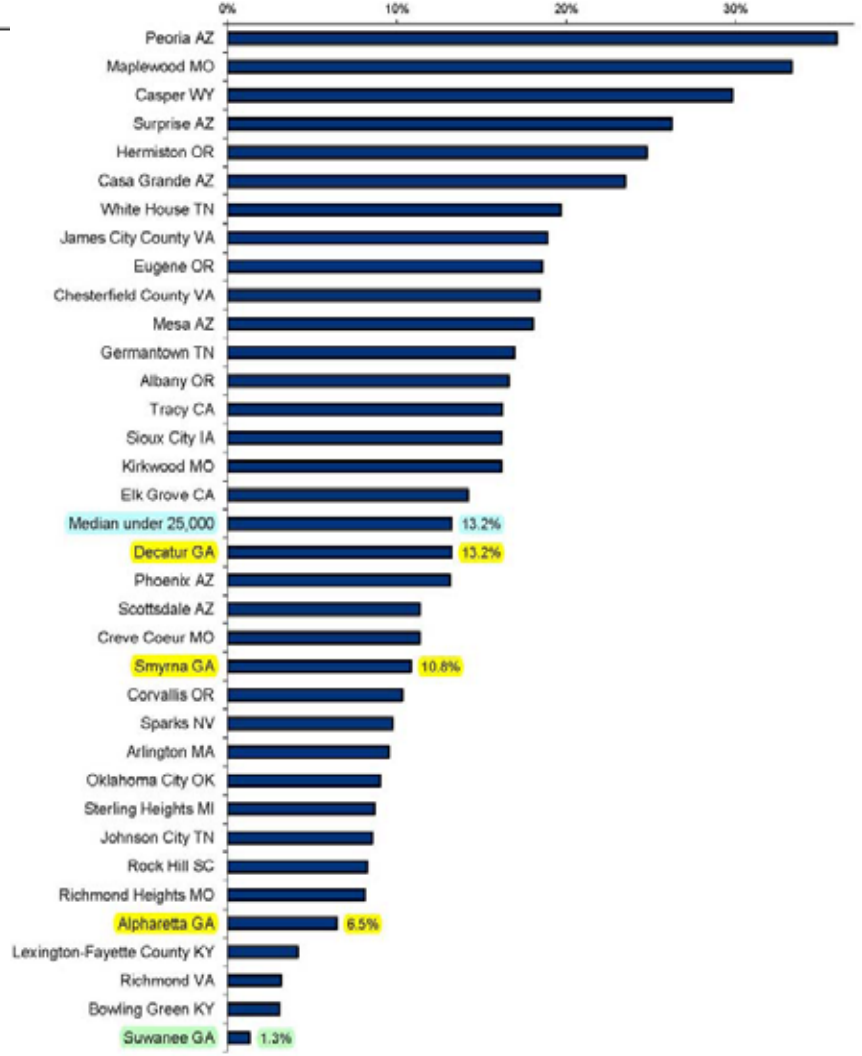
Total Arrests for UCR Part I crimes per Sworn FTE

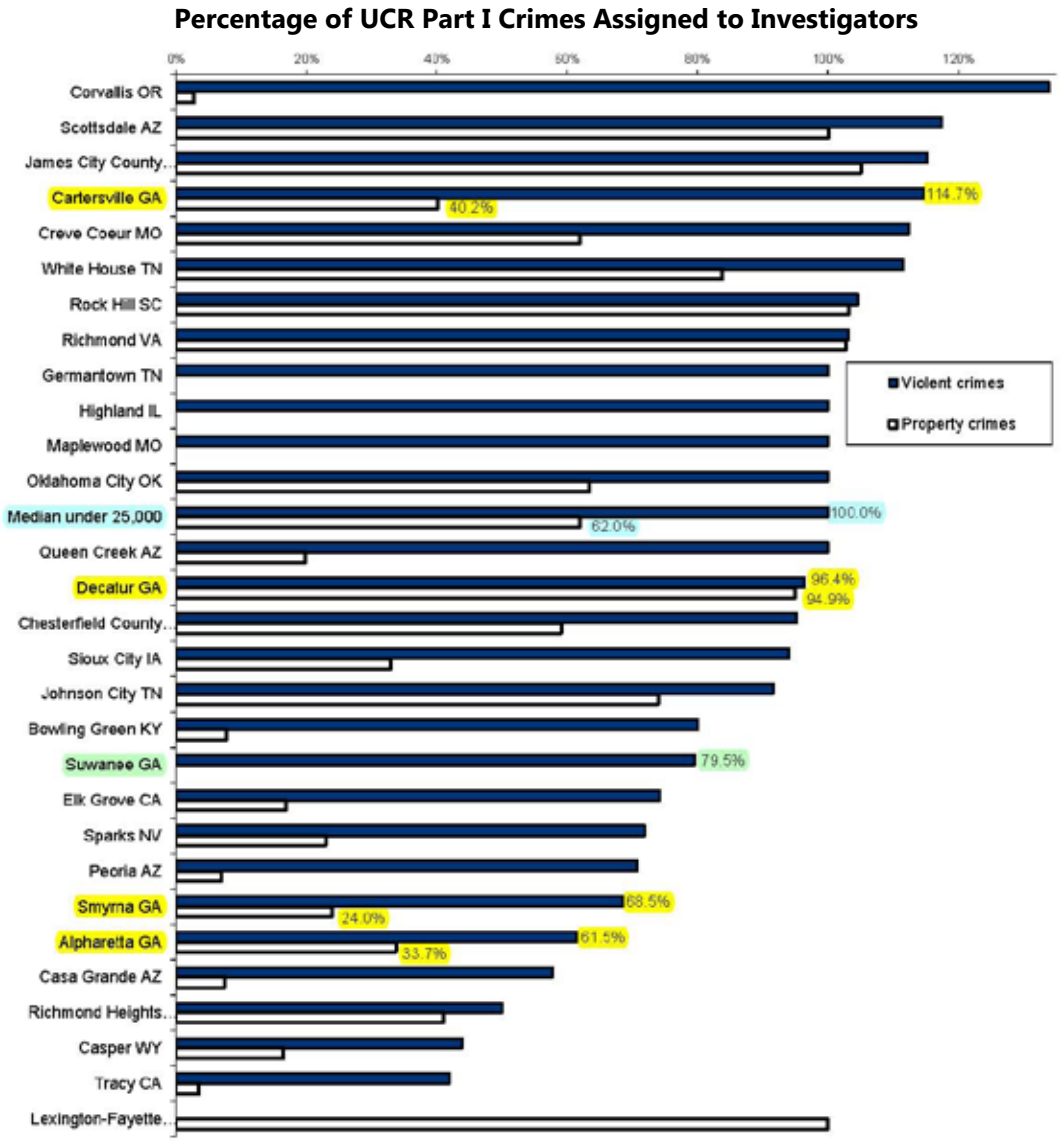


Juvenile Arrests for UCR Part I Crimes as a percentage of Total Arrests for UCR Part I Crimes

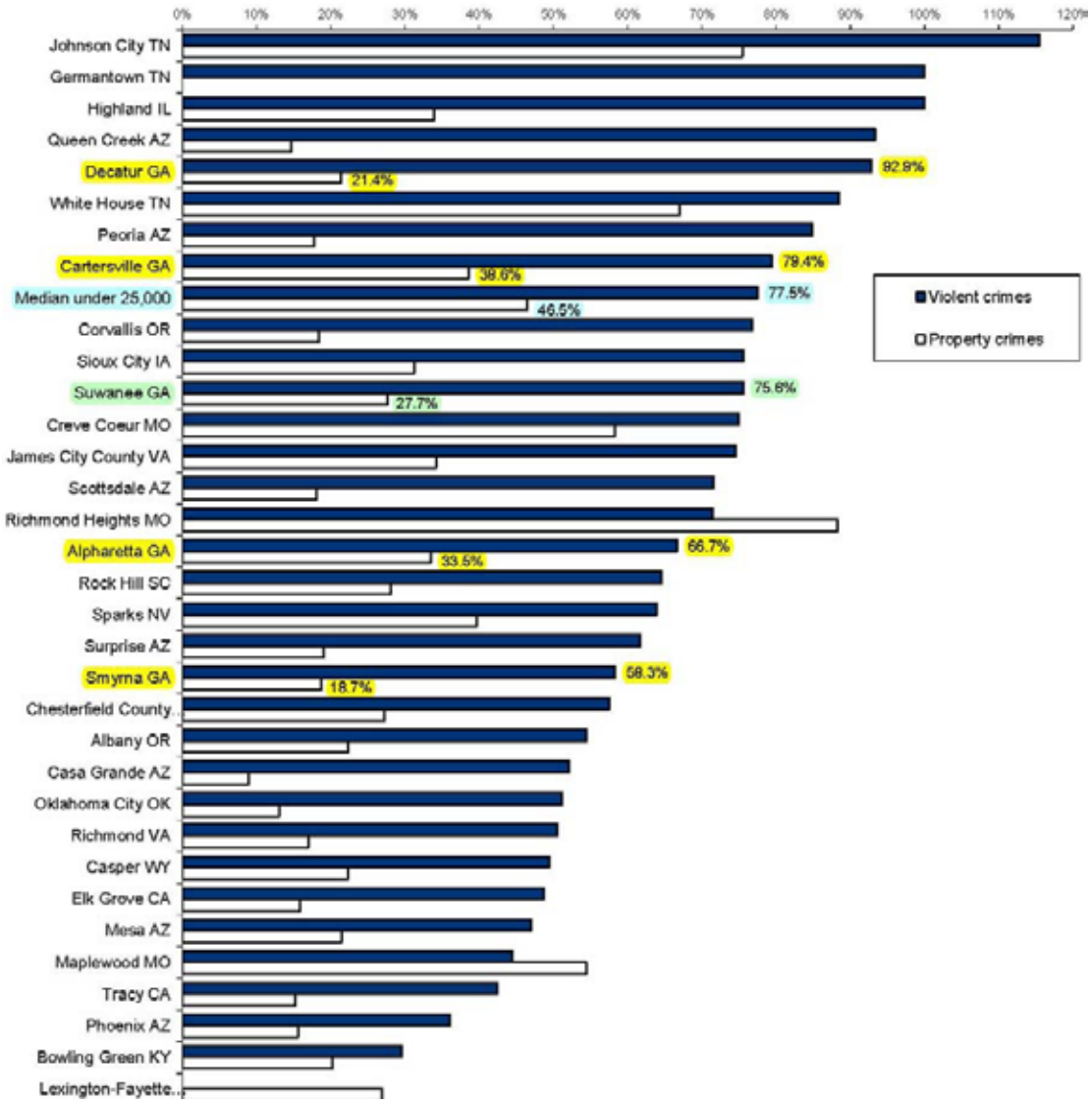


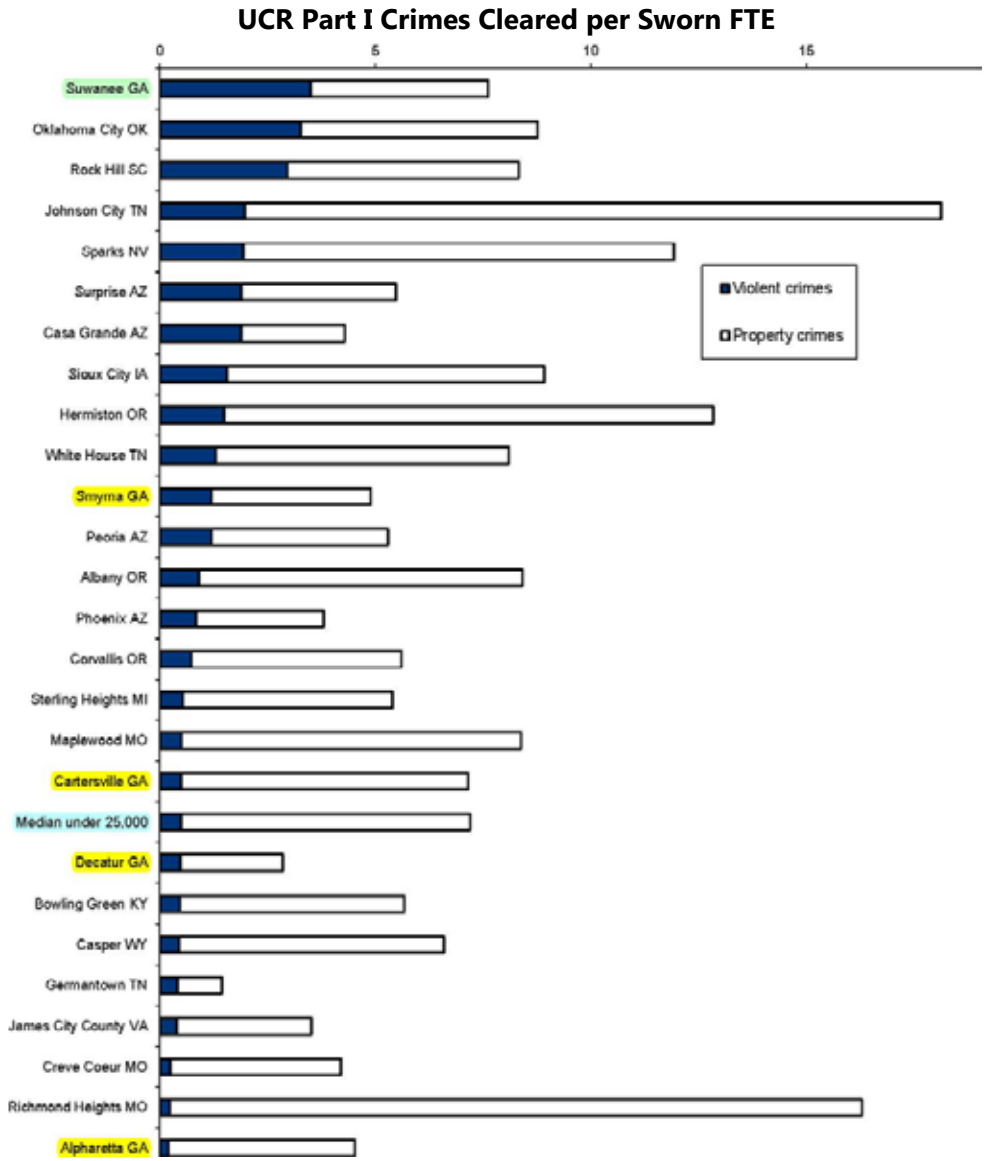
Juvenile Arrests for UCR Part II Drug Abuse Offenses as a percentage of Total Arrests for UCR Part II Crimes



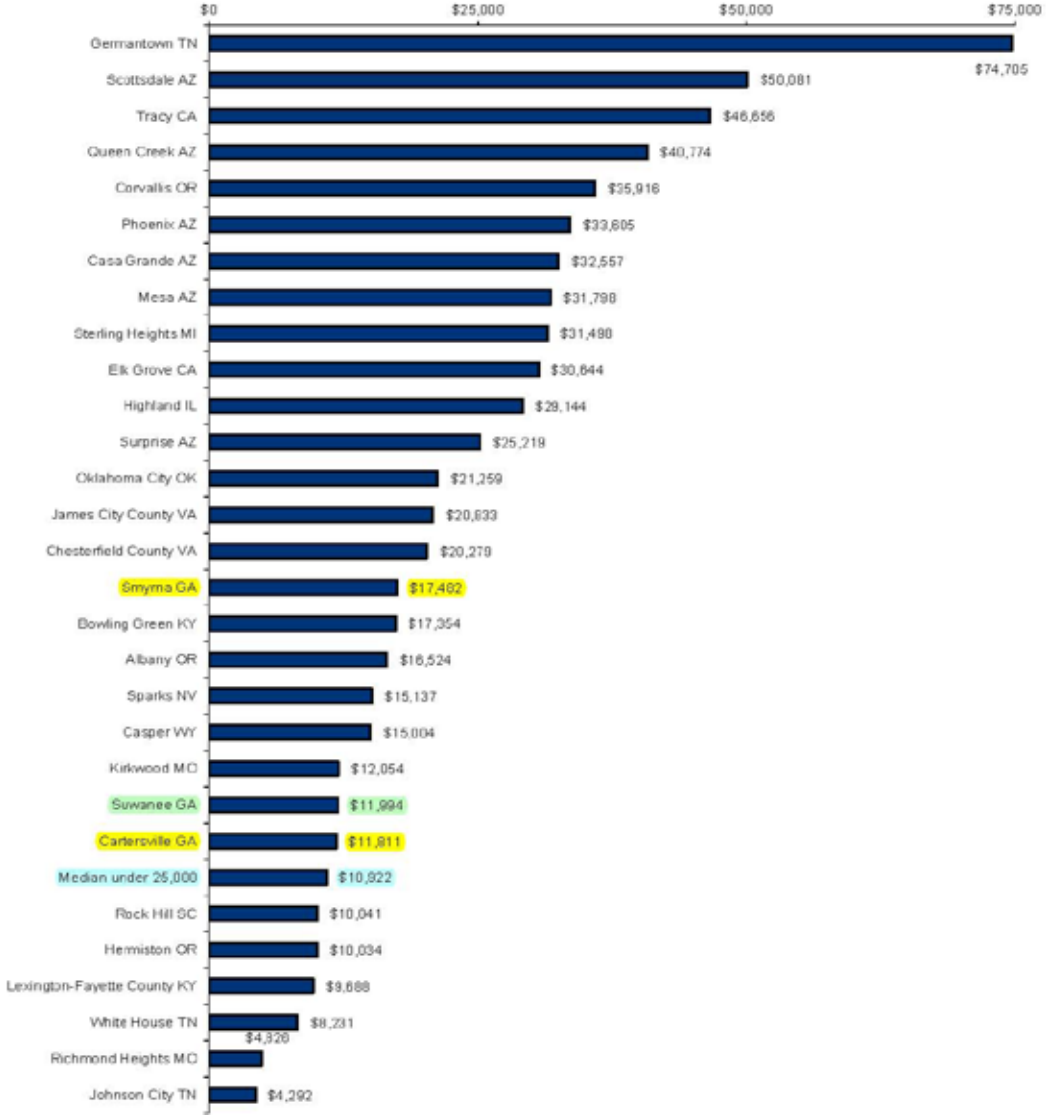

Percentage of UCR Part I Crimes Assigned to Investigators
0%
20%
40%
60%
80%
100%
120%
Corvallis OR
Scottsdale AZ
James City County..
Cartersville GA
114.7%
40.2%
Creve Coeur MO
White House TN
Rock Hill SC
Richmond VA
Germantown TN
Highland IL
Maplewood MO
Oklahoma City OK
Median under 25,000
100.0%
62.0%
Queen Creek AZ
Decatur GA
96.4%
94.9%
Chesterfield County..
Sioux City IA
Johnson City TN
Bowling Green KY
Suwanee GA
79.5%
Elk Grove CA
Sparks NV
Peoria AZ
Smyrna GA
68.5%
24.0%
Alpharetta GA
61.5%
33.7%
Casa Grande AZ
Richmond Heights..
Casper WY
Tracy CA
Lexington-Fayette..
Violent crimes
Property crimes

Percentage of UCR Part I Crimes Cleared

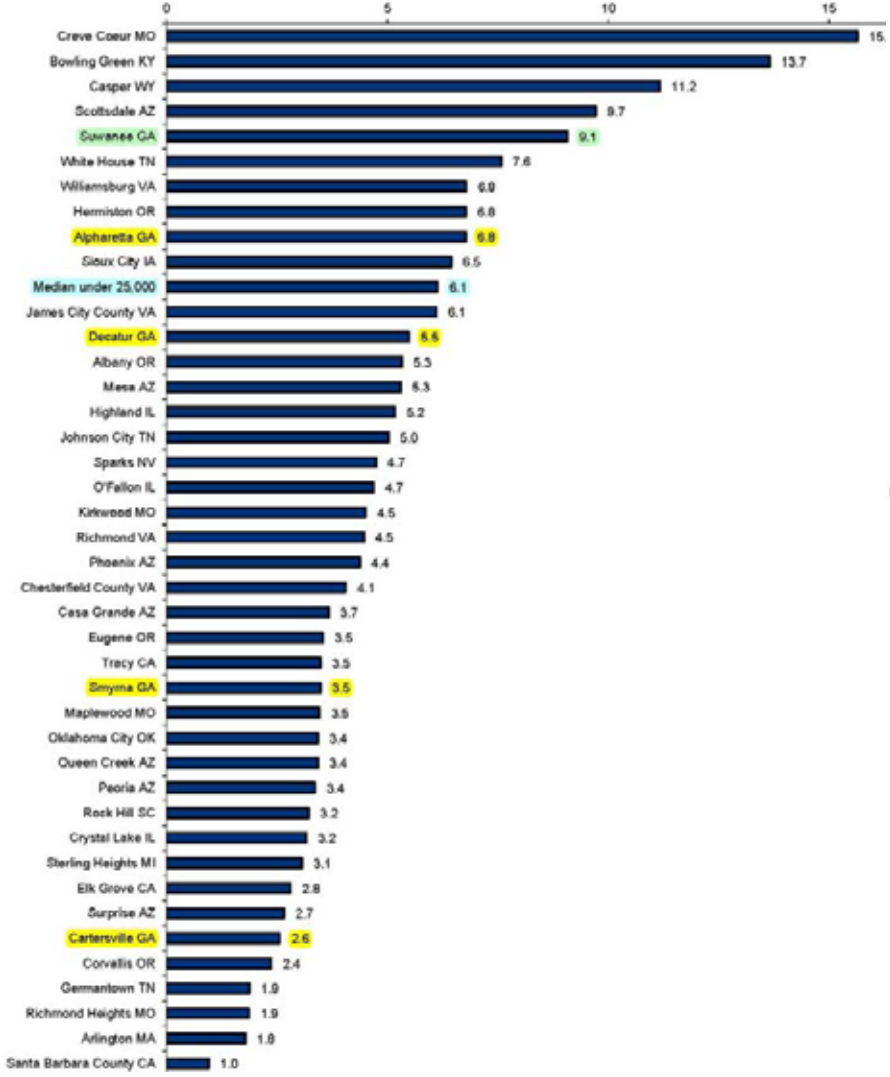



UCR Part I Crimes Cleared per Sworn FTE
0
5
10
15
Suwanee GA
Oklahoma City OK
Rock Hill SC
Johnson City TN
Sparks NV
Surprise AZ
Casa Grande AZ
Sioux City IA
Hermiston OR
White House TN
Smyrna GA
Peoria AZ
Albany OR
Phoenix AZ
Corvallis OR
Sterling Heights MI
Maplewood MO
Cartersville GA
Median under 25,000
Decatur GA
Bowling Green KY
Casper WY
Germantown TN
James City County VA
Creve Coeur MO
Richmond Heights MO
Alpharetta GA
Violent crimes
Property crimes

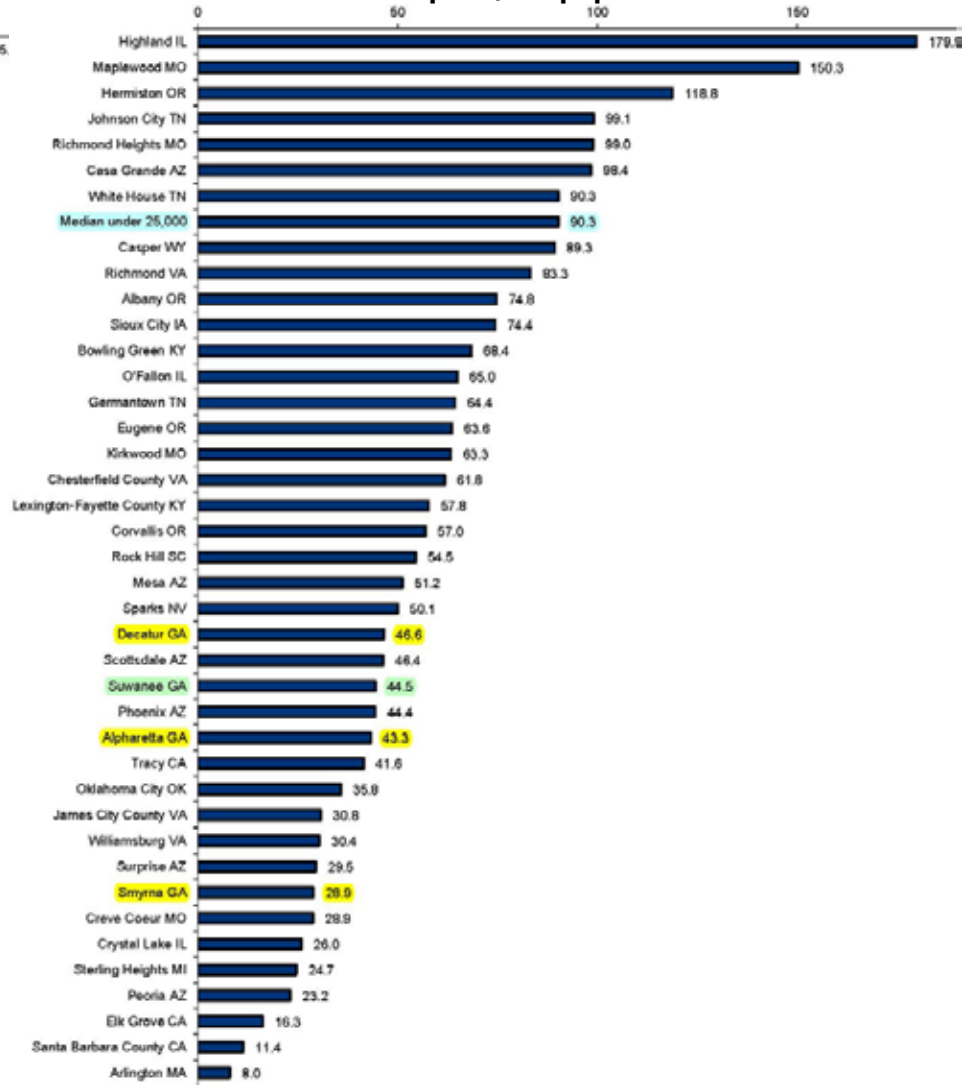
Operating and Maintenance (O&M) Expenditures charged to the Police Department per UCR Part I Crime Cleared



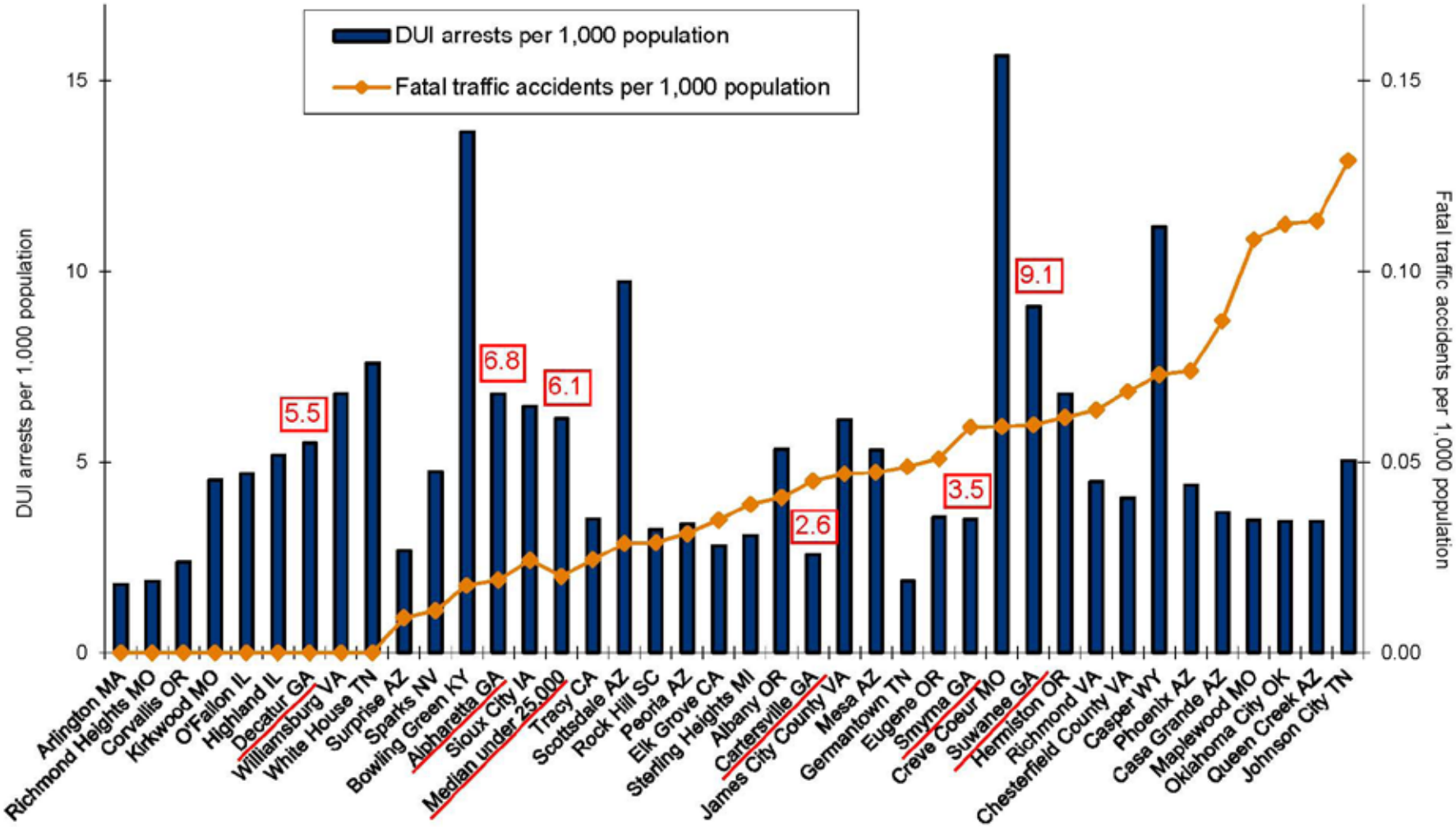
Total DUI Arrests per 1,000 population



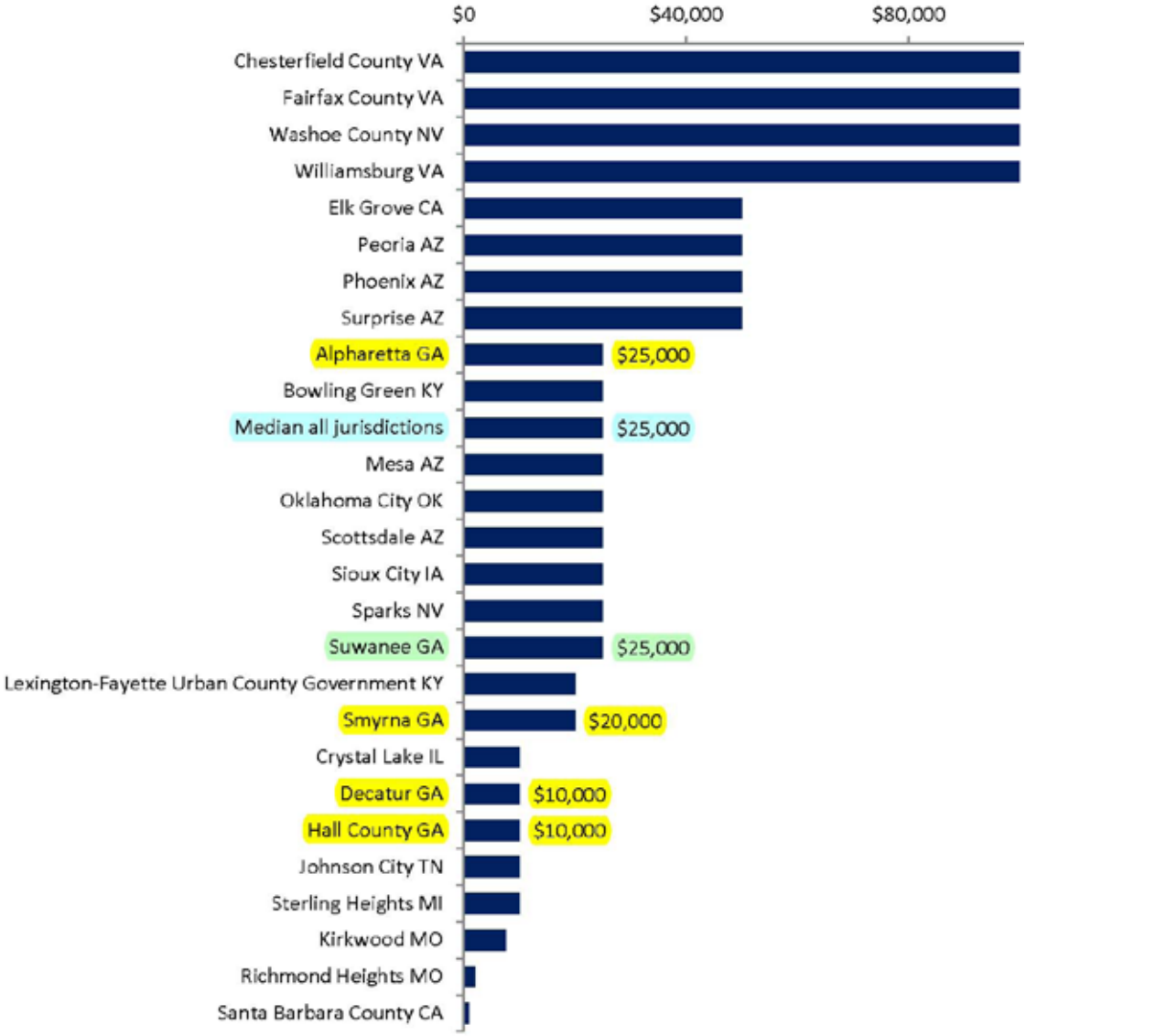
Total Arrests per 1,000 population

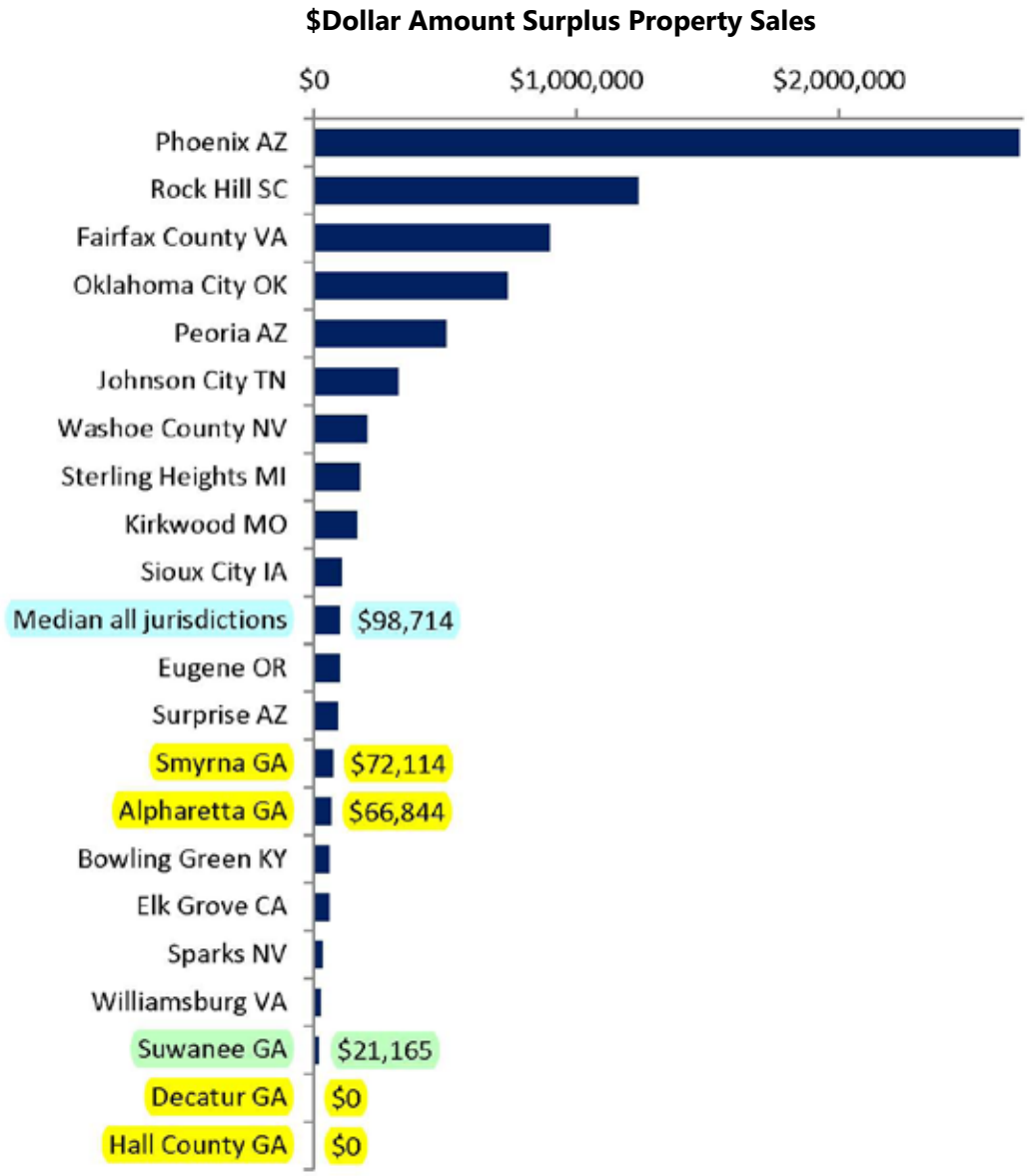


Comparison: Number of DUI arrests per 1,000 residential Population compared with the Percentage of Traffic Fatalities per 1,000 residential Population

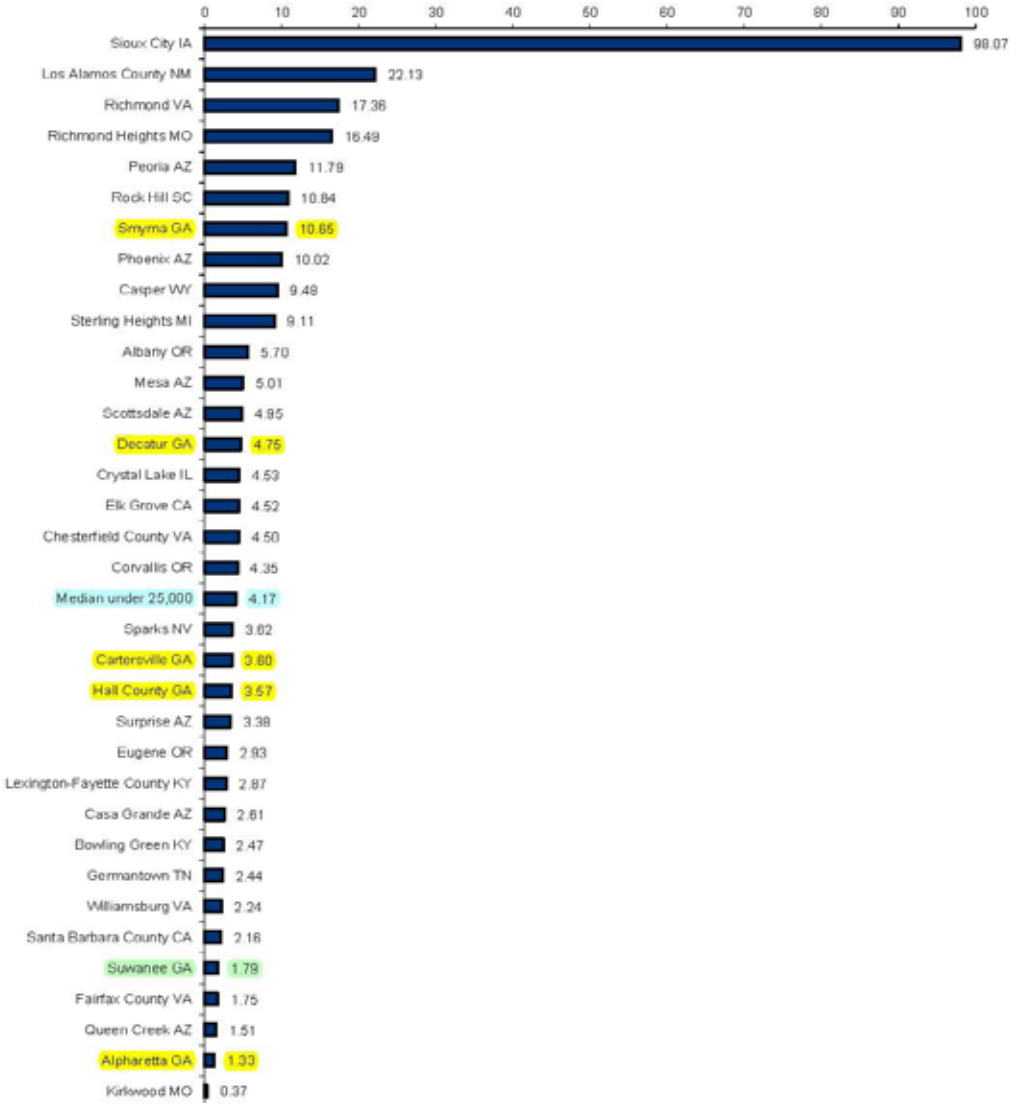


$ Dollar Amount above which Purchases must be Approved by Elected Body

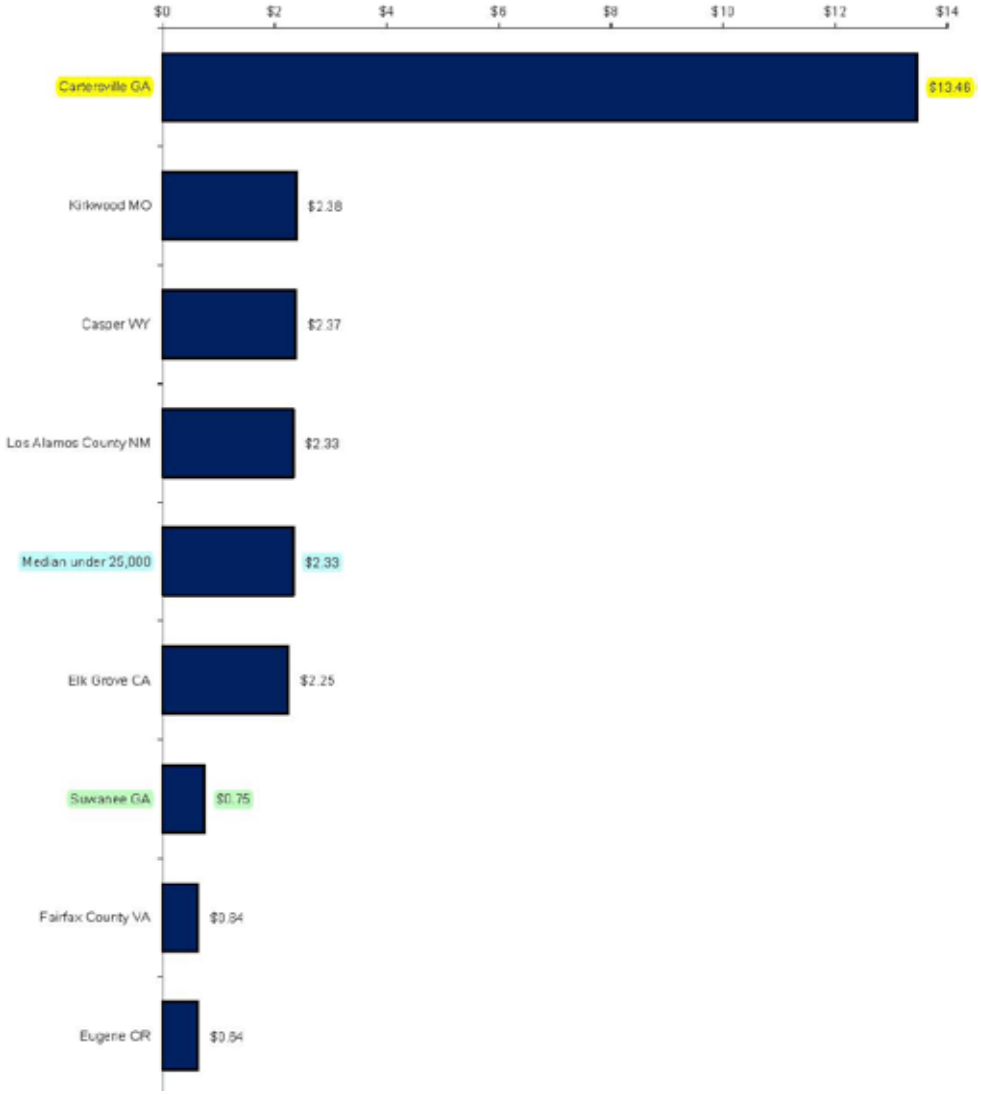



$Dollar Amount Surplus Property Sales
$0
$1,000,000
$2,000,000
Phoenix AZ
Rock Hill SC
Fairfax County VA
Oklahoma City OK
Peoria AZ
Johnson City TN
Washoe County NV
Sterling Heights MI
Kirkwood MO
Sioux City IA
Median all jurisdictions
$98,714
Eugene OR
Surprise AZ
Smyrna GA
$72,114
Alpharetta GA
$66,844
Bowling Green KY
Elk Grove CA
Sparks NV
Williamsburg VA
Suwanee GA
$21,165
Decatur GA
$0
Hall County GA
$0

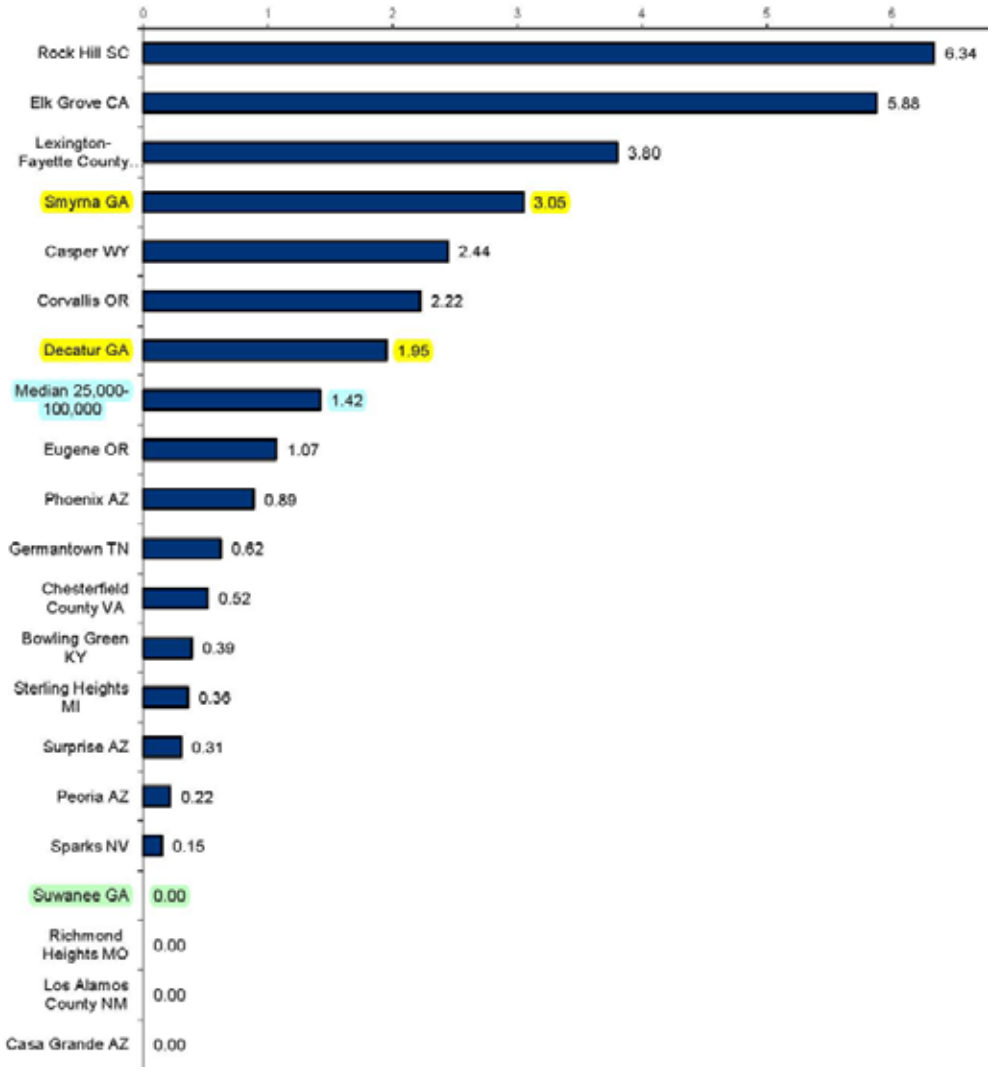
Number of general liability claims per 10,000 population served



Total Property Loss, Premiums and other Expenditures per $1,000 of Property Value at Risk



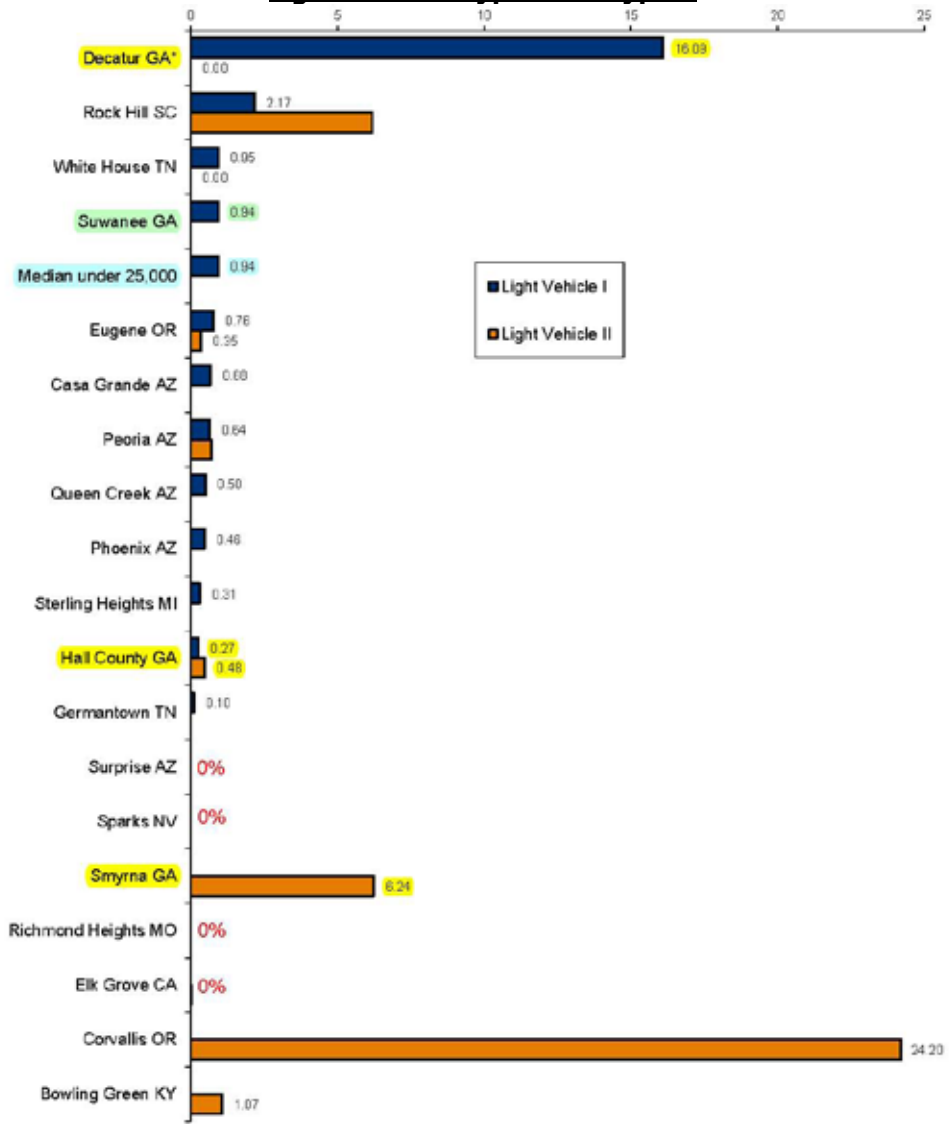
Number of Traffic Accidents resulting in 3rd Party Damage or Injury per 100,000 miles driven - Law Enforcement Vehicles



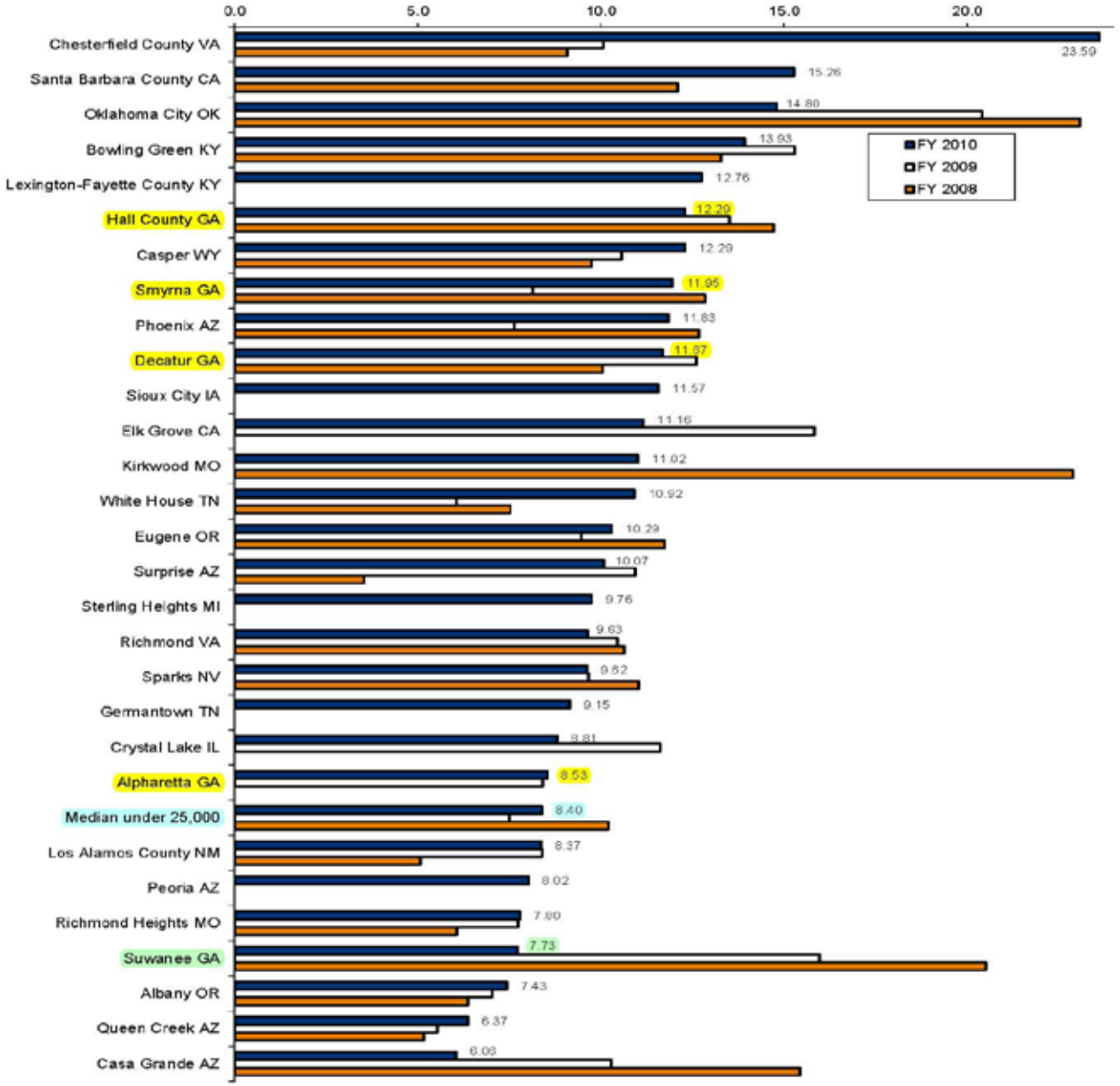
NOTE: Median value for the under 25,000 population category will be calculated for the annual report.

Number of Traffic Accidents per 100,000 miles driven

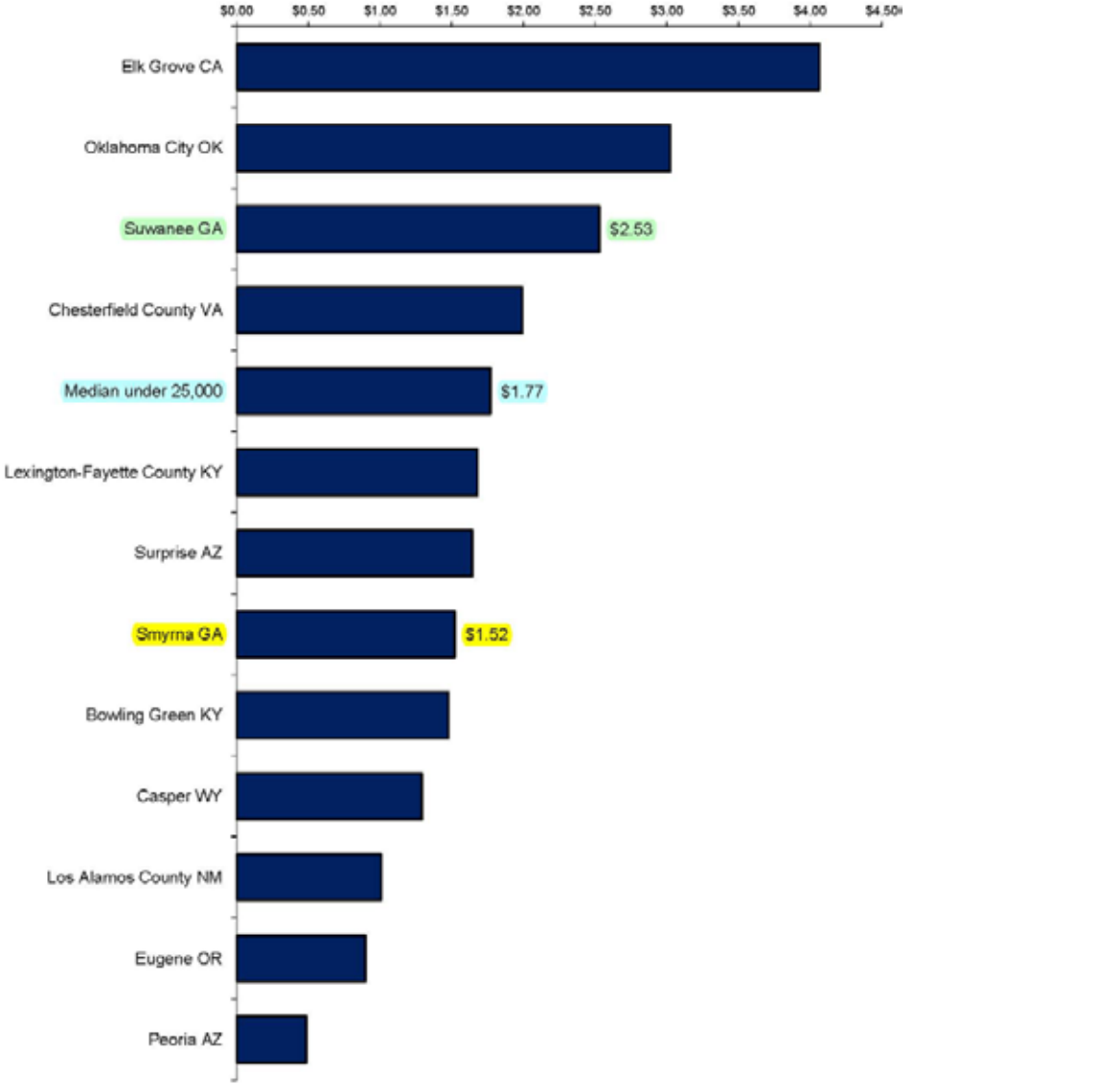
Light Vehicles Type I and Type II



Number of Worker's Compensation Claims per 100 FTE's, FY 2008 – FY 2010



Expenditures for Worker's Compensation Claims per $100 of Total Salary and Benefits




SUWANEE

STWP - short term work program

fiscal year 2011-2012

The short term work program (STWP) is the key implementation tool that reflects current year and one to five year goals and objectives of Council along with the activities and strategies to achieve them. The STWP is a planning document that is updated and formally adopted annually. The program is on a calendar year time frame.

2011 - 2015
Short Term Work Program



city of suwanee, georgia
january 1, 2011 - december 31, 2015

what is the STWP?

The City of Suwanee's Short Term Work Program (STWP) is a five-year plan of actions that the City intends to complete in order to address identified needs and goals. Suwanee's STWP serves as an important implementation tool that allows both City Council and staff to balance and prioritize upcoming projects, to budget effectively for needs, and to identify key measures of success to assess the City's performance on the Program. For citizens, the STWP offers a look ahead at projects and programs the City intends to implement, needed resources, who will be involved in implementing the projects, etc.

The STWP is important not only because it defines the City's goals for the next five years, but also because it plays an important role in budget development. With that being said, the STWP is a planning document – it is not a budget document. It is a tool used to help develop projects and information for budgets, but is itself only one component. Any and all cost figures in the STWP are estimates only.

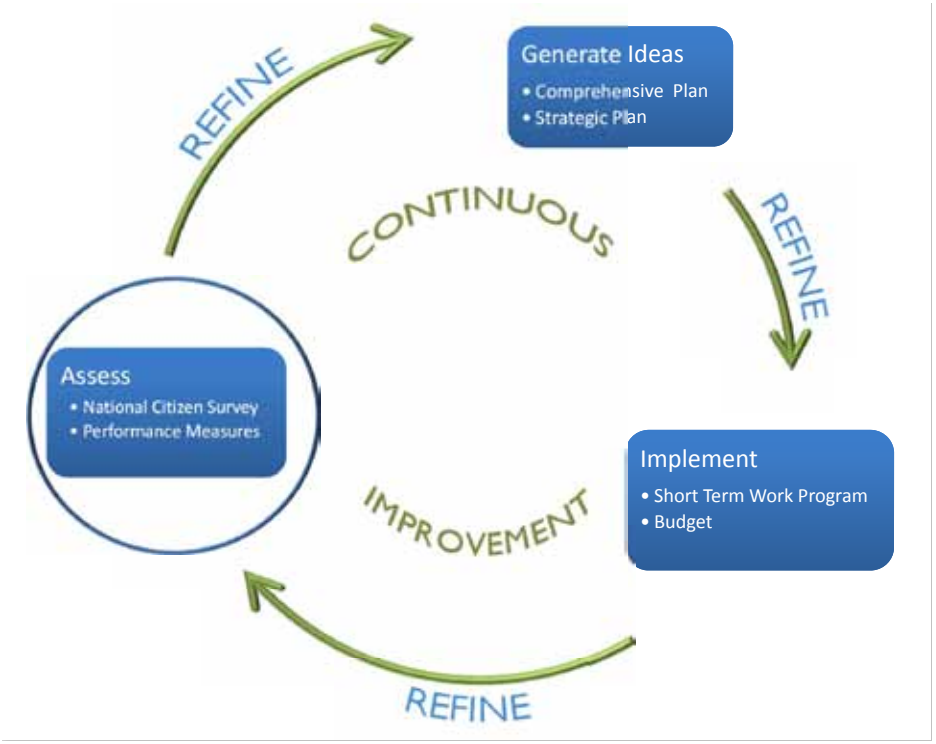
It is important to note that it is a document that is always subject to change, as new or different circumstances arise. A project's inclusion on the STWP does not automatically guarantee that it will be undertaken. Nor does exclusion from the STWP necessarily mean the City won't later decide to pursue a project. Many STWP items are exploratory in nature only and subsequent evaluation will determine that, for various reasons, some projects will either be modified or not even advanced at all.

Unlike the budget, which is implemented throughout a fiscal year beginning on July 1 of each year, the STWP is tied to the calendar year. Therefore, projects listed for 2011 will largely take place between January 1 and December 31, 2011.

development of the STWP

The STWP is updated annually – removing the prior year's projects and adding a new 5th year. This year's plan represents projects for calendar years 2011 to 2015. Each project is reviewed annually to see if it has been completed and no longer needs to be on the STWP, if it has been delayed and needs a schedule adjustment, or if it is no longer a relevant project and should be removed altogether. As projects are completed each year, new projects are added to the STWP; 15 new projects were added in 2011.

Discussion and review of the STWP occurs throughout the year and is typically memorialized at the City Council's annual work retreat, held at the beginning of each calendar year. This is an important process that drives a large portion of the retreat. Upon returning from the retreat, staff makes the necessary revisions and additions and submits the STWP to the Council for consideration and adoption. The formal vote by Council normally takes place 1-2 months following the Council work retreat.



what is in the STWP?

Suwanee's STWP is divided into six sections, which are briefly described as follows:

- **Project:** The first column on the STWP is entitled Project and offers a name and brief description of each project.

- **Schedule:** The next section is broken down into 5 columns, each representing one of the five years in the STWP. This year's STWP includes years 2011 to 2015. An "X" in a column indicates the project is proposed to be undertaken in the designated calendar year(s). The anticipated completion dates for these projects are subject to change depending on workload, priorities, funding, etc. There are two types of projects on the STWP, in relation to schedule: on-going and one-time. On-going projects, represented by an "X" in each of the five columns, typically do

not have a defined end point and will normally remain on the STWP indefinitely, unless priorities and circumstances change. One-time projects normally have a defined end point and will be removed from the STWP upon completion. These projects may be intended for completion in one calendar year, or in the case of bigger and more complex projects, often take place over multiple calendar years.

- **Responsibility:** This section defines which group has responsibility for implementing the associated project. As this is Suwanee's STWP, the City clearly has a large role and is identified as a responsible party in each of the projects. However, project implementation often requires a cooperative partnership between two or more parties. For example, projects planned for Downtown Suwanee often require a partnership with the Downtown Development Authority (DDA); in these cases, the DDA will be included as a responsible party.

- **Estimated Cost:** The 2011-2015 STWP includes 110 projects and may require anywhere from some staff time, at a minimum, to the range of millions of dollars. For the purposes of comparing projects and establishing priorities, it is important to have some idea of what the project might cost or how much the City is willing to allocate toward it. The STWP is not a financial document and estimated costs should not be interpreted as a budget for each of the specific projects. Estimated costs are for long-range planning and goal-setting only. Specific budgets are developed for the projects (if necessary) as a part of the City's annual fiscal budget. Please also note, the STWP is prepared at the conclusion of the City Council's annual planning retreat and adopted before development of the next fiscal year budget. With that in mind, cost estimates for STWP projects may change during budget development and there may be inconsistency between the STWP and the budget or CIP.

- **Funding Source:** This section projects how the City plans to fund each project. As the City has primary responsibility for the projects, local funds are used for the majority of the STWP. Local funds typically include the City's annual operating budget or transfers from the General Fund to a capital fund. If the City plans to seek grant money for a project, designated sources may include County and/or State sources. SPLOST (Special Purpose Local Option Sales Tax) and other capital sources play a large role in funding capital projects.

- **Success Measure:** The final section lists a project-specific measure that will allow the City to evaluate its performance and determine if a project has been completed, or, in the case of on-going projects, if progress is still being made. These measures are tracked and identified in the annual Report of Accomplishments, which is a review of progress for the prior year.

The 110 projects are also organized into eight categories: Economic Development; Municipal Operations; Public Safety; Housing; Land Use; Transportation; Plan Updating; and Capital Projects. Within those eight categories, the projects are listed alphabetically by project name.

what are all those acronyms?

The STWP document includes a number of acronyms. The following list is provided to assist in understanding these acronyms:

ARC: Atlanta Regional Commission
ATP: Alternative Transportation Plan
CALEA: Commission on Accreditation for Law Enforcement Agencies
CIP: Capital Improvement Program
DDA: Downtown Development Authority
DOT: Department of Transportation
DRI: Development of Regional Impact
FY: Fiscal Year
GaDOT: Georgia Department of Transportation
GaEPD: Georgia Environmental Protection Division
GC&B: Gwinnett Clean & Beautiful
GMA: Georgia Municipal Association
GPRA: Georgia Passenger Rail Authority
GwDOT: Gwinnett County Department of Transportation
ICMA: International City/County Management Association
LARP: Local Assistance Road Program
LEED: Leadership in Energy and Environmental Design
LCI: Livable Communities Initiative program
MS4: Municipal Separate Storm Sewer System
NPDES: National Pollutant Discharge Elimination System
PAC: Public Arts Commission
PACT: Police and Citizens Together
PC: Planning Commission
RFQ: Request for Qualifications
SAP: Suwanee Arts Partnership
SDS: Service Delivery Strategy
SPLOST: Special Purpose Local Option Sales Tax
SUP: Special Use Permit
TAD: Tax Allocation District
URA: Urban Redevelopment Authority
ZBA: Zoning Board of Appeals

the STWP is not...

Suwanee has an excellent track record of accomplishing its STWP projects; in 2010, the City either completed or made progress on 86% of its projects. However, as previously mentioned, the STWP should not be viewed as a guarantee that each of the projects will be accomplished or that the scope, as listed, won't change. Projects can and will change, especially projects that are proposed further out in the STWP timeframe. Scopes change. Priorities change. As such, the Council annually revisits each item on the STWP to assess scale, scope, feasibility, relevance, and appropriateness. With this in mind, the City views the STWP as a flexible document that can be revised, as appropriate.

Again, the STWP is not a financial document. While there are estimated costs assigned to each project, these are estimates only and are generated purely for the purpose of comparing projects and establishing priorities. In some cases, the estimate may not reflect the full project cost, but rather what the City is willing to financially commit to it. The project estimates may change over time, particularly for longer-range projects. When it is time to fully implement a listed project, a specific project budget will be developed and outlined in the annual fiscal budget, if necessary.

In terms of responsibility, the STWP does not contain commitments from any group other than the City. When other groups are listed in this section, it is because the City intends to solicit their help.

The STWP is not a comprehensive list of all work that is being undertaken by the City. The staff carries out many day-to-day operating functions that are not included on the STWP. For more in-depth information on other functions, the annual budget includes department goals, performance measures, and other data.

The STWP is not a land-use planning document. This may be the case for the STWP of other Georgia municipalities, since a STWP is a required element for a community's Comprehensive Plan. Suwanee's STWP was initially developed for such reasons…to "check the box" when seeking approval from the Department of Community Affairs (DCA) for the City's Comprehensive Plan. Suwanee's STWP continues to serve as this required element of the Comprehensive Plan, but over time, has developed into an important tactical implementation plan for helping the City achieve its strategic goals.

Included in this document are the 2011-2015 STWP, in both a table and written format, and the 2010 Report of Accomplishments.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
ECONOMIC DEVELOPMENT									
Downtown Promotions - Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and Main St. Park.	X	X	X	X	X	City	$75,000/Year plus Staff Time	Local	Citizen surveys indicate attendance at and support for events; Downtown is promoteds in newsletters, on website, etc.
Downtown Suwanee Master Plan - Implement projects in plan.	X	X	X	X	X	City DDA	Varies	Local, County, State	Incorporate projects in CIP; complete projects, as appropriate.
Economic Development - Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in the City.	X	X	X	X	X	City Chamber	Staff Time; Partnership Gwinnett contribution	Local	Council/staff will attend a minimum of 12 meetings/year.
Economic Indicators - Track economic indicators for Suwanee area, i.e. foreclosures, unemployment, homes for sale, occupation taxes, home occupations, etc.	X	X	X	X	X	City	Staff Time	Local	Staff will present quarterly reports at workshops.
Historic District - Continue evaluating the creation of a local historic district in Old Town.	X					DDA City Staff	Staff Time	Local	Determine need.
Hotel Rooms - Reduce the number of external entry hotel rooms in the City.	X	X	X	X	X	City	Staff Time, plus costs TBD	Local, TBD	Reduce rooms.
I-85 Business District Economic Development Plan - Implement strategies identified by plan.	X	X	X	X	X	City	TBD	Local, County, State of Georgia	Identify and complete projects.
Local Business Involvement - Continue to participate with local business development and other business and civic associations.	X	X	X	X	X	City	Staff Time	Local	Participate in a minimum of 15 organizations.
Main Street Program - Promote program in community.	X	X	X	X	X	City DDA Citizens	Staff Time	Local	Community is aware of program.
Marketing - Develop a document that highlights the value and benefits of being in the City.	X					City	Staff Time	Local	Develop and begin distributing document.
Partnership Gwinnett - Financially support Partnership Gwinnett.	X	X	X	X	X	City	TBD	Local	Allocate money annually in budget and contribute to Partnership Gwinnett.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Suwanee Gateway - Explore targeted blight removal projects in Suwanee Gateway.	X					City Others	TBD	Local TBD	Research potential projects; evaluate feasibility and costs; present to Council for consideration.
Suwanee Gateway Study - Partner with private sector to study the area.	X	X				City Others	TBD	Local TBD	Evaluate current uses and market, future opportunities, etc.
Suwanee Gateway URA - Investigate options for a URA in this district.	X					City	Staff Time, plus costs TBD	Local	Staff will report to Council on advantages, issues, etc.
Town Center Shuttle - Facilitate private shuttle service between Town Center and Suwanee neighborhoods.	X					City Town Center merchants	TBD	Private	Staff will evaluate feasibility and cost; the private sector supports the shuttle.
MUNICIPAL OPERATIONS									
Awards - Seek awards from local and national organizations.	X	X	X	X	X	City	Staff Time	Local	The City receives positive recognition.
Board Training - Enhance training and knowledge of Boards & Commissions.	X	X	X	X	X	City Board Members	$2500/year plus Staff Time	Local	Continue orientation sessions for new members; conduct minimum of two training sessions/year (one for legal and one for planning education).
Chattahoochee River - Investigate ways to create public access to the Chattahoochee River.	X	X	X	X	X	City	Staff Time, TBD	Local	Determine viability; provide access, as appropriate.
Citizen Engagement - Continue outreach program to enhance citizen engagement; make efforts to engage youth, seniors, minorities, and others.	X	X	X	X	X	City	Staff Time	Local	Increased subscriptions to Crossroads, visits to website, etc.; undertake initiatives to create community leaders; increased involvement from targeted groups.
Citizen Engagement - Measure and track levels of citizen engagement.	X	X	X	X	X	City	Staff Time	Local	Measure and track citizen involvement and engagement in various City initiatives and functions. Report measures annually.
City Council Mid-Year Planning Retreat - Hold a mid-year strategic retreat.	X	X	X	X	X	City	Staff and Council Time; TBD	Local	Hold a mid-year planning retreat/meeting for discussing "big picture" strategic topics; repeat annually, if successful.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
City Properties Inventory - Inventory all City-owned properties.	X	X	X	X	X	City	Staff Time	Local	Maintain an inventory of all City owned properties; update annually.
City Services - Maintain high levels of City services.	X	X	X	X	X	City Consultants Contractors Vendors, etc.	Varies	Local; Varies	Continue to be recognized as regional leaders; receive favorable responses from National Citizen Survey.
Community-Wide Strategic Plan - Develop and adopt plan.	X	X				Citizens City Council City Staff Consultants	$150,000	Local	Hire consultant(s); prepare and adopt plan.
Education - Work with Gwinnett Board of Education to encourage construction of schools within our community.	X	X	X	X	X	City Board of Education	Staff Time	Local, Other	Construction of new schools or improvements to existing schools within Suwanee.
Environmental Stewardship & Sustainability - Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.	X	X	X	X	X	City	Varies	Local	Evaluate LEED certification for police substation; purchase recycled/recyclabe materials when possible; purchase hybrid and gas-conserving vehicles for City fleet.
Electronic Agendas - Evaluate and implement electronic agenda distribution for Council workshops and meetings.	X					City	TBD	Local	Evaluate options and cost-benefit.
Ethics Ordinance - Review current ordinance.	X					City Staff City Council	Staff Time	Local	Evaluate existing policies and present to Council for consideration.
Facility Maintenance - Develop a long-term maintenance plan for City facilities.	X	X	X	X	X	City	TBD	Local	Inventory existing facilities and prepare maintenance/ renovation schedule; incorporate into CIP.
Joint Meetings - Hold meeting with City Council and DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, and Harvest Farm Board.	X	X	X	X	X	City Council; Members of DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, Harvest Farm Board	Staff Time	Local	Invite DDA, PAC, and Harvest Farm Board semi-annually and PC and ZBA annually to Council workshop.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Learning Opportunities - Implement continual learning opportunities through visits to peer cities.	X	X	X	X	X	City	Varies	Local	Conduct minimum of 1 trip/year for Council and management staff; consider including corporate and community partners, as appropriate.
Litter Removal Program - Remove litter from parks, greenways, road right-of-ways, etc.	X	X	X	X	X	City	$50,000/year	Local	Continue to implement Litter Removal Program.
Local History Project - Create a video to document local history.	X	X	X	X	X	City	Staff Time; TBD	Local	Consider funding in budget; develop video.
MS4 Permit - Complete permit requirements and renew as necessary.	X	X	X	X	X	City, Consultant	$75,000/year	Local	Complete necessary requirements to maintain permit; receive new permit in 2014.
National Citizen Survey - Participate in survey.		X		X		City NRC	$10,000/survey	Local	Participate in survey every two years; distribute results.
Online Bill Payment Options via Website - Explore and implement, if feasible.		X				City	Unknown	Local	Identify options; fund in operating budget.
Open Space/Parks Celebration - Celebrate the 10th anniversary.	X					City	Staff Time	Local	Report back to citizens.
Operations Manual - Develop manual.	X					City	Staff Time	Local	Compile procedures and policies for Council operations; develop manual.
Peachtree Industrial Blvd. Medians - Evalaute costs and design for landscaping the medians.	X					City	TBD	Local	Evaluate costs and feasibility of entire length vs. sections; consider for FY 12 budget.
Pedestrian Projects - Partner with Gwinnett County and GaDOT to identify and construct sidewalks and multi-use trails along major arterials.	X	X	X	X	X	City County	TBD	Local; Gwinnett County	Construct new facilities.
Public Art - Make public art an important component of Suwanee.	X	X	X	X	X	City	Staff Time; TBD	Local; Donations	Dedicate 1% of City construction projects to public art; support Public Arts Commission, Suwanee Arts Partnership, and other organizations; other initiatives TBD.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Public Art SculpTour - Implement program.	X	X	X	X	X	City; Public Arts Commission; Suwanee Arts Partnership	Staff Time; TBD	Donations	Solicit donations for year-round display; install display; purchase one sculpture/year for permanent collection.
Recycling in City Parks - Evaluate options for recycling receptacles in City parks.	X					City	Staff Time; TBD	Local	Conduct study during events season to evaluate waste; evaluate feasibility and appropriateness of installing receptacles; report back to Council.
Sewer Assistance Grant - Evalute a DDA grant program for providing sewer assistance.	X					City DDA	Staff Time; TBD	Local	Evalaute feasibility and appropriateness of Council; report to DDA and Council.
Signage/Wayfinding - Evaluate oppportunities.		X				City	Staff Time TBD	Local	Evalaute opportunities for new and replacement signage/ wayfinding Citywide; construct as appropriate.
Solid Waste Preferred Vendor Program - Evaluate a program.				X		City	Staff Time; TBD	Local	Evaluate feasibility and appropriateness of a program; report back to Council.
Special Events - Continue City's involvement as Special Events Coordinator.	X	X	X	X	X	City	$75,000/year plus Staff Time	Local	Sponsor and coordinate events that meet attendee expectations; explore options for diversifying the type of events offered.
Staffing - Recruit and retain quality employees.	X	X	X	X	X	City	Varies	Local	Turnover rate shall be at or below the mean for GA local governments; complete regular Class & Compensation Studies.
Stormwater Funding - Continue to analyze funding options, including stormwater utility.	X	X	X	X	X	City	Staff Time	Local	Options are analyzed and reported to Council, as appropriate.
Suwanee Citizen's College - Create and offer program.		X	X	X	X	City	Staff Time; TBD	Local	Upon completion of Strategic Plan, develop a program to introduce citizens to City operations and engage citizens in community; report back to Council; begin offering program.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Suwanee Gateway Land Acquisition - Explore feasibility of acquiring land in Suwanee Gateway.	X	X	X	X	X	City	Staff Time; Acquisition costs, if appropriate	Local	Continue to monitor potential land acquisitions; make recommendations to Council.
Suwanee Gateway Tax Allocation District - Implement bonding mechanism for TAD.	X	X	X	X	X	City	Staff Time	Local	Identify and implement.
Town Center - Continue promotion and development of mixed-use Town Center.	X	X	X	X	X	City DDA Private Sector	Varies	Varies	Construct projects identified in Downtown Suwanee Master Plan; work with private developers for other projects, as appropriate.
Traffic Reduction Education - Educate citizens on ways they can work to reduce traffic/improve congestion.	X	X	X	X	X	City	Staff Time	Local	Publicize on website, in newsletter, etc.; improve local traffic conditions.
Water System Strategy - Develop long-term strategy for water system.	X	X	X	X	X	City	Varies	Local; Water Fund	Complete Water System Master Plan and evaluate recommendations; incorporate appropriate improvements into CIP.
PUBLIC SAFETY									
Citizens Police Academy - Participate in leadership component of Citizens Police Academy.	X	X	X	X	X	City Staff City Council	Staff Time	Local	Conduct 2 sessions per year; Council will participate in leadership component of each session.
CALEA - Maintain accreditation.			X			City	Staff Time, TBD	Local	Evaluate and implement requirements for maintaining accreditation (November 2013).
Community Policing - Continue to implement and expand community oriented policing programs.	X	X	X	X	X	City Neighborhood groups	Staff time	Local	Expand PACT program; increase citizen participation in PACT.
Driver Speeding - Undertake education efforts to reduce driver speeding.	X	X	X	X	X	City	Staff Time	Local	Reduce complaints/incidents of driver speeding.
E-911 Operations - Identify the value of in-house operations.	X					City	Staff Time	Local	Evaluate and report to Council.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Park Ambassador Program - Launch program.	X	X	X	X	X	City Volunteers	Staff Time; TBD	Local	Launch a program to use community volunteers in the parks and on trails to help deter crime & vandalism and provide information to users.
State Certification - Maintain state certification.		X	X			City	Staff Time TBD	Local	Evaluate and implement requirements for maintaining certification (January 2013).
Traffic Enforcement - Continue effective and proactive traffic enforcement efforts/ program (Selective Enforcement Unit).	X	X	X	X	X	City	Staff Time	Local	Utilization directed patrols in problem areas; provide enhanced DUI enforcement; reduce accidents.
HOUSING									
Housing Affordability & Choices - Continue to value housing affordability and housing choices when making zoning decisions.	X	X	X	X	X	City	Staff Time	Local	Evaluate during zoning decisions.
Senior Housing - Explore options for seniors housing regulations.	X					City	Staff Time	Local	Research options; present recommendation to Planning Commission & Council.
Zoning Ordinance Review - Review Zoning Ordinance and amend it to pre-empt problems with rapid growth and uncontrolled development.	X	X	X	X	X	City	Staff Time	Local	Ongoing; identify and present amendments, as needed.
LAND USE									
Annexation - Continue efforts to annex property in close proximity to the City Limits.	X	X	X	X	X	City	Staff Time	Local	Continued implementation of annexation list, as appropriate and consistent with adopted plans.
Annexation - Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis.	X					City	Staff Time	Local	Follwing resolution of SDS, explore viability of annexation and, if appropriate, execute process.
Commercial Centers - Promote the development of planned commercial centers rather than strip development.	X	X	X	X	X	City	Staff Time	Local	Address in local plans and regulations; review projects for conformance during zoning and development process.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Community Aesthetics - Emphasize community aesthetics throughout the City.	X	X	X	X	X	City	Staff Time	Local	Address in local plans and regulations; review projects for conformance during zoning and development process.
Design Guidelines - Implement Comprehensive Plan Design Guidelines.	X	X	X	X	X	City	Staff Time	Local	Review projects for conformance during zoning and development process.
Design Guidelines - Explore form-based design guidelines.	X	X				City	Staff Time	Local	Upon completion of historic preservation evaluation, research guidelines; present recommendation to Planning Commission and Council.
Land Use - Carefully monitor non-residential land use allocations.	X	X	X	X	X	City	Staff Time	Local	Monitor as needed with rezoning and SUP applications.
Land Use - Promote better cooperation with Gwinnett County and nearby cities regarding rezoning of properties near the City.	X	X	X	X	X	City County Nearby municipalities	Staff Time	Local	Ensure compliance with H.B. 489.
Water Regulations - Implement various water-related requirements (NPDES, Soil & Erosion Control, N. Ga. Water Planning District).	X	X	X	X	X	City	Unknown, Increased Staff Resources	Local	Maintain updated regulations.
TRANSPORTATION									
Commuter Rail - Promote commuter rail station in Suwanee.	X	X	X	X	X	City; Georgia Passenger Rail Authority; Others	Staff Time	Varies	Project is included in State's Work Plan.
Commuter Rail - Develop concept plan for Suwanee station.			X	X		City	$20,000-$40,000 Staff Time	Local TBD	Consider plan development in FY 13 budget; develop and adopt plan.
County Road Projects - Coordinate with Gwinnett County on major road initiatives in the City.	X	X	X	X	X	City	Staff time	Local	The City has an adequate road network.
McGinnis Ferry Rd. Extension - Coordinate with Gwinnett and Georgia DOT during construction.	X					Gwinnett County Georgia DOT City	$25,000,000	GwDOT GaDOT	Remain informed of construction progress; communicate with GwDOT and GaDOT; evaluate impacts of project completion.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
McGinnis Ferry Rd. Half Diamond Interchange - Promote construction.	X	X	X	X	X	City GwDOT GaDOT	TBD	TBD	Remain informed of funding and construction opportunities; promote construction.
Rail - Remain informed of opportunities for rail service to/through Suwanee.	X	X	X	X	X	City Gwinnett County Georgia DOT	TBD	TBD	Remain informed and examine opportunities as they arise.
Road Maintenance - Maintain up-to-date Road Maintenance Plan.	X	X	X	X	X	City Gwinnett County	$3,000,000	SPLOST Local	Incorporate projects into CIP; annual program is conducted to maintain local roads.
Smithtown Road Bridge - Influence and promote construction of Smithtown Rd. bridge.	X	X	X	X	X	City Gwinnett County Georgia DOT	Unknown	GwDOT GaDOT	The road and bridge are constructed.
Transit - Coordinate with Gwinnett County on implementation of the County Transit System serving the City.	X	X	X	X	X	City	Staff Time	Local	Transit extends to appropriate locations in City.
PLAN UPDATING									
Comprehensive Plan - Conduct annual review of comprehensive plan.	X	X	X	X	X	City	Staff Time	Local	Undertake yearly update.
Comprehensive Plan - Prepare and adopt amendments to the Plan as appropriate and timely.	X	X	X	X	X	City	Staff Time	Local	Undertake yearly update.
Downtown Suwanee Master Plan - Update master plan.				X		City	Staff Time plus consultant fees	Local	Adopt plan.
Short Term Work Program - Update STWP annually.	X	X	X	X	X	City	Staff Time	Local	Undertake yearly update.
CAPITAL PROJECTS									
Annual Resurfacing Projects - Complete projects based on needs assessment and infrastructure failures.	X	X	X	X	X	City	$4,400,000	SPLOST Local	The infrastructure is safe and well-maintained.
Annual Stormwater Projects - Construct projects identified from needs assessment and infrastructure failures.	X	X	X	X	X	City	$850,000	SPLOST Local	The infrastructure is safe and well-maintained.
Beautification Improvements to the I-85 Area – Streetscape local roads: construct project.	X	X				City	$400,000	SPLOST	Receive DOT permit and construct project.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Buford Highway Reconstruction & Streetscaping - Reconstruct road south of Lawrenceville-Suwanee Road, based on adopted concept plan and design standards.		X	X	X		City	$5,700,000	SPLOST LCI Grant	Reconstruction promotes expansion of Town Center; the corridor is pedestrian-friendly.
City Hall Lawn Improvement - Improve the lawn area behind City Hall.					X	City	$75,000	TBD	Design and construct project.
Facility Maintenance - Ensure long-term maintenance of City facilities.	X	X	X	X	X	City	Varies	Local	Incorporate needs into CIP; complete planned maintenance, as appropriate.
Fleet Replacement - Retire and replace City fleet vehicles, based on Fleet Retirement Schedule and CIP.	X	X	X	X	X	City	Varies	General Fund (GMA Lease Purchase)	Incorporate needs into CIP; provide safe fleet vehicles; reduce maintenance costs; purchase hybrid and fuel-efficient vehicles, when possible.
Jackson Street Paving - Pave street.	X	X	X	X	X	City Private Development	TBD (not City funded)	Private, Other	Work with private developer to complete project.
Parking Facility(ies) - Monitor options.	X	X	X	X	X	City	$3,500,000	SPLOST Local	Evaluate needs Citywide; acquire property, as needed; design and construct project(s).
Parks Video Surveillance - Complete project.	X					City	$130,000	SPLOST	Complete project.
Pedestrian Bicycle Plan Implementation - Construct projects to create pedestrian connections.	X	X	X	X	X	City	$1,500,000	SPLOST	Refine and adopt PBP; bid, design, and construct Tier 1 projects.
Pierce's Corner - Work with DDA to evaluate renovation and use opportunities.	X	X				City DDA	TBD	TBD	Analyze renovation needs and user opportunities; report to Council; proceed as appropriate.
Police Fleet New Vehicles - As operating budget allows, add vehicles to existing fleet to accommodate additional officers.	X	X	X	X	X	City	Varies	General Fund (GMA Lease Purchase)	Incorporate anticipated needs into CIP; continue one vehicle per office policy; continue take-home vehicle benefit; purchase hybrid and fuel-efficient vehicles, when possible.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Police Fleet Replacement Vehicles - Retirement and replacement of police fleet vehicles, as appropriate.	X	X	X	X	X	City	Varies	General Fund (GMA Lease Purchase)	Incorporate anticipated needs into CIP, aiming to retire pursuit vehicles at 125,000 miles; continue one vehicle per office policy; continue take-home vehicle benefit; purchase hybrid and fuel-efficient vehicles, when possible
Police Substation - Build a police substation on the eastern side of I-85 interchange.	X	X				City	$2,350,000	SPLOST Local	Acquire property; design and construct project.
Public Works Equipment (New) - Acquire additional equipment to supplement current inventory, as appropriate.	X	X	X	X	X	City	Varies	General Fund	Incorporate needs into CIP; continue high levels of service; improve efficiency of operations.
Public Works Equipment (Replacement) - Retire and replace existing equipment, as appropriate.	X	X	X	X	X	City	Varies	General Fund	Incorporate needs into CIP; provide safe fleet equipment; reduce maintenance costs.
Road Improvement Projects - Reconstruct existing roads and/or construct new roads and associated improvements.	X	X	X	X	X	City	Varies depending on project	SPLOST	The infrastructure is safe and well-maintained; congestion is reduced on the local road network.
Suwanee Creek Greenway Rehabilitation/Extension - Drainage improvements and overall rehabilitation of Trice Trail, including trail access improvements from Suwanee Elementary School.	X	X				City	$1,100,000	Open Space SPLOST	Design and construct project.
Town Center Park Shade Structure - Construct architectural shade structure to serve Town Center Park.	X	X				City	$100,000	Local	Design & construct project.
Town Center Park Well - Complete feasibility study and design; construct project.	X	X				City	$250,000	SPLOST	Complete hydrology study; fund, design and construct project.
Water System Infrastructure Improvements - Complete projects identified by Water System Master Plan.	X	X	X	X	X	City	Varies	Local	The infrasture is well-maintained.

*Estimated costs are for long-range planning purposes only. Costs are subject to change depending on final project design, land acquisition, construction bids, etc. Final cost will be determined for the actual project budget.

Downtown Promotions

Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and Main Street Park.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: $75,000/yr, plus staff time
Funding Source: Local
The City seeks to promote Downtown (both Old Town and Town Center) using a variety of tools, including events, City newsletter, City website (www.suwanee.com), and Downtown website (www.downtownsuwanee.com). The City may also work with downtown businesses to create additional advertising opportunities (ex: direct mail piece). Lastly, this item includes encouraging Downtown businesses to capitalize on the Downtown website, i.e. adding coupons, business-sponsored events, property listings, and other items not allowed on the City website.

Downtown Suwanee Master Plan

Implement projects in plan.
Proposed Timeframe: Ongoing
Responsibility: City, DDA
Estimated Cost: Varies
Funding Source: Varies
In 2009, the City completed an update to the Old Town Master Plan, now called the Downtown Suwanee Master Plan. Included in the plan are a number of recommendations. This item involves implementing the recommendations of the Downtown Suwanee Master Plan and it will be an ongoing item.

Economic Development

Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in the City.
Proposed Timeframe: Ongoing
Responsibility: City, Gwinnett Chamber
Estimated Cost: Staff Time; Partnership Gwinnett contribution
Funding Source: Local
The goal of this item is to assist businesses, as appropriate, looking to locate in the city limits. Also, the City will work specifically with Partnership Gwinnett as they are the primary business recruitment arm of the city. Staff will actively participate on Partnership Gwinnett committees, including the Economic Development Committee, Quality of Life Committee, and the Redevelopment Task Force

Economic Indicators

Track economic indicators for Suwanee area, i.e. foreclosures, unemployment, homes for sale, occupation taxes, home occupations, etc.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The Economic Indicators report is completed and presented at Council workshops on a quarterly basis. This report tracks the status of ongoing developments; residential construction; residential foreclosures; unemployment rates; commercial, office and industrial vacancy rates and absorption rates. This is an ongoing item that will help the City identify local economic trends and respond, if appropriate.

Historic District

Continue evaluating the creation of a local historic district in Old Town.
Proposed Timeframe: 2011
Responsibility: City, DDA
Estimated Cost: Staff Time
Funding Source: Local
In late 2010, the City began a community education process, intended to analyze approaches used by other cities to meet goals of preserving historically significant structures and areas. This education effort is intended to continue into 2011.

Hotel Rooms

Reduce the number of external entry hotel rooms in the City.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time, plus costs TBD
Funding Source: Local, TBD
This is an ongoing item meant to serve as a reminder that exterior rooms should not be permitted in future hotel developments. The hotel market, site property owners, and hotel owners primarily determine this. Activities which reduce the number of exterior entry rooms should be supported when appropriate. The City does not have a specific action plan for this item, but it can be addressed during zoning and development review, as appropriate.

I-85 Business District Economic Development Plan

Implement strategies identified by plan.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: TBD
Funding Source: Local, County, State
The I-85 Business District Economic Development Plan includes five strategy areas for the Suwanee Gateway/I-85 Business District, including: transportation, streetscape enhancements, financing tools, catalyst projects, and branding. Staff monitors each of the five areas and identifies areas where the city can play a direct role, such as the Tax Allocation District (TAD), cooperative marketing/branding, streetscape plan implementation, etc.

Local Business Involvement

Continue to participate with local business development and other business and civic associations.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
Staff and City Council members are involved in a variety of business organizations, including the Gwinnett Chamber of Commerce, Partnership Gwinnett, Suwanee Business Alliance, Gwinnett Convention and Visitors Bureau, etc. This ongoing item memorializes the City's commitment to have an active presence in the community beyond its normal mode of operations.

Main Street Program

Promote program in community.
Proposed Timeframe: Ongoing
Responsibility: City, DDA, Citizens
Estimated Cost: Staff Time
Funding Source: Local
The City is a member of the national Main Street Program, a comprehensive 4-point approach to downtown development. The four points include organization, design, economic restructuring, and promotion. The DDA, along with the downtown manager oversee the program.

Marketing (New Item for 2011)

Develop a document that highlights the value and benefits of being in the City.
Proposed Timeframe: 2011
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The purpose of this item is to analyze all the benefits of being located in the city limits of Suwanee, both for businesses and residents, financially and otherwise. This analysis will then be captured in a marketing document that can be distributed to potential businesses and residents interested in moving into the City, either by annexation or relocation.

Partnership Gwinnett

Financially support Partnership Gwinnett.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: TBD
Funding Source: Local
This item memorializes the City's formal partnership with and financial contribution to Partnership Gwinnett. This is anticipated to be an ongoing partnership, extending throughout the five-year STWP. The specific contribution is evaluated annually during preparation of the operating budget.

Suwanee Gateway (New Item for 2011)

Explore targeted blight removal projects in Suwanee Gateway.
Proposed Timeframe: 2011
Responsibility: City, Others
Estimated Cost: TBD
Funding Source: Local, TBD
This item acknowledges the City's commitment to redevelopment of the Suwanee Gateway and interest in removing blight in that area to assist in those efforts. The City will evaluate blighted properties for potential acquisition, including the feasibility and costs of both acquisition and future use. Staff will report to Council, as appropriate.

Suwanee Gateway Study (New Item for 2011)

Partner with the private sector to study the area.
Proposed Timeframe: 2011-2012
Responsibility: City, Others
Estimated Cost: TBD
Funding Source: Local, TBD
The Suwanee Gateway district was last studied in-depth in 2007. Recognizing that much has changed since that time due to the current economy and market, the City would like to evaluate the area again. The study will focus on the current uses in the district, the market, future opportunities, etc. The City proposes to partner with the private sector for this study.

Suwanee Gateway URA

Investigate options for a URA in this district.
Proposed Timeframe: 2011
Responsibility: City
Estimated Cost: Staff Time, plus costs TBD
Funding Source: Local
Georgia state law allows cities to establish an Urban Redevelopment Authority (URA) to help redevelop blighted or threatened areas of the community. The purpose of this STWP item is for staff to evaluate the feasibility and appropriateness of creating an URA for the Gateway district – including the benefits, challenges, and costs. It is expected that staff will need to consult with special legal counsel. Staff will report back to Council upon completing this evaluation.

Town Center Shuttle (New Item for 2011)

Facilitate private shuttle service between Town Center and Suwanee neighborhoods.
Proposed Timeframe: 2011
Responsibility: City, Town Center Merchants
Estimated Cost: TBD
Funding Source: Private
In an effort to help promote and support the Downtown, the City proposes to help facilitate a private shuttle service that would bring residents of Suwanee neighborhoods to and from Town Center during events. This service will be privately funded – potential sources could include Downtown merchants, event sponsors, etc.

Awards
Seek awards from local and national organizations.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The City actively seeks award opportunities in all areas including planning, police, finance, marketing, events, administration, etc. This is done for a variety of reasons – to measure projects and programs against others, to be seen as regional leaders, to promote the City to its citizens, to be seen in a positive light by peers, and to assist in retention and recruitment.

Board Training
Enhance Training and Knowledge of Boards & Commissions.
Proposed Timeframe: Ongoing
Responsibility: City, Board Members
Estimated Cost: $2,500 yr. plus staff time
Funding Source: Local
The purpose of this item is to ensure that the City continues to offer training opportunities for board members. This includes training opportunities offered by the ARC or other appropriate organization, as well as locally coordinated sessions.

Chattahoochee River
Investigate ways to create public access to the Chattahoochee River.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time, TBD
Funding Source: Local
The Chattahoochee River is directly adjacent to the city limits. This item memorializes the City's interest in exploring and evaluating ways to allow Suwanee residents to access the river. With the bridge expansion project on McGinnis Ferry Road, there will be public access to the Chattahoochee on the Forsyth County side of the river.

Citizen Engagement
Continue outreach program to enhance citizen engagement; make efforts to engage youth, seniors, minorities, and others.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
A high level of citizen engagement can help citizens become more connected to the City and their fellow residents, can increase knowledge about the City's operations, and can lead to increased and more impactful volunteer efforts, among other benefits. This item memorializes the City's desire to actively work at enhancing citizen engagement both community-wide and for targeted groups like youth, seniors, minorities, and others.

Citizen Engagement
Measure and track levels of citizen engagement.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The purpose of this project is to measure and track citizen involvement and engagement in various City initiatives and functions. Examples include volunteer hours, number of attendees at events and meetings, number of followers in the list-serve, Facebook, Twitter, etc. This was first measured in 2010 and is now an ongoing item for the STWP.

City Council Mid-Year Planning Retreat
Hold a mid-year retreat.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff & Council Time, TBD
Funding Source: Local
In 2010, the City Council incorporated a second planning retreat/meeting into the yearly schedule for the purposes of retreat preparation/evaluation and discussing "big picture" strategic topics separate from tactical items. This retreat is proposed to be held in late summer or early fall.

City Properties Inventory

Inventory all City-owned properties.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The purpose of this item is for staff to maintain an inventory that includes all properties owned by the City. This inventory allows the City to monitor changing land uses and other factors in the vicinity of these properties. The inventory is updated by staff on an annual basis.

City Services

Maintain high levels of City services.
Proposed Timeframe: Ongoing
Responsibility: City, Consultants, Contractors, Vendors, etc.
Estimated Cost: Varies
Funding Source: Local, Varies
This item memorializes the desire of City Council and staff to maintain high levels of service throughout the City's operations. The City seeks favorable feedback from citizens, businesses, event attendees, park users, etc. on its services, as well as recognition as a regional leader from outside organizations. In part, the City has used its ICMA Performance Measures program, as well as the National Citizen Survey and other surveys, to help gauge service delivery. The 2011 community-wide strategic plan will assist in determining future services.

Community-Wide Strategic Plan

Develop and adopt plan.
Proposed Timeframe: 2011-2012
Responsibility: Citizens, City Council, Staff, Consultants
Estimated Cost: TBD
Funding Source: Local
The City will engage a consultant team to develop a community-wide strategic plan that will engage the citizens to help define the City's future purposes and goals. This will entail extensive public involvement throughout the community. It is anticipated this process will take approximately 9-12 months, with a targeted completion date of early 2012.

Education

Work with Gwinnett Board of Education to encourage construction of schools within our community.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local, Other
The purpose of this item is to memorialize the positive impact that new and quality schools have on the entire Suwanee community. While the Gwinnett County Board of Education determines when and where new schools will be built, the City is committed to working with the Board to encourage construction of new schools, when appropriate.

Environmental Stewardship & Sustainability

Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: Local
This item memorializes the City's intent to continue looking for ways to develop and enhance programs related to sustainability, as well as monitoring implementation of adopted policies. Past efforts related to this initiative have included construction of the LEED-certified City Hall, participation in the ARC Green Communities program, implementation of a paperless Court system, and others.

Electronic Agenda (New Item for 2011)

Evaluate and implement electronic agenda distribution for Council workshops and meetings.
Proposed Timeframe: 2011
Responsibility: City
Estimated Cost: TBD
Funding Source: Local
In 2010, staff began developing electronic copies of all packages for Council workshops and meetings, although hard copies are still produced and distributed. The purpose of this item is for staff to evaluate 1) the cost-benefit of changing to a paperless package and 2) the various options for implementing this – both software and hardware.

Ethics Ordinance

Review current ordinance.
Proposed Timeframe: 2011
Responsibility: City Council and Staff
Estimated Cost: Staff Time
Funding Source: Local
Council will evaluate the existing policies currently in place. This review is anticipated for 2011.

Facility Maintenance

Develop a long-term maintenance plan for City facilities.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: TBD
Funding Source: Local
The City will develop a long-range plan identifying maintenance schedules and capital replacement needs for each City-owned facility. This will allow capital expenditures for facilities maintenance to be incorporated into the Capital Improvement Program (CIP). This plan will include, but is not limited to, buildings, parks, the Big Splash Fountain, playground equipment, trail maintenance, pavilions, etc. The City anticipates this plan will be completed in mid-2011. The plan will then be reviewed annually for implementation and updates.

Joint Meetings

Hold meeting with City Council and DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, and Harvest Farm Board.
Proposed Timeframe: Ongoing
Responsibility: City Council, Board Members
Estimated Cost: Staff & Board Member Time
Funding Source: Local
The City Council invites each of its appointed boards to a designated Council workshop(s), typically on an annual or semi-annual basis. The purpose of this is for the two groups to discuss issues of concern, needs of the Boards, etc. The DDA, Public Arts Commission, and Harvest Farm Board attend on a semi-annual basis, while the Planning Commission and Zoning Board of Appeals attend annually.

Learning Opportunities

Implement continual learning opportunities through visits to peer cities.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: Local
This item memorializes the City Council's interest in visiting peer cities as an opportunity to learn about programs, projects, etc. These visits not only include Council, but may involve staff and board members as well. In 2009, the Council began incorporating these visits into their annual work retreat. Ideas for future visits will continue to evaluated and implemented, as appropriate.

Litter Removal Program

Remove litter from parks, greenways, road right-of-ways, etc.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: $50,000/year
Funding Source: Local
This item memorializes the City's commitment to providing litter removal service in and along Suwanee's parks, greenways, and road right-of-ways. City staff, community service workers referred from the Court, volunteers, and the inmate crew (as available) participate in this effort.

Local History Project

Create a video to document local history.
Proposed Timeframe: TBD
Responsibility: City
Estimated Cost: Staff Time, TBD
Funding Source: Local
In 2008, the City completed the first phase of a project to document local history. Suwanee's history was captured orally from long-time residents and developed into a 40-page written document, in addition to cataloguing hundreds of historic photographs and creating the five kiosks that stand in the City Hall lobby. A second phase of this project will be development of a video that includes the 2008 resident recordings, images, etc. This phase will be evaluated for funding with the annual budget.

MS4 Operating Permit

Complete permit requirements and renew as necessary.
Proposed Timeframe: Ongoing
Responsibility: City, Consultant
Estimated Cost: $75,000/year
Funding Source: Local
This item acknowledges that, as of 2009, the City is an individual permittee for a Municipal Separate Storm Sewer System (MS4). In order to retain this permit, the City must comply with all GaEPD MS4 permit requirements. The permit must be renewal every five years. Work performed for this permit aids in implementing the Suwanee Stormwater Management Plan, to ensure protection of water quality for storm water and drinking water sources.

National Citizen Survey (New Item for 2011)

Participate in survey.
Proposed Timeframe: 2012, 2014
Responsibility: City
Estimated Cost: $10,000/survey
Funding Source: Local
The National Research Center, in partnership with the International City/County Manager's Association, conducts the National Citizen Survey. The scientific survey assesses resident satisfaction with community amenities and government services. Suwanee participated in the survey for the first time in 2008 and then again in 2010. Recognizing the value of the survey, this item memorializes Council's interest in participating in it every two years. Upon receipt of the results, they will be publicly distributed.

Online Bill Payment Options via Website

Explore and implement, if feasible.
Proposed Timeframe: 2012
Responsibility: City
Estimated Cost: Unknown
Funding Source: Local
Other than citation payments to Municipal Court, the City's website does not currently have functionality to process electronic payments. Software modules exist that online permit processing and payment of business licenses, pavilion rentals, property taxes, etc. but they do not work with the City's current software system. With that in mind, staff will explore options for implementing this and submit for consideration in the budget.

Open Space/Parks Celebration (New Item for 2011

Celebrate the 10th anniversary of Suwanee's open space and parks program.
Proposed Timeframe: 2011
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
In 2001, the City began implementing a program to acquire and preserve greenspaces and develop parks, funded largely by a $17.7 million voter-approved bond. In an effort to celebrate the 10th anniversary of the launch of this program, the City will report back to the citizens on the progress made.

Operations Manual (New Item for 2011)

Develop manual of procedures and policies for Council operations.
Proposed Timeframe: 2011
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The purpose of this project is to compile the existing procedures and policies related to Council operations. These will be distributed to Council and management staff. This manual will be used for orientation of newly elected Council members.

Peachtree Industrial Blvd. (PIB) Medians (New Item for 2011)

Evaluate costs and design for landscaping the medians.
Proposed Timeframe: 2011
Responsibility: City
Estimated Cost: TBD
Funding Source: Local
The City is interested in exploring both the design and costs for landscaping the medians located on Peachtree Industrial Blvd. inside the City limits. As part of this evaluation, options will be considered for landscaping all the medians, as well as for certain sections. These medians are currently maintained by Gwinnett County. If the City landscapes them, the City will then need to assume both the costs and responsibility of all maintenance, including mowing.

Pedestrian Projects

Partner with Gwinnett County and GaDOT to identify and construct sidewalks and multi-use trails along major arterials.
Proposed Timeframe: Ongoing
Responsibility: City, County
Estimated Cost: TBD
Funding Source: Local, County
The purpose of this item is for the City to identify needed sidewalk/multi-use trail projects to be constructed within the right-of-way along major arterials. The City will then coordinate with the County or GaDOT to promote construction. One way of doing this is through implementation of the City's Bicycle Pedestrian Plan, which identifies potential projects and provides recommendations for prioritization.

Public Art

Make Public Art an Important Component of Suwanee.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time, TBD
Funding Source: Local, Donations
The purpose of this item is to memorialize the City's commitment to bringing public art to Suwanee. This item acknowledges the staff time dedicated to this initiative, the financial commitment through the 1% allocation of construction projects, management of the Public Arts Commission, partnership with the Suwanee Arts Partnership and other organizations, etc.

Public Art SculpTour Program

Implement a program.
Proposed Timeframe: Ongoing
Responsibility: City, PAC, SAP
Estimated Cost: Staff Time, TBD
Funding Source: Donations
This project seeks to bring approximately 15-25 loaned sculptures to downtown for a year-round display, with the initial installation occurring in spring 2011. As this program is intended to be funded from donations, its continued implementation will largely depend on the level of fundraising that can be sustained. If successful, this program is anticipated as an ongoing project in the STWP, with new sculptures installed each year and the City purchasing one piece a year for permanent display.

Recycling in City Parks

Evaluate options for recycling receptacles in City parks.
Proposed Timeframe: 2011
Responsibility: City
Estimated Cost: TBD
Funding Source: Local
The purpose of this item is to evaluate the feasibility and appropriateness of installing recycling receptacles in the City's parks – the types of available receptacles, the costs (upfront purchase, pick-up, sorting, and hauling), etc. Staff initially evaluated this in fall 2010 and will evaluate it again during the 2011 events season. Staff will report back to Council.

Sewer Assistance Grant

Evaluate a DDA Grant Program for Sewer Assistance.
Proposed Timeframe: 2011
Responsibility: City, DDA
Estimated Cost: Staff Time, TBD
Funding Source: Local
There are many homes and commercial buildings in downtown that are currently served by aging septic systems. Staff will evaluate a grant program, similar to the DDA's Façade Grant, that could offer financial assistance to property owners to offset some of the costs associated with connecting to sanitary sewer.

Signage/Wayfinding (New Item for 2011)

Evaluate opportunities.
Proposed Timeframe: 2012
Responsibility: City, DDA
Estimated Cost: Staff Time, TBD
Funding Source: Local
The City is interested in evaluating opportunities for various wayfinding and signage installations throughout the City – both new and replacement. Once opportunities and locations have been identified, they will be designed and installed, as appropriate.

Solid Waste Preferred Vendor Program

Evaluate a program.
Proposed Timeframe: 2014
Responsibility: City
Estimated Cost: Staff Time, TBD
Funding Source: Local
The City is interested in exploring a model of solid waste provision that is based on establishing a "preferred vendor(s)" program. Such a program would not require residents to use any single provider, but would offer incentives for utilizing an approved and preferred vendor. Staff will research this program and report back to Council.

Special Events

Continue City's involvement as Special Events Coordinator.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: $75,000/yr, plus staff time
Funding Source: Local
As part of the annual budget and services, the City coordinates approximately 35 events annually. This includes City-sponsored events, co-sponsored events (primarily co-sponsored with various media), and private events. The primary venue for the events is Town Center Park, however, alternate venues include Suwanee Creek Park, Sims Lake Park, and Old Town. Suwanee Day is also coordinated by the City, however the hard costs associated with the event are sponsor-driven and not part of the City's general fund. This item memorializes the City's continued interest in coordinating these events.

Staffing

Recruit and Retain Quality Employees
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: Local
This item is a two-pronged approach to ensuring Suwanee has quality employees. One approach is to ensure retention of quality employees – a high rate of current employees staying in their jobs. High retention has many benefits, such as helping to continue a strong sustainable corporate culture and maintaining the organizational knowledge and history. For the second approach, when turnover does occur or new positions are created, the City will continue to recruit new talent that will bring innovation and energy to the organization.

Stormwater Funding

Continue to analyze funding options, including stormwater utility.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The purpose of this ongoing item is for staff and Council to continue exploring options that can help fund future stormwater activities. Such options might include sharing costs of equipment or services (street sweeping, consulting services, etc.) with other municipalities, contracting with the County for services (such as monitoring), and consideration of a stormwater utility, if warranted. Staff will continue to research and analyze these options and report to Council as necessary.

Suwanee Citizen's College

Create and offer program.
Proposed Timeframe: 2012 and Ongoing
Responsibility: City
Estimated Cost: Staff Time, TBD
Funding Source: Local
The City is interested in developing a program that would not only introduce citizens to the multiple facets of City operations, but also help to foster leadership throughout the community. Several Georgia cities offer a comparable "101" type class. Upon completion of the Strategic Plan, staff will research and develop a proposed program and report back to Council.

Suwanee Gateway Land Acquisition

Explore feasibility of acquiring land in Suwanee Gateway.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time, Acquisition costs
Funding Source: Local
The City desires to take an active role in implementing the I-85 Business District Competitive Assessment and Development Strategy Report. The report strongly encourages redevelopment of much of the area, also known as the Suwanee Gateway. The City will continue exploring the feasibility of acquiring land in this area.

Suwanee Gateway Tax Allocation District

Implement bonding mechanism for TAD.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
In order to implement a bonding mechanism for the Suwanee Gateway TAD, the City must receive concurrence from Gwinnett County and the School Board. The City will continue to seek this concurrence, as well as monitor and pro-actively seek development and re-development opportunities in the area.

Town Center

Continue promotion and development of a mixed-use Town Center.
Proposed Timeframe: Ongoing
Responsibility: City, DDA, Private sector
Estimated Cost: Varies
Funding Source: Varies
The City's New Town Center Master Plan (2003) and Downtown Suwanee Master Plan (2009) promote a mixed-use Town Center anchored by a park. While much progress has been made on this goal, this item acknowledges the continued work of the City and others on this long-term project.

Traffic Reduction Education

Educate citizens on ways they can work to reduce traffic/improve congestion
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The purpose of this item is to memorialize the continuing efforts of the police and public information staff to educate our citizens about traffic issues in the city. Traffic information may be distributed through the media, Crossroads newsletter, website, training programs (PRIDE), and PACT meetings. These communications help citizens know where the danger zones are located, alternate routes to avoid traffic issues, and times of day when traffic issues may be more hazardous.

Water System Strategy

Develop long-term strategy for water system.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: Local, Water Fund
The item identifies the need to review and determine a long-range plan for the Suwanee Water System, such as to continue to provide the service as a designated City service, consider selling the service to Gwinnett County, expand the water system, and/or expand the water service district.

Citizens Police Academy

Participate in leadership component of Citizens Police Academy.
Proposed Timeframe: Ongoing
Responsibility: Staff and Council
Estimated Cost: Staff Time
Funding Source: Local
The Citizens Police Academy educates and builds relationships with the citizens and business associates of our community. The Citizens Police Academy is held two times per year with an average participation of 15- 20 students per class. This STWP item not only refers to the City's commitment to hold the academy twice per year, but also the City Council's participation in each of the two sessions.

Commission on Accreditation for Law Enforcement Agencies (CALEA)

Maintain accreditation.
Proposed Timeframe: 2013
Responsibility: City
Estimated Cost: Staff Time, TBD
Funding Source: Local
The Commission on Accreditation for Law Enforcement Agencies (CALEA) program is recognized internationally as a benchmark for law enforcement agencies to voluntarily demonstrate their commitment to excellence in law enforcement by seeking accreditation.The City initially received this accreditation in 2010 and must be evaluated for continued accreditation every three years. This item not only acknowledges the efforts that must be undertaken to maintain accreditation, but also the Council's desire to have a Police Department accredited by CALEA.

Community Policing

Continue to implement and expand community-oriented policing program.
Proposed Timeframe: Ongoing
Responsibility: City, Neighborhood groups
Estimated Cost: Staff Time
Funding Source: Local
Community policing refers to the culture both within the department and in building relationships with our citizens and businesses. The philosophy embodies a mindset that the police cannot fight crime alone - citizens and businesses need to actively work with the police. Suwanee's community policing tools include: Police and Citizens Together (PACT), Caring Officers Providing Support (COPS), Citizens Police Academy, and Parents Reducing Incidents of Driver Error (PRIDE).

Driver Speeding

Undertake education efforts to reduce driver speeding.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The police answer frequent complaints about driver speeding throughout the City. The department educates the citizens through the media, web page, and PACT meetings. Through education and directed patrols incidents of driver speeding are reduced.

E-911 Operations (New Item for 2011)

Identify the value of in-house operations.
Proposed Timeframe: 2011
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
Gwinnett County's 911 Center currently receives all 911 calls that originate in Suwanee. Upon determining that the calls are the jurisdiction of Suwanee's Police Department, the County forwards them to City dispatchers who complete the call and dispatch Suwanee officers. The purpose of this item is for staff to identify the value, cost-benefit, and ongoing operational needs of establishing in-house 911 operations, so that such calls would be received directly by Suwanee Police. Staff will evaluate and report back to Council.

Park Ambassador Program

Launch a program.
Proposed Timeframe: 2011 & Ongoing
Responsibility: City, Volunteers
Estimated Cost: Staff Time, TBD
Funding Source: Local
The overall purpose of this program is to use community volunteers in the parks and on the trails, whose visibility and presence alone, would help deter crime and vandalism, as well as provide information to the park and trail users. Staff will develop the appropriate policies and forward them to Council for adoption. The target launch date for this program is 2011.

State Certification (New Item for 2011)

Maintain state certification

Proposed Timeframe: 2012-2013 & Ongoing
Responsibility: City,
Estimated Cost: Staff Time, TBD
Funding Source: Local

In addition to being accredited by CALEA, the Suwanee Police Department is also certified by the Georgia Association of Chiefs of Police. The department must be re-certified every three years. This item not only acknowledges the efforts that must be undertaken to maintain certification, but also the Council's desire to have a state-certified Police Department. Staff will begin preparing for this evaluation in 2012, which will take place in January 2013.

Traffic Enforcement

Continue effective and proactive traffic enforcement efforts/program.

Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local

The primary focus of traffic enforcement is reduce incidents of speeding, seatbelt violations, Driving Under the Influence, and accident-causing violations. The goal of proactive traffic enforcement is to reduce the number of accidents and the number of injured per year.

Housing Affordability & Choices

Continue to value housing affordability and housing choices when making zoning decisions.

Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local

When the Planning Department receives development proposals, they should be reviewed for consistency with the goals of the Comprehensive Plan, as related to housing affordability and housing choices. The City values having a wide variety of housing types and costs.

Senior Housing

Explore options for seniors housing regulations.

Proposed Timeframe: 2011
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local

The City seeks to evaluate options for increased opportunities for seniors housing throughout the community. This may entail modification to certain regulations and policies. Staff will develop a recommendation for Council consideration on how to best approach the issue.

Zoning Ordinance Review

Review Zoning Ordinance and amend it to pre-empt problems with rapid growth and uncontrolled development.

Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local

The Planning Division Staff undertakes an annual review of the Zoning Ordinance, rezoning requests, variance requests, etc. to determine if there are any emerging issues in the Zoning Ordinance that may need to be addressed. These are then presented to the Planning Commission and Council for consideration.

Annexation

Continue efforts to annex property in close proximity to the City Limits.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
This item acknowledges the City's philosophy of pursuing logical annexation of land that clarifies the City boundaries, simplifies service delivery, and does not detract from the ability of the City to efficiently provide services to businesses and residents. As appropriate opportunities are identified, the City will proceed with further consideration, as defined by the State annexation law.

Annexation

Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis.
Proposed Timeframe: 2011
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
This item memorializes the City's interest in exploring annexation opportunities in the Suwanee Gateway (I-85 business district) area as identified in the Fiscal Impact Analysis of the I-85 Business District Economic Development Plan. This will involve an evaluation of the fees/taxes and services associated for a business located in the area, compared to County fees/services.

Commercial Centers

Promote the development of planned commercial centers rather than strip development.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
This item memorializes the City's policies to support coordinated master-planned commercial projects in lieu of independent, separate, and detached developments.

Community Aesthetics

Emphasize community aesthetics throughout the City.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The purpose of this item is to ensure that development projects are built to a high aesthetic design and quality, which is enforced through the City's adopted Architectural Standards. The Planning Department will apply these standards to all appropriate development projects, as well as review opportunities to improve the existing regulatory framework.

Design Guidelines

Implement Comprehensive Plan Design Guidelines.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
With new Planned Mixed-Use Development rezoning requests, the Planning Department will recommend conditions that support the Comprehensive Plan design guidelines. With existing PMUD projects, staff will continue to enforce the conditions of zoning to ensure consistency with the goals of the Comprehensive Plan.

Design Guidelines

Explore form-based design guidelines.
Proposed Timeframe: 2011-2012
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The Downtown Suwanee Master Plan identifies form-based codes as a regulatory option. Form-based codes rely less on land use and more on form and scale of the built environment. Upon completion of the current educational process regarding Historic Preservation options for Downtown, staff will evaluate such regulatory approaches and make recommendations as needed.

Land Use

Carefully monitor non-residential land use allocations.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
As part of the annual Comprehensive Plan update, the City will evaluate the amount of industrial, office, and retail uses to identify areas of concern and to ensure an appropriate mix.

Land Use

Promote better cooperation with Gwinnett County and nearby cities regarding rezoning of properties near the City.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The City will continue to monitor and respond to land use actions close to Suwanee. Additionally, the City will review nearby Developments of Regional Impact (DRI) and rezoning requests to ensure that they would not adversely impact the goals of the City's Comprehensive Plan.

Water Regulations

Implement various water-related requirements.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Unknown
Funding Source: Local
The City is required to adopt and update the Soil Erosion and Sedimentation Control Ordinance, the Floodplain Management Ordinance, Stormwater Regulations (including water quality, water volume and channel protection requirements), Stream Buffer Protection Ordinance, Illicit Discharge and Illegal Connection Ordinance, and Litter Control Ordinance. As new and revised requirements are proposed by the Water Planning District, staff will prepare the necessary amendments and forward to Council for consideration.

Commuter Rail

Promote commuter rail station in Suwanee.
Proposed Timeframe: Ongoing
Responsibility: City, GPRA, Others
Estimated Cost: Staff Time
Funding Source: Varies
Suwanee Station is being developed as a transit-oriented development anchored by a future commuter rail line. The City will continue to promote the Atlanta to Gainesville commuter rail line, including Suwanee Station as a stop along the route.

Commuter Rail (New Item for 2011)

Develop concept plan for Suwanee Station.
Proposed Timeframe: 2013-2014
Responsibility: City
Estimated Cost: $20,000-$40,000, Staff Time
Funding Source: Local, TBD
Suwanee Station is being developed as a transit-oriented development anchored by a future commuter rail line. The purpose of this item is for the City to develop a concept plan that illustrates what a future station could look like and function within that overall development. Funding consideration for development of this plan will be submitted for the FY 13 budget.

County Road Projects

Coordinate with Gwinnett County on major road initiatives in the City.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
This item memorializes the City's desire to coordinate with the County on any major road projects within Suwanee. Such coordination might include providing citizen input during planning and construction, assisting in communication, and coordinating City activities that may be impacted. This is an ongoing item and the specific coordination needs will vary depending on the projects.

McGinnis Ferry Rd. Extension

Coordinate with Gwinnett and Georgia DOT during construction.
Proposed Timeframe: 2011
Responsibility: City, GwDOT, GaDOT
Estimated Cost: $25,000,000
Funding Source: GwDOT, GaDOT
Construction of a 4-lane extension of McGinnis Ferry Road, from Satellite Blvd. across I-85 and connecting to Lawrenceville-Suwanee Rd is currently underway. This is a project that is controlled by Gwinnett County and Georgia DOT. Through the duration of the project, the City will communicate and coordinate City activities that may be impacted with the County and State DOT.

McGinnis Ferry Rd. Half Diamond Interchange (New Item for 2011)

Promote construction.
Proposed Timeframe: Ongoing
Responsibility: City, GwDOT, GaDOT
Estimated Cost: TBD
Funding Source: GwDOT, GaDOT
Construction of a 4-lane extension of McGinnis Ferry Road, from Satellite Blvd. across I-85 and connecting to Lawrenceville-Suwanee Rd is currently underway. The City feels there would be benefit in constructing a half-diamond interchange where the road crosses I-85 to provide some level of access to the interstate. The City will remain informed of potential construction and funding opportunities and promote those, as appropriate.

Rail (New Item for 2011)

Remain informed of opportunities for rail service to/through Suwanee.
Proposed Timeframe: Ongoing
Responsibility: City, County
Estimated Cost: TBD
Funding Source: TBD
The City recognizes that there may be opportunities in the future for rail service to and/or through Suwanee. This item memorializes the City's interest in remaining informed of those opportunities.

Road Maintenance

Maintain up-to-date Road Maintenance Plan.
Proposed Timeframe: Ongoing
Responsibility: City, County
Estimated Cost: $3,000,000
Funding Source: Local, SPLOST
This item memorializes the City's commitment to preparing, updating and funding a Road Maintenance Plan to ensure a well-maintained local road system. The Public Works Department recommends local streets be resurfaced roughly every 20 years. While not always possible, based on the City's current number of streets, the City tries to resurface approximately three miles of local streets each year. Funding for implementation of this Plan is incorporated into the CIP each year.

Smithtown Road Bridge

Influence and promote construction of Smithtown Rd. bridge.
Proposed Timeframe: Ongoing
Responsibility: City, GwDOT, GaDOT
Estimated Cost: Unknown
Funding Source: GwDOT, GaDOT
Gwinnett County has a long-range concept to add a bridge over I-85 from Smithtown Road to Old Peachtree Road. This project is not currently funded. The City will continue to support the concept as appropriate.

Transit

Coordinate with Gwinnett County on implementation of the County Transit System serving the City.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
Gwinnett County currently provides local and commuter bus service. This item memorializes the City's support for the system.

Comprehensive Plan

Conduct annual review of comprehensive plan.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
Each year, staff prepares recommended updates to the Comprehensive Plan, based on review of development activity and zoning decisions, the newly adopted STWP, updates to the Future Land Use Map, and updated data as available (for example, new census data). These updates are forwarded to the Planning Commission and Council for consideration.

Comprehensive Plan

Prepare and adopt amendments to the Plan as appropriate and timely.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
As necessary, the Comprehensive Plan should be amended to reflect any revised policies. The Zoning Ordinance and other tools should also be updated to effectively implement the vision of the Comprehensive Plan.

Downtown Suwanee Master Plan

Update master plan.
Proposed Timeframe: 2014
Responsibility: City
Estimated Cost: Staff Time, Consultant fees
Funding Source: Local
The Downtown Suwanee Master Plan was last updated in 2009. In order to remain eligible for future LCI implementation funds, the Plan will need to be updated every five years. The next update will be undertaken in 2014.

Short Term Work Program

Update STWP annually.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The STWP is reviewed and discussed throughout the year to ensure the appropriateness of project scheduling, scope, relevance, feasibility, etc. Revisions are typically memorialized at the annual Council work retreat, held early in each calendar year. The revised STWP is then forwarded to Council for consideration. Upon adoption, the updated STWP is incorporated into regular updates of the Comprehensive Plan and other documents.

Annual Resurfacing Projects

Complete projects based on needs assessment and infrastructure failures.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: $4,400,000
Funding Source: Local, SPLOST
This is a multi-faceted and ongoing item intended to memorialize the City's commitment to having a well-maintained local road system. First, the City will maintain an up-to-date road maintenance plan and, as funding allows, incorporate resurfacing projects into the CIP (Capital Improvement Program). Second, the City will manage and construct projects identified from needs assessments, inspections, and infrastructure failures. Third, the City will coordinate with GaDOT for implementation of the annual LARP (Local Assistance Road Program) resurfacing projects.

Annual Stormwater Projects

Construct projects identified from needs assessment and infrastructure failures.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: $850,000
Funding Source: Local, SPLOST
The City currently identifies needed stormwater projects through regular MS4 and other inspections, needs assessments, and infrastructure failures that occur. City staff will plan, manage, and construct these projects in order to maintain the City stormwater infrastructure system.

Beautification Improvements to the I-85 Area

Streetscape local roads: design and construction.
Proposed Timeframe: 2011-2012
Responsibility: City
Estimated Cost: $400,000
Funding Source: SPLOST
The City has developed a plan for sidewalk and landscape improvements to the four corners of I-85 interchange with Lawrenceville-Suwanee Road. This plan has been reviewed by GDOT and is awaiting permit issuance, which is subject to resolution of the Service Delivery Strategy with Gwinnett County. Upon receipt of permit, the City will proceed with construction.

Buford Highway Reconstruction & Streetscaping

Reconstruct road south of Lawrenceville-Suwanee Road, based on adopted concept plan and design standards.
Proposed Timeframe: 2012-2014
Responsibility: City
Estimated Cost: $5,700,000
Funding Source: SPLOST, LCI grant
This project identifies the implementation phase of the Buford Highway Transportation Study. This will involve environmental studies, concept plan refinement, road design, bidding, and construction. Implementation is dependent on outside funding assistance.

City Hall Lawn Improvement

Improve the lawn area behind new City Hall.
Proposed Timeframe: 2015
Responsibility: City
Estimated Cost: $75,000
Funding Source: TBD
The goal of this project is to enhance the lawn area behind the City Hall parking lot (located between Charleston Market Street and Savannah Square Street. Possible enhancements might include benches, trash receptacles, internal walkways, etc. Such enhancements would make the area more user-friendly and help it tie in more with Town Center Park.

Facility Maintenance

Ensure long-term maintenance of City facilities.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: Local
The purpose of this item is to plan for appropriate preventative and planned maintenance projects for all City-owned facilities, such as buildings, parks, trails, etc. The City plans to develop a Needs Assessment in 2010 and, upon completion, projects will be incorporated into the CIP, as funding allows. Fund 340, the Public Facilities Maintenance Fund, was created in FY 10 to pay for these projects.

Fleet Replacement

Retire and replace City fleet vehicles, based on Fleet Retirement Schedule and CIP
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: General Fund, GMA Lease-Purchase
This item addresses retirement and replacement of all non-Police vehicles. Each year, the Public Works Department prepares a Fleet Vehicle Retirement Schedule that assesses each City vehicle on its safety, mileage, age, number of hours the motor is run, the economics of maintaining the vehicle, etc. Based on this assessment, the needs are incorporated into the CIP, as funding allows. In purchasing replacement vehicles, the City seeks to provide safe, fuel-efficient vehicles and to control maintenance costs.

Jackson Street Paving

Pave street.
Proposed Timeframe: Ongoing
Responsibility: City, Private developer
Estimated Cost: TBD (not City funded)
Funding Source: Private
The purpose of this item is to help advance the paving of Jackson Street between Calaboose Street and Scales Road. The project is intended to be implemented by private developers as part of the overall redevelopment of the area.

Parking Facility(ies)

Monitor options, as appropriate.
Proposed Timeframe: 2011-2015
Responsibility: City
Estimated Cost: $3,500,000
Funding Source: Local, SPLOST
As needed, the City will monitor additional parking needs throughout the City and appropriate locations for those.

Parks Video Surveillance

Complete project.
Proposed Timeframe: 2011
Responsibility: City
Estimated Cost: $130,000
Funding Source: SPLOST
In late 2010, the City began work on installing a video surveillance system in strategic locations of George Pierce Park and Suwanee Creek Park, as well as along the Suwanee Creek Greenway. The system will offer enhanced security in these parks and trails. Completion of this project is expected in early 2011.

Pedestrian Bicycle Plan Implementation

Construct Tier I projects to create pedestrian connections.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: $1,500,000
Funding Source: SPLOST, Other
The City is currently working on an update to the Pedestrian Bicycle Plan (PBP), formerly known as the Alternative Transportation Plan (ATP). The PBP outlines different tiers of projects for implementation. Upon adoption of the updated plan, this memorializes the City's commitment to implementing Tier 1, which has an estimated cost of approximately $1,500,000.

Pierce's Corner Renovation

Work with DDA to evaluate renovation and use opportunities.
Proposed Timeframe: 2011-2012
Responsibility: City, DDA
Estimated Cost: TBD
Funding Source: TBD
The City desires to put this vacant historic building back into use. In order to preserve the building and attract a tenant, the building needs renovations to bring aging mechanical and utility systems up to code, repair existing damage, etc. In early 2011, the DDA received proposals from various outside groups who are interested in renovating the building and using it. The City will work with the DDA to evaluate these proposals and the opportunities for getting the building renovated and putting a user in it.

Police Fleet, New Vehicles

As operating budget allows, add vehicles to existing fleet to accommodate additional officers.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: General Fund, GMA Lease Purchase
The purpose of this item is to memorialize the new additions to the police vehicle fleet that will be needed as the department grows in staff. The department's policies of assigning one officer per vehicle and allowing the officers to drive vehicles home also factor into the number of vehicles needed. Police vehicles are funded from the operating budget and are typically either purchased outright or through a lease-purchase program, depending on current economics.

Police Fleet, Replacement Vehicles

Retirement and replacement of police fleet vehicles, as appropriate.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: General Fund, GMA Lease Purchase
The purpose of this item is to memorialize the replacements to the police vehicle fleet that will be needed as the vehicles age. The department currently strives to retire pursuit vehicles when they reach approximately 125,000 miles, depending on condition. The department prepares an annual fleet retirement schedule that takes into account each officer's average miles driven, distance to his/her place of residence, etc. The department's policies of assigning one officer per vehicle and allowing the officers to drive vehicles home also factors into the number of vehicles needed. Police vehicles are funded from the operating budget and are typically either purchased outright or through a lease-purchase program, depending on current economics.

Police Substation

Build a police substation on the eastern side of the I-85 interchange.
Proposed Timeframe: 2011-2012
Responsibility: City
Estimated Cost: $2,350,000 (land and construction)
Funding Source: SPLOST, Local
The goal of this project is to build a police substation in the Suwanee Gateway business district to serve as a high visibility crime deterrent, promote Suwanee's identity, and offer improved services to our citizens. The substation will also serve as a training center with an indoor pistol and rifle range helping to reduce dependency on other agencies. Acquisition of property for this project will be required and is referenced in the total estimated cost.

Public Works Equipment, New

Acquire additional equipment to supplement current inventory, as appropriate.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: General Fund
As the Public Works Department adds new park areas and activities to its functions, new equipment is often needed. This would include additional equipment to the current inventory, rather than replacement of retiring equipment. The purpose of this item is to acknowledge the need to evaluate these items, and as appropriate, incorporate them into the CIP.

Public Works Equipment, Replacement

Retire and replace existing equipment, as appropriate
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: General Fund
Each year, the Public Works Department evaluates its current equipment for safety, age, frequency of use, maintenance needs, etc. Based on this evaluation, the department submits replacement requests for the annual budget and CIP. The purpose of this item is to acknowledge the need to evaluate these items, and as appropriate, incorporate replacements into the CIP and budget.

Road Improvement Projects

Reconstruct existing roads and/or construct new roads and associated improvements.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: SPLOST
This acknowledges the City's intent to reconstruct existing roads and/or construct new roads, based on needs assessments and/or transportation plans. Improvements could include turn lanes at certain intersections, grade changes or line of sight improvements, intersection realignments, signalization changes, etc. The 2009 reconstruction of Eva Kennedy Road is an example of this type of project. The purpose of these projects is to provide safe streets, reduce congestion and meet the transportation needs of the citizens.

Suwanee Creek Greenway Rehabilitation/Extension

Drainage improvements and overall rehabilitation of Trice Trail.
Proposed Timeframe: 2011-2011
Responsibility: City
Estimated Cost: $1,100,000
Funding Source: Open Space, SPLOST
The goal of this project is to reconstruct the Suwanee Creek Greenway, from the Trice Trail section to the northern terminus. Reconstruction would include drainage improvements, elevation changes, materials improvements, replacement of worn and deteriorated walkway boards, and other activities to provide a safe, serviceable and attractive greenway. As part of this project, the City also hopes to extend the current Greenway to Suwanee Elementary School and provide trail access from the Smithtown Road area.

Town Center Park Shade Structure

Construct architectural shade structure to serve Town Center Park.
Proposed Timeframe: 2011-2012
Responsibility: City
Estimated Cost: $100,000
Funding Source: TBD
In 2010, the City surveyed residents on needed enhancements to existing City parks. One of the most popular suggestions was additional shade for Town Center Park. Other than the amphitheatre, there are minimal shady locations in this park. The goal of this project is to construct a structure that would not only provide shade for park users (likely near the Big Splash fountain), but would also serve as an architectural element for the park.

Town Center Park Well

Complete feasibility study and design; construct project.
Proposed Timeframe: 2011-2012
Responsibility: City
Estimated Cost: $250,000
Funding Source: SPLOST
Town Center Park is currently irrigated using water purchased from Gwinnett County Department of Water Resources. Drilling a well for the park could offer a dependable and economical alternative. The intent of this project is to evaluate options, which could include use of Suwanee Creek, drilling a well in the vicinity of Town Center Park or nearby, or using the well drilled behind Playtown Suwanee. If the options are feasible, then construction will be pursued.

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MEMORANDUM

To: Mayor & Council
Cc: Marty Allen, City Manager

From: Jessica Roth, Assistant to City Manager

Date: February 3, 2011

Re: 2010 Report of Accomplishments

The City's 2010 Report of Accomplishments is attached. The Report of Accomplishments is a review of the progress made during the past calendar year on the City's STWP (Short Term Work Program).

In addition to the projects included on the STWP, there are dozens of additional items that the City advanced during 2010. These projects are both large and small, ranging from the construction of an outdoor classroom at White Street Park, acquisition of future park property on Smithtown Road, continued flood repairs from 2009, launch of 1st annual employee awards program, change in program management services, Syscon court software implementation, the 2010 National Citizen Survey, etc.

The 2010-2014 STWP includes a total of 115 projects, comparable to the previous year's STWP with 118 projects. The City either completed or made progress as planned on 86% of its projects (99 projects) during 2010, compared to 91% in 2009. The status of each project is color-coded as follows:

Completed Projects: These 14 projects were completed during 2010 and can most likely be removed from the STWP. The more notable projects are listed below:

- Completed an evaluation of current business taxes and fees
- Held a City Council mid-year planning retreat
- Adopted a revised Fund Balance policy
- Rebid IT services and awarded to a new contractor
- Evaluated the feasibility of bottling Suwanee water
- Implemented a toilet rebate program for Suwanee water system customers
- Evaluated and implemented new rates for the water system
- Police Department received initial CALEA accreditation
- Adopted the Buford Highway Concept Plan
- Constructed restrooms at Martin Farm Park
- Installed a new recording system at the Police station
- Completed the renovation projects for the Police station and Crossroads Center
- Constructed Harvest Farm and White Street Park

Progressing as Planned: These projects progressed during 2010 and are scheduled for completion as planned. These are one-time projects that will likely be removed from the STWP when they are complete. 21 projects are progressing as planned.

Progressing (Ongoing Projects): These projects progressed during 2010, however they are ongoing and extend throughout the STWP. They do not have a defined completion date or goal. The majority of the STWP projects - 64 projects - fall into this category.

Progressing, but Delayed: These projects are still planned for completion, however progress was not made as planned on the STWP or they are temporarily on hold. 9 projects fall into this category and faced some delay during 2010.

On Hold: These projects are on-hold long-term and are not currently advancing. 7 projects are considered on-hold and fall into this category. The majority of these are capital projects that were delayed when the new CIP was adopted and they were no longer proposed to be funded. It is recommended that Council revisit these projects to determine if they are still appropriate for the STWP at this time.

Project	Calendar Year (Jan-Dec)					Success Measure	Accomplishment/ Status
	2010	2011	2012	2013	2014		
ECONOMIC DEVELOPMENT							
Downtown Promotions - Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and Main St. Park	X	X	X	X	X	Citizen surveys indicate attendance at and support for events; promotions in newsletters, on website, etc.	Continued support & enhancement of Downtown website; 2nd annual Festa della Pasta; held 7 Toast @ Town Center events, 34 events in Downtown; numerous ads for Town Center.
Downtown Suwanee Master Plan - Implement projects in plan	X	X	X	X	X	Incorporate projects in CIP; complete projects, as appropriate	Several projects incorporated into CIP; will complete as funding allows. Currently seeking grant funding for some projects.
Economic Development - Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in the City	X	X	X	X	X	Council/staff attendance at minimum of 12 meetings/year	Staff involved in 3 Partnership Gwinnett (PG) committees; attended 12 meetings; sponsored PG Redevelopment Forum
Economic Indicators - Track economic indicators for Suwanee area, i.e. foreclosures, unemployment, homes for sale, occupation taxes, home occupations, etc.	X	X	X	X	X	Present quarterly reports at workshops	Tracking and reporting implemented in 2009; four reports presented in Council workshops in 2010
Historic District - Explore creation of a local historic district in Old Town	X					Determine need	Initial work begun; public outreach in early 2011
Hotel Rooms - Reduce the number of external entry hotel rooms in the City	X	X	X	X	X	Reduce rooms	Ongoing
I-85 Business District Economic Development Plan - Implement strategies identified by plan	X	X	X	X	X	Identification and completion of projects	McGinnis Ferry extension underway. Continued branding effors with Gateway businesses.
Local Business Involvement - Continue to participate with local business development and other business and civic associations	X	X	X	X	X	Participate in a minimum of 15 organizations	Working with new Downtown Merchants Assoc. Conducted minimum of 10 visits/month to Gateway businesses through July; monthly visits resumed January 2011. Continued support of Gateway PACT and adhoc business assoc. Gateway PACT - average of 16 participants/meeting.
Main Street Program - Promote program in community	X	X	X	X	X	Awareness of program in community	Ongoing. Continued support and enhancement of Downtown website. Launched Downtown gift certificate program.
Partnership Gwinnett - Financially support Partnership Gwinnett	X	X	X	X	X	Allocate money annually in budget and contribute to Partnership Gwinnett	Ongoing; increased 2010 allocation to $20,000
Suwanee Gateway URA - Investigate options for a URA in this district.	X					Report to Council on advantages, issues, etc.	Investigation will continue in 2011

Project	Calendar Year (Jan-Dec)					Success Measure	Accomplishment/ Status
	2010	2011	2012	2013	2014		
MUNICIPAL OPERATIONS							
Awards - Seek Awards from Local and National Organizations	X	X	X	X	X	Receive Positive Recognition	9 awards received in 2010 from local to national level.
Board Training - Enhance Training and Knowledge of Boards & Commissions	X	X	X	X	X	Continue orientation sessions for new members; conduct minimum of two training sessions/year (one for legal and one for planning education)	All boards were invited and encouraged to attend the Historic Preservation Education Meeting. We also make boards members aware of applicable ARC training opportunities.
Business Taxes & Fees - Evaluate impact of current taxes and fees	X					Evaluate options that could potentially offer relief to City businesses. Report back to Council.	Evaluation complete; undergoing final review.
Chattahoochee River - Investigate ways to create public access to the Chattahoochee River	X	X	X	X	X	Determine viability; provide access, as appropriate	New bridge widening over McGinnis Ferry will include boat access.
Citizen Engagement - Continue outreach program to enhance citizen engagement; make efforts to engage youth, seniors, minorities, and others	X	X	X	X	X	Increased subscriptions to Crossroads, visits to website, etc.; undertake initiatives to create community leaders; increased involvement from targeted groups	452,676 website visits (18% increase) 4,494 Facebook followers (80% increase); established Harvest Farm Managing Board; 1,648 list-serve participants (7% increase); 114 entries in Snap Suwanee (70% increase)
Citizen Engagement - Measure and track levels of citizen engagement	X	X	X	X	X	Measure and track citizen involvement and engagement in various City initiatives and functions. Report measures annually.	350 opportunities for citizen engagement or participation. Community attended/involved in 1,588,257 hours of activities
City Council Mid-Year Planning Retreat - Hold a mid-year retreat	X					Hold a mid-year planning retreat/ meeting for discussing "big picture" strategic topics; repeat annually, if successful.	Retreat held August 2010
City Properties Inventory - Inventory all City-owned properties	X	X	X	X	X	Create an inventory of all City owned properties; update annually.	2010 inventory complete
City Services - Maintain high levels of City services	X	X	X	X	X	Continue to be recognized as regional leaders; receive favorable responses from National Citizen Survey	Police Dept received CALEA and state certification; Court - program of the year; received ICMA performance management award; NCS conducted late 2010
Community-Wide Strategic Plan - Develop and adopt plan	X	X				Consider for FY11 budget; prepare and adopt plan	Included in FY 11 budget; consultant RFQ released in December
Education - Work with Gwinnett Board of Education to encourage construction of schools within our community	X	X	X	X	X	Construction of new schools or improvements to existing schools within Suwanee	Lanier H.S. opened for 2010-11 school year.

Project	Calendar Year (Jan-Dec)					Success Measure	Accomplishment/ Status
	2010	2011	2012	2013	2014		
Environmental Stewardship & Sustainability - Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.	X	X	X	X	X	Apply for LEED certification for City Hall; purchase recycled/recyclabe materials when possible; purchase hybrid and gas-conserving vehicles for City fleet; apply for ARC Green Communities program	City Hall awarded LEED certification; Court went paperless, saving 60,000 pieces of paper/ year; named Gwinnett Clean & Beautiful Green Government of Year
Ethics Ordinance - Review current ordinance	X					Evaluate existing policies and present to Council for consideration.	2011 project
Facility Maintenance - Develop a long-term maintenance plan for City facilities	X	X	X	X	X	Inventory existing facilities and prepare maintenance/renovation schedule; incorporate into CIP	Inventory and assessment underway, as of late 2010; expected completion date of May 1.
Fund Balance Policy - Revise current policy	X					Prepare revised policy; forward to Council for consideration.	Revised policy adopted 3/23/10
IT Needs - Evaluate long-term needs	X					Identify needs; prepare RFQ and bid out services	Services bid and awarded to new contractor effective 7/1/10
Joint Meetings - Hold meeting with City Council and DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, and Harvest Farm Board	X	X	X	X	X	Invite DDA, PAC, and Harvest Farm Board semi-annually and PC and ZBA annually to Council workshop	Held meetins as scheduled: DDA - June, Dec Harvest Farm - Sept. Planning Comm - July PAC - March, Sept ZBA - August
Learning Opportunities - Implement continual learning opportunities through visits to peer cities	X	X	X	X	X	Conduct minimum of 1 trip/year for Council and management staff; consider including corporate and community partners, as appropriate	Visited downtown Rome for Council retreat; department heads visited Greenville for staff retreat
Litter Removal Program - Remove litter from parks, greenways, road right-of-ways, etc.	X	X	X	X	X	Continue to implement Litter Removal Program	Ongoing - Inmate Detail re-instated Jan. 2011
Local History Project - Capture and document local history	X					Develop a video to document local history.	Project has not been funded
Median Enhancements - Partner with Gwinnett Clean and Beautiful for Median Enhancements	X	X	X	X	X	Coordinate with GC&B; identify business sponsorships	Ongoing, as appropriate
MS4 Permit - Complete permit requirements and renew as necessary.	X	X	X	X	X	Complete necessary requirements to maintain permit; permit to be re-issued in 2014	Developed TMDL Monitoring and Implementation Plans - Approved by GaEPD Jan 2011
Online Bill Payment Options via Website - Explore and implement, if feasible.	X	X				Identify options; fund in operating budget	Not feasible with current financial software

Project	Calendar Year (Jan-Dec)					Success Measure	Accomplishment/ Status
	2010	2011	2012	2013	2014		
Pedestrian Projects - Partner with Gwinnett County and GaDOT to identify and construct sidewalks and multi-use trails along major arterials	X	X	X	X	X	Construct new facilities	ATP update nearing completion. City has recently applied for a TE Grant and a Safe Routes to School Grant. Greenway project underway in George Pierce Park.
Public Art - Make public art an important component of Suwanee	X	X	X	X	X	Dedicate 1% of City construction projects to public art; support Public Arts Commission, Suwanee Arts Partnership, and other organizations; other initiatives TBD	*Shimmering Echoes* installed in City Hall; artwork incorporated into White Street Park; PAC met with developers as needed
Public Art SculpTour - Implement program	X	X	X	X	X	Solicit donations for year-round display; install display; purchase one sculpture/year for permanent collection	Fundraising underway; fundraising needed to launch program was completed (will remain ongoing); target installation date of May 2011
Recycling in City Parks - Evaluate options for recycling receptacles in City parks	X					Evaluate feasibility and appropriateness of installing receptacles; report back to Council.	A review of other programs and a waste stream analysis indicated that such a program may not be warranted. Staff will conduct a waste stream analysis during events season.
Right-of-Way Mowing: Peachtree Industrial Blvd. and McGinnis Ferry Rd. - Mow the right-of-way	X					Mow the right-of-way if the County does not restore this previously provided service.	Gwinnett County reinstated this service.
Sewer Assistance Grant - Evalute a DDA grant program for providing sewer assistance	X					Evalaute feasibility and appropriateness of Council; report to DDA and Council.	Delayed
Solid Waste Preferred Vendor Program - Evaluate a program	X	X				Evaluate feasibility and appropriateness of a program; report back to Council.	Similar program evaluated for natural gas providers - did not implement. Needs further Council discussion
Special Events - Continue City's involvement as Special Events Coordinator	X	X	X	X	X	Sponsor and coordinate events that meet attendee expectations; explore options for diversifying the type of events offered	Held 19 City/Co-sponsored events and 15 private events, in addition to 7 Toast @ Town Center events
Staffing - Recruit and retain quality employees	X	X	X	X	X	Turnover rate shall be at or below the mean for GA local governments; Complete regular Class & Compensation Studies	10 turnovers in 2010 - 11%
Stormwater Funding - Continue to analyze funding options, including stormwater utility	X	X	X	X	X	Ongoing	Ongoing

Project	Calendar Year (Jan-Dec)					Success Measure	Accomplishment/ Status
	2010	2011	2012	2013	2014		
Suwanee Citizen's College - Create and offer program	X	X	X	X	X	Develop a program to introduce citizens to City operations; report back to Council; begin offering program.	Began researching similar programs in other cities; staff recommends waiting to implement until Strategic Plan is completed
Suwanee Gateway Land Acquisition - Explore feasibility of acquiring land in Suwanee Gateway	X	X	X	X	X	Continue to monitor potential land acquisitions; make recommendations to Council	Property currently under contract. Will continue monitoring, as appropriate.
Suwanee Gateway Tax Allocation District - Implement bonding mechanism for TAD	X	X	X	X	X	Identify and implement	Continued collection of City's portion of the tax increment
Suwanee Water - Evaluate feasibility and appropriateness of bottling and selling local water	X					Evalute and report back to Council.	Evaluation completed and reported to Council January 2011.
Toilet Rebate Program - Evaluate program for water system customers	X					Evalute and report back to Council.	Program implemented May 2010.
Town Center - Create a Mixed-Use Town Center anchored by a Park/Town Square	X	X	X	X	X	Construct projects identified in Downtown Suwanee Master Plan; work with private developers for other projects, as appropriate	Madison Phase 2 projected completed
Traffic Reduction Education - Educate citizens on ways they can work to reduce traffic/ improve congestion	X	X	X	X	X	Publicize on website, in newsletter, etc.; improve local traffic conditions	Traffic information and high accident intersections distributed at all PACT meetings. Article in September 2010 Crossroads newsletter. Installed 5 radar signs, fall 2010.
Water System Rate Structure - Evaluate and revise rate structure as necessary	X					Evaluate current rate structure for Suwanee's system, compared to nearby systems; present recommendations to public; present to Council for consideration.	Rate structure evaluated and implemented August 2010, with rate changes also set for 2011 and 2012.
Water System Strategy - Develop long-term strategy for water system	X	X	X	X	X	Complete Water System Master Plan and evaluate recommendations; incorporate appropriate improvements into CIP	Completed First Phase Projects - Received $192,017 GEFA loan for project. Replaced 600' of water lines along Stonecypher Rd and 1300' along Martin Farm Rd. and installed well, well house.

Project	Calendar Year (Jan-Dec)					Success Measure	Accomplishment/ Status
	2010	2011	2012	2013	2014		
PUBLIC SAFETY							
Citizens Police Academy - Participate in leadership component of Citizens Police Academy	X	X	X	X	X	Conduct 2 sessions per year; Council participate in leadership component of each session	17 Classes with 315 participating. 1 Alumni CPA class with 62 participants.
CALEA - Obtain accreditation	X					Implement requirements for accreditation; conduct local inspections and receive accreditation	Department Accredited November 2010. Continuing process to retain accrediation.
Community Policing - Continue to implement and expand community oriented policing programs	X	X	X	X	X	Expand PACT program; increase citizen participation in PACT	100 PACT meetings with 848 participants. 32 PACT neighborhoods.
Driver Speeding - Undertake education efforts to reduce driver speeding	X	X	X	X	X	Reduce complaints/incidents of driver speeding	5 radar signs installed. Conducted 6 P.R.I.D.E. classes with 73 participants. Included article in September 2010 Crossroads newsletter.
Park Ambassador Program - Launch program	X	X				Launch a program to use community volunteers in the parks and on trails to help deter crime & vandalism and provide information to users.	Research and evaluation currently underway; target implementation date of 2011.
Traffic Enforcement - Continue effective and proactive traffic enforcement efforts/program (Selective Enforcement Unit)	X	X	X	X	X	Utilization of directed patrols in problem areas; enhanced DUI enforcement; reduced accidents	DUI task force implemented. Accident rate increased 4% from 2009 to 2010. 67% increase in DUI arrests.
HOUSING							
Housing Affordability & Choices - Continue to value housing affordability and housing choices when making zoning decisions	X	X	X	X	X	Evaluate during zoning decisions	Ongoing. Housing prices have declined due to economy. No residential zonings in 2010.
Senior Housing - Explore options for seniors housing regulations	X					Research options; present recommendation to Planning Commission & Council	Research undertaken. Recommendation has not been prepared yet.
Zoning Ordinance Review - Review Zoning Ordinance and amend it to pre-empt problems with rapid growth and uncontrolled development	X	X	X	X	X	Ongoing; identify and present amendments, as needed	Comprehensive review of uses undertaken and adopted
LAND USE							
Annexation - Continue efforts to annex property in close proximity to the City Limits	X	X	X	X	X	Continued implementation of annexation list, as appropriate and consistent with adopted plans.	Ongoing, as appropriate
Annexation - Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis	X	X				Follwing resolution of SDS, explore viability of annexation and if appropriate, execute process	Project on hold due to SDS

Project	Calendar Year (Jan-Dec)					Success Measure	Accomplishment/ Status
	2010	2011	2012	2013	2014		
Commercial Centers - Promote the development of planned commercial centers rather than strip development	X	X	X	X	X	Address in local plans and regulations; review projects for conformance during zoning and development process	Ongoing. No new commercial centers developed in 2010 but this continues to be emphasized with potential developers, tenants, etc.
Community Aesthetics - Emphasize community aesthetics throughout the City	X	X	X	X	X	Address in local plans and regulations; review projects for conformance during zoning and development process	Ongoing. DDA issued additional Façade grant - Creative Clayhouse.
Design Guidelines - Implement Comprehensive Plan Design Guidelines	X	X	X	X	X	Review projects for conformance during zoning and development process	Ongoing
Design Guidelines - Explore form-based design guidelines	X					Research guidelines; present recommendation to Planning Commission and Council	Tied closely to the Historic Preservation effort and will continue to be evaluated in 2011; UGA has offered to help develop a form based code, if needed.
Land Use - Carefully monitor non-residential land use allocations	X	X	X	X	X	Monitor as needed with rezoning and SUP applications	Ongoing. Vacancy rates monitored in quarterly economic indicators reports and developers notified as such.
Land Use - Promote better cooperation with Gwinnett County and nearby cities regarding rezoning of properties near the City	X	X	X	X	X	Ensure compliance with H.B. 489	Ongoing - staff reviews rezoning requests within Suwanee's sphere of influence for consistency with the City's land uses and adopted policies.
Water Regulations - Implement various water-related requirements (NPDES, Soil & Erosion Control, N. Ga. Water Planning District)	X	X	X	X	X	Maintain updated regulations	Adopted Revised Soil Erosion Regulations August 2010
TRANSPORTATION							
Buford Highway Concept Plan - Develop a concept plan for traffic calming on Buford Highway	X					Adopt plan; work with GaDOT to implement	Concept plan completed and adopted 4/27/10
Commuter Rail - Host a meeting with cities and community Improvement districts located along the commuter rail corridor	X					Host a meeting	Meetings held. Strategy revisited due to expert recommendations.
Commuter Rail - Promote commuter rail station in Suwanee	X	X	X	X	X	Project is included in State's Work Plan	Ongoing. Property acquired in Suwanee Station for possible station.
County Road Projects - Coordinate with Gwinnett County on major road initiatives in the City	X	X	X	X	X	City has adequate road network	Ongoing. Staff currently coordinating with GwDOT on McGinnis Ferry extension. Ongoing coordination with GwDOT, GaDOT, ARC, etc. on Buford Highway plan.

Project	Calendar Year (Jan-Dec)					Success Measure	Accomplishment/ Status
	2010	2011	2012	2013	2014		
McGinnis Ferry Rd. Extension - Coordinate with Gwinnett and Georgia DOT during construction	X	X	X	X	X	Participate in design process; communicate with GwDOT and GaDOT; road is constructed	Project is underway. City will participate as appropriate.
Road Maintenance - Maintain up-to-date Road Maintenance Plan	X	X	X	X	X	Incorporate projects into CIP; annual program is conducted to maintain local roads	GaDOT to issue City Contract Proposals after SDS Issue is resolved.
Smithtown Road Bridge - Influence and promote construction of Smithtown Rd. bridge	X	X	X	X	X	Construction of road and bridge	Ongoing - no new activity on this project.
Transit - Coordinate with Gwinnett County on implementation of the County Transit System serving the City	X	X	X	X	X	Transit extends to appropriate locations in City	Ongoing - no new activity on this project.
PLAN UPDATING							
Comprehensive Plan - Conduct annual review of comprehensive plan	X	X	X	X	X	Undertake yearly update	Annual review completed and adopted 3/23/10
Comprehensive Plan - Prepare and adopt amendments to the Plan as appropriate and timely	X	X	X	X	X	Undertake yearly update	Updated 5/25/10
Downtown Suwanee Master Plan - Update master plan					X	Adopt plan	2014 project
Short Term Work Program - Update STWP annually	X	X	X	X	X	Undertake yearly update	STWP expanded and updated 3/23/10
CAPITAL PROJECTS							
Alternative Transportation Plan Phase 2- Construct projects to create pedestrian connections	X	X				Identify Phase 2 projects; bid, design, and complete projects	ATP update currently underway; will help guide development of Phase 2 projects
Annual Resurfacing Projects - Complete projects based on needs assessment and infrastructure failures	X	X	X	X	X	Safe and well-maintained infrastructure system	GaDOT to issue City Contract Proposals after SDS Issue is resolved
Annual Stormwater Projects - Construct projects identified from needs assessment and infrastructure failures	X	X	X	X	X	Safe and well-maintained infrastructure system	Various Stormwater Projects completed i.e. Settles Point Rd. stormdrain pipe replacement
Beautification Improvements to the I-85 Area – Streetscape local roads: design and construction	X					Construct project	Design completed; permitting on hold due to SDS
Buford Highway Reconstruction & Streetscaping - Reconstruct road south of Lawrenceville-Suwanee Road, based on adopted concept plan and design standards		X	X	X		Reconstruction promotes expansion of Town Center; pedestrian-friendly	Concept plan adopted 4/27/10. Projects incorporated into CIP for FY 12.

Project	Calendar Year (Jan-Dec)					Success Measure	Accomplishment/ Status
	2010	2011	2012	2013	2014		
City Hall Lawn Improvement - Improve the lawn area behind new City Hall		X				Design and construct project	Project removed from CIP and placed on future projects list.
Facility Maintenance - Ensure long-term maintenance of City facilities	X	X	X	X	X	Incorporate needs into CIP; complete planned maintenance, as appropriate	Assessment is underway. Annual allocation planned in CIP. City park signs were redone to add new parks and connectivity and replace faded signage.
Fleet Replacement - Retire and replace City fleet vehicles, based on Fleet Retirement Schedule and CIP	X	X	X	X	X	Incorporate needs into CIP; provide safe fleet vehicles; reduce maintenance costs; purchase hybrid and fuel-efficient vehicles, when possible	One Public Works truck replaced.
Jackson Street Paving - Pave street	X	X	X	X	X	Work with private developer to complete project	Project is dependent on private development and should be completed prior to occupancy of new houses on Jackson Street.
Martin Farm Park Restrooms - Construct restroom facilities at Martin Farm Park trailhead	X					Design and construct project	Project completed summer 2010.
Parks Video Surveillance - Explore feasibility and appropriateness	X					Explore and report back to Council	Phase I and II contracts awarded Aug. and Nov. 2010 respectively. Implementation underway.
Peachtree Industrial Blvd. Pedestrian Improvements - ATP Project "#8": Construct pedestrian crossings		X	X			Facilitate pedestrian crossings on PIB	Project being evaluated as part of ATP update.
Pierce's Corner Renovation - Renovate building and lease to an apporopriate user	X	X				Renovate building to bring up to code; lease to an appropriate tenant(s)	Bridging design documents completed; RFP released late 2010 for potential tenants.
PlayTown Suwanee Phase II - Pavilion and trails	X					Design and construct project	Pavilion completed summer 2010. Trail project on hold.
Police Fleet New Vehicles - As operating budget allows, add vehicles to existing fleet to accommodate additional officers	X	X	X	X	X	Incorporate anticipated needs into CIP; continue one vehicle per office policy; continue take-home vehicle benefit; purchase hybrid and fuel-efficient vehicles, when possible	Purchased one additional vehicle for the HIDTA Task Force officer, using HIDTA monthly stipend.
Police Fleet Replacement Vehicles - Retirement and replacement of police fleet vehicles, as appropriate.	X	X	X	X	X	Incorporate anticipated needs into CIP, aiming to retire pursuit vehicles at 125,000 miles; continue one vehicle per office policy; continue take-home vehicle benefit; purchase hybrid and fuel-efficient vehicles, when possible	Ongoing; four vehicles currently identified for retirement.

Project	Calendar Year (Jan-Dec)					Success Measure	Accomplishment/ Status
	2010	2011	2012	2013	2014		
Police Recording System - Replace current Freedom Recorder system	X					Purchase system that meets State retention requirements and complies with State and CALEA accreditation	System purchased and installed in spring 2010.
Police Station & Crossroads Center Renovation - Renovate former City Hall and Crossroads Center for police and court functions	X					Program renovations; complete project/move	Project completed spring 2010.
Police Substation - Build a police substation on the eastern side of I-85 interchange	X	X	X			Acquire property; complete needs analysis; design and construct project	Property under contract. Preliminary design underway.
Public Works Equipment (New) - Acquire additional equipment to supplement current inventory, as appropriate	X	X	X	X	X	Incorporate needs into CIP; continue high levels of service; improve efficiency of operations	Ongoing
Public Works Equipment (Replacement) - Retire and replace existing equipment, as appropriate	X	X	X	X	X	Incorporate needs into CIP; provide safe fleet equipment; reduce maintenance costs	Ongoing - One replacement lawn mower acquired
Public Works Vehicles (New) - As operating budget allows, add vehicles to existing fleet to accommodate additional employees	X	X	X	X	X	Incorporate anticipated needs into CIP; purchase hybrid and fuel-efficient vehicles, when possible	Ongoing - Addition of one pick-up to accommodate janitorial services change
Road Improvement Projects - Reconstruct existing roads and/or construct new roads and associated improvements	X	X	X	X	X	Safe and well-maintained infrastructure system; reduced congestion on local road network	GaDOT to issue City Contract Proposals after SDS Issue is resolved
Settles Point Road Stormdrainage Repair - Replace failed stormdrain pipe	X					Replace pipe and repair/replace surrounding infrastructure	Two projects completed; total cost $272,604.
Sims Lake Park Connector Trail - ATP Project #2: Construct connector trail from Moore Rd. to Sims Lake Park	X	X				Design and construct project	Project removed from CIP and placed on future projects list.
Suwanee Creek Greenway Extension from Suwanee Creek Park - ATP Project #22: Extend Greenway from Park across Buford Hwy.				X		Fund, design, and construct project	Project removed from CIP and placed on future projects list.
Suwanee Creek Greenway Rehabilitation/Extension - Drainage improvements and overall rehabilitation of Trice Trail, including trail access improvements from Smithtown Road	X	X				Design and construct project	Design for rehabilitation and partial extension underway late 2010. Full extension project on hold due to funding.
Suwanee Creek Greenway Soft Surface Trails - Construct trails between Martin Farm Rd. and Lawrenceville-Suwanee Rd.	X	X				Design and construct project	Project removed from CIP and placed on future projects list.

Project	Calendar Year (Jan-Dec)					Success Measure	Accomplishment/ Status
	2010	2011	2012	2013	2014		
Suwanee Creek Park Phases 3-5 - Complete Additional Phases at Suwanee Creek Park			X			Design and construct project	Project removed from CIP and placed on future projects list.
Town Center Electronic Reader Sign - Construct an electronic reader sign to serve Town Center/Town Center Park	X					Fund, design and construct project	Project removed from CIP and placed on future projects list.
Town Center Park Shade Structure - Construct architectural shade structure to serve Town Center Park		X				Fund & construct project	Preliminary designs have been received. Target installation date of 2011.
Town Center Park Well - Investigate feasibility of constructing well	X					Complete hydrology study; design and construct project, if feasible	Test well has been dug. Project needs more funding. Council gave authorization to proceed with additional evaluation.
Town Center Parking Structure - Complete parking demand analysis and construct appropriate structure	X	X	X			Complete demand analysis; construct project	Demand analysis completed. Property for future parking purchased. Construction project included in FY 15 CIP.
Water System Infrastructure Improvements - Complete projects identified by Water System Master Plan	X	X	X	X	X	Well-maintained infrastructure system	Received $192,017 GEFA loan for project. Replaced 600' of water lines along Stonecypher Rd and 1300' along Martin Farm Rd. Well installed and pursuing GaEPD Permit.
White Street Park & Harvest Farm Construction - Complete Phase I construction	X					Complete Phase I construction of the park, including trails, parking, utilities, and barn renovation, as well as construction of a 76-plot community garden	Project completed and opened summer 2010. Public Works also constructed an outdoor classroom. Garden turned over to citizen Managing Board. Garden at 100% capacity for 2010 and 2011.

*Estimated costs are for long-range planning purposes only. Costs are subject to change depending on final project design, land acquisition, construction bids, etc. Final cost will be determined for the actual project budget.


PARKER
30024

the citizen survey

fiscal year 2011-2012

The following report provides the opinions of a representative sample of residents about the City's quality of life, service delivery, civic participation, and unique issues of local interest. The survey was conducted in late 2010. The summary scorecard report can be found at the end of this section.



about the survey

what is it?

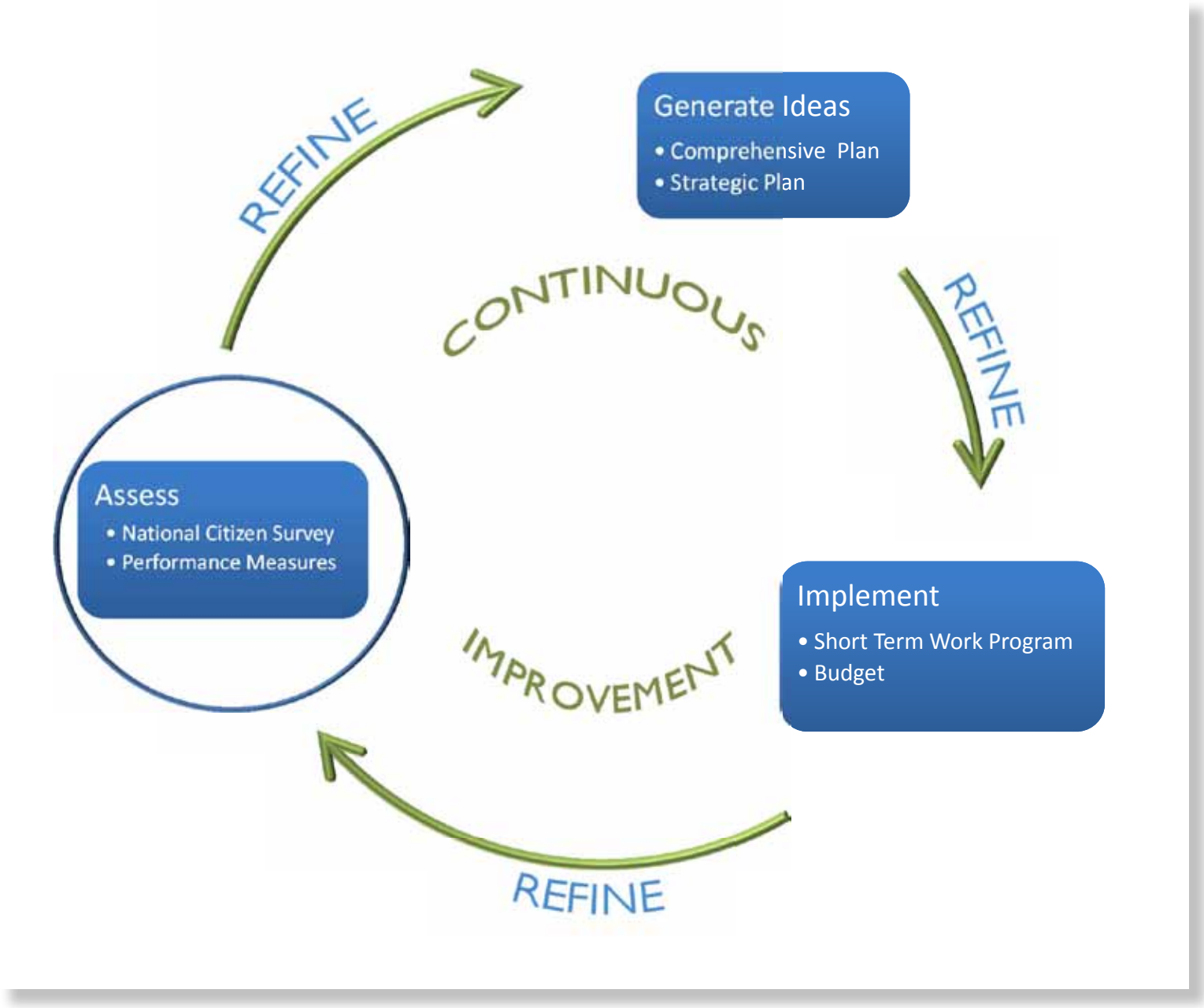
The National Citizen Survey (NCS) is an independent and statistically valid survey tool used by local governments across the United States to assess citizen satisfaction with community amenities and government services. The survey is a collaborative effort between the National Research Center, Inc. and the International City/County Management Association (ICMA).

why do it?

Periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements. Elected officials can use the results to set priorities.

how was it undertaken?

The survey was sent to 1,200 households selected at random without bias by the National Research Center. The population included all residential households in Suwanee's city limits. The survey and its administration are standardized to assure high quality research methods and directly comparable results are obtained across jurisdictions.


REFINE
Generate Ideas
• Comprehensive Plan
• Strategic Plan
CONTINUOUS
REFINE
Assess
• National Citizen Survey
• Performance Measures
Implement
• Short Term Work Program
• Budget
IMPROVEMENT
REFINE



methods and goals

Survey Objectives

- Identify community strengths and weaknesses
- Identify service strengths and weaknesses

Assessment Methods

- Multi-contact mailed survey
- Representative sample of 1,200 households
- 334 surveys returned; 30% response rate
- 5% margin of error
- Data statistically weighted to reflect population

Assessment Goals

Immediate

- Provide useful information for:
  - Planning
  - Resource allocation
  - Performance measurement
  - Program and policy evaluation

Long Term

- Improved Services
  - More civic engagement
  - Better Community quality of life
  - Stronger Public Trust

eight focus areas

community quality
quality of life, quality of neighborhood, place to live

community design
transportation
ease of travel, transit services, street maintenances

housing
housing options, cost, affordability

land use and zoning
new development, growth, code enforcement

economic sustainability
employment, shopping and retail, City as a place to work

public safety
safety in neighborhood and downtown, crime victimization, police, fire and EMS services, emergency preparedness

environmental sustainability
cleanliness, air quality, preservation of natural areas, garbage and recycling services

recreation and wellness
parks and recreation
recreation opportunities, use of parks and facilities, programs and classes

culture, arts and education
cultural and educational opportunities, libraries, schools

health and wellness
availability of food, health services, social services

community inclusiveness
sense of community
racial and cultural acceptance
senior, youth and low-income services

civic engagement
civic activity
volunteerism, civic attentiveness, voting behavior

social engagement
neighborliness, social and religious events

information and awareness
public information, publications, web site

public trust
cooperation in community, value of services, direction of community, citizen involvement, employees



understanding the survey

measure

Responses are analyzed and the number of "Good" and "Excellent" responses are aggregated to develop a "score". Such as, 95% of respondents rated Suwanee's "Overall Quality of Life" as **"Good" or "Excellent"**.

benchmark

The "scores" are then ranked and compared among participating jurisdictions. For example, Suwanee's "score" for "Quality of Life" ranked #10 out of 365 participating jurisdictions and thus placed Suwanee in the 97th percentile. In addition, these scores are compared to other participants and rated as "above," "below" or "similar to" other benchmarks.

trend

The percentile rank can then be tracked internally year after year to see emerging trends. Suwanee now has data for two surveys: 2008 and 2010.

executive summary

Almost all residents surveyed believed the City was a good place to live. **The overall quality of life in the City of Suwanee was rated as "excellent" or "good" by 95% of respondents.**

How do we compare?

Ratings of **31 community characteristics** were compared to the benchmark database. Of the characteristics for which comparisons were available, **29 were above the national benchmark** comparison, one was similar to the national benchmark comparison (traffic flow on major streets), and one was below (ease of bus travel).

Residents gave favorable ratings to almost all local government services. Of the **36 local government services** for which comparisons were available, **34 were above the benchmark comparison**, one was similar to the benchmark comparison (snow removal), and one was below (bus or transit services).

A **79% rated** the **overall direction** being taken by the City of Suwanee as **"good" or "excellent"**.



measure, benchmark and trend

overall community quality

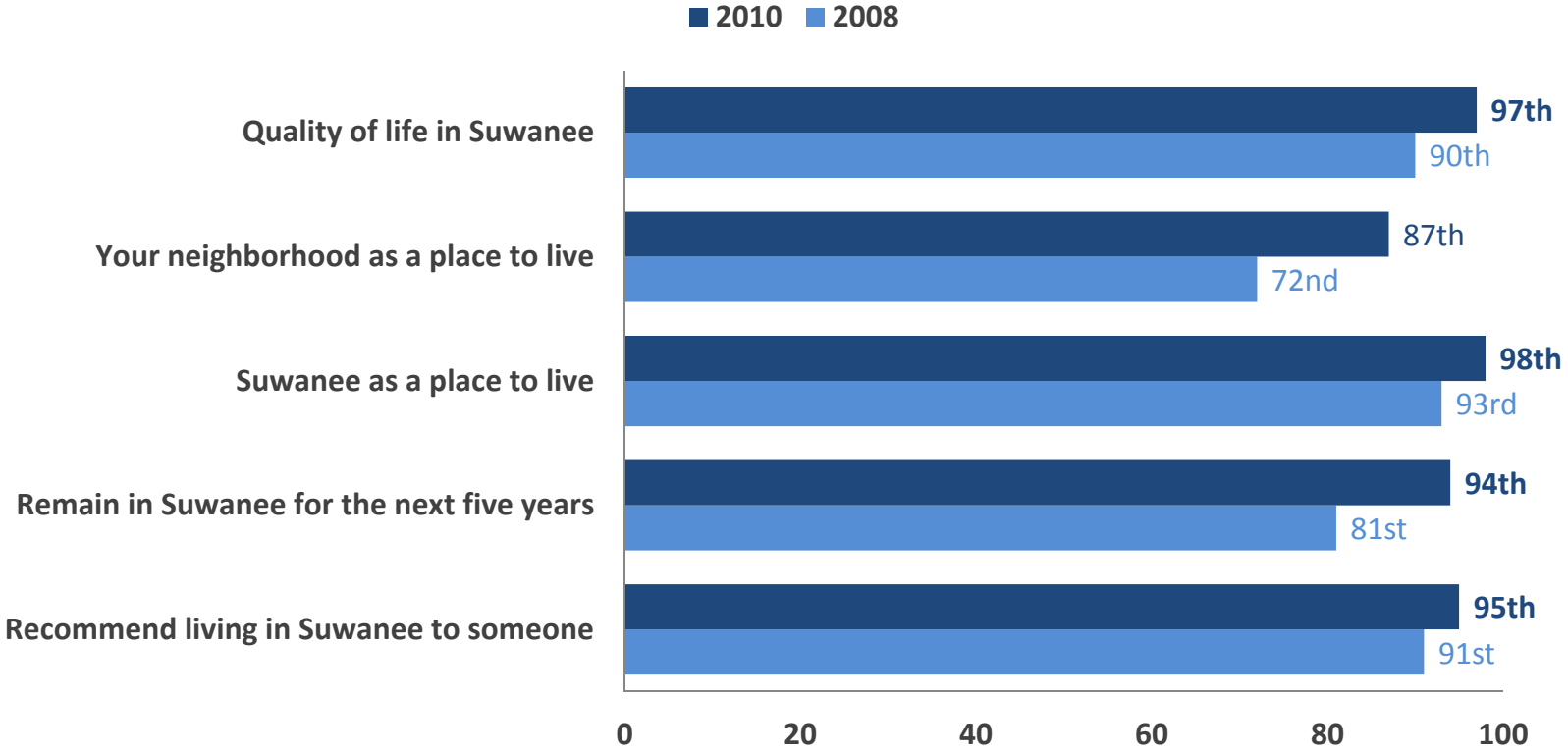
Almost all of the City of Suwanee's residents responding to the survey gave **high ratings** to their neighborhoods and the **community as a place to live**. Most reported they would recommend the community to others and plan to stay for the next five years. Ratings were **much above** benchmark comparisons.

survey response

excellent & good	2010	comparison to benchmark
Quality of life in Suwanee	95%	much above
Your neighborhood as a place to live	92%	much above
Suwanee as a place to live	98%	much above

very likely & somewhat likely	2010	comparison to benchmark
Remain in Suwanee for the next five years	91%	much above
Recommend living in Suwanee to someone	96%	much above

overall community quality
(national percentile rank)



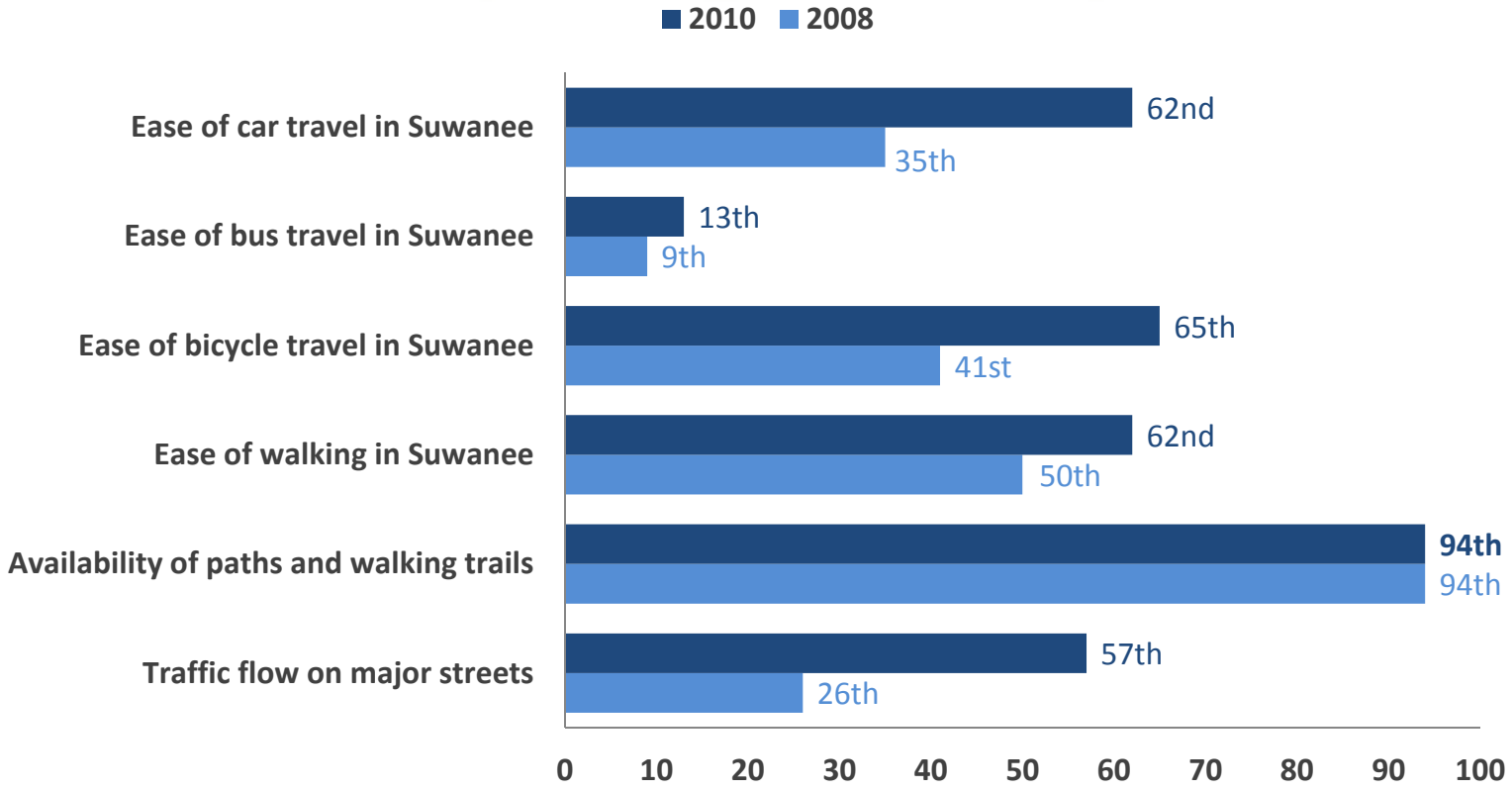
community design…transportation

Respondents to the survey were given a list of six aspects of mobility to rate. The **availability of paths and walking trails** was given the **most positive rating**, followed by ease of car travel in Suwanee. These ratings tended to be **higher than** the national benchmarks.

survey response

excellent & good	2010	comparison to benchmark
Ease of car travel in Suwanee	65%	above
Ease of bus travel in Suwanee	25%	much below
Ease of bicycle travel in Suwanee	57%	above
Ease of walking in Suwanee	63%	above
Availability of paths and walking trails	84%	much above
Traffic flow on major streets	47%	similar

community design…transportation
(national percentile rank)



community design…transportation services

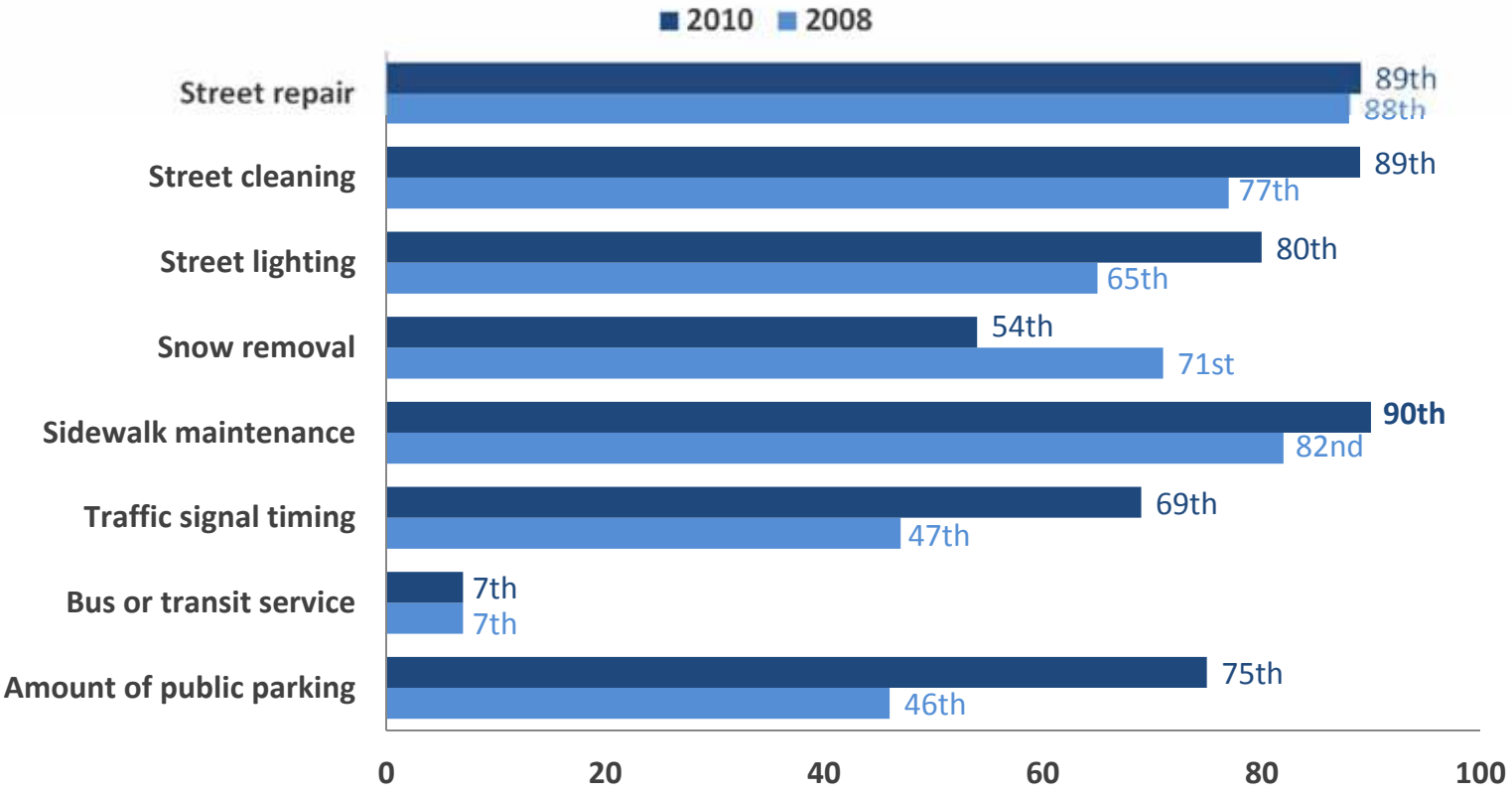
Eight **transportation services** were rated in Suwanee. **6 were above** the benchmark (street repair, street cleaning, street lighting, sidewalk maintenance, traffic signal, and amount of public parking), **1 was similar** to the benchmark (snow removal), and **1 was below** (bus or transit service).

survey response

excellent & good	2010	comparison to benchmark
Street repair	69%	much above
Street cleaning	78%	much above
Street lighting	68%	above
Snow removal	63%	similar
Sidewalk maintenance	68%	much above
Traffic signal	54%	above
Bus or transit service	30%	much below
Amount of public parking	57%	much above

community design…transportation services

(national percentile rank)



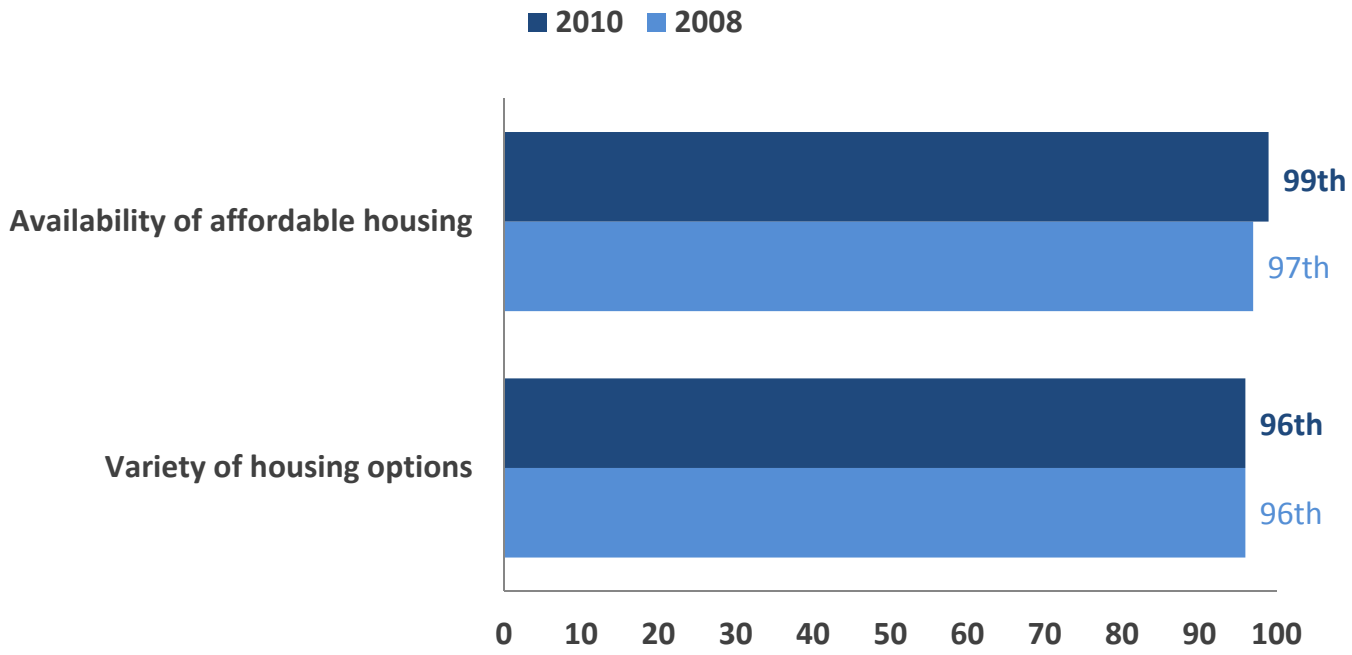
community design…housing

The **availability of affordable housing** was rated as excellent or good by 72% of respondents, while the **variety of housing options** was rated as excellent or good by 78% of respondents. The rating of perceived affordable housing availability was **much above** the national benchmark comparison.

survey response

excellent & good	2010	comparison to benchmark
Availability of affordable housing	72%	much above
Variety of housing options	78%	much above

community design…housing
(national percentile rank)



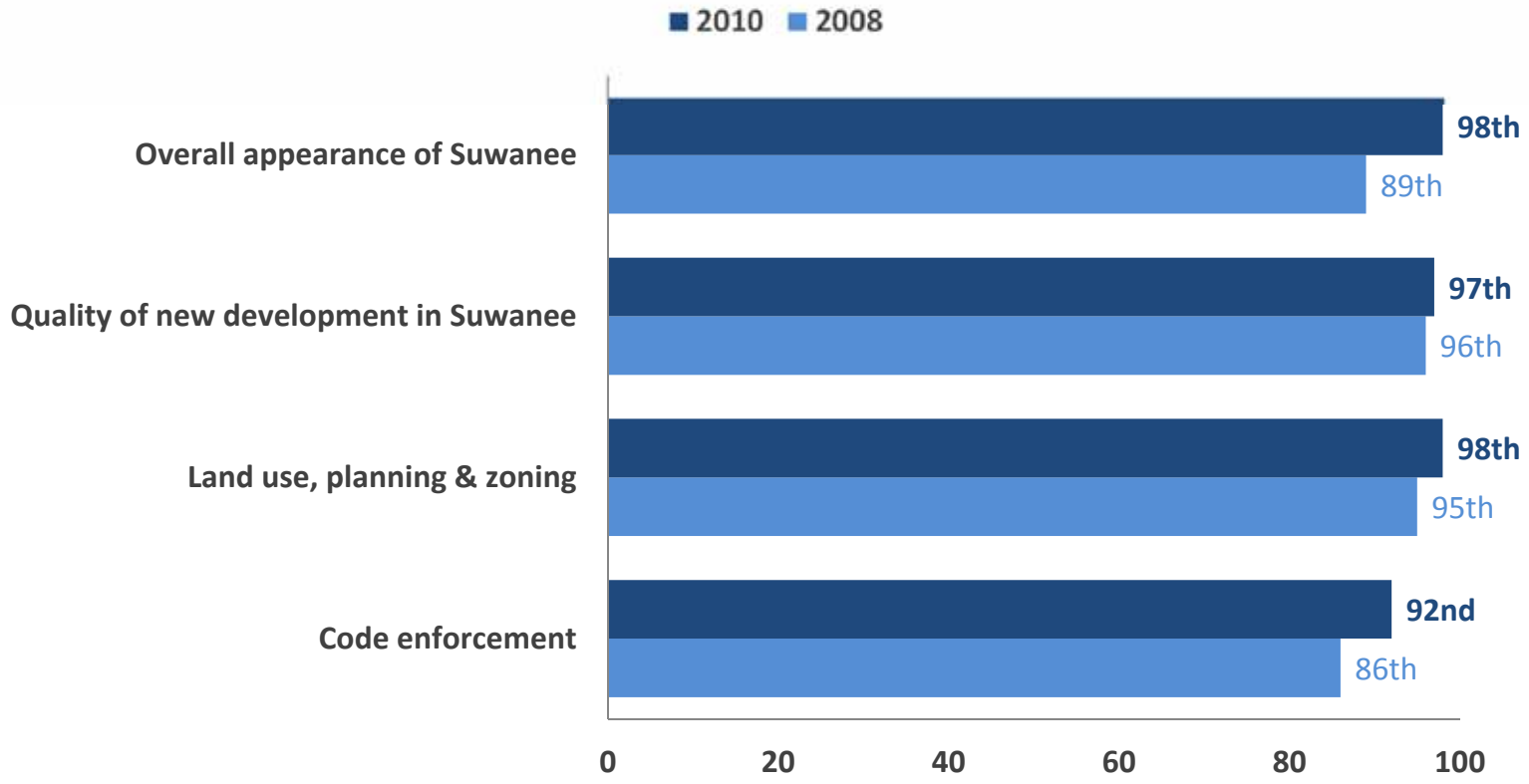
community design…land use and zoning

The **overall appearance of Suwanee** was rated as excellent or good by 92% of respondents and was **much above** the benchmarks. When rating to what extent run-down buildings, weed lots or junk vehicles were a problem, 2% thought they were a major problem.

survey response

excellent & good	2010	comparison to benchmark
Overall appearance of Suwanee	92%	much above
Quality of new development in Suwanee	78%	much above
Land use, planning & zoning	64%	much above
Code enforcement	66%	much above

community design…land use and zoning
(national percentile rank)



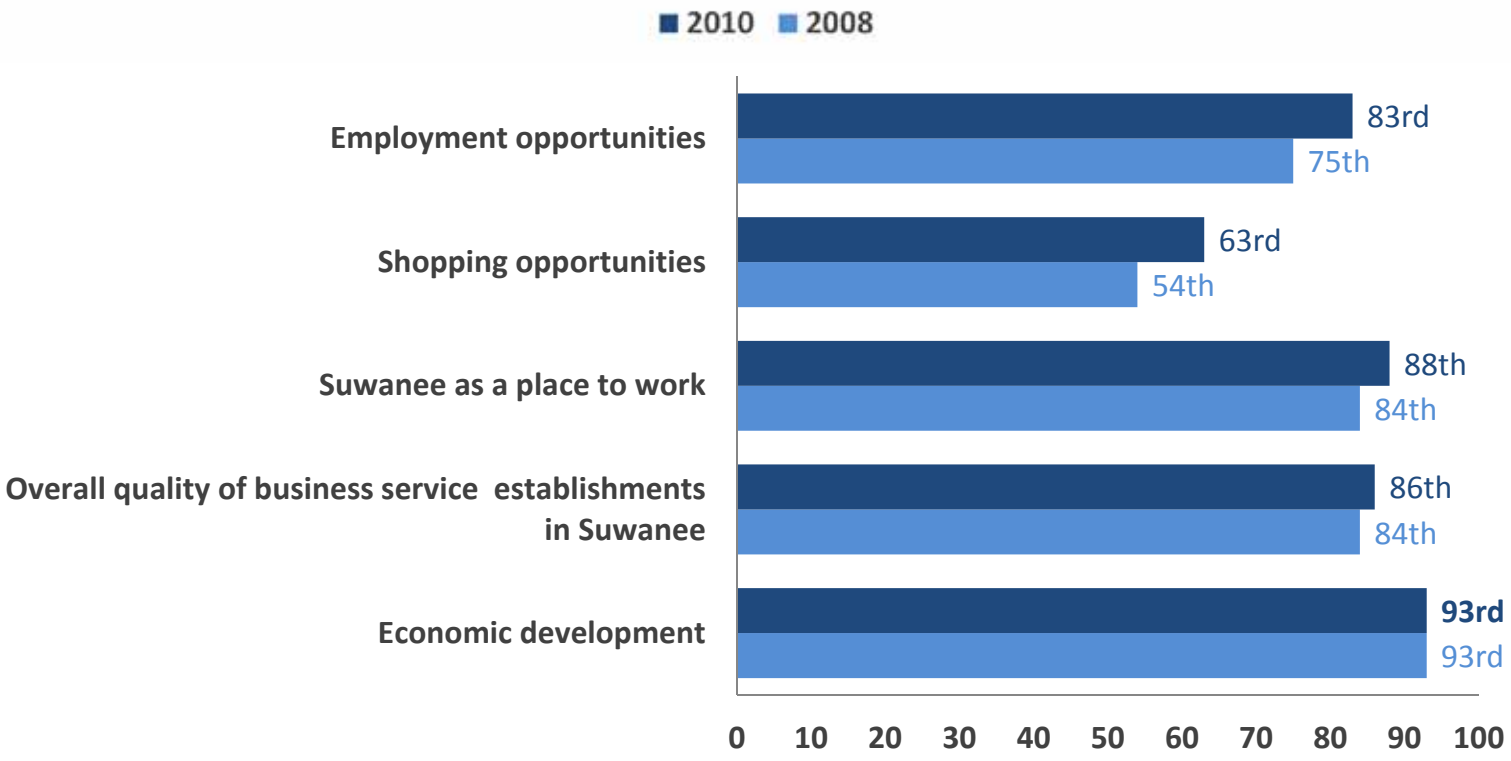
community design…economic sustainability

The most positively rated features were the **overall quality of business and service establishments** and Suwanee as a **place to work**. Receiving the lowest rating was employment opportunities. Most ratings were **stable** from 2008 to 2010; however the rating for Suwanee as a place to work had decreased since 2008.

survey response

excellent & good	2010	comparison to benchmark
Employment opportunities	45%	much above
Shopping opportunities	58%	above
Suwanee as a place to work	71%	much above
Overall quality of business service establishments in Suwanee	77%	much above
Economic development	67%	much above

community design…economic sustainability
(national percentile rank)



public safety…community and personal safety

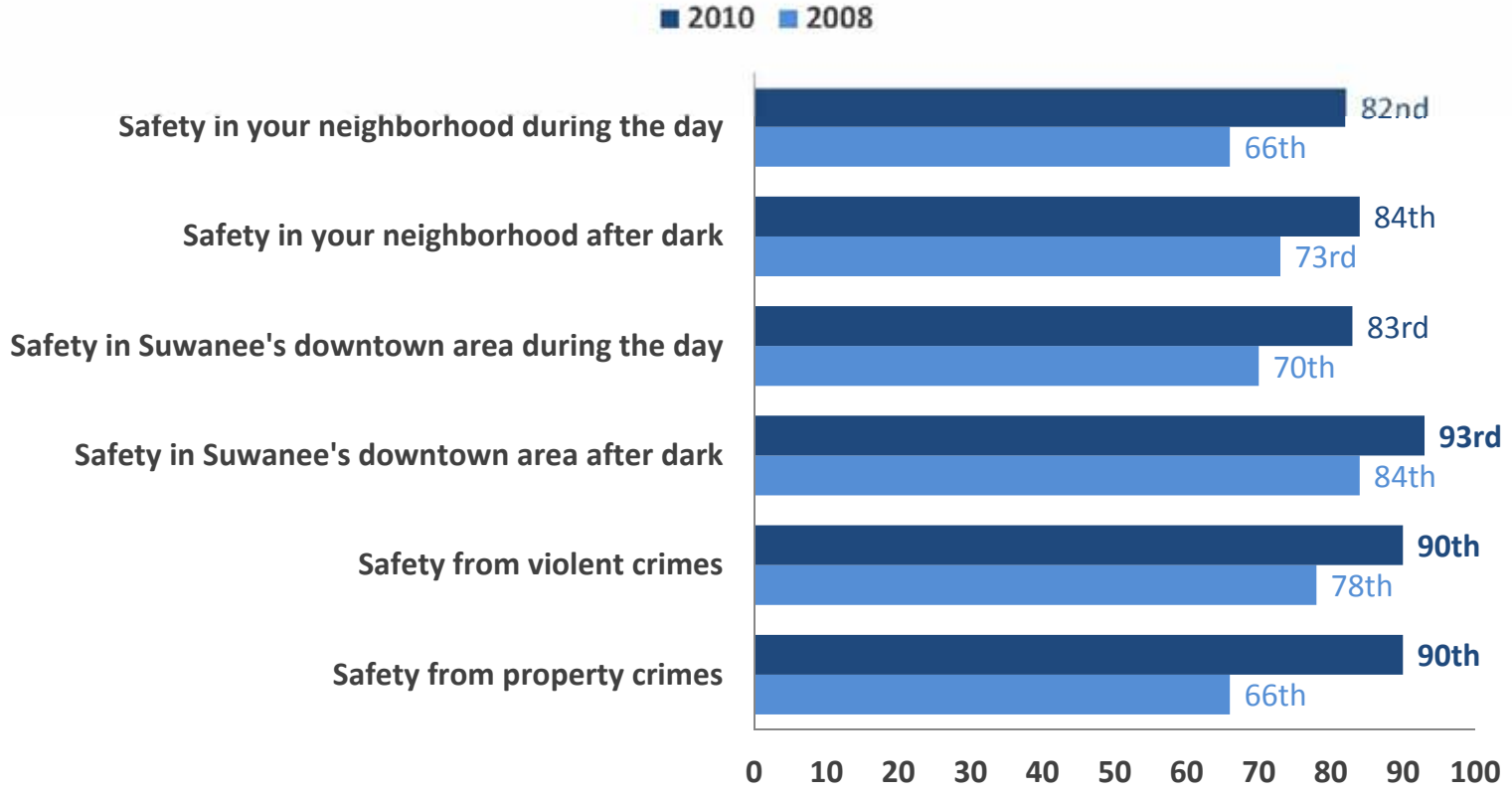
Almost all gave positive ratings of safety in the City of Suwanee. **About 93%** of those completing the questionnaire said they felt **very or somewhat safe from violent crime**. Personal safety rates were **much above** the benchmark comparisons.

survey response

very safe & somewhat safe	2010	comparison to benchmark
Safety in your neighborhood during the day	97%	much above
Safety in your neighborhood after dark	89%	much above
Safety in Suwanee's downtown area during the day	95%	much above
Safety in Suwanee's downtown area after dark	90%	much above
Safety from violent crimes	93%	much above
Safety from property crimes	84%	much above

public safety…community and personal safety

(national percentile rank)



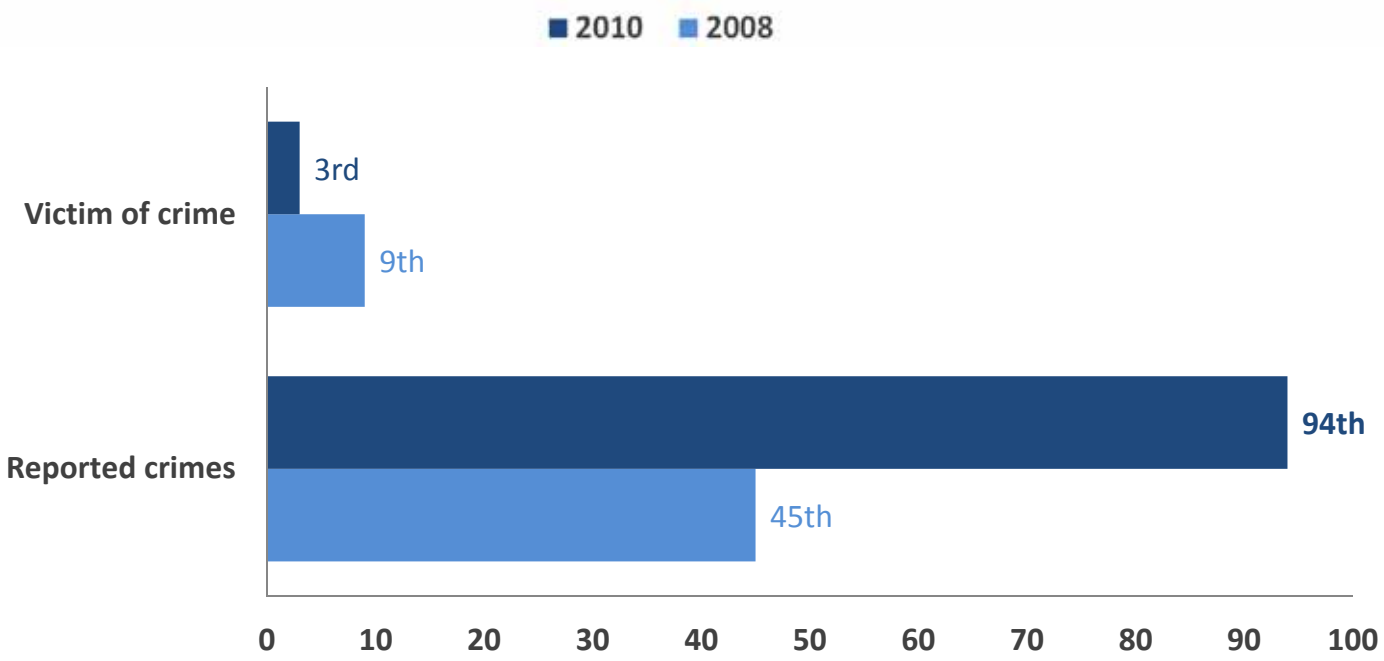
public safety…crime victimization & reporting

6% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 91% had reported it to the police. Compared to other jurisdictions, **fewer Suwanee residents had been victims of crime** in the 12 months preceding the survey and many more Suwanee residents had reported their most recent crime victimization to the police. Crime reporting was **much more** than the benchmark comparisons.

survey response

yes	2010	comparison to benchmark
Victim of crime	6%	much less
Reported crimes	91%	much more

public safety…crime victimization & reporting
(national percentile rank)



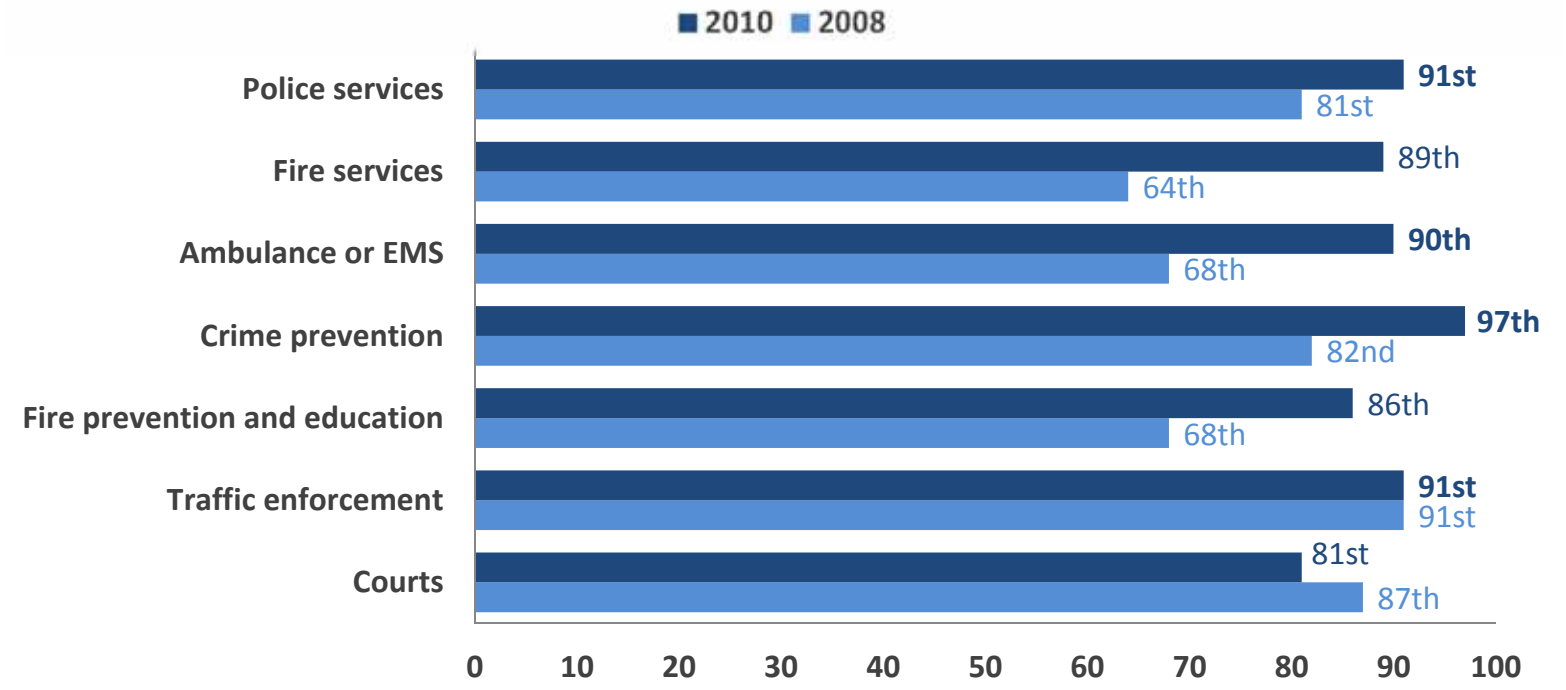
public safety…services

Residents rated seven City **public safety services**. Of these services, **all seven were rated much above** the benchmark comparisons. Fire services and ambulance or emergency medical services received the highest ratings, while municipal courts and traffic enforcement received the lowest ratings. Most were rated similar to the prior 2008 survey.

survey response

excellent & good	2010	comparison to benchmark
Police services	86%	much above
Fire services	95%	much above
Ambulance or EMS	94%	much above
Crime prevention	88%	much above
Fire prevention and education	85%	much above
Traffic enforcement	73%	much above
Courts	69%	much above

public safety…services
(national percentile rank)



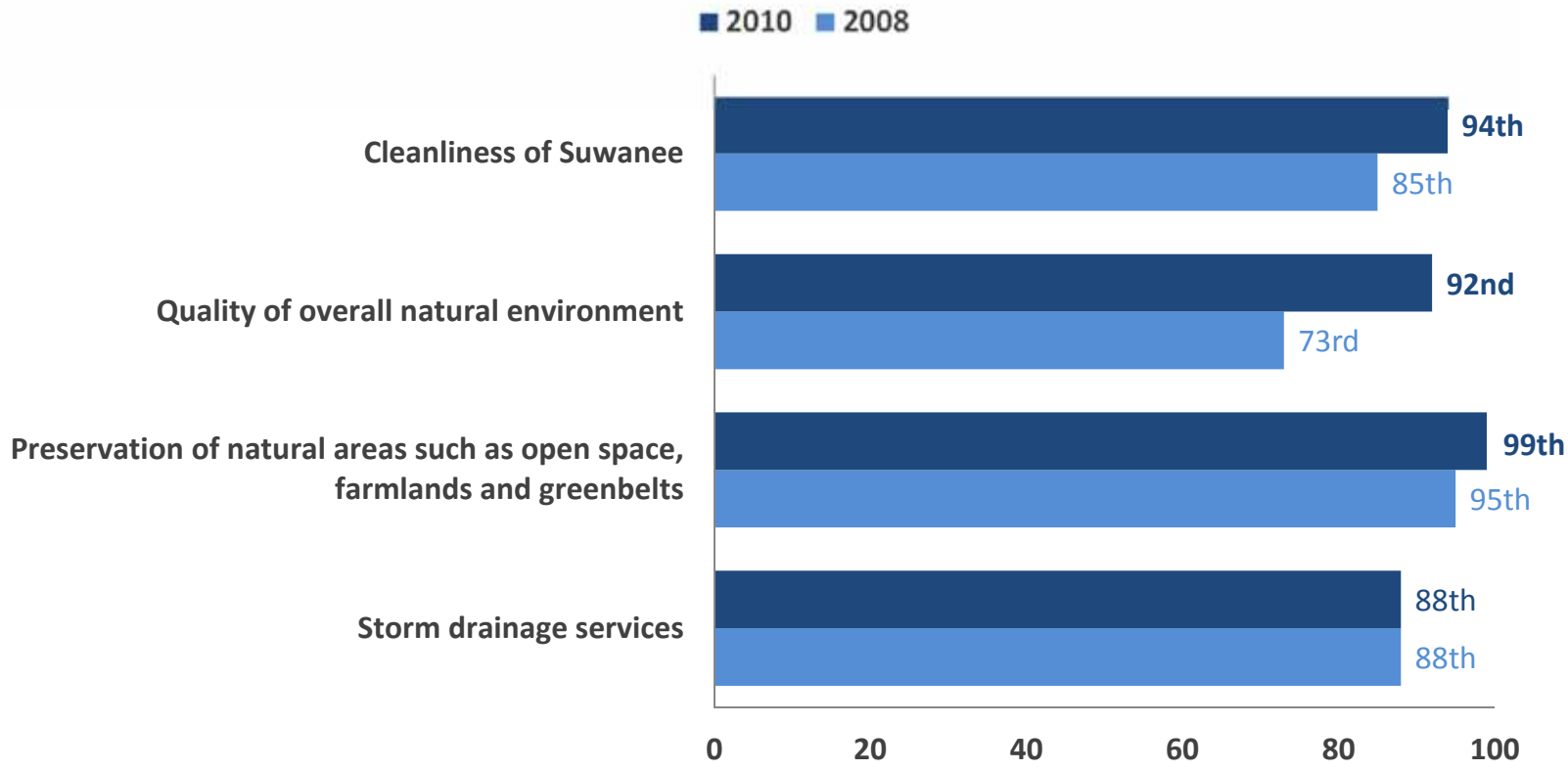
environmental sustainability

Residents were asked to evaluate their local environment and the services provided to ensure its quality. The **overall quality of the natural environment** was rated as excellent or good by 90% of survey respondents. The **cleanliness** of Suwanee received the highest rating, and it was **much above** the benchmark comparisons.

survey response

excellent & good	2010	comparison to benchmark
Cleanliness of Suwanee	94%	much above
Quality of overall natural environment	90%	much above
Preservation of natural areas such as open space, farmlands and greenbelts	86%	much above
Storm drainage services	74%	much above

environmental sustainability
(national percentile rank)



recreation…parks & recreation

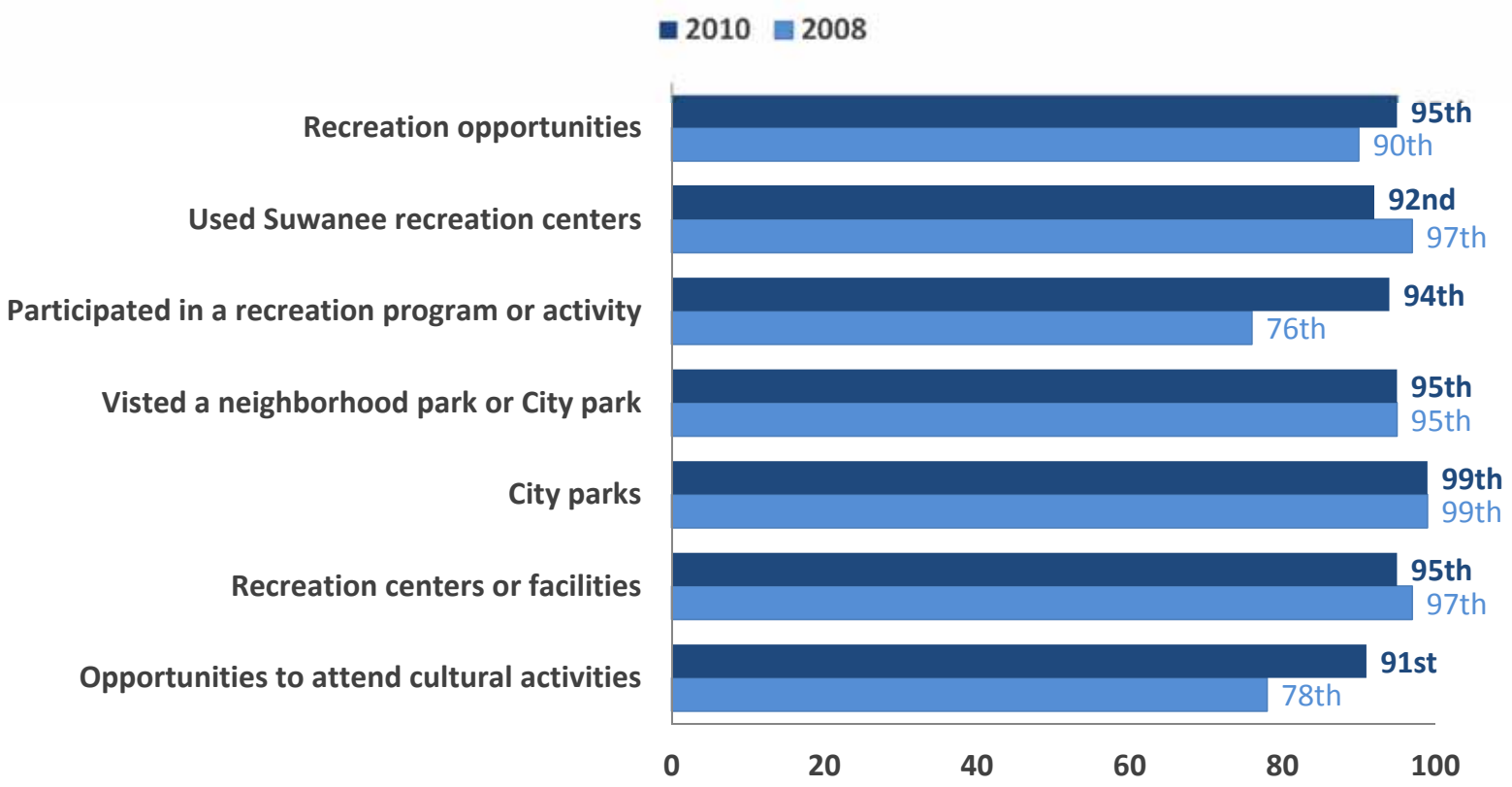
Recreation opportunities in Suwanee were rated positively as were **services related to parks and recreation**. All were rated **much above** the benchmarks. The percent of residents that used Suwanee recreation centers was greater than the percentage of users in comparison jurisdictions. Similarly, recreation program use in Suwanee was higher than use in comparison jurisdictions.

survey response

excellent & good	2010	comparison to benchmark
Recreation opportunities	90%	much above
City parks	95%	much above
Recreation centers or facilities	86%	much above
Opportunities to attend cultural activities	74%	much above

participated or visited	2010	comparison to benchmark
Used Suwanee recreation centers	73%	much more
Participated in a recreation program or activity	64%	much more
Visited a neighborhood park or City park	94%	much more

recreation…parks & recreation
(national percentile rank)



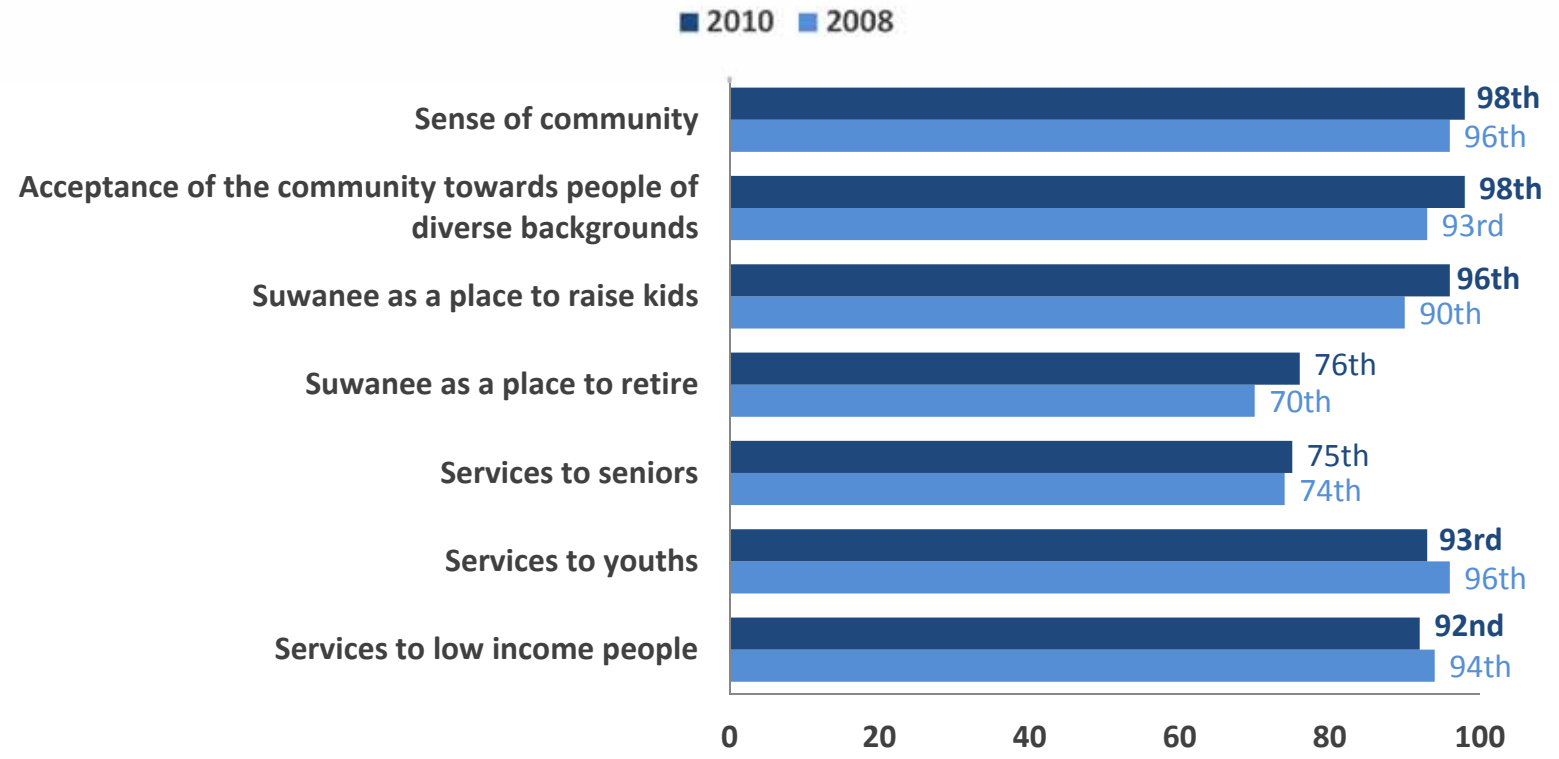
community inclusiveness

Almost all residents rated Suwanee as an **excellent or good place to raise kids** and a majority rated it as an **excellent or good place to retire**. Most residents felt that the local sense of community was excellent or good. Additionally, most respondents felt the City was open and accepting towards people of diverse backgrounds. Rates were **much above** the benchmark comparisons.

survey response

excellent & good	2010	comparison to benchmark
Sense of community	86%	much above
Openness and acceptance of the community towards people of diverse backgrounds	87%	much above
Suwanee as a place to raise kids	96%	much above
Suwanee as a place to retire	72%	much above
Services to seniors	73%	above
Services to youths	78%	much above
Services to low income people	56%	much above

community inclusiveness
(national percentile rank)



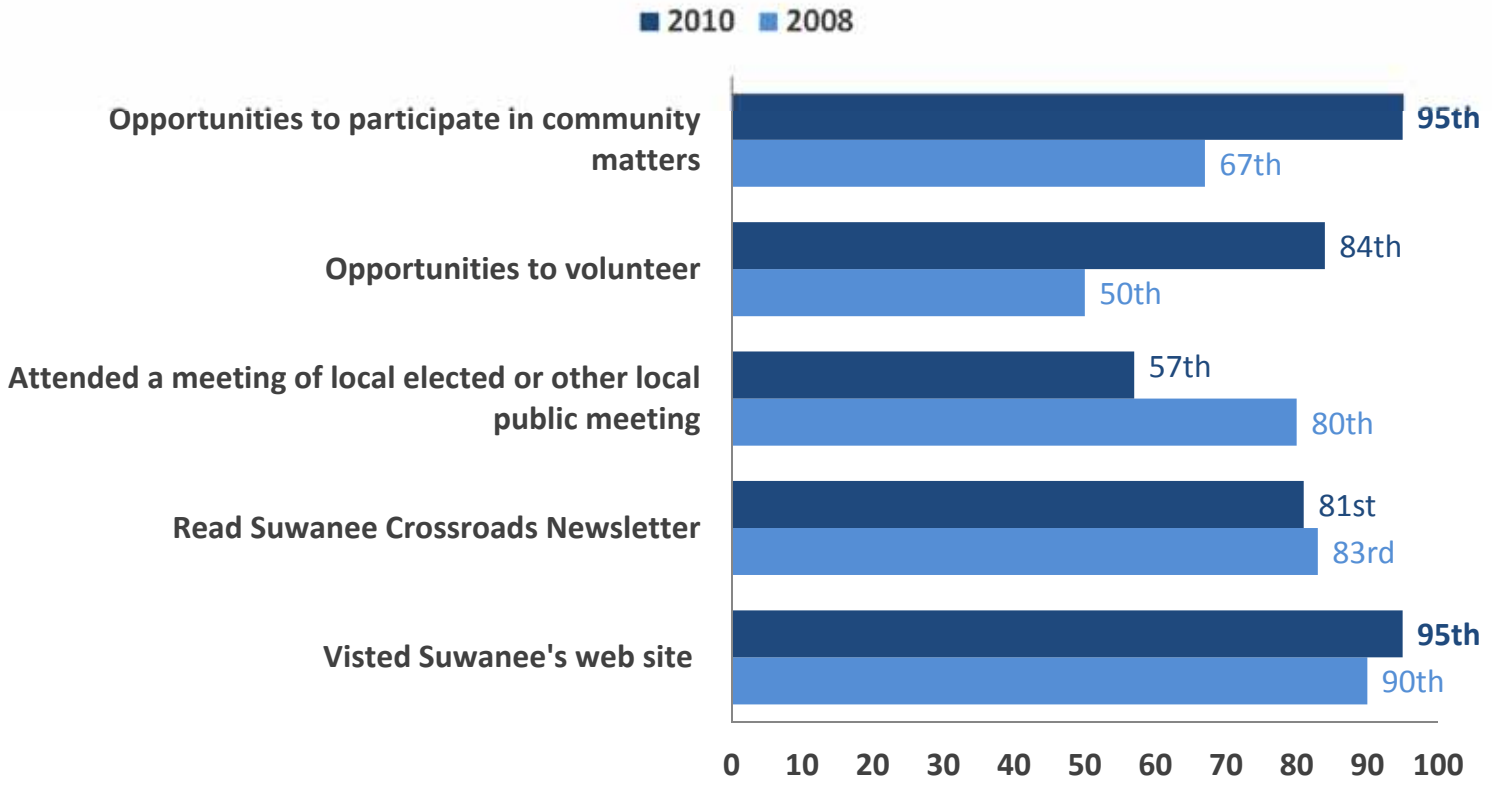
civic engagement

Survey participants rated the **volunteer opportunities** in the City **favorably**. Most of the participants had not attended a public meeting, volunteered time to a group or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend. Opportunities to participate and volunteer were **much above** the benchmark.

survey response

excellent & good	2010	comparison to benchmark
Opportunities to participate in community matters	79%	much above
Opportunities to volunteer	81%	much above
Attend a meeting of local elected or other local public meeting	28%	similar
Read Suwanee Crossroads Newsletter	92%	much more
Visited Suwanee's web site	78%	much more

civic engagement
(national percentile rank)



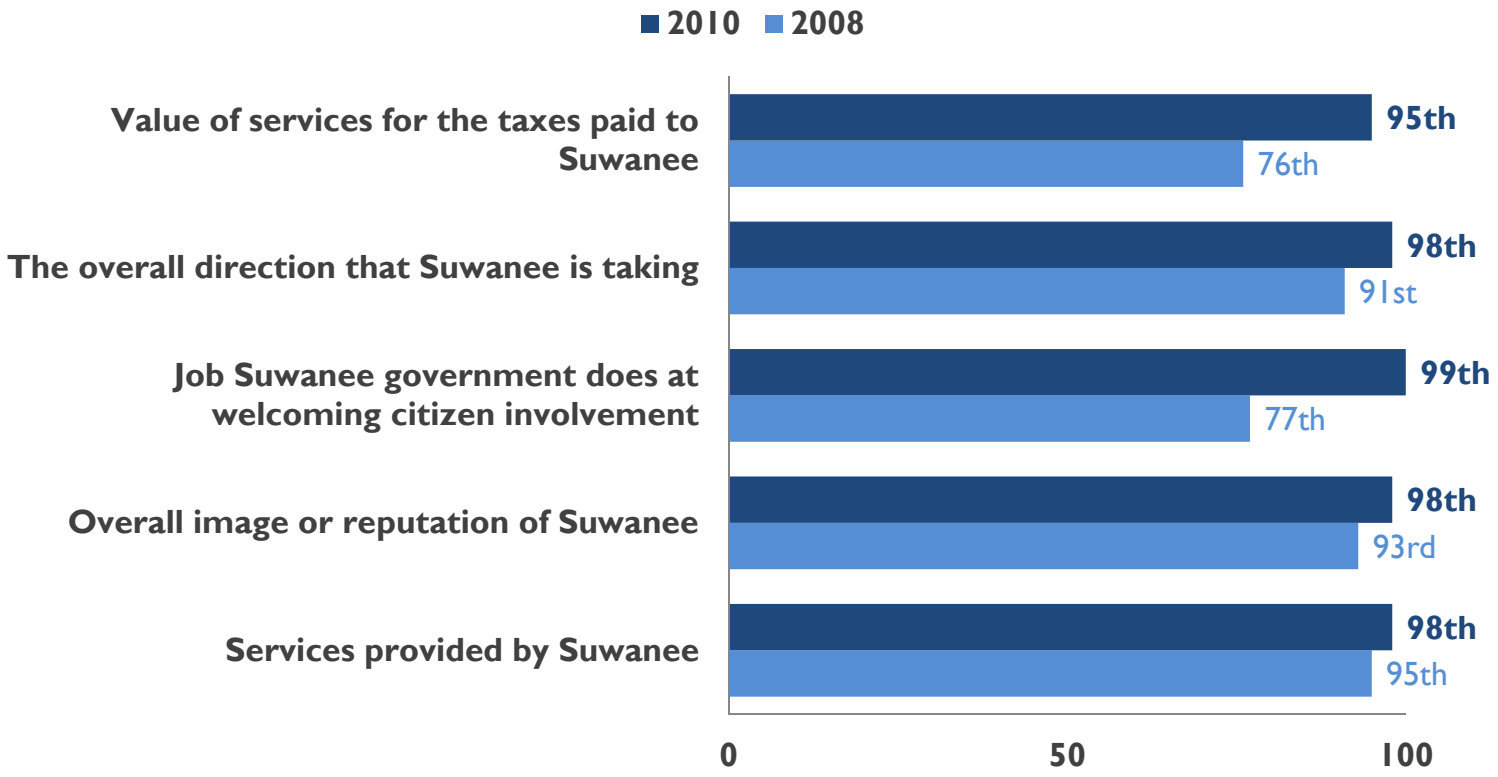
public trust

A majority of respondents felt that the **value of services for taxes** paid was excellent or good. On average, residents of Suwanee gave the highest evaluations to their own local government and the lowest average rating to the Federal Government. The **overall quality** of services delivered by the City was rated as **excellent or good by 87%** of survey participants. The City's rating was **much above** the benchmark comparisons.

survey response

excellent & good	2010	comparison to benchmark
Value of services for the taxes paid to Suwanee	71%	much above
The overall direction that Suwanee is taking	79%	much above
Job Suwanee government does at welcoming citizen involvement	80%	much above
Overall image or reputation of Suwanee	93%	much above
Services provided by Suwanee	87%	much above

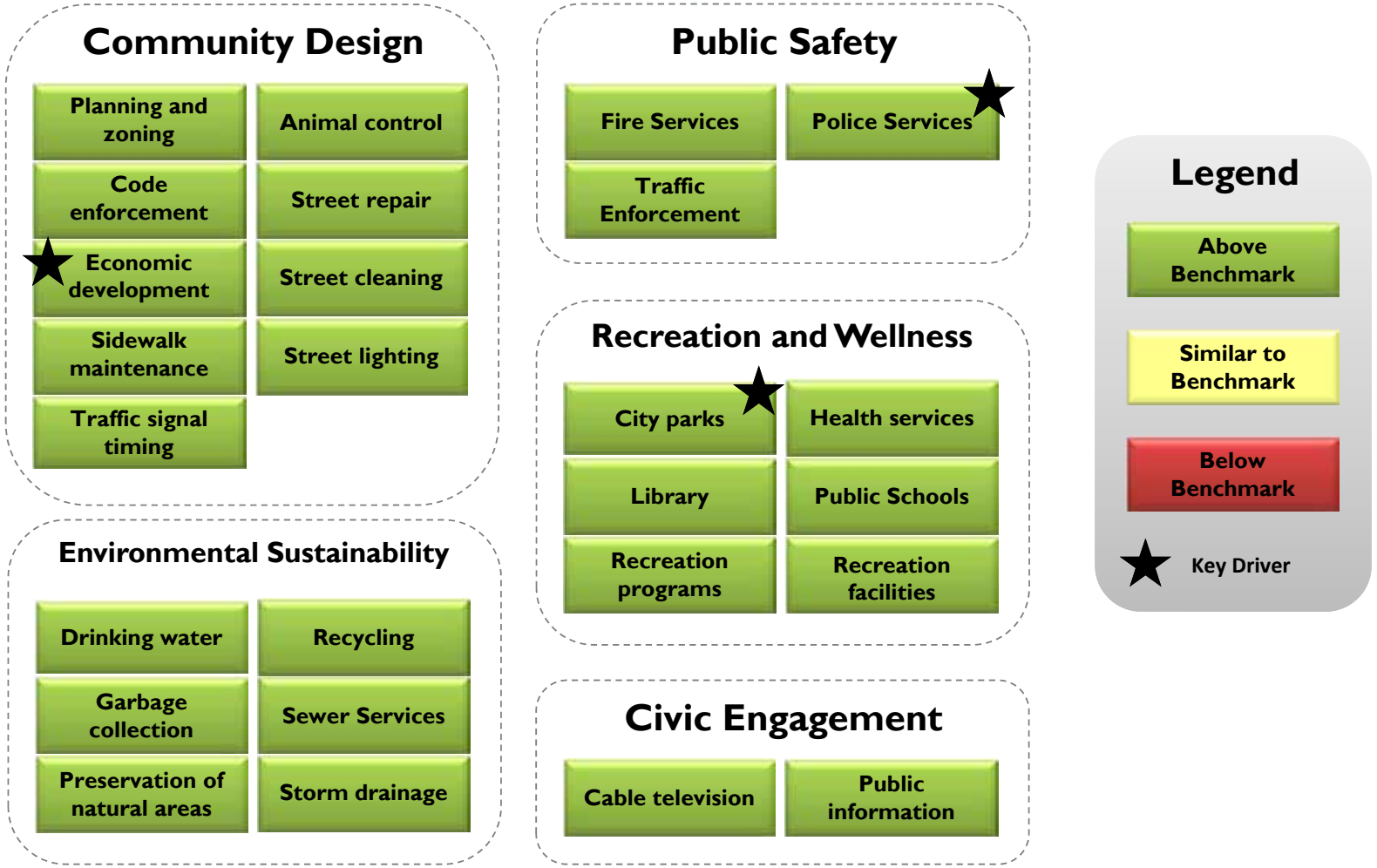
public trust
(national percentile rank)





from data to action…resident priorities

Overall Quality of Services

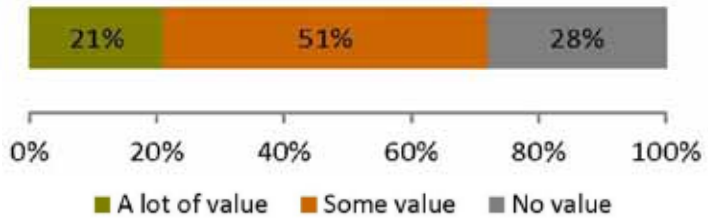


policy questions

Residents were asked to answer 5 questions unique to the City of Suwanee. The information obtained could be useful for planning resource allocation.

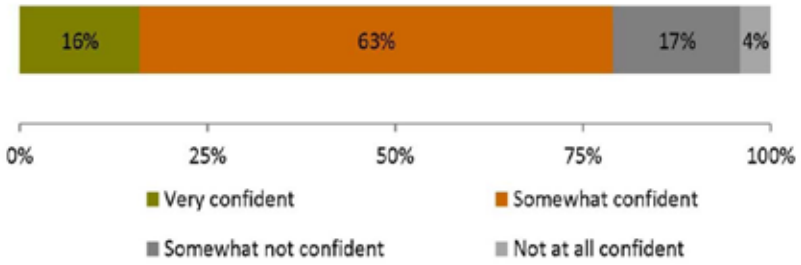
1.

How much value, if any, would providing art in public spaces (i.e.-public art) add to the quality of life in Suwanee?



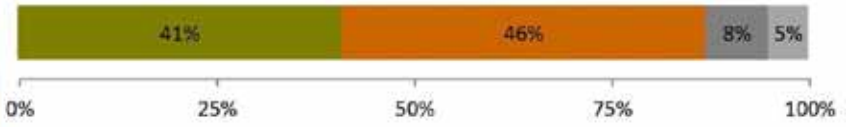
2.

How confident or not confident do you feel about the long-term economic viability of the City's I-85/Lawrenceville-Suwanee business district (i.e.-Suwanee Gateway area)?



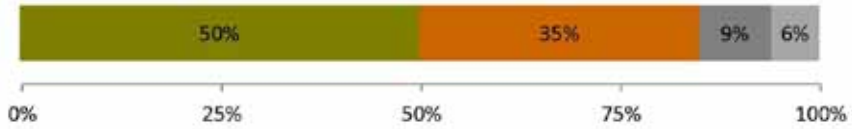
3.

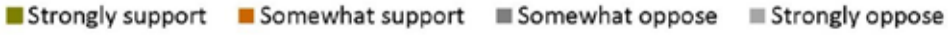
Please indicate the extent to which you would support or oppose a permanent police presence in the I-85 Business District area:



4.

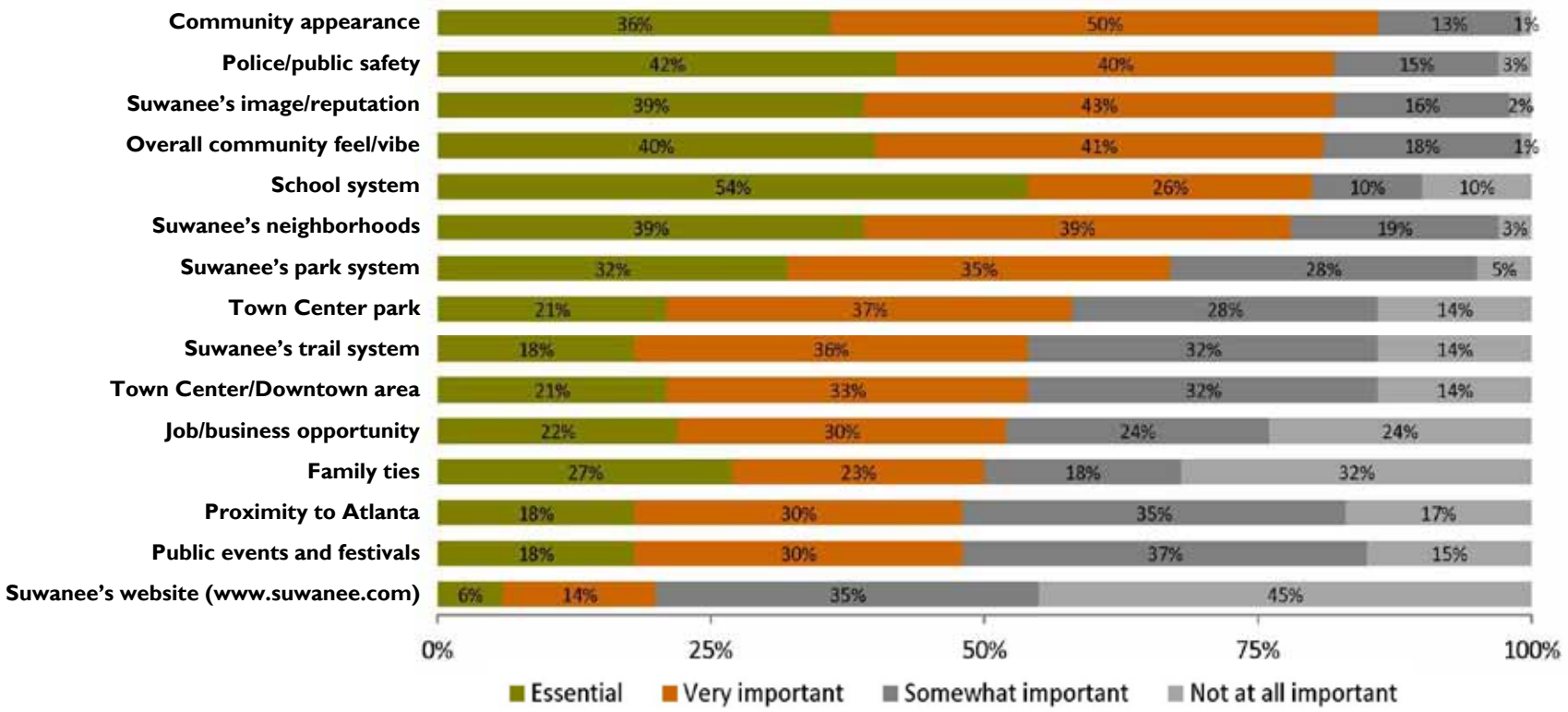
Please indicate the degree to which you would support or oppose the use of video camera systems for safety purposes in outdoor areas of public parks:





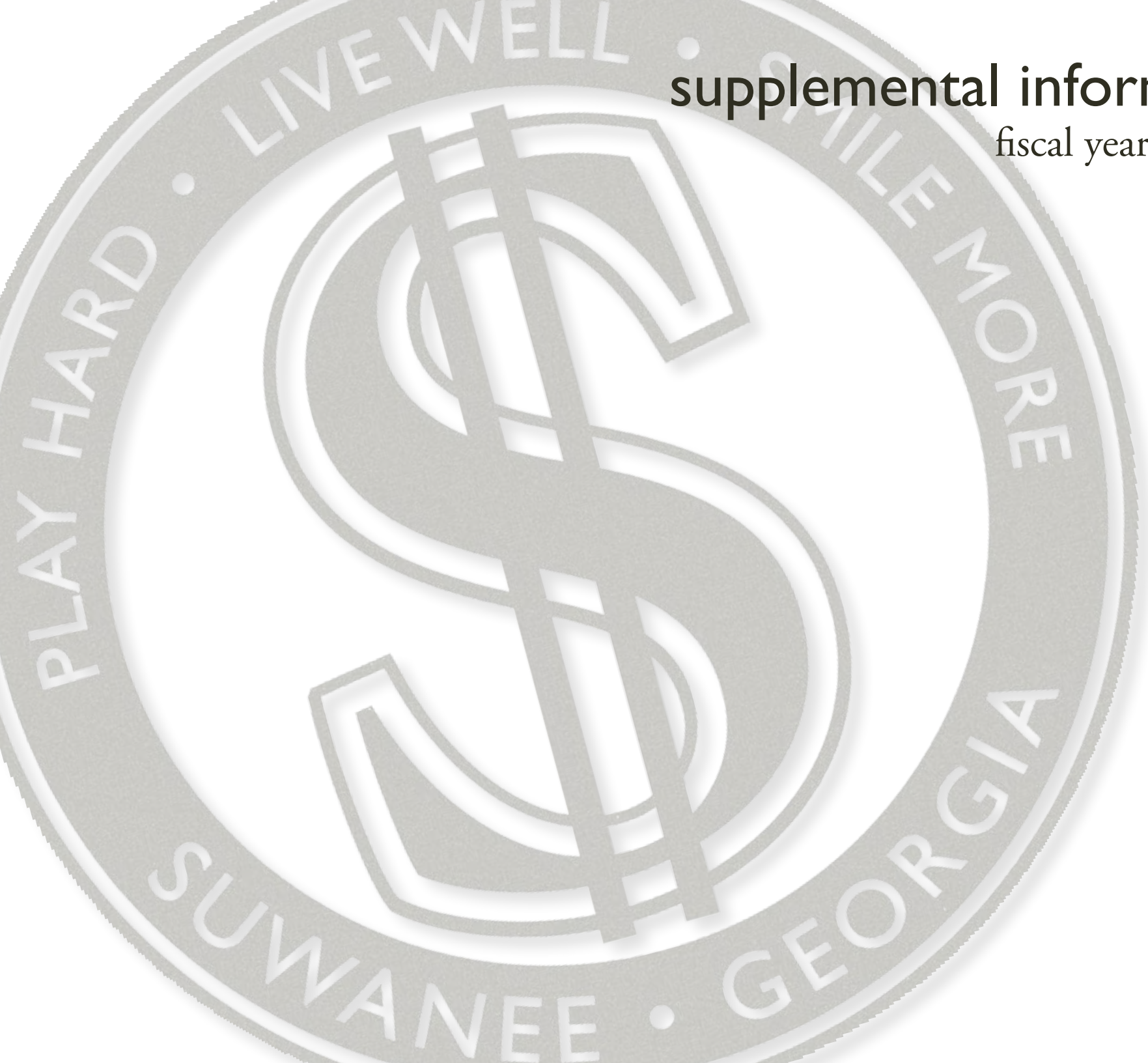
5.

If you have moved to Suwanee since 2005, please rate how important, if at all, each of the following items were in your decision to select Suwanee as a place to live:



supplemental information

fiscal year 2011-2012



The City of Suwanee was originally chartered on February 25, 1949.

Location:

Suwanee is located in the north central portion of the State of Georgia, approximately 30 miles northeast of the City of Atlanta. The City is located in the northwestern portion of Gwinnett County. Suwanee is part of the Atlanta Standard Metropolitan Statistical Area, as designated by the Bureau of the Census of the United States Department of Commerce.

Form of Government:

The governing authority of the City consists of a five-member City Council and Mayor. The Mayor and all Councilmembers are elected at large, serving staggered four-year terms. Suwanee operates under a council-manager form of government in which the City Council hires a professional manager to handle the day-to-day operations of City government.

Population:

Suwanee was the 5th fastest-growing City in Georgia and the fastest growing small City in metro Atlanta during the 1990s. Suwanee's population grew 262% from 1990-2000.

Population figures from previous years provide a good indicator of Suwanee's growth trends:

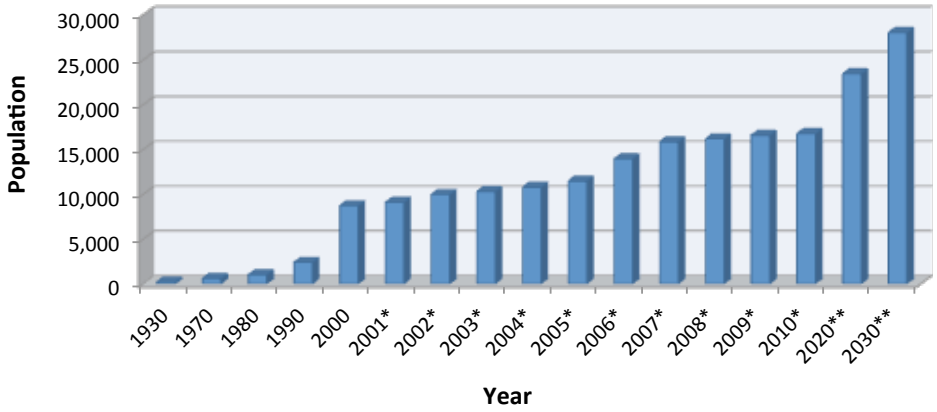
Year	Population
1930	214
1970	615
1980	1,026
1990	2,412
2000	8,725
2001*	9,100
2002*	9,979
2003*	10,318
2004*	10,800
2005*	11,478
2006*	13,953
2007*	15,866
2008*	16,188
2009*	16,589
2010*	16,776
2020**	23,453
2030**	28,041

* *Estimated population 2001 - 2010 Planning Department estimates from building permits.*

** *Estimated population for 2020 and 2030 are provided by the City's Comprehensive Master Plan.*

Minority population for greater Suwanee area (2010): 32.6%

Population Change



Area:

10.4 square miles

Altitude:

The City's elevation ranges from 900 to 1,200 feet above sea level, and the terrain is rolling.

Climate:

Average Temperature:
January - 41.0 Degrees Fahrenheit
July - 78.8 Degrees Fahrenheit
Avg. Mean Temp: 61.3 Degrees Fahrenheit

Average Rainfall:
50.77 Inches Annually
Prevailing Winds: NW, Mean Speed 0 9.1 MPH

Humidity:
80 - 90% Mornings
50 - 60% Afternoons

Miles of Roads:

The City maintains approximately 60 miles of streets

Number of Street Lights:

Approximately 835

Parks:

Number of Park Sites: 15
Total Acreage of park sites, greenway and open space: 363

Parks and Open Space	Acres
Annandale Tract - Suwanee Greenway	12
Buford Highway Tract near Baxley Point	36
Burnett Park Drive Tract 1	2
Burnett Park Drive Tract 2	1
City Hall Cemetery	1
City Hall Back Lawn Park	1
City Hall Park	0.5
Hardy DeLay Tract 2 - North Tract	7
Hovendick Tract 1 - Suwanee Greenway	9
Hovendick Tract 2 - Suwanee Greenway	1
Main Street Park	0.5
Martin Farm Park - Suwanee Greenway Tract	9
McGinnis Reserve - Suwanee Greenway Tract	2
McGinnis Ferry Road Tract 1	3
McGinnis Ferry Road Tract 2	3
Moore Road Tract 1 (River Moore Tract)	2
Moore Road Tract 2 (River Club Tract)	4
Playtown Suwanee	19
Sims Lake Park	62
Smithtown Road Tract	13
Stonecypher Road Tract	5
Suwanee Creek Park	85
Suwanee Creek Greenway	67
Town Center Park	11
White Street Park	7
Total	**363**

Water System:

The City of Suwanee owns and operates a water supply, treatment, and distribution system serving approximately 335 metered customers. The current average consumption of water from the City's water system is approximately 45,000 gallons per day. Water is supplied to the City's water system by a 235-foot well and stored in a 150,000 gallon tank owned by the City. Water drawn from the well requires treatment for fluoridation and chlorination. Suwanee's water system has approximately 6.5 miles of water mains, with primarily 8-inch, 6-inch, and 2-inch lines.

Construction Last Ten Years [1]

	Residential		Total Construction	
Calendar Year	Units	Estimated Costs	Units	Estimated Costs
2001	87	15,971,300	392	59,107,000
2002	82	15,179,070	319	37,033,743
2003	117	16,150,315	384	33,272,685
2004	310	54,164,261	553	74,953,048
2005	557	72,932,181	793	98,551,383
2006	460	56,535,984	686	229,105,377[2]
2007	184	35,471,399	538	126,688,769
2008	101	17,641,225	359	90,001,497
2009	32	7,997,527	177	12,272,011
2010	42	12,322,139	228	23,253,810

NOTES:

(1) Source - City of Suwanee Planning and Development Permit Summary

(2) Increase in construction values due to the Hewlett Packard and e-delta com commercial expansion.

Awards:

Suwanee is proud that many of its initiatives and projects have earned regional, state, and national awards and certification over the past several years. Summarized below is a listing of recent awards:

- Honor Award for Engineering Excellence from the Georgia Engineering Alliance for implementation of pedestrian HAWK beacon at Town Center Avenue (2011)
- Best Festival (with a budget under $75,000), Silver, for Suwanee Day, Southeast Festivals and Events Association (2011)
- Best Volunteer, Silver, for Suwanee Day Transportation Chair Doug Schwendy, Southeast Festivals and Events Association (2011)
- Best Green Component, Bronze, for Suwanee Day, Southeast Festivals and Events Association (2011)
- Best Event within an Event, Bronze, for Chalk Walk at Arts in the Park, Southeast Festivals and Events Association (2011)
- Suwanee Day named to Top 20 Events for September 2011 by the Southeast Tourism Society
- Best Green Government, Gwinnett Clean and Beautiful (2011)
- Program of the Year - Suwanee Municipal Court, Georgia Council of Court Administrators (2010)
- Clerk of the Year – Court Services Administrator Mariza Abdeljawad, Georgia Municipal Court Clerk's Council (2010)
- Certificate of Distinction for efforts and results in performance measurement and management from the International City/County Management Association; one of only 18 jurisdictions throughout the country to receive (2010)
- Award of Excellence (third place) from the City-County Communications and Marketing Association for Suwanee's "edgy" ad campaign. (2010)
- Award of Excellence (third place) from the City-County Communications and Marketing Association in Most Creative Activity with Least Dollars Spent category for Get It in the Gateway. (2010)
- Award of Excellence (third place) from the City-County Communications and Marketing Association in the Social Media category for Suwanee's Facebook page. (2010)
- Best Sponsor, Gold – Ippolito's, Southeast Festivals and Events Association (2010)
- Best Event Photograph, Bronze – Human Aerial Art/City Hall Grand Opening, Southeast Festivals and Events Association (2010)

Assessed and Estimated Value of Taxable Property[1]
Last 10 years

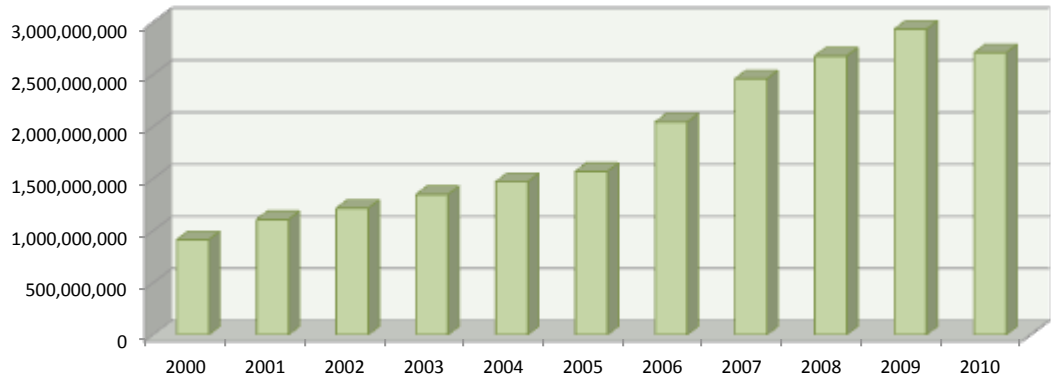
Calendar Year	Real & Personal Property		Motor Vehicles		Total		Assessment Ratio
	Assessed Value	Estimated Value	Assessed Value	Estimated Value	Assessed Value	Estimated Value	
2000	$ 343,791,152	$ 859,477,880	$ 22,449,155	$ 56,122,888	$ 366,240,307	$ 915,600,768	40%
2001	415,304,489	1,038,261,223	28,292,690	70,731,725	443,597,179	1,108,992,948	40%
2002	452,705,802	1,131,764,505	34,262,410	85,656,025	486,968,212	1,217,420,530	40%
2003	502,632,580	1,256,581,450	37,014,660	92,536,650	539,647,240	1,349,118,100	40%
2004	551,629,260	1,379,073,150	37,110,630	92,776,575	588,739,890	1,471,849,725	40%
2005	592,052,554	1,480,131,385	36,509,110	91,272,775	628,561,664	1,571,404,160	40%
2006	780,982,587	1,952,456,468	36,827,660	92,069,150	817,810,247	2,044,525,618	40%
2007	941,390,793	2,353,476,983	43,015,330	107,538,325	984,406,123	2,461,015,308	40%
2008	1,024,318,456	2,560,796,140	47,323,460	118,308,650	1,071,641,916	2,679,104,790	40%
2009	1,124,052,748	2,810,131,870	50,619,070	126,547,675	1,174,671,818	2,936,679,545	40%
2010	1,039,537,637	2,598,844,093	44,682,260	111,705,650	1,084,219,897	2,710,549,743	40%

NOTE:

(1) Tax digest gross values before exemptions.

Source: Consolidated Digest Reports provided by Gwinnett County Tax Commissioner's Office

Estimated Taxable Property 2000-2010

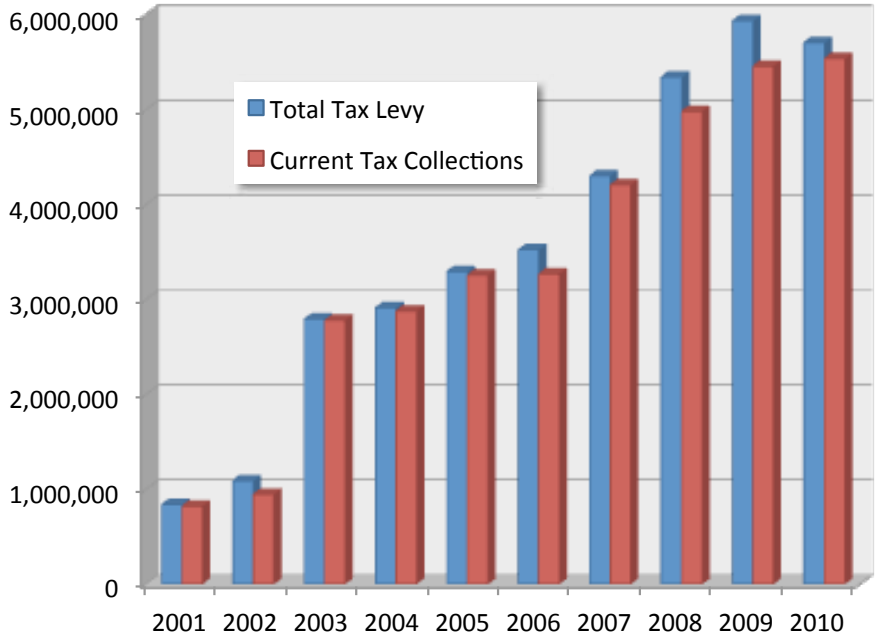


Fiscal Year Ended	Total Tax Levy[1]	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections	Total Tax Collections	Total Collections as Percent of Current Levy	Outstanding Delinquent Taxes	Outstanding Delinquent Taxes as Percentage of Current Levy
2002	$ 1,087,771	$ 944,110	86.8%	$ 11,529	$ 955,639	88%	$ 95,688	8.8%
2003	2,787,421	2,779,439	99.7%	19,792	2,799,231	100%	94,681	3.4%
2004	2,909,099	2,875,854	98.9%	12,369	2,888,223	99%	162,072	5.6%
2005	3,291,780	3,255,174	98.9%	49,152	3,304,326	100%	132,844	4.0%
2006	3,518,199	3,266,243	92.8%	36,150	3,302,393	94%	354,740	10.1%
2007	4,296,745	4,201,861	97.8%	88,727	4,290,588	100%	272,965	6.4%
2008	5,014,039	4,848,749	96.7%	98,706	4,947,455	99%	247,824	4.9%
2009	5,541,700	5,327,262	96.1%	152,553	5,479,815	99%	311,371	5.6%
2010	5,932,087	5,453,020	91.9%	75,184	5,528,204	93%	718,994	12.1%
2011[2]	5,700,937	5,532,675	97.0%	280,092	5,812,767	102%	593,617	10.4%

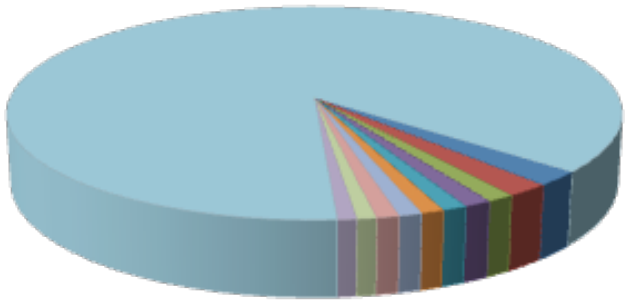
NOTES:

(1) Relates to preceding calendar year digest.

(2) Projected for fiscal year 2011.



Taxpayer	Type of Business	Assessed Valuation	Percentage of Assessed Valuation	Current Year Tax Levy	Percentage of Current Year's Tax Levy
Google	Technology	$ 23,043,250	2.2%	$ 131,347	2.3%
AMLI Residential Properties, LP	Apartments	21,165,600	2.0%	120,644	2.1%
CMF 15 Portfolio LLC	Apartments	13,200,000	1.3%	75,240	1.3%
Flowers Bakery of Suwanee	Bakery Products	13,154,630	1.3%	73,368	1.3%
Hewlett Packard Company	Technology	11,905,614	1.1%	67,862	1.2%
Wal-Mart	Retail	11,018,840	1.1%	62,807	1.1%
Gwinnett Prado LP	Retail	11,018,040	1.1%	62,803	1.1%
Carlyle Centennial Suwanee Station	Apartments	10,800,000	1.0%	61,560	1.1%
James Campbell Company LLC	Office/Warehouse	9,261,200	0.9%	52,789	0.9%
Lowes Home Office Center	Retail	9,156,200	0.9%	52,190	0.9%
All Other Taxpayers		905,814,263	87.1%	4,940,328	86.7%
		$ 1,039,537,637	100.0%	$ 5,700,937	100.0%



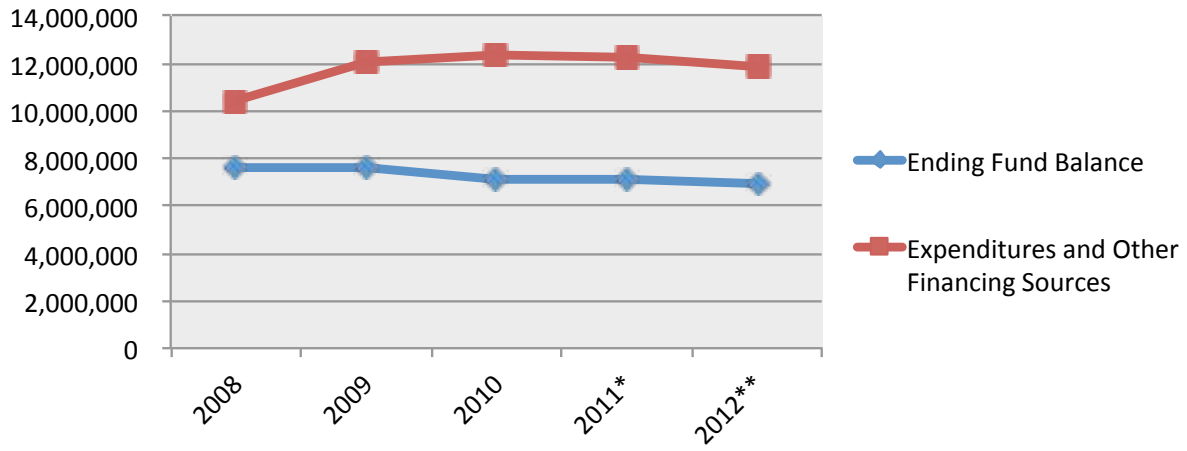
- Google
- AMLI Residential Properties, LP
- CMF 15 Portfolio LLC
- Flowers Bakery of Suwanee
- Hewlett Packard Company
- Wal-Mart
- Gwinnett Prado LP
- Carlyle Centennial Suwanee Station
- James Campbell Company LLC
- Lowes Home Office Center
- All Other Taxpayers

Fiscal Year	Ending Fund Balance	Expenditures and Other Financing Sources	Fund Balance as a Percentage	Months of Fund Balance Reserves	Account		Months of Fund Balance	
					Stabilization	Unassigned	Stabilization	Unassigned
2008	7,585,561	10,428,083	72.74%	8.73				
2009	7,602,716	12,097,822	62.84%	7.54				
2010	7,156,198	12,345,513	57.97%	6.96	4,115,171	3,041,027	4.00	2.96
2011*	7,158,518	12,265,830	58.36%	7.00	4,088,610	3,069,908	4.00	3.00
2012**	6,935,998	11,844,220	58.56%	7.03	3,948,073	2,987,925	4.00	3.03

**Projected balance to year end includes revenues at $11.7 million and expenditures at $10.7 million (95%).*

*** Projected balance using $222,520 in unassigned fund balance.*

City's fund balance policy includes funding for a stabilization account which consist of four months of general fund budgeted expenditures and transfers.



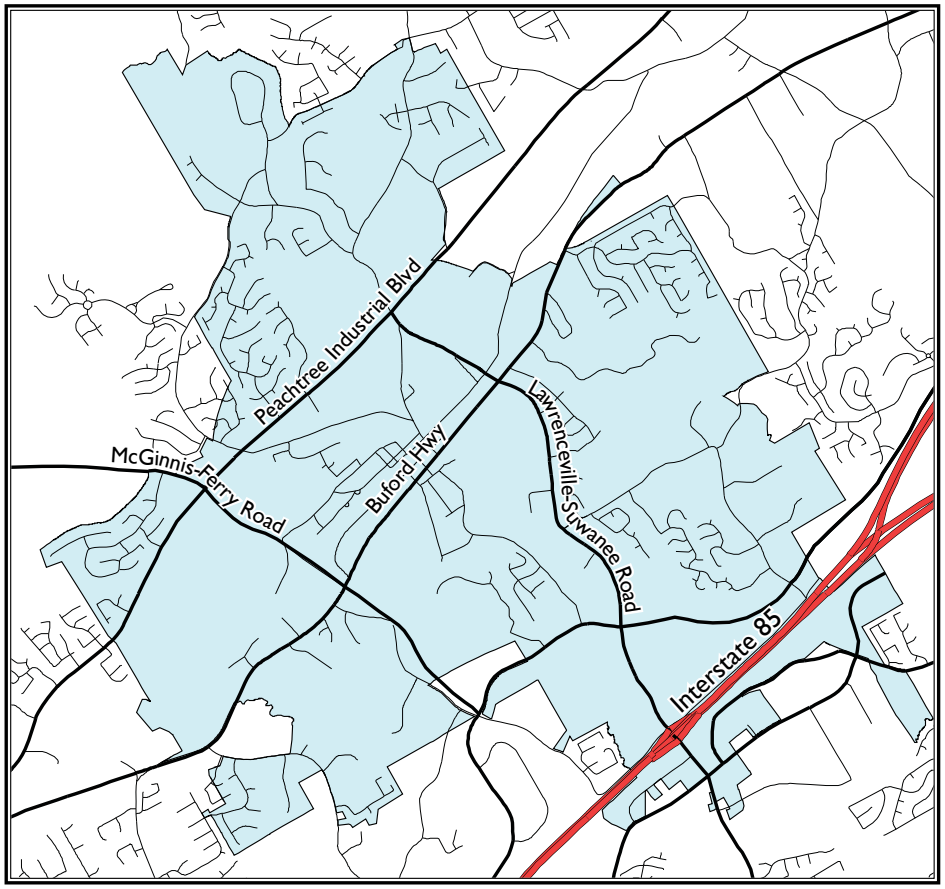
During the budget forecast process, all Department Directors submit their performance and expenditure requests for the next fiscal year. Based on this information, the budget development team reviewed all departmental operations and budget requests in order to propose a recommended balanced budget to the City Council.

The following is a summary of larger dollar items (over $10,000) for FY 2012 that were included.

Big Ticket Items Included in the General Fund Budget

Function	Description	Amount
All	Salaries	$ 4,735,880
All	Overtime	54,500
All	FICA	292,090
All	M-Care	68,430
All	Retirement	431,370
All	Group health	851,540
All	Other employee benefits	49,850
All	Workers compensation	179,460
All	Gasoline fuel usage	169,580
All	Property/casualty insurance	185,820
1110	GWMA City contribution	70,700
1320	Strategic plan	75,000
1500	Election costs	13,390
1512	Annual audit	35,000
1530	Annual attorney fees	65,000
1535	Information Technology Consulting	95,000
1535	Accounting software support fees	45,000
1535	Software annual license fees	20,950
1535	Document management	22,000
1535	Accounting technical support	26,500
1535	Computer repair & replacement	16,750
1535	New IT programs	27,000
1565	City Hall operating cost	181,000
1570	Newsletter production & printing	50,000
3223	Fleet repairs (Police)	52,100
3223	4 Police vehicles (new)	133,740
3223	10 new laptops (new)	12,000
3224	Police annual software fees	77,000
3260	Police station operating cost	80,500
4100	Repairs (Public Works)	39,500
4100	Electricity outdoor lighting (street lights)	204,070
4100	Inmate work crew (right of way maintenance)	37,200
4100	Park water usage	35,500
4100	Public works truck (new)	27,130
4100	Public works mowing equipment (new)	34,440
4221	Street sweeping (contracted)	14,800
4221	Special Landscape management right of way (contracted)	57,250
4250	MS4 permit requirements	30,000
6190	Events	117,500
6220	Park landscape management & tree removal	84,750
6220	Park repairs	38,500
6220	Park site improvements	20,000
7400	Professional services (planning)	27,500
7400	Arbor day	30,710
7510	Partnership Gwinnett	20,000
7520	Downtown Suwanee funding	91,410
9100	GO bond payment	1,126,680
9100	URA bond payment	475,220
9100	Water fund transfer	150,000
9100	TAD fund transfer	30,000
9100	Paved streets fund transfer	100,000
9100	Cemetery fund transfer	81,420
9100	Storm water fund transfer	75,000
	Total Big Ticket Items	$ 11,065,730
	Total Budget	$ 11,844,220
	% Summarized	93%

City of Suwanee, Georgia





glossary

fiscal year 2011-2012

Definitions

The budget document contains specialized and technical terminology that is unique to public finance and budgeting. The following definitions are provided to assist the reader in understanding these terms.

Account Number: A line item code defining an appropriation.

Accounting System: The total structure of records and procedures which record, classify, summarize and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, or organizational components.

Accrual Accounting: The method of accounting under which revenues are recorded in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

Ad Valorem Tax: Commonly referred to as property taxes. These charges are levied on all real and certain personal property according to the property's assessed valuation and the tax rate.

Adopted Budget: Term used to describe revenues and expenditures for the upcoming year beginning July 1st as adopted by City Council.

Advanced Refunding: A transaction in which new debt is issued to provide monies to pay interest on old, outstanding debt as it becomes due; and to pay the principal on the old debt either as it matures or at an earlier call date.

Appraised Value: The market value of real and personal property located in the City as of January 1st each year, determined by Gwinnett County Tax Commissioner Office.

Appropriation: A specific amount of money authorized by City Council for the purpose of providing or acquiring goods and services.

Appropriation Resolution: The formal statement approved by the City Council which shows budgeted revenues and expenditures for the approaching fiscal year.

Assessed Property Value: The value set upon real estate or other property by the Gwinnett County Assessor and the State as a basis for levying taxes. The assessed value in the state of Georgia is 40 percent of the fair market value.

Assets: Property owned by a governmental unit which has monetary value.

Audit: The examination of documents, records, reports, systems of internal control, accounting and financial procedures.

Authorized Position Resolution: The formal statement approved by the City Council that outlines the approved positions for the approaching fiscal year.

Balance Sheet: A financial statement that discloses the assets, liabilities, reserves and balances of a fund as of a specific date.

Balanced Budget: A budget in which planned funds available equal planned expenditures.

Bond: A certificate of debt issued by an entity guaranteeing payment of the original investment plus interest by a specified future date.

Bond Proceeds: The money paid to the issuer by the purchaser or underwriter of a new issue of municipal securities. These moneys are used to finance the project or purpose for which the securities were issued, and to pay certain costs of issuance as may be provided in the bond contract.

Bonded Indebtedness: That portion of indebtedness represented by outstanding bonds.

Budget: A financial plan for a specified period of time that matches all planned revenues and expenditures to planned services.

Budget Authority: Under certain circumstances, the City Council may adjust the budgeted appropriations for reasons unforeseen at the time of the adoption of the original budget. Such amendments are made by Council. The City Manager may make transfers of appropriations within a function.

Budget Calendar: The schedule of key dates or milestones, which the City departments follow in the preparation, adoption and administration of the budget.

Budget Document: The official publication that outlines the financial plan as supported by City Council.

Budget Message: A general discussion of the proposed budget as presented by the City Manager to City Council.

Business License Tax: This is a general tax of business for the privilege of conducting business within the city limits. Rates are set at each city's discretion but may not be discriminatory or confiscatory.

Capital Improvement Program: A five year planning guide for capital projects with estimated costs of at least $10,000 in any one of the fiscal years affected.

Capital Outlay: Expenditures which result in the acquisition of a fixed asset, such as equipment, vehicles, building improvements or major repairs.

Capital Project Budget: A financial plan for construction of physical assets such as buildings, streets, and recreation facilities. The time period usually expands more than one fiscal year.

Chart of Accounts: The classification system used by the City to organize the accounting for various funds.

City Council: The Mayor and six Council members collectively acting as the legislative and policymaking body of the City.

Comprehensive Annual Financial Report (CAFR): This report is published to provide the Council, representatives of financial institutions, our citizens and other interested persons, detailed information concerning the financial condition of the City government.

Contractual Services: The cost related to services performed for the City by individuals, businesses or utilities.

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services.

Debt Limit: The maximum amount of gross or net debt which is permitted by law.

Debt Service: Interest and principal payments associated with the issuance of bonds.

Debt Service Fund: A fund established to finance and account for the payment of interest and principal on all general obligation bonds, special assessments and revenue debt issued or serviced by another governmental entity.

Deficit: An excess of expenditures or expense over revenues and resources.

Delinquent Taxes: Taxes that remain unpaid on and after December 20th which a penalty for non-payment is attached.

Depreciation: The decrease in value of physical assets due to use and the passage of time.

Effectiveness: The degree to which a program or procedure is successful at achieving its goals and objectives.

Efficiency: The degree to which a program or procedure is successful at achieving its goals and objectives with the least use of resources.

Encumbrance: An amount of money committed for the payment of goods and services not yet received or paid for.

Ending Fund Balance: The excess of the fund's assets and estimated revenues for the period over its liabilities, reserves and appropriations for the period.

Enterprise Fund: A self-supporting fund designed to account for activities supported by user charges.

Equipment: Tangible property of a permanent nature which is useful in carrying on operations, such as machinery, tools, and furniture.

Estimated Revenue: The amount of projected revenue to be collected during a fiscal year.

Excise Tax: A levy on a specific type of transaction at a rate specific to that transaction. Also known as a selective sales tax.

Expenditures: Costs of goods received or services rendered.

Fiduciary Fund: A fund used to report and record assets held in trust or as in an agency capacity for others.

Financial Policies: Financial policies are used to enable the City to achieve a sound financial position. They are in writing and are periodically updated and endorsed.

Fiscal Year: Any period of 12 consecutive months designated as the budget year. The City's fiscal year begins on July 1st and ends on June 30th.

Fixed Assets: Assets of long-term character, which are intended to continue to be held or used, such as building, machinery and equipment.

Franchise Fees: Fees paid to a municipality from a franchisee for the use of city streets and right-of-ways. Businesses required to pay franchise fees include utilities such as gas, electricity, cable television, and telephone.

Function: A group of related activities aimed at accomplishing a major service or regulatory program.

Fund: A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance: The difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes.

Fund Group: A group of funds which are similar in purpose and character.

General Fund: A fund used to account for all transactions of a governmental unit which are not accounted for in another fund.

General Obligation Bonds: Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from the general fund. These bonds are backed by the full faith and credit of the issuing government.

Goal: A statement of broad direction, purpose or intent based on the needs of the community.

Government Accounting Standards Board (GASB): A standard-setting body, associated with the Financial Accounting Foundation, which prescribes standard accounting practices for governmental units.

Governmental Fund: A fund used to account for mainly tax-supported activities.

Grant: A contribution by a government or other organization to support a particular project.

Infrastructure: Facilities on which the continuance and growth of a community depend, such as streets and roads, sewers, public buildings, and parks.

Interest Rate: The annual yield earned on an investment, expressed as a percentage.

Interfund Transfers: Amounts transferred from one fund to another.

Intergovernmental Revenue: Revenue received from another governmental entity for a specified purpose.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, or lease payments.

Lease Purchase: Method of financing used for the acquisition of improvements. Title to the property transfers to the City at the expiration of the lease terms.

Legally Adopted Budget: The total of the budget of each City fund including budgeted transactions between funds.

Levy: The total amount of taxes, special assessment or service charges imposed by a governmental unit.

Liabilities: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

Licenses and Permits: Revenues in this category are charges designed to reimburse the City for costs of regulating the activities being licensed.

Line Item Budget: A budget that lists each expenditure category separately along with the dollar amount budgeted for each specified category.

Long Term Debt: Debt with a maturity of more than one year after the date of issuance.

Maintenance: The upkeep of physical properties in condition for use or occupancy.

Millage Rate: The ad valorem property tax rate expressed in terms of the levy per thousand dollars of taxable assessed value.

Modified Accrual Accounting: The basis of accounting under which expenditures are recorded as soon as they result in liabilities for benefits received and revenue is recorded when received. The extent of modification varies in practice, depending upon the accountant's judgment.

Net Assets: The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

Net Bonded Debt: Gross bonded debt less any cash or other assets available and earmarked for its retirement.

Net Budget: The legally adopted budget less all interfund transactions. Interfund transactions representing transfers and interfund reimbursements are subtracted from the legally adopted budget amount to prevent being double counted from the perspective of the entire budget.

Object: As used in expenditure classification, this term applies to item purchased or the service obtained, such as personal services, purchased property services, other purchased services, supplies and capital outlay.

Objective: Serving as a goal; being the object of a course of action.

Ordinance: A formal legislative enactment by the governing board of a municipality.

Overlapping Debt: The proportionate share that residents, within the reporting government, must bear of the debts of other local governments located wholly or in part within the geographic boundaries of the reporting government.

Paying (Fiscal) Agent Fees: Fees paid to the financial institution that receives and disburses bond payments made on the City's debt obligations.

Performance Measures: Specific quantitative measures of work performed within a department.

Personal Property: Mobile property not attached permanently to real estate, including tangible property (such as furniture, equipment, inventory, and vehicles) and intangible property (such as stocks, taxable bonds, and cash).

Personal Services: The costs associated with compensating employees for their labor. This includes salaries and fringe benefits.

Policy: A set of guidelines used for making decisions.

Productivity: A measure of the increase of service output of City programs compared to the per unit of resources input invested.

Projected: Estimation of revenues and expenditures based on past trends, current and expected economic conditions, and future financial forecasts.

Property Tax: A tax levied on the assessed value of real, public utility, and personal property.

Proprietary Fund: A fund to account for activities that focus on operating income and cash flows. Such activities are often business like whether internal or external in operations.

Public Hearing: The portions of open meetings held to present evidence and provide information on both sides of an issue.

Purchase Order: A document which authorizes the delivery of specified merchandise or the rendering of specific services.

Real Property: Immobile property; examples are land, natural resources above and below the ground, and fixed improvements to the land.

Refunding: The issuance of new debt whose proceeds are used to repay previously issued debt.

Reserve: An account used to record a portion of the fund balance as legally segregated for a specific use, usually at a future time.

Resolution: A special order of the City Council, which has a lower legal standing than an ordinance.

Revenues: Monies received or anticipated by a local government from both tax and non-tax sources during the fiscal year.

Revenue Appropriation: A designated portion of a fund allocated and appropriated in order to meet potential liabilities during a fiscal year.

Revenue Bond: Bond secured by the revenues of the specific operation being financed.

Service Level: Measurement of services provided by the City to the public.

SPLOST Special Purpose Local Option Sales Tax: Tax levied at the rate of one percent which applies to the same items as the State sales tax, except that the special purpose local option sales tax also applies to sales of motor fuels and groceries.The City's share of voter-approved Gwinnett County SPLOST funds allow the City to proceed with capital improvement projects, without placing additional pressure on operating budgets or tax rates.

Special Revenue Fund: A fund in which the revenues are designated for a specific purpose or activity.

Supplies: Expenditures or expenses for supplies that ordinarily are consumed within a fiscal year and which are not included in inventories.

Tax Rate: The amount of tax stated in terms of a unit of the tax base.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. The term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments.

Transfers In/Out: Amount transferred from one fund to another to assist in financing the services of the recipient fund.

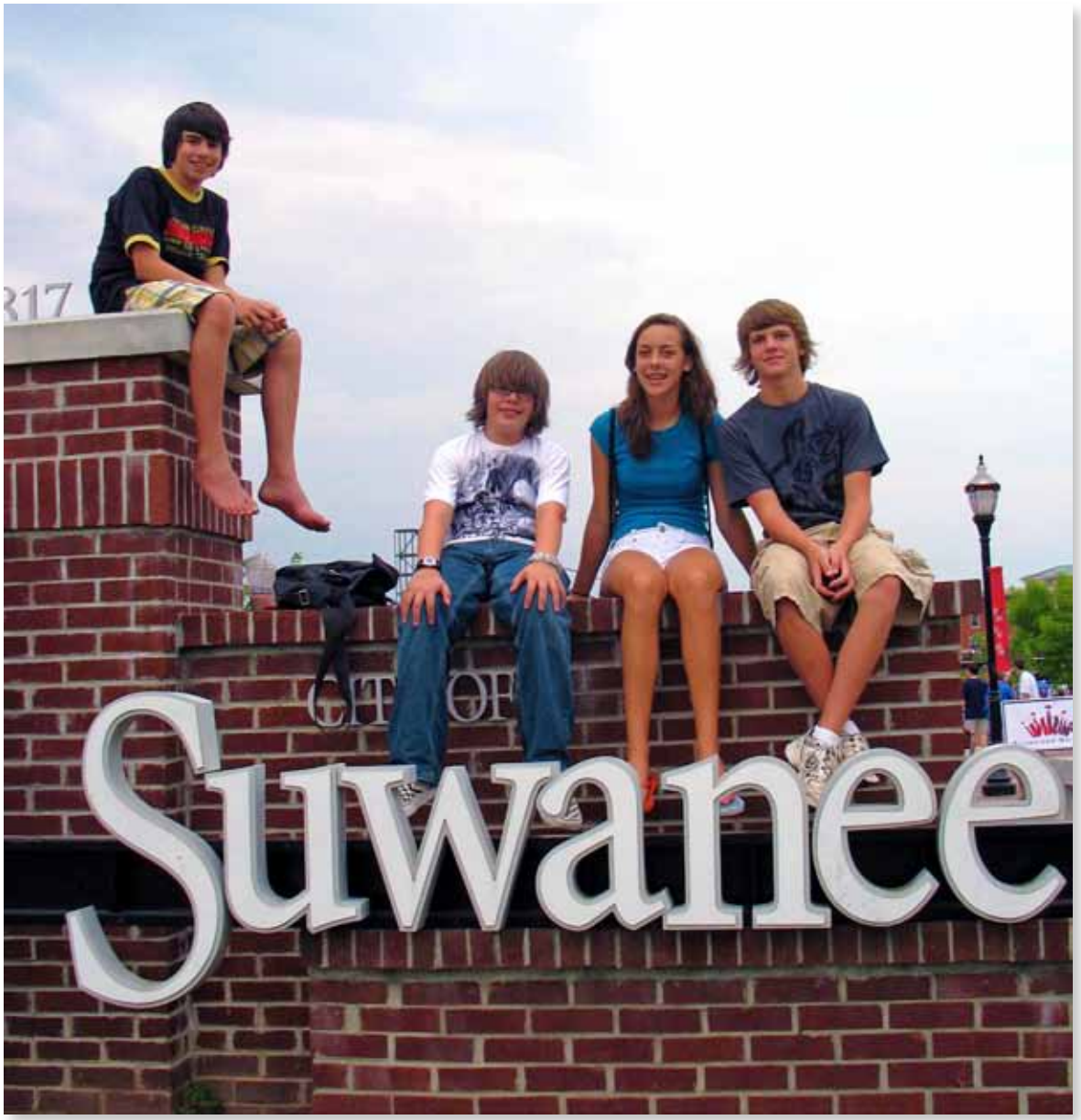
Undesignated Fund Balance: Funds in excess of current needs and which the City Council has not specifically designated for any other purpose. The City maintains an undesignated general fund balance to help mitigate the effects of such unanticipated situations such as economic downturns, loss of revenues, additional costs imposed by other governmental entities or law suits, errors in financial forecasting, and natural disasters. It is the City's policy to maintain between three and six months of general fund budgeted expenditures in undesignated fund balance.

URA- Urban Redevelopment Agency: The Urban Redevelopment Agency of the City of Suwanee was established as a legally separate entity. The Agency provides a means to issue revenue bonds for development within the City.

User Charges: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Workloads: A measure of the services provided.

ADVANCE	Avoid Drug Violence and Negative Choices Early
ALI	Automatic Location Identifier
ANI	Automatic Number Identification
ARC	Atlanta Regional Commission
ARRA	American Recovery and Reinvestment Act of 2009
ATP	Alternative Transportaion Plan
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation for Law Enforcement Agencies
CDL	Commercial Driver's License
CID	Community Improvement District
CIP	Capital Improvement Program
COPS	Community Oriented Policing Services
CSI	Courtroom Solutions I
CMV	Commercial Motor Vehicle
DA	District Attorney
DDA	Downtown Development Authority
DMVS	Department of Moter Vehicle Services
DOT	Department of Transportation
DSMP	Downtown Suwanee Master Plan
DUI	Driving Under the Influence
EPD	Environmental Protection Department
ESRI	Environmental Systems Research Institute
FLSA	Fair Labor Standards Act
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GaDOT	Georgia Department of Transportation
GaEPD	Georgia Environmental Protection Division
GASB	Government Accounting Standards Board
GCIC	Georgia Crime Information Center
GCVB	Gwinnett Convention and Visitors Bureau
GEFA	Georgia Environmental Facilities Authority
GFOA	Government Finance Officers Association
GLGPA	Georgia Local Government Personnel Association
GMA	Georgia Municipal Association
GWMA	Gwinnett Municipal Association
HRA	Healthcare Reimbursement Account
ICMA	International City/County Management Association
IT	Information Technology
LAN	Local Area Network
LARP	Local Assistance Road Program
LCI	Livable Centers Initiative
LEED	Leadership in Energy and Environmental Design
MDT	Mobile Data Terminals
MIS	Management Information Systems
MS4	Municipal Separate Storm Sewer Systems
NOI	Notice Of Intent
NOS	Network Operating System
NPDES	National Pollutant Discharge Elimination System
OCGA	Official Code of Georgia Annotated
PAC	Public Arts Commission
PACT	Police and Citizens Together
PC	Planning Commission
PIB	Peachtree Industrial Boulevard
POST	Peace Officers Standards and Training
PRIDE	Parents Reducing Incidents of Driver Error
PT	part time
RFP	Request for Proposal
SAP	Suwanee Arts Partnership
SDS	Service Delivery Strategy
SEC	Securities Exchange Commission
S.E.E.	Suwanee Exceeds Expectations
sf	square feet
SPLOST	Special Purpose Local Option Sales Tax
SSL	Secure Socket Link
STWP	Short Term Work Program
SUP	Special Use Permit
SWEAT	Suwanee Wellness Education And Training
TAD	Tax Allocation Districts
TBD	to be determined
TCP	Town Center Park
URA	Urban Redevelopment Agency
ZBA	Zoning Board of Appeals


Suwanee

HE CITY OF SU

IS IS NOT LEGAL TENDER
L DEBTS, PUBLIC AND PRIVATE



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E • GEORGIA

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