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city of suwanee, georgia

budget document

fy 2013

city of **suwanee, georgia**
annual budget

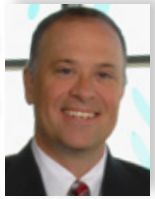


for the fiscal year
July 1, 2012 - June 30, 2013

CITY COUNCIL



Jimmy Burnette
Mayor



Dan Foster
Mayor Pro Tem



Dick Goodman
Councilmember



Doug Ireland
Councilmember

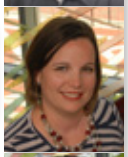


Kevin McOmber
Councilmember

MANAGEMENT TEAM



Marty Allen
City Manager



Jessica Roth
Assistant to the City Manager



Elvira Rogers
Administrative Services Director



Denise Brinson
Economic Development Director



Amie Sakmar
Financial Services Director



James Miller
Parks and Public Works Director



Josh Campbell
Planning Director



Mike Jones
Chief of Police



Janet Moon
Deputy Chief of Police

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8 October 2012

Robert J. O'Neill Jr.
ICMA Executive Director

Sam S. Gaston
ICMA President

Wayne Sommer
Acting Director
ICMA Center for Performance Measurement

executive summary

fiscal year 2012-2013

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: Department Heads: Chief Mike Jones, James Miller, Elvira Rogers, Josh Campbell, Denise Brinson, Jessica Roth and Amie Sakmar

Date: June 11, 2012

Re: City Manager's Budget Message for FY 2013

Suwanee remains a well-rounded, highly-regarded and desirable community. Results from the City's most recent National Citizen Survey showed that 97% of surveyed respondents rated Suwanee as a "good" or "excellent" place to live. Within the last few years, the City has twice been ranked as one of Money Magazine's "Top 10 Small Places to Live." And as you are also aware, most recently, Kiplinger.com ranked Suwanee as the "#3 Best Place to Raise Your Kids."



The City's financial position remains strong and balanced. Both revenues and expenditures are stable and revenues are well-rounded. The FY13 Budget projects approximately $7.1 million in accumulated fund balance (i.e. savings). The City has maintenance and funding plans in place for long-term capital and infrastructure needs. Reflecting the City's sound financial base, in April of 2011 **Standard & Poor's upgraded** the City's bond rating from AA- to AA. Last September, **Fitch Ratings upgraded** the City's bond rating from AA to AA+.

I am also pleased to note that after several years of ongoing disagreement and negotiation, in early 2012 Gwinnett County and its cities developed a service delivery agreement that outlines and clarifies each government's roles and areas of responsibility. The resulting agreement will have positive impacts on both service delivery and the City's proposed budget.

In developing the annual budget, staff analyzes an enormous amount of data to accurately project the next fiscal year's revenues and expenditures. Staff reviews current and historical revenues and expenditures, proposed new projects and initiatives, current economic conditions, relevant changes in law, and numerous other factors. Some items, particularly reoccurring expenses or more stable revenues, are relatively easy to predict and/or control. Other items are more volatile and can fluctuate greatly depending on local and world conditions – like fuel costs for police and/or building permit revenues, for example. The City continuously monitors the budget throughout the year and undertakes quarterly budget adjustments if needed. The City's overall budgeting philosophy is to budget and project figures conservatively. The City also has completed a 10-year financial projection, both for revenues and expenditures, which assist with long-range financial planning.

While slowing economic conditions and rising costs increase financial challenges for Suwanee and other similar communities, the City's past conservative financial policies and past actions, in conjunction with strong historical development patterns, have helped to soften some of these financial difficulties. Despite that overall revenues are expected to decline this year, the proposed millage rate is reduced. As always, difficult choices have been made in this budget. But, the City's core services are to be maintained at the high levels to which Suwanee citizens have become accustomed.

With this proposed approximately $12 million FY13 budget, the City will maintain existing service levels, make progress on efforts to improve service delivery, and improve 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. We strive to build upon our track record of success and numerous awards over the past several years to continue producing excellent results for the community.

Executive Summary

The City of Suwanee remains fiscally strong and financially well-rounded. We're once again proud to present a **balanced budget** that also includes a proposed significant reduction in taxes**.** The proposed FY13 general fund budget is $12,002,440 (1.3% increase from FY12 adopted budget). Due to the City's strong financial position and anticipated increases in certain revenues, most notably from the anticipated intergovernmental revenues associated with the Service Delivery Strategy agreement with Gwinnett County, the proposed budget is able to include a proposed **0.72 millage rate decrease to 4.93 mills** while still maintaining quality service levels.

General Fund Proposed Budget

	FY12 (adopted)	FY12 (current)	FY13 (proposed)
Revenues	$ 11,621,700	$ 12,115,551	$ 12,002,440
Use of Fund Balance	$ 222,520	$ 471,520	$ 0
Total	$ 11,844,220	$ 12,587,071	$ 12,002,440
Expenditures	$ 11,844,220	$ 12,587,071	$ 12,002,440
Ending Fund Balance	$ 7,356,954	$ 7,107,954	$ 7,107,954

Highlights

Major budgetary highlights for the upcoming year are listed below:

a) At 4.93 mills, the millage rate is proposed to be 0.72 mills lower than last year. The millage rate has either remained the same or been reduced over each of the past ten years.

b) The proposed budget is balanced. It relies on anticipated revenues and no fund balance is proposed to be used for operating expenses. The budget also includes $353,530 in capital transfers.

c) General fund revenues are expected to be reduced by approximately $584,631 (4.6%) from $12,587,071 (FY12 amended) to $12,002,440 (FY13 proposed).

d) The general fund budget is about 1.3% more than the adopted FY12 budget. General fund expenditures are projected to increase from $11,844,220 in the FY12 adopted budget to $12,002,440 in the proposed FY13 budget.

e) At $12,002,440, the proposed general fund budget is about 4.6% less than the FY12 amended budget.

f) Annual bond payments totaling approximately $1.6 million for the 2002 Open Space Initiative and City Hall project remain the City's largest expenditures.

g) The proposed budget largely focuses on maintaining the City's current service and staffing levels and existing initiatives such as police and street and park maintenance. Overall revenues are relatively stable. Some sources are expected to rise while others will likely decline.

h) A new police substation/training facility will open in FY13 in the Suwanee Gateway area.

i) Healthcare costs continue to rise. In an effort to control escalating costs and maintain service levels, the City changed healthcare and dental providers and adjusted benefits options.

j) The SPLOST program continues to provide funds for many major capital projects and reduce pressure on the City's annual general fund budget. The 2009 SPLOST program is expected to provide about $9.8 million over the next three years for capital items and projects.

While Suwanee continues to grow, the City is not immune to the current sluggish economic environment. Most revenue sources are expected to remain relatively stable. The budget anticipates a small amount of overall revenue growth over the FY12 adopted budget and slightly less than the FY12 actual, which included some unexpected one-time revenues that are not anticipated again in FY13.

In the upcoming fiscal year, the City expects to receive approximately $660,000 in new Intergovernmental Revenue from Gwinnett County as a result of Service Delivery Strategy negotiations and cost-sharing. This new revenue will help allow the proposed millage rate to be reduced by 0.72 mills (from 5.65 to 4.93 mills) for FY13. **Overall general fund revenues are projected to be $12,002,440 for FY13**.

Overall property tax revenue is anticipated to decline slightly this fiscal year. Property tax revenue is based on the City's tax digest and an adopted millage rate. The City typically does not receive actual digest values until after the budget is developed. Therefore staff must project the upcoming digest value. While the City's tax digest continues to add taxable items due to new construction, overall **growth remains modest.** Gwinnett County's ongoing property value updates (reassessments) are expected to decrease the digest's overall value. In 2011, the gross assessed value (40% value) of Suwanee's digest was $1,104,724,050. Due to reassessments, staff is projecting the digest to decline by 3% for a projected 2012 gross assessed value of $1,071,582,329. This is a decline of $33,141,721 in assessed value. As a historical note, the overall assessed tax digest has increased from about $349 million to nearly $1.1 billion over the past decade. With this growth the city has realized increased revenues along with increased service demands associated with the new development.

The FY13 budget primarily focuses on maintaining existing service levels; there are few new or additional proposed projects planned beyond those provided for through capital funding sources.

2009 SPLOST

The **2009 Special Purpose Local Option Sales Tax** (SPLOST) program is a 5 year sales tax for specific capital purposes as approved by voters. It is expected to provide about $1.8 million in revenue over the next 12 months. The tax expires on March 31, 2014. Anticipated SPLOST proceeds fluctuate with the economy and local spending and revenue estimates are adjusted periodically. Current estimates are that the City will receive approximately this amount annually until the cumulative total equals about $9.8 million (estimated). To date the City has received about $6 million through the 2009 program.

The value of SPLOST is significant; the voter-approved funds allow the City to address important capital needs throughout the community and improve the quality of life in Suwanee without placing more demands on the general fund and property taxes. Although SPLOST funds are separated from general funds, they provide relief for the general fund and provide funding for projects that likely could not otherwise be accomplished. If this money were included as part of the City's general fund, the overall budget would need to total nearly $17 million to accomplish the same goals (an increase of about 40%).

SPLOST-funded projects (partially or wholly funded) include, but are not limited to:

- police substation/training facility;
- street and road resurfacing;
- general sidewalk construction;
- road repairs and reconstruction;
- storm drainage projects;
- Town Center Park irrigation well;
- general park enhancements;
- Buford Highway Corridor Improvements;
- Suwanee Dam Road/Brushy Creek Greenway.



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

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

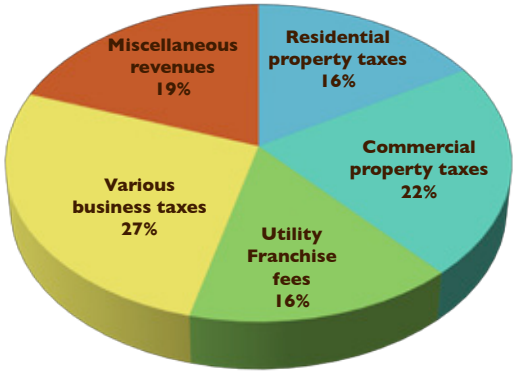
The City has been shaped enormously by the City's 2001 Open Space Initiative. This award-winning effort, which included the open space and parks referendum and resulting bond, resulted in the opening of multiple parks and acquisition of **more than 250 acres of land and miles of trailways**. Town Center Park, Suwanee Creek Park, DeLay Nature Park, Sims Lake Park, White Street Park and PlayTown Suwanee are the largest of the sites acquired and/or developed through this effort. The most significant recent acquisition was a 12-acre tract located on Smithtown Road which, like the DeLay Nature Park and other sites acquired through this initiative, is being held for development at an appropriate time in the future.

General fund balance is unencumbered cash held by the City - essentially the City's "savings." No fund balance is proposed to be used in the FY13 budget. 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. The City's **general fund balance of $7.1 million** provides around seven months of operating expenditure coverage and serves as a financial cushion for unexpected events. Suwanee's adopted fund balance policy provides guidelines for preserving an adequate fund balance in order to sustain financial stability and prudent management of the City's reserves. See the City's Fund Balance Policy for more information.

Revenue Highlights

Property tax revenue makes up the largest single source of City revenues. **The overall millage rate is proposed to be decreased to 4.93 mills.** This is anticipated to generate $4,437,000 in property taxes – a decrease of about $708,000 from the FY12 adopted budget**.** If this budget is adopted as proposed, the City will have maintained or decreased the millage rate in each of the past ten years and reducing it in each of the past 3 years.

FY 2013 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

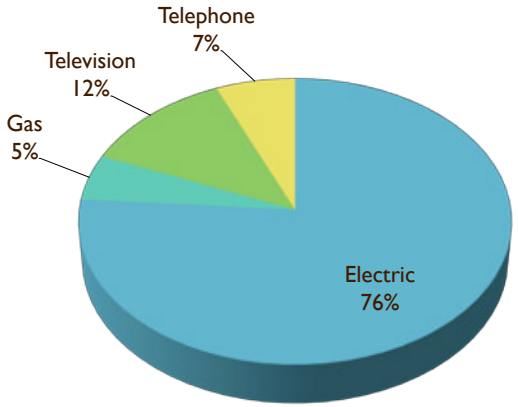
The City's overall tax digest remains healthy and strong, but as previously noted, the existing digest is projected to decrease by 3% because of lower property values and associated reassessments. The FY13 budget projects one mill to generate $900,000 in property tax revenue. This is a decrease of about $10,000 per mill from the previous year's estimate.

Approximately 64% of this year's millage will be used for operations, 25% will go to repay open space bonds, and 11% will be used to pay for the city's URA bonds used to construct City Hall.

This budget proposes $353,530 in transfers from the general fund to various capital funds for street resurfacing, stormwater management, and facilities maintenance.

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. The proposed millage rate of 4.93 is unlikely to require the City to realize an increase in property tax revenue due to decreases in the tax digest and millage rate.

At a projected $1,875,510, **utility franchise fee payments** from electric, natural gas, cable television, and telephone providers are expected to increase slightly. Electric franchise fees show the largest projected increase, $30,060, or 2.15% over last year's budgeted amount. Gas, cable television, and telephone show modest decreases totaling about $14,970.



Permit fees collected in FY12 were about $110,353 higher than the previous year and generally in line with historical trends before the development "bubble" between 2006 and 2008. Given current housing market trends, a conservative estimate of $250,000 is projected for this category. Based on our current economic trends, growth is expected to stabilize and range from $200,000 to $350,000 over the next few years.

Residential developments such as Suwanee Station, Highland Station, McGinnis Reserve, Village Grove, Three Bridges, and Stonecypher are all experiencing new construction activities. With continued relatively high vacancy rates, new commercial development is likely to be limited.

The budget projects conservative increases **in collections from business taxes**. Growth in commercial construction leads to growth in new businesses. This category is expected to remain stable at roughly $882,000 annually.

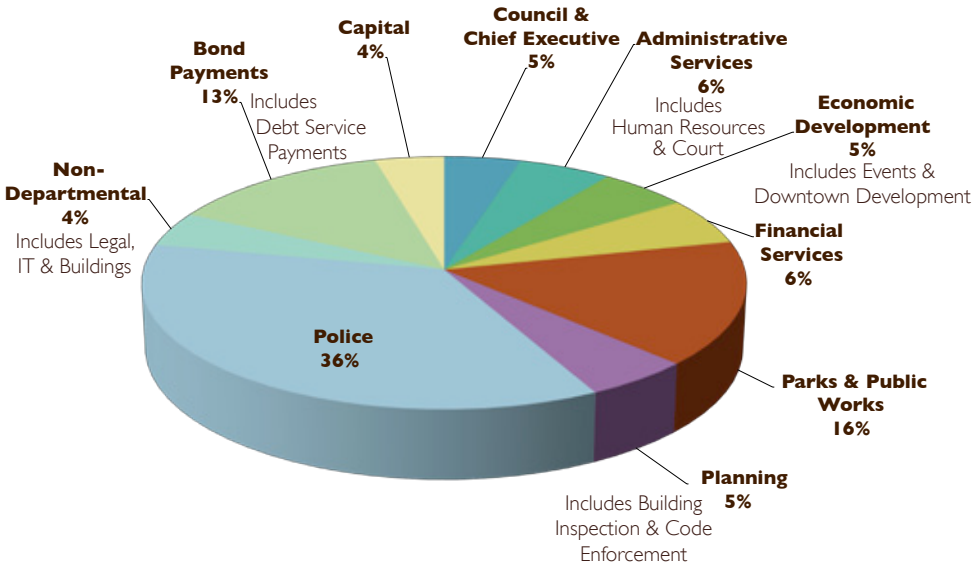
Alcoholic beverage excise tax revenue is anticipated to remain stable. As a percentage, fewer new establishments are projected to open. The budget for the excise tax ($775,000) is expected to be slightly higher and the mixed-drink tax ($68,500) is expected to be slightly lower than last year.

Hotel/motel taxes remain unsteady but appear to be improving. The City's Suwanee Gateway Initiative continues toward its goal of revitalizing the entire I-85 hotel district.

Expenditure Highlights

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

During the course of FY12, the City received unexpected revenue from several sources and increased the FY12 budget approximately 6% from $11,844,220 (adopted) to $12,587,071 (amended). Most of the increase ($719,000) funded various capital projects, and not day-to-day operations. **General fund expenditures for FY13 are projected to decrease** from $12,587,071 (amended) to $12,002,440 in the FY12 budget.



In the past, the City has implemented a comprehensive pay-for-performance system with variable raises given based on individuals' performance levels. While this is an effective approach at enhancing performance levels, financial conditions must be considered. Due to slow growth and general economic conditions, the proposed budget includes a **2.5% Cost of Living Adjustment (COLA)** – pay for performance increase (dependent on satisfactory performance) for employees.

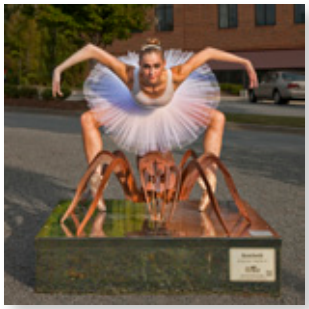
As is the case elsewhere, **healthcare benefits costs continue to increase** for both the City and its employees. Costs are expected to increase roughly 10% ($90,120) over FY12. To help manage current and future costs, the City made several changes to its existing benefits package. I want to applaud staff for supporting the City's efforts to help contain these costs to manageable levels. The City studied various options and ultimately switched both healthcare and dental providers. The new healthcare plan, through Cigna, includes a new option for a High Deductible Plan with an employer contribution to a Health Savings Account. In the first year, this approach costs the City the same as other options. However, it is anticipated to provide savings over time.

Stormwater management remains an important issue. In order to implement state-mandated Municipal Separate Storm Sewer System requirements (MS4 Permit), various water-related projects are needed; $43,500 has been budgeted to undertake program requirements for this year. The Capital Improvements Program (CIP) also includes $1,042,770 over the next five years for additional stormwater infrastructure improvements.

Moving forward with a Tax Allocation District (TAD) is a key 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 $156,757 since its creation.

Special Revenue Funds

Special revenue funds are established to account for revenue sources that are restricted to expenditures for specified purposes. For Suwanee, these 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 FY13.



The hotel/motel tax fund is showing slight improvement. Hotel/motel funds are legally restricted in their use. Staff proposes a balanced budget for the ongoing hotel/motel expenditures, which includes promotions/advertising and other related programs. Budgeted expenditures are higher than last year's estimates. For FY12 the fund had a $355,150 budget and for FY13, staff anticipates $385,130.

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. The budget includes a general fund transfer of $100,000. These funds are typically used for various capital improvements.



As part of the FY11 budget, the Council approved an increase in water rates at this time and over 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 to reduce the subsidy over time.

Agency Fund

The City maintains one agency fund, the municipal court fund. The municipal court fund accounts for 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.



While the police and court services are not provided in order to generate revenues, they still need to be projected for budgetary purposes. In FY12, the adopted budget predicted a decline in overall revenue due to the City's inability to use radar to enforce speeding violations. The decline did not end up being as significant as projected. Radar permits were restored in Spring 2012. At $1,809,080 the FY13 budget projects a significant increase ($319,220) over the FY12 adopted budget.

Municipal Court generates approximately $147,800 per month. About $94,800 of this amount is transferred to the general fund. About $53,000 each month is paid out to various trust funds. The City's Indigent defense trust fund costs for FY12 were approximately $88,900.

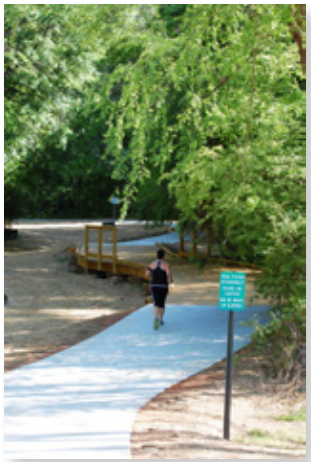
Downtown Development Authority

The mission of the City of Suwanee Downtown Development Authority (DDA) is to enhance the historic center of Suwanee. In FY09, the Downtown Master Plan was completed and adopted. It 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 FY13.

Capital Project Funds

These funds account for resources used for the acquisition or construction of major capital facilities. Currently, there are 11 such funds. The City's Capital Improvement Program (CIP) (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 City revenue for various capital projects. SPLOST money is legally restricted for use in categories specifically approved by voters, such as transportation, recreation, public safety, parking enhancements, etc. This fund will help Suwanee construct various projects over the next few years. Other smaller Capital Project Funds, not previously mentioned, include Paved Streets and Storm Drainage, Public Facilities maintenance and enhancements, Cemeteries, Public Safety Projects and Peachtree Industrial Boulevard (PIB) Landscaping.



With a proposed five-year capital budget of more than $25.6 million, the City has a large number of capital projects (30) 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 Government Finance Officers Association (GFOA) establishes guidelines for an effective budget presentation, which are designed to assess how well a government's budget serves as a policy document, financial plan, operations guide, and communications device. It should be noted that the budget document for Fiscal Year 2012 was submitted to GFOA for consideration and again received the Distinguished Budget Presentation Award and special recognition for incorporation of performance measures.



The City's budget is an impressive and comprehensive financial document. The City also 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

I want to thank the citizens, Mayor and Council and staff for their continued support and commitment.

Suwanee is special both as a government organization and a community. The City Council and staff remain 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 identified strategies. Each year, Suwanee's City Councilmembers and management staff, set aside at least three days to gather in a strategic retreat to analyze issues facing our community as well as plan for the future. Having such a committed Council willing to collectively set the direction for the next year is commendable. The resulting Short-Term Work Program developed during that important planning session sets the goals for the coming year.

Mayor Jimmy Burnette 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.

City staff works hard to carry out the goals of the Mayor, City Council, citizens, and stakeholders in Suwanee. Our staff deserves the credit that goes 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 also would like to thank each person within our various City departments who spend considerable 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.

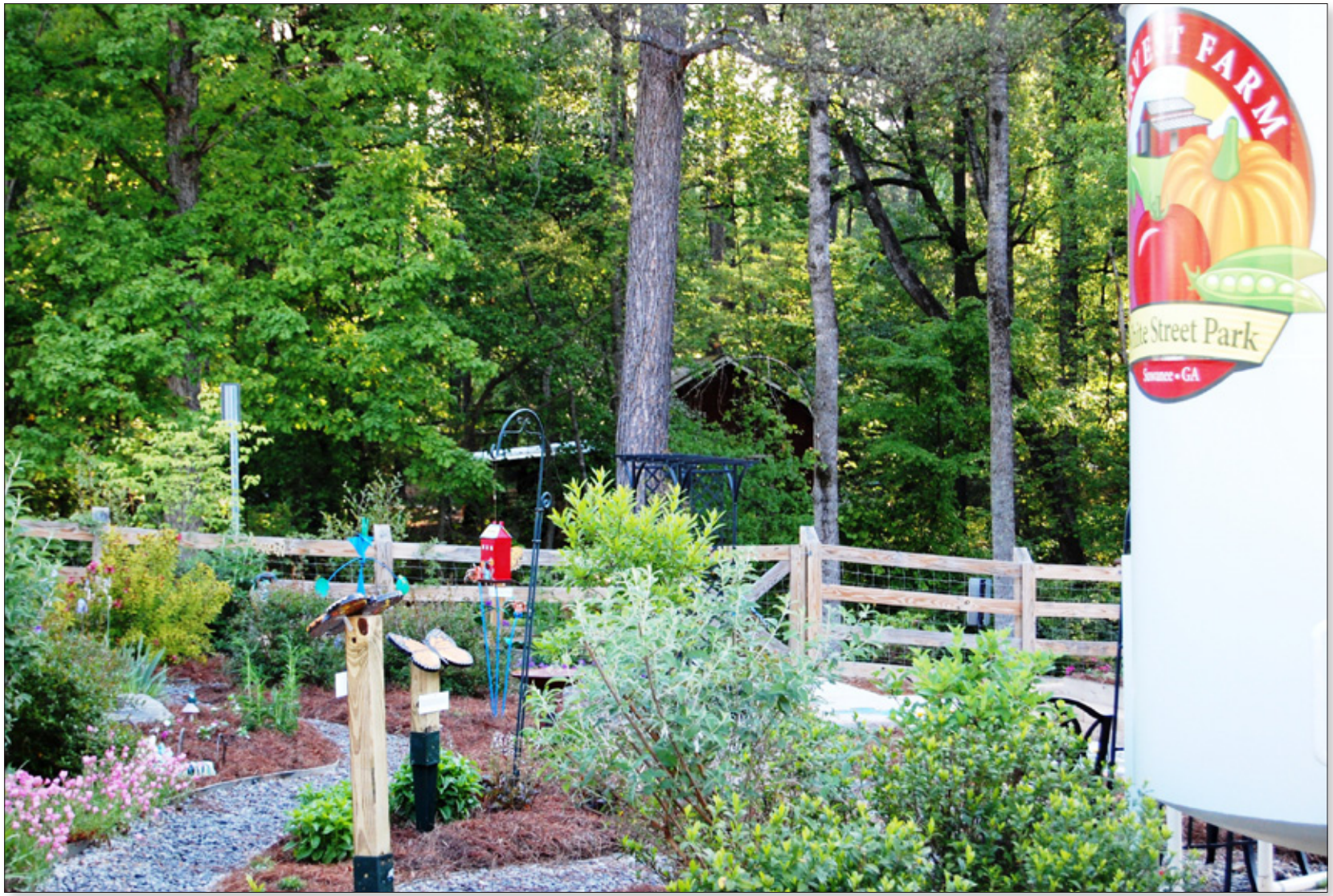
As this FY13 budget is being finalized, and after more than a year-long effort, the community also is completing work on the 20/20 Vision Strategic Plan. This important Plan is the culmination of literally thousands of hours of community involvement and input. It will clarify the City's values and priorities moving forward and will be an important component to future budgeting processes.

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

Respectfully submitted,
Marvin R. Allen

City Manager





Community Garden at White Street Park

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 thirteen 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, Short Term Work Program, 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
- Community Stabilization
- 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.
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.
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, which may include budgeted fund balance, must equal the sum of budgeted expenditures for a budget to balance. 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.

DECEMBER	• 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.

2011

DECEMBER 4-6	Department Head Planning Retreat

2012

JANUARY 30	Proposed Budget Schedule Distributed to Department Heads
FEBRUARY 2-4	City Council Planning Retreat
MARCH 16	Department Head Requests Due to City Manager
MARCH 23	Capital Improvements Budget Projections Due to City Manager
APRIL 9	Revenue Forecasts Complete
APRIL 20	Departmental Function Sheets (goals, objectives, measures) Due
APRIL 20	City Manager to Complete Review of All Expenditure Requests
APRIL 24	First Draft Presented to City Council for Review (Regular April Council Meeting)
APRIL 26	**Special Workshop: Operating Budget Review @ 5:30 pm**
MAY 3	**Special Workshop: Capital Budget Review @ 5:30 pm**
MAY 10	Operating Budget Review Work Session @ 5:30 pm (Regular May Workshop)
MAY 22	Presentation of Proposed Budget Document and Capital Improvement Plan to City Council (Regular May Council Meeting)
MAY 23	Budget Available for Public Review
JUNE 14	**1ST Public Hearing on Budget and CIP as a Called Council Meeting @ 5:30 pm (Before Regular June Workshop)**
JUNE 26	**2ND Public Hearing on Budget and CIP @ 6:30 pm Public Hearing on Occupational Taxes @ 6:30 Scheduled Adoption of Budget @ 7:00 pm (Regular June Council Meeting)**
JULY 1	Begin Fiscal Year 2012 - 2013

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.

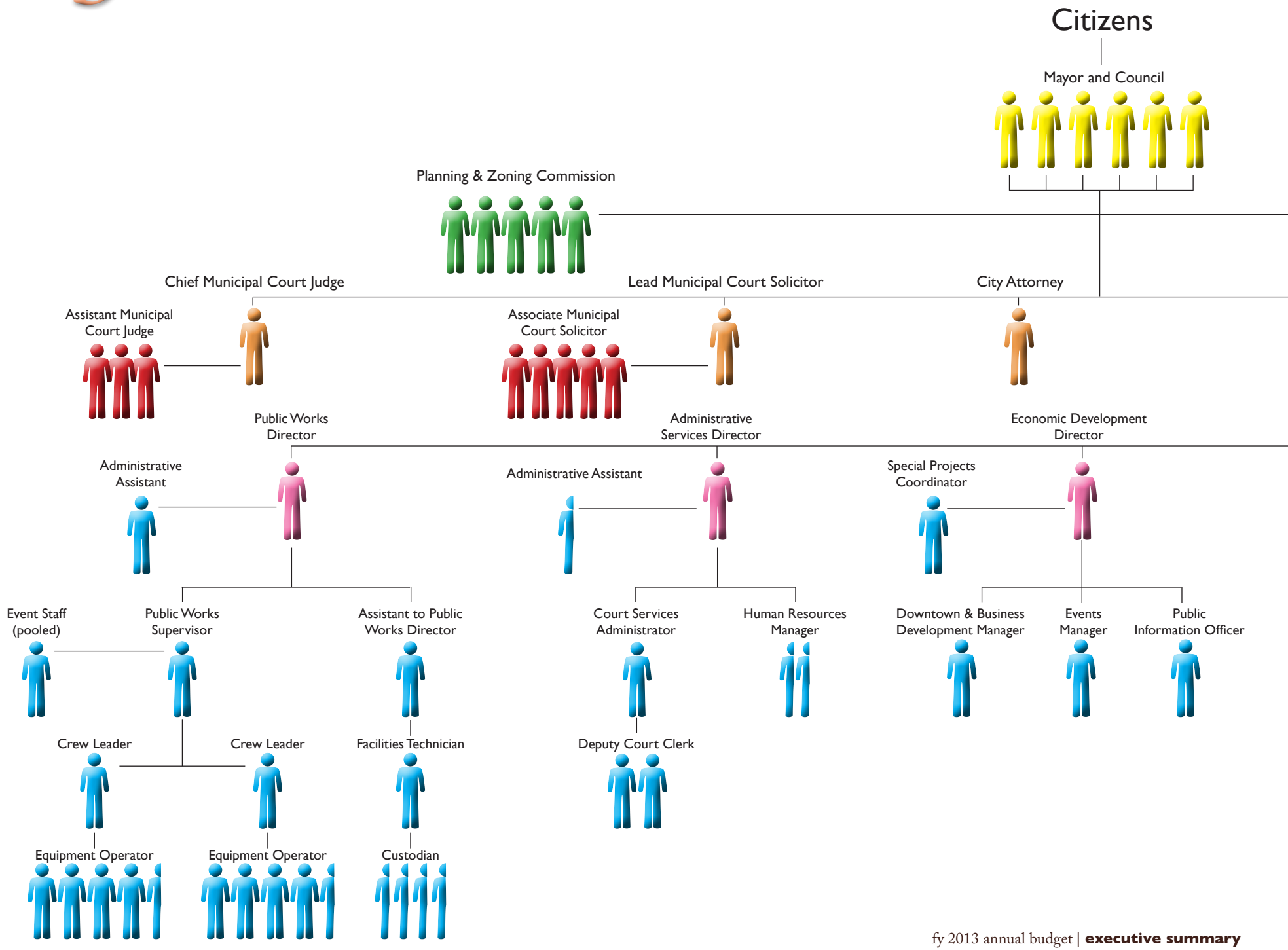
After the City has allocated resources to the stabilization account, any excess funds would be reported in the unassigned account and may be utilized for other municipal purposes, including, without limitations, additional capital improvement needs identified in the five-year capital improvement plan.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

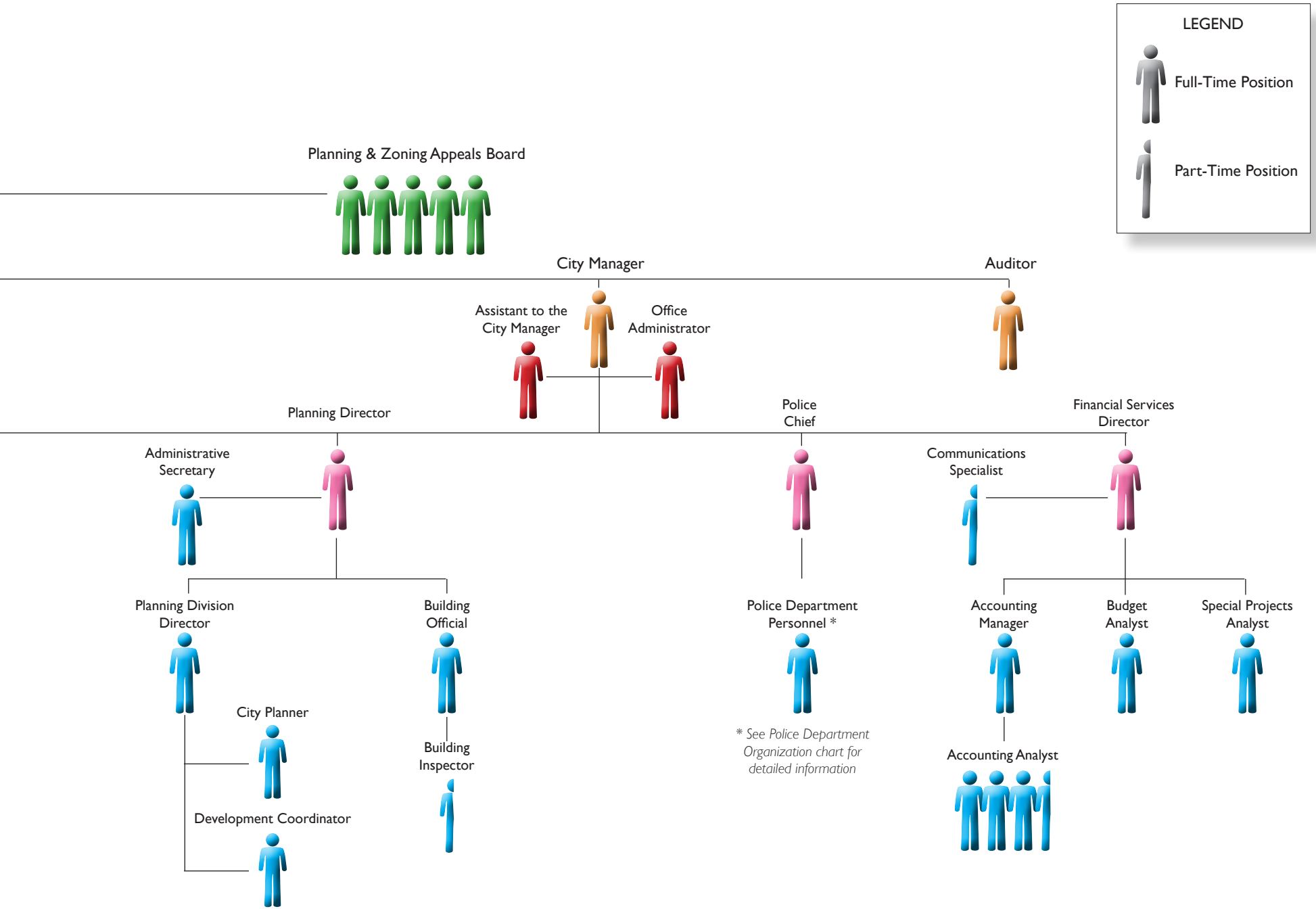
UTILIZATION

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.

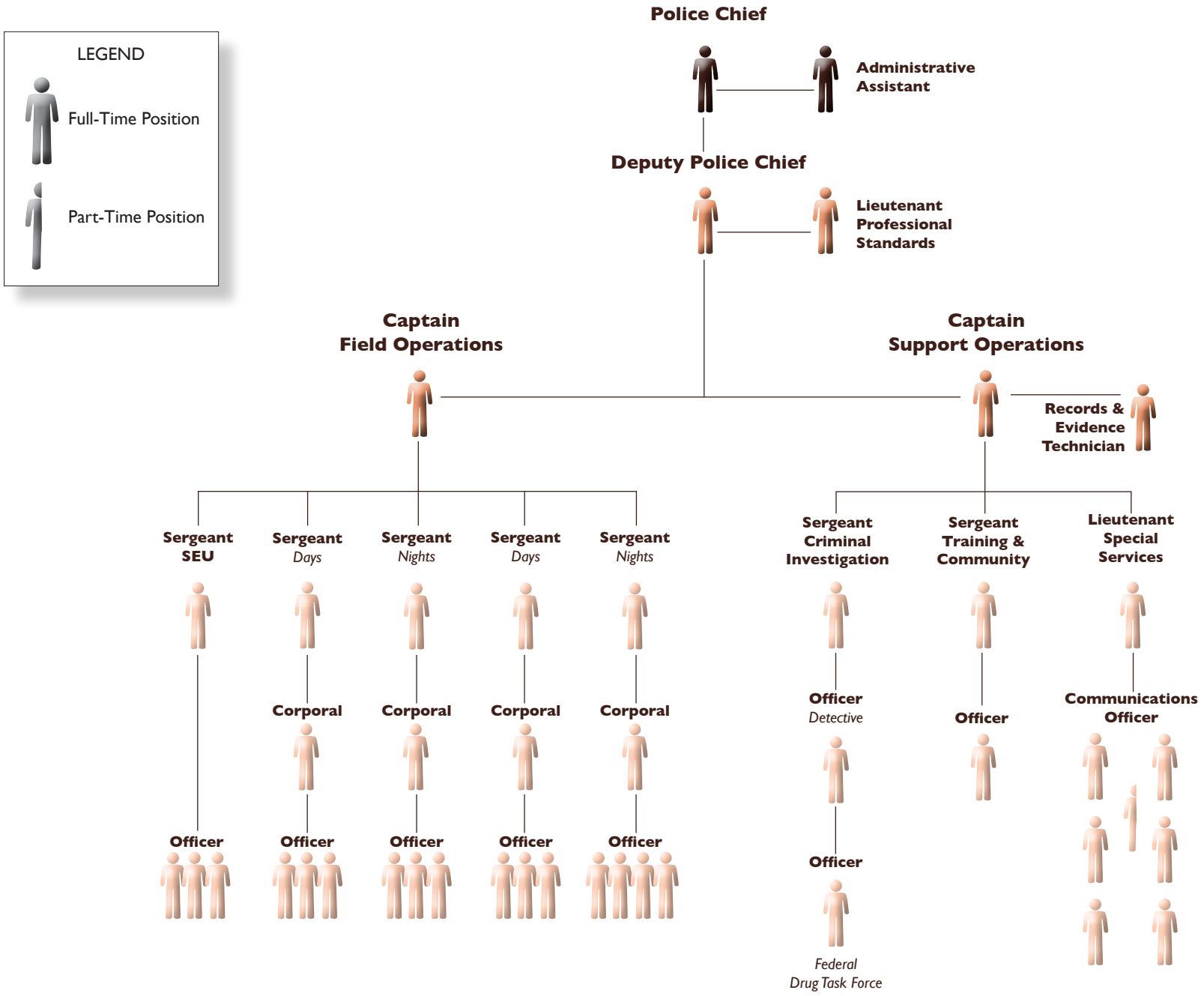
RESTORATION

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 and Council
Planning & Zoning Commission
Chief Municipal Court Judge
Assistant Municipal Court Judge
Lead Municipal Court Solicitor
Associate Municipal Court Solicitor
City Attorney
Public Works Director
Administrative Assistant
Event Staff (pooled)
Public Works Supervisor
Crew Leader
Crew Leader
Equipment Operator
Equipment Operator
Assistant to Public Works Director
Facilities Technician
Custodian
Administrative Services Director
Administrative Assistant
Court Services Administrator
Human Resources Manager
Deputy Court Clerk
Economic Development Director
Special Projects Coordinator
Downtown & Business Development Manager
Events Manager
Public Information Officer


LEGEND
Full-Time Position
Part-Time Position
Planning & Zoning Appeals Board
City Manager
Auditor
Assistant to the City Manager
Office Administrator
Planning Director
Police Chief
Financial Services Director
Administrative Secretary
Communications Specialist
Planning Division Director
Building Official
Police Department Personnel *
Accounting Manager
Budget Analyst
Special Projects Analyst
City Planner
Building Inspector
* See Police Department Organization chart for detailed information
Accounting Analyst
Development Coordinator

police department organizational chart



	Position	FY 2009		FY 2010		FY 2011		FY 2012		FY 2013	
	Grade	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Council & 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	
Total Council & Chief Executive		3	-	3	-	3	-	3	-	3	-
Administrative Services											
Administrative Services Director	75	1		1		1		1		1	
Human Resources Manager	69		2		2		2		2		2
Court Services Administrator	67	1		1		1		1		1	
Administrative Assistant	60										1
Police Technician (1)	61	1									
Deputy Court Clerk (1)	60	2	1	2		2		2		2	
Chief Judge	Appointed		1		1		1		1		1
Associate Judge	Appointed		3		3		3		3		3
Lead City Solicitor	Appointed		1		1		1		1		1
City Solicitor	Appointed		6		6		6		5		5
Total Administrative Services		5	14	4	13	4	13	4	12	4	13
Economic Development											
Economic Development Director	77	1		1		1		1		1	
Downtown & Business Development Manager	69		1		1	1		1		1	
Public Information Officer	67	1		1		1		1		1	
Events Manager	65							1		1	
Events Coordinator (2)	63	1		1		1					
Special Projects Coordinator	61	1		1		1		1		1	
Total Economic Development		4	1	4	1	5	-	5	-	5	-
Financial Services											
Financial Services Director	78	1		1		1		1		1	
Accounting Manager	67	1		1		1		1		1	
Budget Analyst	67							1		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 Services		6	2	6	2	6	2	7	2	7	2

	Position Grade	FY 2009		FY 2010		FY 2011		FY 2012		FY 2013	
		Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Parks & Public Works											
Public Works Director	78	1		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	2		2		2		2		2	
Facilities Technician (3)	61					1		1		1	
Administrative Assistant	60	1		1		1		1		1	
Equipment Operator (3)	59	9		9		8		8		8	2
Custodian	PT						3		3		4
Seasonal Laborer	PT		2		2		2		2		
Seasonal Park Attendant	PT		1		1		1		1		
Event Staff Pool (4)	PT		1		1		1		1		1
Total Parks & Public Works		15	4	15	4	15	7	15	7	15	7
Planning											
Planning & Inspections Director	77	1		1		1		1		1	
Planning Division Director	72	1		1		1		1		1	
Building Official (5)	71	1								1	
City Planner	67	1		1		1		1		1	
Building Inspector (5)	64	1	2	1	1	1	1	1	1		1
Development Coordinator	61	1		1		1		1		1	
Inspections Assistant (5)	60	1									
Administrative Secretary	57	1		1		1		1		1	
Total Planning		8	2	6	1	6	1	6	1	6	1

	Position Grade	FY 2009		FY 2010		FY 2011		FY 2012		FY 2013	
		Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time	Full Time	Part-Time
Police											
Police Chief	79	1		1		1		1		1	
Deputy Police Chief	77	1		1		1		1		1	
Police Captain	72	2		2		2		2		2	
Police Lieutenant	70	2		2		2		2		2	
Police Sergeant	68	7		7		7		7		7	
Police Corporal	66	3		3		4		4		4	
Police Officer	64	20		20		19		19		19	
Communications Officer	61	6		6		6		6	1	6	1
Administrative Assistant	60	1		1		1		1		1	
Records & Evidence Technician	60	1		1		1		1		1	
Total Police		44	-	44	-	44	-	44	1	44	1
Total		**85**	**23**	**82**	**21**	**83**	**23**	**84**	**23**	**84**	**24**

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

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

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

(4) Event Staff Pool is comprised of a group of temporary staffing that provide 1,248 hours of pool labor a year.

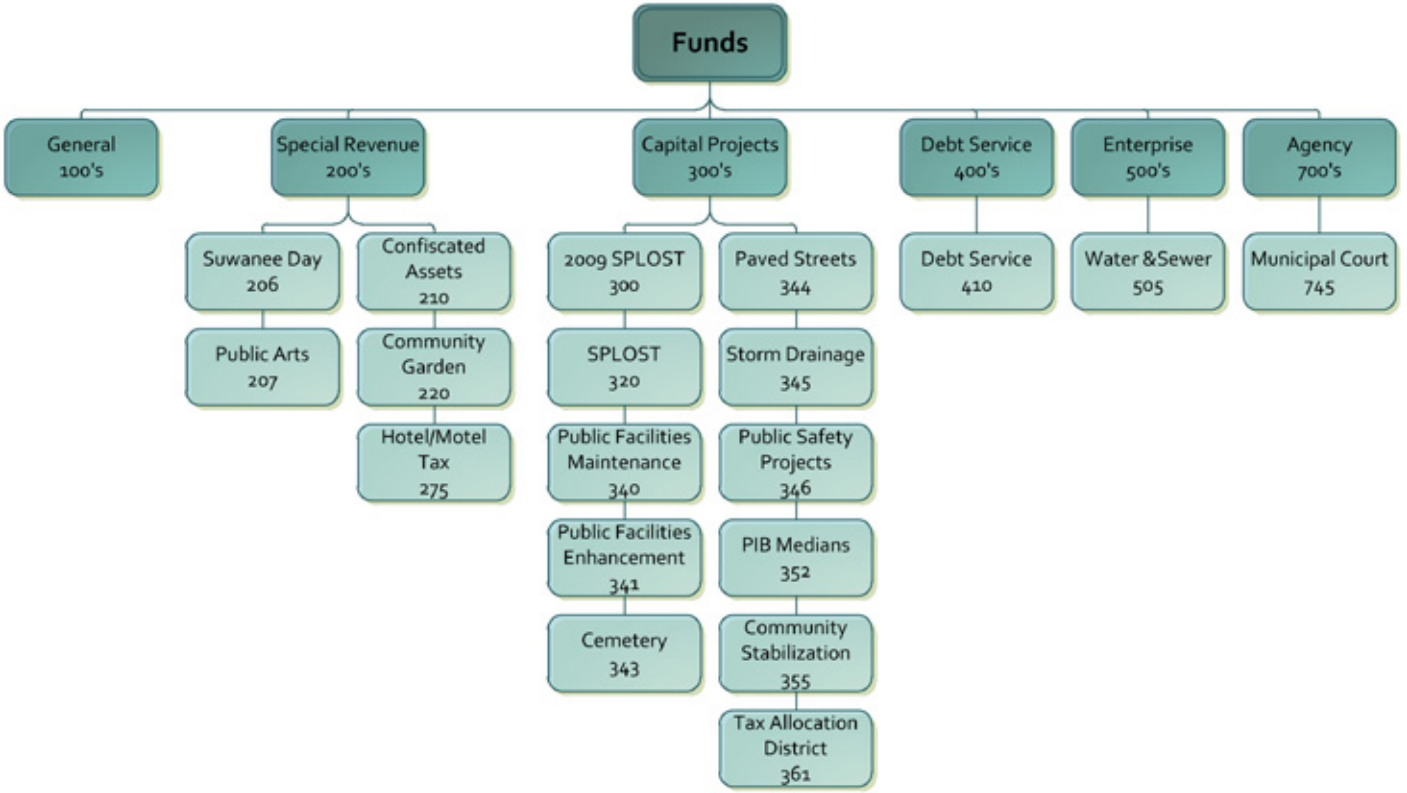
(5) In fiscal year 2010, the Building Official position, the Inspections Assistant position, and a part-time Building Inspector position were dissolved due to economic conditions. In fiscal year 2013, the full time Building Inspector position was upgraded to Building Official.

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.

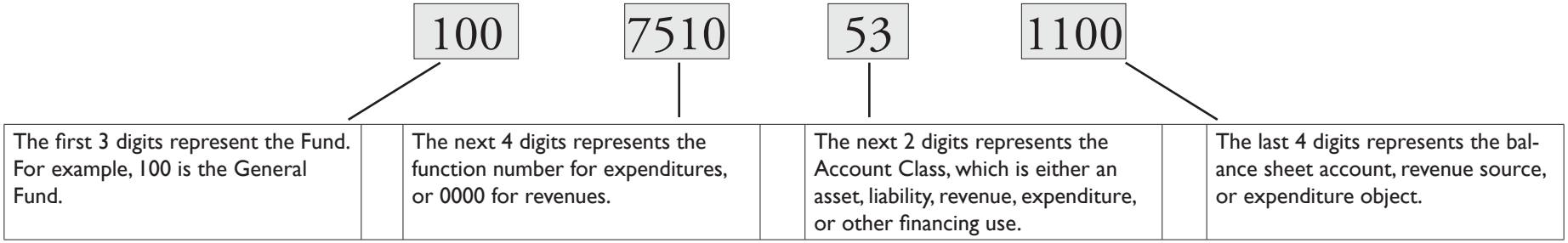
The General Fund is the City's primary operating fund and accounts for basic governmental services. It accounts for all the financial activity of the general government, except for those required to be accounted in another fund.

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 108 employees and only 7 departments.*

Summary of departments by function

Council & Chief Executive	1110	Governing Body	The City Council is the legislative governing authority of the City.
	1320	Chief Executive	The City's Manager's office is responsible for carrying out the City's Council's policy decisions, for providing vision and leadership to the organization, and for overseeing the day-to-day operations.
Administrative Services	1500	General Administration	This function consists of the Human Resource division as well as the City Clerk.
	2650	Municipal Court	Processes all citations handled through the Court, provides assistance to the Judge, attorneys, solicitors, and defendants.
Economic Development	1570	Public Information	Efforts serve to help create an informed and involved citizenry.
	6190	Special Facilities & Activities	To provide the funding of production costs of event related activities for the City.
	7510	Economic Development	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.
Financial Services	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 annual financial report.
Parks & 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.
	6220	Park Areas	Provides maintenance services for all parks and the Suwanee Greenway.
Planning	1120	Legislative Committees	Consists of two boards; the Planning and Zoning Commission, and the Planning and Zoning Appeals Board.
	7200	Protective Inspection	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 & 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 ordinance.

Police	3210	Police Administration	Plans, directs, and manages the Police Department including patrol services, investigations, communications, training, community policing, and public relations.
	3221	Criminal Investigation	Responsible for the protection of persons, the apprehension of criminals, the recovery of property, and the prevention of crime.
	3223	Patrol	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 & Identification	Maintains accurate records of arrests, reported crimes, and traffic related incidents.
	3240	Police Training	Protects 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 Officers who work off-duty assignments at various events and businesses within the City.
	3260	Police Station	To provide a quality work environment for the members of the police department with preventive building maintenance and technologically forward planning for the future.
	3261	Police Substation and Training	To provide a Police Substation in the Gateway area that includes a training center and firing range.
	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.
	3285	Public Relations	Foster an atmosphere of mutual trust, cooperation, and respect with the public.

Non-Departmental	1530	Law	The City Attorney has the responsibility of responding to request 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 Building	Manages the building operations and maintenance activities for the City's Governmental facilities.
	9100	Other Financing Uses	Accounts for the transfer of funds from the general fund to other funds.

Fund	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget	Amount of Change	% Change
General Fund	$ 12,097,832	$ 12,345,509	$ 11,652,456	$ 12,587,071	$ 12,002,440	$ (584,631)	-4.64%
Special Revenue Funds:							
Suwanee Day	87,979	78,060	74,529	97,000	97,000	-	0.00%
Public Arts	-	-	11,564	80,500	50,500	(30,000)	-37.27%
Confiscated Assets	8,715	22,112	81,116	98,250	80,250	(18,000)	-18.32%
Community Garden	-	1,776	3,471	6,420	6,620	200	3.12%
Hotel/Motel Tax	583,648	481,465	365,930	355,150	385,130	29,980	8.44%
Debt Service	1,622,796	1,620,178	1,605,878	1,604,150	1,596,110	(8,040)	-0.50%
Enterprise	163,963	127,954	131,911	241,000	196,410	(44,590)	-18.50%
Agency	1,617,616	1,798,378	1,870,338	1,489,860	1,809,080	319,220	21.43%
Gross Total	16,182,549	16,475,432	15,797,193	16,559,401	16,223,540	(335,861)	-2.03%
Less Interfund Transfers	(2,970,948)	(3,322,026)	(3,090,278)	(2,871,310)	(3,045,320)	(174,010)	6.06%
Net Total Budget	$ 13,211,601	$ 13,153,406	$ 12,706,915	$ 13,688,091	$ 13,178,220	$ (509,871)	-3.72%



governmental and proprietary fund types combining statement

	FY 2009 Actual			FY 2010 Actual		
	Governmental	Proprietary	Total	Governmental	Proprietary	Total
Revenues						
Property Taxes	$ 5,926,093	$	5,926,093	$ 5,846,600	$	5,846,600
Franchise Taxes	1,777,986		1,777,986	1,694,211		1,694,211
Alcoholic Beverage Taxes	795,413		795,413	784,188		784,188
Business Taxes	1,465,980		1,465,980	1,360,254		1,360,254
Hotel/motel Taxes	679,834		679,834	561,586		561,586
Other Taxes Penalties	77,776		77,776	73,031		73,031
Licenses and Permits	368,872		368,872	349,965		349,965
Intergovernmental Grants	-		-	68,088		68,088
Charge for Services	111,630	$ 64,608	176,238	64,238	$ 62,501	126,739
Fines and Forfeitures	1,028,022		1,028,022	1,334,381		1,334,381
Investment Income	244,246	599	244,845	206,272	1,485	207,757
Contributions and Donations	101,024		101,024	101,145		101,145
Miscellaneous Revenues	47,448		47,448	21,694		21,694
Total Revenues	12,624,324	65,207	12,689,531	12,465,653	63,986	12,529,639
Expenditures/Expenses and Other Uses:						
Council & Chief Executive	488,847		488,847	538,609		538,609
Administrative Services	588,641		588,641	518,221		518,221
Economic Development	1,027,013		1,027,013	928,281		928,281
Financial Services	564,410		564,410	567,180		567,180
Parks & Public Works	1,637,994	149,377	1,787,371	1,497,834	104,335	1,602,169
Planning	703,054		703,054	512,681		512,681
Police	3,737,097		3,737,097	3,753,064		3,753,064
Non-Departmental	592,767		592,767	498,855		498,855
Debt Service	1,622,796	14,586	1,637,382	1,620,178	23,619	1,643,797
Total Expenditures/Expenses and Other Uses	10,962,619	163,963	11,126,582	10,434,903	127,954	10,562,857
Excess (deficiency) of revenues over (under) expenditures	1,661,705	(98,756)	1,562,949	2,030,750	(63,968)	1,966,782
Other Financing Sources (Uses)						
Proceeds from capital lease	94,316		94,316			-
Sale of capital asset				21,165	(7,038)	14,127
Transfers in	1,628,632	150,000	1,778,632	1,629,000	287,450	1,916,450
Transfers out	(3,438,351)		(3,438,351)	(4,114,196)		(4,114,196)
Total other financing sources	(1,715,403)	150,000	(1,565,403)	(2,464,031)	280,412	(2,183,619)
Net change in fund balance	(53,698)	51,244	(2,454)	(433,281)	216,444	(216,837)
Fund Balances, beginning of year	9,010,278	1,892,702	10,902,980	8,956,580	1,943,946	10,900,526
Fund Balances, end of year	$ 8,956,580	$ 1,943,946	$ 10,900,526	$ 8,523,299	$ 2,160,390	$ 10,683,689

FY 2011 Actual			FY 2012 Budget			FY 2013 Budget		
Governmental	Proprietary	Total	Governmental	Proprietary	Total	Governmental	Proprietary	Total
$ 5,957,420	$	$ 5,957,420	$ 5,616,930	$	$ 5,616,930	$ 4,859,240	$	$ 4,859,240
1,825,464		1,825,464	1,860,420		1,860,420	1,875,510		1,875,510
836,438		836,438	813,300		813,300	843,500		843,500
1,347,871		1,347,871	1,631,530		1,631,530	1,696,500		1,696,500
533,179		533,179	507,150		507,150	550,830		550,830
91,172		91,172	55,000		55,000	53,000		53,000
441,763		441,763	543,820		543,820	485,200		485,200
31,311		31,311	21,351		21,351	663,780		663,780
72,456	$ 97,111	169,567	102,700	$ 90,500	193,200	100,500	$ 95,910	196,410
1,257,886		1,257,886	1,325,000		1,325,000	1,267,510		1,267,510
100,118	667	100,785	43,770	500	44,270	49,520	500	50,020
116,542		116,542	190,650		190,650	158,850		158,850
33,249		33,249	38,500		38,500	17,000		17,000
12,644,869	97,778	12,742,647	12,750,121	91,000	12,841,121	12,620,940	96,410	12,717,350
588,846		588,846	661,950		661,950	541,180		541,180
499,992		499,992	569,280		569,280	661,210		661,210
869,054		869,054	1,050,380		1,050,380	1,010,240		1,010,240
599,647		599,647	703,530		703,530	716,620		716,620
1,631,854	117,383	1,749,237	1,873,660	241,000	2,114,660	1,920,150	196,410	2,116,560
519,590		519,590	641,140		641,140	623,140		623,140
3,882,724		3,882,724	4,209,211		4,209,211	4,372,390		4,372,390
599,356		599,356	601,420		601,420	528,670		528,670
1,605,878	14,528	1,620,406	1,604,150		1,604,150	1,596,110		1,596,110
10,796,941	131,911	10,928,852	11,914,721	241,000	12,155,721	11,969,710	196,410	12,166,120
1,847,928	(34,133)	1,813,795	835,400	(150,000)	685,400	651,230	(100,000)	551,230
		-			-			-
1,815		1,815	5,000		5,000	5,000		5,000
1,715,540	342,018	2,057,558	1,601,900	150,000	1,751,900	1,592,110	100,000	1,692,110
(2,997,993)		(2,997,993)	(2,913,820)		(2,913,820)	(2,248,340)		(2,248,340)
(1,280,638)	342,018	(938,620)	(1,306,920)	150,000	(1,156,920)	(651,230)	100,000	(551,230)
567,290	307,885	875,175	(471,520)	-	(471,520)	-	-	-
8,523,299	2,160,390	10,683,689	9,090,589	2,468,275	11,558,864	8,619,069	2,468,275	11,087,344
$ 9,090,589	$ 2,468,275	$ 11,558,864	$ 8,619,069	$ 2,468,275	$ 11,087,344	$ 8,619,069	$ 2,468,275	$ 11,087,344

FY 2009 Actual

	General	Suwanee Day	Confiscated Asset	Hotel/Motel Tax	Debt Service	Total Governmental Funds
Revenues						
Property Taxes	$ 5,926,093					$ 5,926,093
Franchise Taxes	1,777,986					1,777,986
Alcoholic Beverage Taxes	795,413					795,413
Business Taxes	1,465,980					1,465,980
Hotel/motel Taxes	203,945			$ 475,889		679,834
Other Taxes Penalties	77,776					77,776
Licenses and Permits	368,872					368,872
Charge for Services	111,630					111,630
Fines and Forfeitures	994,207		$ 33,815			1,028,022
Investment Income	231,289	$ 314	43	2,297	$ 10,303	244,246
Contributions and Donations	18,392	82,632				101,024
Miscellaneous Revenues	47,448					47,448
Total Revenues	12,019,031	82,946	33,858	478,186	10,303	12,624,324
Expenditures						
Council & Chief Executive	488,847					488,847
Administrative Services	588,641					588,641
Economic Development	559,331	87,979		379,703		1,027,013
Financial Services	564,410					564,410
Parks & Public Works	1,637,994					1,637,994
Planning	703,054					703,054
Police	3,728,382		8,715			3,737,097
Non-Departmental	592,767					592,767
Debt Service					1,622,796	1,622,796
Total Expenditures	8,863,426	87,979	8,715	379,703	1,622,796	10,962,619
Excess (deficiency) of revenues over (under) expenditures	3,155,605	(5,033)	25,143	98,483	(1,612,493)	1,661,705
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)			(203,945)		(3,438,351)
Total other financing sources	(3,138,458)	-	-	(203,945)	1,627,000	(1,715,403)
Net change in fund balance	17,147	(5,033)	25,143	(105,462)	14,507	(53,698)
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	$ 7,602,707	$ 16,698	$ 30,486	$ 104,847	$ 1,201,842	$ 8,956,580

FY 2010 Actual	General	Suwanee Day	Public Arts	Confiscated Asset	Community Garden	Hotel/Motel Tax	Debt Service	Total Governmental Funds
Revenues								
Property Taxes	$ 5,846,600							$ 5,846,600
Franchise Taxes	1,694,211							1,694,211
Alcoholic Beverage Taxes	784,188							784,188
Business Taxes	1,360,254							1,360,254
Hotel/motel Taxes	168,430					$ 393,156		561,586
Other Taxes Penalties	73,031							73,031
Licenses and Permits	349,965							349,965
Intergovernmental Revenues	68,088							68,088
Charge for Services	64,238							64,238
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		9,613			101,145
Miscellaneous Revenues	21,694							21,694
Total Revenues	11,877,822	79,751	9,432	88,728	9,620	393,896	6,404	12,465,653
Expenditures								
Council & Chief Executive	538,609							538,609
Administrative Services	518,221							518,221
Economic Development	537,187	78,060				313,034		928,281
Financial Services	567,180							567,180
Parks & Public Works	1,496,058				1,776			1,497,834
Planning	512,681							512,681
Police	3,730,952			22,112				3,753,064
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	3,478,079	1,691	9,432	66,616	7,844	80,862	(1,613,774)	2,030,750
Other Financing Sources (Uses)								
Sale of capital asset	21,165							21,165
Transfers in							1,629,000	1,629,000
Transfers out	(3,945,766)					(168,430)		(4,114,196)
Total other financing sources	(3,924,601)	-	-	-	-	(168,430)	1,629,000	(2,464,031)
Net change in fund balance	(446,522)	1,691	9,432	66,616	7,844	(87,568)	15,226	(433,281)
Fund Balance, beginning of year	7,602,707	16,698	-	30,486	-	104,847	1,201,842	8,956,580
Fund Balance, end of year	$ 7,156,185	$ 18,389	$ 9,432	$ 97,102	$ 7,844	$ 17,279	$ 1,217,068	$ 8,523,299

FY 2011 Actual

	General	Suwanee Day	Public Arts	Confiscated Asset	Community Garden	Hotel/Motel Tax	Debt Service	Total Governmental Funds
Revenues								
Property Taxes	$ 5,957,420							$ 5,957,420
Franchise Taxes	1,825,464							1,825,464
Alcoholic Beverage Taxes	836,438							836,438
Business Taxes	1,347,871							1,347,871
Hotel/motel Taxes	159,779					$ 373,400		533,179
Other Taxes Penalties	91,172							91,172
Licenses and Permits	441,763							441,763
Intergovernmental Revenues	31,311							31,311
Charge for Services	72,456							72,456
Fines and Forfeitures	1,174,621			$ 83,265				1,257,886
Investment Income	97,006	$ 44	$ 21	226	$ 17	40	$ 2,764	100,118
Contributions and Donations	5,370	73,572	31,310		6,290			116,542
Miscellaneous Revenues	33,249							33,249
Total Revenues	12,073,920	73,616	31,331	83,491	6,307	373,440	2,764	12,644,869
Expenditures								
Council & Chief Executive	588,846							588,846
Administrative Services	499,992							499,992
Economic Development	576,810	74,529	11,564			206,151		869,054
Financial Services	599,647							599,647
Parks & Public Works	1,628,383				3,471			1,631,854
Planning	519,590							519,590
Police	3,801,608			81,116				3,882,724
Non-Departmental	599,356							599,356
Debt Service							1,605,878	1,605,878
Total Expenditures	8,814,232	74,529	11,564	81,116	3,471	206,151	1,605,878	10,796,941
Excess (deficiency) of revenues over (under) expenditures	3,259,688	(913)	19,767	2,375	2,836	167,289	(1,603,114)	1,847,928
Other Financing Sources (Uses)								
Gain (Loss) on disposal of capital assets	1,815							1,815
Transfers in							1,715,540	1,715,540
Transfers out	(2,838,214)					(159,779)		(2,997,993)
Total other financing sources	(2,836,399)	-	-	-	-	(159,779)	1,715,540	(1,280,638)
Net change in fund balance	423,289	(913)	19,767	2,375	2,836	7,510	112,426	567,290
Fund Balance, beginning of year	7,156,185	18,389	9,432	97,102	7,844	17,279	1,217,068	8,523,299
Fund Balance, end of year	$ 7,579,474	$ 17,476	$ 29,199	$ 99,477	$ 10,680	$ 24,789	$ 1,329,494	$ 9,090,589

FY 2012 Budget

	General	Suwanee Day	Public Arts	Confiscated Asset	Community Garden	Hotel/Motel Tax	Debt Service	Total Governmental Funds
Revenues								
Property Taxes	$ 5,616,930							$ 5,616,930
Franchise Taxes	1,860,420							1,860,420
Alcoholic Beverage Taxes	813,300							813,300
Business Taxes	1,631,530							1,631,530
Hotel/motel Taxes	152,500					$ 354,650		507,150
Other Taxes Penalties	55,000							55,000
Licenses and Permits	543,820							543,820
Intergovernmental Revenue	21,351							21,351
Charge for Services	102,700							102,700
Fines and Forfeitures	1,227,000			$ 98,000				1,325,000
Investment Income	40,000	$ 250	$ 500	250	$ 20	500	$ 2,250	43,770
Contributions and Donations	7,500	96,750	80,000		6,400			190,650
Miscellaneous Revenues	38,500							38,500
Total Revenues	12,110,551	97,000	80,500	98,250	6,420	355,150	2,250	12,750,121
Expenditures								
Council & Chief Executive	661,950							661,950
Administrative Services	569,280							569,280
Economic Development	670,230	97,000	80,500			202,650		1,050,380
Financial Services	703,530							703,530
Parks & Public Works	1,867,240				6,420			1,873,660
Planning	641,140							641,140
Police	4,110,961			98,250				4,209,211
Non-Departmental	601,420							601,420
Debt Service							1,604,150	1,604,150
Total Expenditures	9,825,751	97,000	80,500	98,250	6,420	202,650	1,604,150	11,914,721
Excess (deficiency) of revenues over (under) expenditures	2,284,800	-	-	-	-	152,500	(1,601,900)	835,400
Other Financing Sources (Uses)								
Sale of capital asset	5,000							5,000
Transfers in							1,601,900	1,601,900
Transfers out	(2,761,320)					(152,500)		(2,913,820)
Total other financing sources	(2,756,320)	-	-	-	-	(152,500)	1,601,900	(1,306,920)
Net change in fund balance	(471,520)	-	-	-	-	-	-	(471,520)
Fund Balance, beginning of year	7,579,474	17,476	29,199	99,477	10,680	24,789	1,329,494	9,090,589
Fund Balance, end of year	$ 7,107,954	$ 17,476	$ 29,199	$ 99,477	$ 10,680	$ 24,789	$ 1,329,494	$ 8,619,069

FY 2013 Budget

	General	Suwanee Day	Public Arts	Confiscated Asset	Community Garden	Hotel/Motel Tax	Debt Service	Total Governmental Funds
Revenues								
Property Taxes	$ 4,859,240							$ 4,859,240
Franchise Taxes	1,875,510							1,875,510
Alcoholic Beverage Taxes	843,500							843,500
Business Taxes	1,696,500							1,696,500
Hotel/motel Taxes	165,700					$ 385,130		550,830
Other Taxes Penalties	53,000							53,000
Licenses and Permits	485,200							485,200
Intergovernmental Grants	663,780							663,780
Charge for Services	100,500							100,500
Fines and Forfeitures	1,187,510			$ 80,000				1,267,510
Investment Income	45,000	$ 250		250	$ 20		$ 4,000	49,520
Contributions and Donations	5,000	96,750	$ 50,500		6,600			158,850
Miscellaneous Revenues	17,000							17,000
Total Revenues	11,997,440	97,000	50,500	80,250	6,620	385,130	4,000	12,620,940
Expenditures								
Council & Chief Executive	541,180							541,180
Administrative Services	661,210							661,210
Economic Development	643,310	97,000	50,500			219,430		1,010,240
Financial Services	716,620							716,620
Parks & Public Works	1,913,530				6,620			1,920,150
Planning	623,140							623,140
Police	4,292,140			80,250				4,372,390
Non-Departmental	528,670							528,670
Debt Service							1,596,110	1,596,110
Total Expenditures	9,919,800	97,000	50,500	80,250	6,620	219,430	1,596,110	11,969,710
Excess (deficiency) of revenues over (under) expenditures	2,077,640	-	-	-	-	165,700	(1,592,110)	651,230
Other Financing Sources (Uses)								
Sale of capital asset	5,000							5,000
Transfers in							1,592,110	1,592,110
Transfers out	(2,082,640)					(165,700)		(2,248,340)
Total other financing sources	(2,077,640)	-	-	-	-	(165,700)	1,592,110	(651,230)
Net change in fund balance	-	-	-	-	-	-	-	-
Fund Balance, beginning of year	7,107,954	17,476	29,199	99,477	10,680	24,789	1,329,494	8,619,069
Fund Balance, end of year	$ 7,107,954	$ 17,476	$ 29,199	$ 99,477	$ 10,680	$ 24,789	$ 1,329,494	$ 8,619,069



Town Center Park

Project Based Budgets	2009 SPLOST	2005 SPLOST	Public Facilities Maintenance	Public Facilities Enhancement	Cemetery	Paved Streets
Revenues						
Intergovernmental Grants	$ 14,103,095	$ 7,264,267				
Investment Income	17,020	380,045	$ 500	$ 1,000	$ 250	$ 250
Total Revenues	14,120,115	7,644,312	500	1,000	250	250
Expenditures						
Purchased Professional and Technical Services	2,079,866	1,597,883	25,000	500,000	25,000	50,000
Supplies		5,000	10,000	20,000		1,250
Capital Outlay	14,918,142	5,591,461	165,000	711,940	71,250	349,000
Total Expenditures	16,998,008	7,194,344	200,000	1,231,940	96,250	400,250
Excess (deficiency) of revenues over (under) expenditures	(2,877,893)	449,968	(199,500)	(1,230,940)	(96,000)	(400,000)
Other Financing Sources (Uses)						
Transfer In	3,004,368	342,780	199,500	1,230,940	96,000	400,000
Transfer Out	(126,475)	(792,748)				
Total Other Financing Sources	2,877,893	(449,968)	199,500	1,230,940	96,000	400,000
Net change in fund balance	$ -	$ -	$ -	$ -	$ -	$ -

Storm Drainage	Public Safety Projects	PIB Medians	Community Stabilization	Suwanee Tax Allocation District	Total
			$ 2,020,170		$ 23,387,532
$ 250	$	$	3,000	$ 1,000	403,315
250	-	-	2,023,170	1,000	23,790,847
10,000	5,070	10,000	20,000	25,000	4,347,819
					36,250
162,250	100,000	247,225	2,003,170	159,000	24,478,438
172,250	105,070	257,225	2,023,170	184,000	28,862,507
(172,000)	(105,070)	(257,225)	-	(183,000)	(5,071,660)
172,000	105,070	257,225		183,000	5,990,883
					(919,223)
172,000	105,070	257,225	-	183,000	5,071,660
$ -	$ -	$ -	$ -	$ -	$ -

Project Balances as of May 1, 2012	2009 SPLOST	2005 SPLOST	Public Facilities Maintenance	Public Facilities Enhancement	Cemetery	Paved Streets
Revenues						
Intergovernmental Grants	$ 8,161,369	$ 50,000				
Investment Income			$ 500	$ 1,000	$ 250	$ 250
Total Revenues	8,161,369	50,000	500	1,000	250	250
Expenditures						
Purchased Professional and Technical Services	1,688,369	94,188	25,000	500,000	25,000	50,000
Supplies			10,000	20,000		1,250
Capital Outlay	12,177,884	826,251	165,000	711,940	71,250	349,000
Total Expenditures	13,866,253	920,439	200,000	1,231,940	96,250	400,250
Excess (deficiency) of revenues over (under) expenditures	(5,704,884)	(870,439)	(199,500)	(1,230,940)	(96,000)	(400,000)
Other Financing Sources (Uses)						
Transfer in	249,853	65,280	146,750			100,000
Transfer out						
Total Other Financing Sources	249,853	65,280	146,750	-	-	100,000
Net change in fund balance	(5,455,031)	(805,159)	(52,750)	(1,230,940)	(96,000)	(300,000)
Fund Balance, beginning of year	5,455,031	805,159	52,750	1,230,940	96,000	300,000
Fund Balance, end of year	$ -	$ -	$ -	$ -	$ -	$ -

Storm Drainage	Public Safety Projects	PIB Medians	Community Stabilization	Suwanee Tax Allocation District	Total
			$ 2,020,170		$ 10,231,539
$ 250	$	$	3,000	$ 1,000	6,250
250	-	-	2,023,170	1,000	10,237,789
10,000	5,070	10,000	20,000	25,000	2,452,627
					31,250
162,250	100,000	247,225	2,003,170	159,000	16,972,970
172,250	105,070	257,225	2,023,170	184,000	19,456,847
(172,000)	(105,070)	(257,225)	-	(183,000)	(9,219,058)
106,780				30,000	698,663
106,780	-	-	-	30,000	698,663
(65,220)	(105,070)	(257,225)	-	(153,000)	(8,520,395)
65,220	105,070	257,225	-	153,000	8,520,395
$ -	$ -	$ -	$ -	$ -	$ -

Governmental Funds

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Revenues					
Property Taxes	$ 5,926,093	$ 5,846,600	$ 5,957,420	$ 5,616,930	$ 4,859,240
Franchise Taxes	1,777,986	1,694,211	1,825,464	1,860,420	1,875,510
Alcoholic Beverage Taxes	795,413	784,188	836,438	813,300	843,500
Business Taxes	1,465,980	1,360,254	1,347,871	1,631,530	1,696,500
Hotel/motel Taxes	679,834	561,586	533,179	507,150	550,830
Other Taxes Penalties	77,776	73,031	91,172	55,000	53,000
Licenses and Permits	368,872	349,965	441,763	543,820	485,200
Intergovernmental Grants		68,088	31,311	21,351	663,780
Charge for Services	111,630	64,238	72,456	102,700	100,500
Fines and Forfeitures	1,028,022	1,334,381	1,257,886	1,325,000	1,267,510
Investment Income	244,246	206,272	100,118	43,770	49,520
Contributions and Donations	101,024	101,145	116,542	190,650	158,850
Miscellaneous Revenues	47,448	21,694	33,249	38,500	17,000
Total Revenues	12,624,324	12,465,653	12,644,869	12,750,121	12,620,940
Expenditures					
Council & Chief Executive	488,847	538,609	588,846	661,950	541,180
Administrative Services	588,641	518,221	499,992	569,280	661,210
Economic Development	1,027,013	928,281	869,054	1,050,380	1,010,240
Financial Services	564,410	567,180	599,647	703,530	716,620
Parks & Public Works	1,637,994	1,497,834	1,631,854	1,873,660	1,920,150
Planning	703,054	512,681	519,590	641,140	623,140
Police	3,737,097	3,753,064	3,882,724	4,209,211	4,372,390
Non-Departmental	592,767	498,855	599,356	601,420	528,670
Debt Service	1,622,796	1,620,178	1,605,878	1,604,150	1,596,110
Total Expenditures	10,962,619	10,434,903	10,796,941	11,914,721	11,969,710
Excess (deficiency) of revenues over (under) expenditures	1,661,705	2,030,750	1,847,928	835,400	651,230
Other Financing Sources (Uses)					
Proceeds from capital lease	94,316				
Sale of capital asset		21,165	1,815	5,000	5,000
Transfers in	1,628,632	1,629,000	1,715,540	1,601,900	1,592,110
Transfers out	(3,438,351)	(4,114,196)	(2,997,993)	(2,913,820)	(2,248,340)
Total Other Financing Sources	(1,715,403)	(2,464,031)	(1,280,638)	(1,306,920)	(651,230)
Net change in fund balance	(53,698)	(433,281)	567,290	(471,520)	-
Fund Balances, beginning of year	9,010,278	8,956,580	8,523,299	9,090,589	8,619,069
Fund Balances, end of year	$ 8,956,580	$ 8,523,299	$ 9,090,589	$ 8,619,069	$ 8,619,069

General Fund

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Revenues					
Property Taxes	$ 5,926,093	$ 5,846,600	$ 5,957,420	$ 5,616,930	$ 4,859,240
Franchise Taxes	1,777,986	1,694,211	1,825,464	1,860,420	1,875,510
Alcoholic Beverage Taxes	795,413	784,188	836,438	813,300	843,500
Business Taxes	1,465,980	1,360,254	1,347,871	1,631,530	1,696,500
Hotel/motel Taxes	203,945	168,430	159,779	152,500	165,700
Other Taxes Penalties	77,776	73,031	91,172	55,000	53,000
Licenses and Permits	368,872	349,965	441,763	543,820	485,200
Intergovernmental Grants		68,088	31,311	21,351	663,780
Charge for Services	111,630	64,238	72,456	102,700	100,500
Fines and Forfeitures	994,207	1,245,968	1,174,621	1,227,000	1,187,510
Investment Income	231,289	198,655	97,006	40,000	45,000
Contributions and Donations	18,392	2,500	5,370	7,500	5,000
Miscellaneous Revenues	47,448	21,694	33,249	38,500	17,000
Total Revenues	12,019,031	11,877,822	12,073,920	12,110,551	11,997,440
Expenditures					
Council & Chief Executive	488,847	538,609	588,846	661,950	541,180
Administrative Services	588,641	518,221	499,992	569,280	661,210
Economic Development	559,331	537,187	576,810	670,230	643,310
Financial Services	564,410	567,180	599,647	703,530	716,620
Parks & Public Works	1,637,994	1,496,058	1,628,383	1,867,240	1,913,530
Planning	703,054	512,681	519,590	641,140	623,140
Police	3,728,382	3,730,952	3,801,608	4,110,961	4,292,140
Non-Departmental	592,767	498,855	599,356	601,420	528,670
Total Expenditures	8,863,426	8,399,743	8,814,232	9,825,751	9,919,800
Excess (deficiency) of revenues over (under) expenditures	3,155,605	3,478,079	3,259,688	2,284,800	2,077,640
Other Financing Sources (Uses)					
Proceeds from capital lease	94,316				
Sale of capital asset		21,165	1,815	5,000	5,000
Transfer in	1,632				
Transfer out	(3,234,406)	(3,945,766)	(2,836,399)	(2,761,320)	(2,082,640)
Total Other Financing Sources	(3,138,458)	(3,924,601)	(2,836,399)	(2,756,320)	(2,077,640)
Net change in fund balance	17,147	(446,522)	423,289	(471,520)	-
Fund Balances, beginning of year	7,585,560	7,602,707	7,156,185	7,579,474	7,107,954
Fund Balances, end of year	$ 7,602,707	$ 7,156,185	$ 7,579,474	$ 7,107,954	$ 7,107,954

Special Revenue

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Revenues					
Hotel/motel taxes	$ 475,889	$ 393,156	$ 373,400	$ 354,650	$ 385,130
Fines and Forfeitures	33,815	88,413	83,265	98,000	80,000
Investment Income	2,654	1,213	348	1,520	520
Contributions and Donations	82,632	98,645	111,172	183,150	153,850
Total Revenues	594,990	581,427	568,185	637,320	619,500
Expenditures					
Economic Development	467,682	391,094	292,244	380,150	366,930
Parks & Public Works		1,776	3,471	6,420	6,620
Police	8,715	22,112	81,116	98,250	80,250
Total Expenditures	476,397	414,982	376,831	484,820	453,800
Excess (deficiency) of revenues over (under) expenditures	118,593	166,445	191,354	152,500	165,700
Other Financing Sources (Uses)					
Transfer in					
Transfer out	(203,945)	(168,430)	(159,779)	(152,500)	(165,700)
Total Other Financing Sources	(203,945)	(168,430)	(159,779)	(152,500)	(165,700)
Net change in fund balance	(85,352)	(1,985)	31,575	-	-
Fund Balances, beginning of year	237,383	152,031	150,046	181,621	181,621
Fund Balances, end of year	$ 152,031	$ 150,046	$ 181,621	$ 181,621	$ 181,621

Debt Service

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Revenues					
Investment Income	$ 10,303	$ 6,404	$ 2,764	$ 2,250	$ 4,000
Total Revenues	10,303	6,404	2,764	2,250	4,000
Expenditures					
Debt Service-Principal	665,000	700,000	725,000	755,000	780,000
Debt Service-Interest	957,796	920,178	880,878	846,910	812,110
Fiscal Agent's Fees				2,240	4,000
Total Expenditures	1,622,796	1,620,178	1,605,878	1,604,150	1,596,110
Excess (deficiency) of revenues over (under) expenditures	(1,612,493)	(1,613,774)	(1,603,114)	(1,601,900)	(1,592,110)
Other Financing Sources (Uses)					
Transfer in	1,627,000	1,629,000	1,715,540	1,601,900	1,592,110
Total Other Financing Sources	1,627,000	1,629,000	1,715,540	1,601,900	1,592,110
Net change in fund balance	14,507	15,226	112,426	-	-
Fund Balances, beginning of year	1,187,335	1,201,842	1,217,068	1,329,494	1,329,494
Fund Balances, end of year	$ 1,201,842	$ 1,217,068	$ 1,329,494	$ 1,329,494	$ 1,329,494

Proprietary Fund

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Revenues					
Water and Sewer Charges	$ 64,608	$ 62,501	$ 97,111	$ 90,500	$ 95,910
Investment Income	599	1,485	667	500	500
Total Revenues	65,207	63,986	97,778	91,000	96,410
Expenses					
Administration	30,926	29,573	25,659	39,090	40,410
Supply	70,214	18,734	24,455	24,700	24,800
Distribution	48,237	48,990	67,269	69,200	69,200
System Improvements		7,038		108,010	62,000
Debt Service	14,586	23,619	14,528		
Total Expenses	163,963	127,954	131,911	241,000	196,410
Excess (deficiency) of revenues over (under) expenses	(98,756)	(63,968)	(34,133)	(150,000)	(100,000)
Other Financing Sources (Uses)					
Transfer in	150,000	287,450	342,018	150,000	100,000
Loss on disposal of capital assets		(7,038)			
Total Other Financing Sources	150,000	280,412	342,018	150,000	100,000
Net change	51,244	216,444	307,885	-	-
Total Net Assets, beginning of year	1,892,702	1,943,946	2,160,390	2,468,275	2,468,275
Total Net Assets, end of year	$ 1,943,946	$ 2,160,390	$ 2,468,275	$ 2,468,275	$ 2,468,275



Big Splash at Town Center

A RESOLUTION TO ADOPT THE FISCAL YEAR 2012-2013 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 2012-2013 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 2012-2013; 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 2012-2013; 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 26st day of June 2012.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION

general fund

Revenues and Other Sources		
Property Taxes	$	4,859,240
Franchise Taxes		1,875,510
Alcoholic Beverage Taxes		843,500
Business Taxes		1,696,500
Hotel/Motel Taxes		165,700
Other Taxes Penalties		53,000
Licenses & Permits		485,200
Intergovernmental Revenues		663,780
Charge for Services		100,500
Fines & Forfeitures		1,187,510
Investment Income		45,000
Contributions & Donations		5,000
Miscellaneous Revenue		17,000
Other Financing Sources		5,000
Total Revenues and Other Sources	$	12,002,440
Expenditures and Other Uses		
Council & Chief Executive	$	541,180
Administrative Services		661,210
Economic Development		643,310
Financial Services		716,620
Parks & Public Works		1,913,530
Planning		623,140
Police		4,292,140
Non-Departmental		528,670
Transfers-Bond Payment		1,592,110
Transfers-Capital		490,530
Total Expenditures and Other Uses	$	12,002,440
Fund Balance		
Stabilization Account 4 months of reserves committed	$	4,000,813

special revenue funds

Suwanee Day Fund		
Revenues and Other Sources		
Investment Income	$	250
Contributions and Donations		96,750
Total Revenues and Other Sources	$	97,000
Expenditures and Other Uses		
Special Activities	$	97,000
Total Expenditures and Other Uses	$	97,000
Public Art		
Revenues and Other Sources		
Contributions and Donations		50,500
Total Revenues and Other Sources	$	50,500
Expenditures and Other Uses		
Culture and Recreation	$	50,500
Total Expenditures and Other Uses	$	50,500
Confiscated Assets Fund		
Revenues and Other Sources		
Fines and Forfeitures	$	80,000
Investment Income		250
Total Revenues and Other Sources	$	80,250
Expenditures and Other Uses		
Patrol	$	80,250
Total Expenditures and Other Uses	$	80,250

Community Garden		
Revenues and Other Sources		
Investment Income	$	20
Contributions and Donations		6,600
Total Revenues and Other Sources	$	6,620
Expenditures and Other Uses		
Culture and Recreation	$	6,620
Total Expenditures and Other Uses	$	6,620
Hotel/Motel Tax Fund		
Revenues and Other Sources		
Selective Sales and Use Taxes	$	385,130
Total Revenues and Other Sources	$	385,130
Expenditures and Other Uses		
Tourism	$	385,130
Total Expenditures and Other Uses	$	385,130

capital project funds

2009 SPLOST Fund (Project Basis)	
Revenues	$ 17,124,483
Expenditures	$ 17,124,483
2005 SPLOST Fund (Project Basis)	
Revenues	$ 7,987,092
Expenditures	$ 7,987,092
Public Facilities Maintenance Fund (Project Basis)	
Revenues	$ 200,000
Expenditures	$ 200,000
Public Facilities Enhancement Fund (Project Basis)	
Revenues	$ 1,231,940
Expenditures	$ 1,231,940
Cemetery Fund (Project Basis)	
Revenues	$ 96,250
Expenditures	$ 96,250
Paved Streets Fund (Project Basis)	
Revenues	$ 400,250
Expenditures	$ 400,250
Storm Drainage Fund (Project Basis)	
Revenues	$ 172,250
Expenditures	$ 172,250
Public Safety Projects Fund (Project Basis)	
Revenues	$ 105,070
Expenditures	$ 105,070
PIB Medians Fund (Project Basis)	
Revenues	$ 257,225
Expenditures	$ 257,225
Community Stabilization Fund (Project Basis)	
Revenues	$ 2,023,170
Expenditures	$ 2,023,170
Suwanee Tax Allocation District Fund (Project Basis)	
Revenues	$ 184,000
Expenditures	$ 184,000

other funds

Debt Service Fund	
Revenues and Other Sources	
Investment Income	$ 4,000
Other Financing Sources	1,592,110
Total Revenues and Other Sources	$ 1,596,110
Expenditures and Other Uses	
Debt Service	$ 1,596,110
Total Expenditures and Other Uses	$ 1,596,110
Water Fund	
Revenues	
Charges for Services	$ 95,910
Investment Income	500
Other Financing Sources	100,000
Total Revenues	$ 196,410
Expenses	
Water Administration	$ 40,410
Supply	24,800
Distribution	69,200
System Improvements	62,000
Total Expenses	$ 196,410
Municipal Court Fund	
Revenues and Other Sources	
Fines and Forfeitures	$ 1,809,080
Total Revenues and Other Sources	$ 1,809,080
Expenditures and Other Uses	
Municipal Court	$ 621,570
Other Financing Uses	1,187,510
Total Expenditures and Other Uses	$ 1,809,080
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 2012-2013

WHEREAS, the City of Suwanee needs staff resources in order to adequately carry out the City's program of work during fiscal year 2012-2013; 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 2012-2013; 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
Council & Chief Executive	
City Manager	Appointed
Assistant to the City Manager	72
Office Administrator	61
Administrative Services	
Administrative Services Director	75
Human Resources Manager (PT) (2)	69
Court Services Administrator	67

	Salary Grade
Administrative Services (continued)	
Administrative Assistant (PT)	60
Deputy Court Clerk (2)	60
Chief Judge	Appointed
Associate Judge (3)	Appointed
Lead City Solicitor	Appointed
City Solicitor (5)	Appointed
Economic Development	
Economic Development Director	77
Downtown & Business Development Manager	69
Public Information Officer	67
Events Manager	65
Special Projects Coordinator	61
Financial Administration	
Financial Services Director	78
Accounting Manager	67
Budget Analyst	67
Communications Specialist (PT)	63
Accounting Analyst (3)	62
Accounting Analyst (PT)	62
Special Projects Analyst	62
Parks & Public Works	
Public Works Director	78
Assistant to the Public Works Director	72
Public Works Supervisor	68
Crew Leader (2)	61
Facilities Technician	61
Administrative Assistant	60
Equipment Operator (8)	59
Equipment Operator (PT) (2)	59
Events Staff Pool (1,248 pooled hours)	59
Custodian (PT) (4)	56

	Salary Grade
Planning	
Planning & Inspections Director	77
Planning Division Director	72
Building Official	71
City Planner	67
Building Inspector (PT)	64
Development Coordinator	61
Administrative Secretary	57
Police	
Police Chief	79
Deputy Police Chief	77
Police Captain (2)	72
Police Lieutenant (2)	70
Police Sergeant (7)	68
Police Corporal (4)	66
Police Officer (19)	64
Communications Officer (6)	61
Communications Officer (PT)	61
Administrative Assistant	60
Records & Evidence Technician	60

PT is an abbreviation for Part-Time, hours and pay varies for these positions. () Denotes number in 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 26st day of June 2012.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION



The composition of interfund transfers for the budget year ending June 30, 2013 is as follows:

Fund	Transfer In	Fund	Transfer Out		Amount
100	General	745	Municipal Court	$	1,187,510
100	General	275	Hotel/Motel		165,700
340	Facilities Maintenance	100	General		146,750
344	Paved Streets	100	General		100,000
345	Storm Drainage	100	General		106,780
360	Downtown Development Authority	100	General		7,000
361	Tax Allocation District	100	General		30,000
410	Debt Service	100	General		1,592,110
505	Water	100	General		100,000
				$	3,435,850

general fund

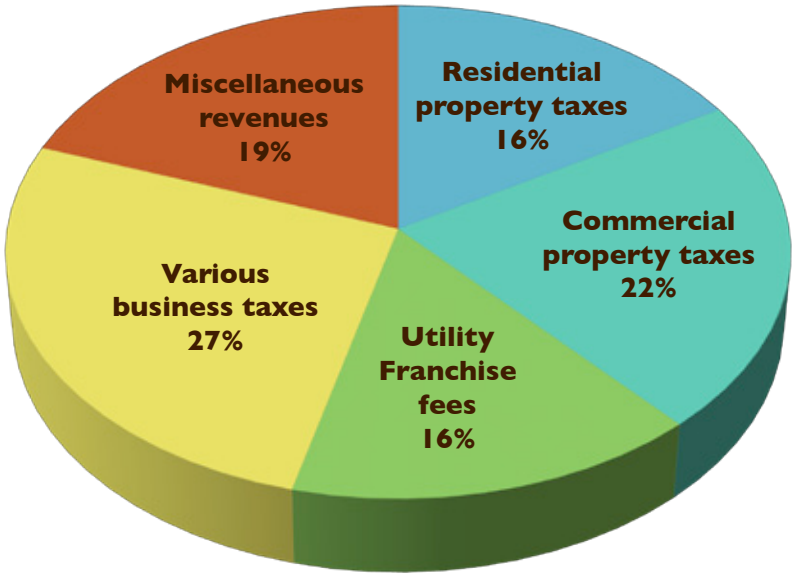
fiscal year 2012-2013

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.

summary of general fund revenues

Description	Actual FY 2009	Actual FY 2010	Actual FY 2011	Current FY 2012 Budget	FY 2013 Adopted Budget	Change Amount	Change %
Property Taxes	$ 5,926,093	$ 5,846,600	$ 5,957,420	$ 5,616,930	$ 4,859,240	$ (757,690)	-13.5%
Utility Franchise Taxes	1,777,986	1,694,211	1,825,464	1,860,420	1,875,510	15,090	0.8%
Alcoholic Beverage Taxes	795,413	784,188	836,438	813,300	843,500	30,200	3.7%
Business Taxes	1,465,980	1,360,254	1,347,871	1,631,530	1,696,500	64,970	4.0%
Hotel/Motel Taxes	203,945	168,430	159,779	152,500	165,700	13,200	8.7%
Other Taxes Penalties	77,776	73,031	91,172	55,000	53,000	(2,000)	-3.6%
Licenses & Permits	368,872	349,965	441,763	543,820	485,200	(58,620)	-10.8%
Intergovernmental Revenues	-	68,088	31,311	21,351	663,780	642,429	3008.9%
Charges for Services	111,630	64,238	72,456	102,700	100,500	(2,200)	-2.1%
Fines & Forfeitures	994,207	1,245,968	1,174,621	1,227,000	1,187,510	(39,490)	-3.2%
Investment Income	231,289	198,655	97,006	40,000	45,000	5,000	12.5%
Contributions & Donations	18,392	2,500	5,370	7,500	5,000	(2,500)	-33.3%
Miscellaneous Revenues	47,448	21,694	33,249	38,500	17,000	(21,500)	-55.8%
Other Financing Sources*	95,948	21,165	1,815	476,520	5,000	(471,520)	-99.0%
Total Revenues	**$ 12,114,979**	**$ 11,898,987**	**$ 12,075,735**	**$ 12,587,071**	**$ 12,002,440**	**$ (584,631)**	**-4.6%**
*Other Financing Sources							
Sale of capital item	$ -	$ 21,165	$ 1,815	$ 5,000	$ 5,000		
GMA lease	95,948	-	-	-	-		
Budgeted fund balance	-	-	-	471,520	-		
Total Other Financing Sources	**$ 95,948**	**$ 21,165**	**$ 1,815**	**$ 476,520**	**$ 5,000**		

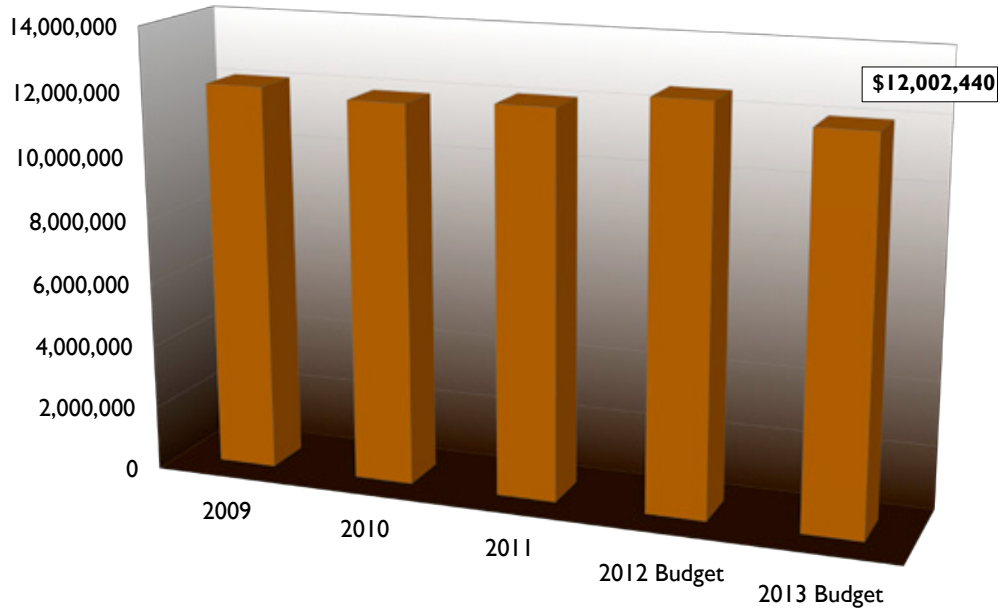
FY 2013 General Fund Revenues



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
* intergovernmental
* miscellaneous revenues

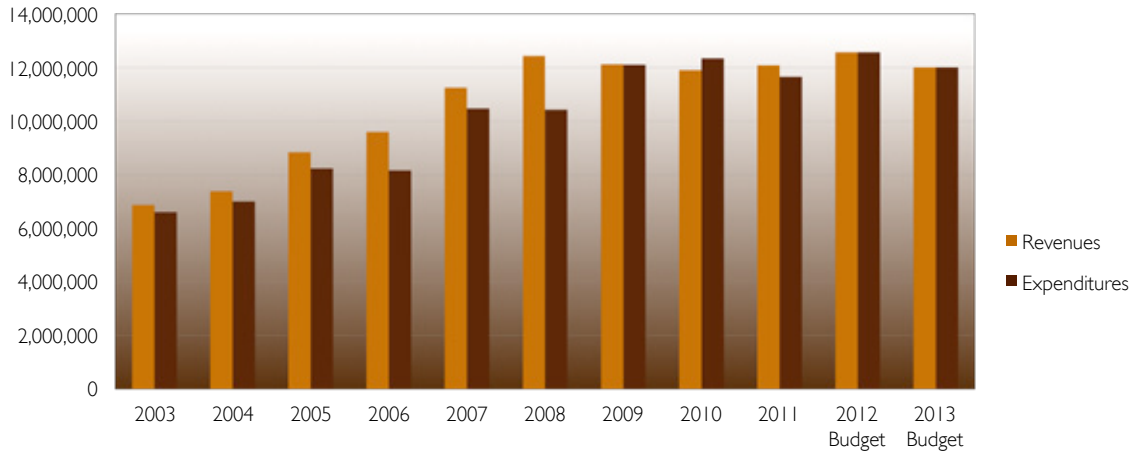
General Fund Revenues

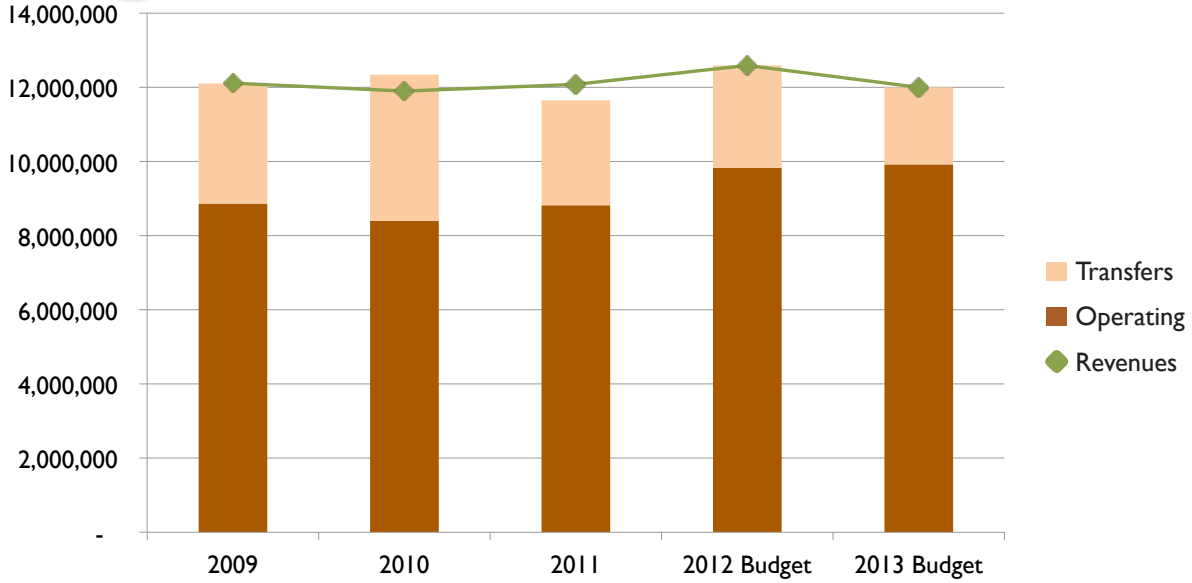


General Fund Expenditures by Department

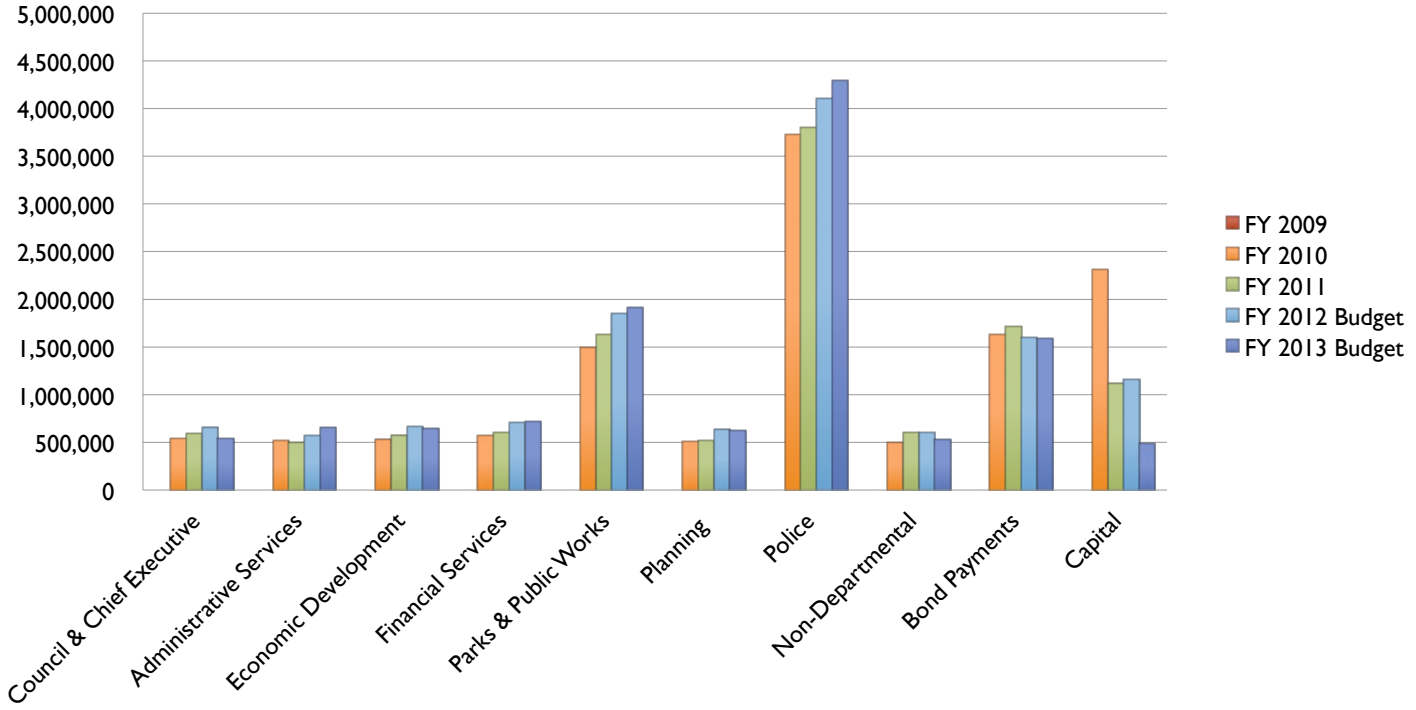
	Actual			Current FY 2012 Budget	FY 2013 Adopted Budget	Change	
	FY 2009	FY 2010	FY 2011			Amount	%
Council & Chief Executive	$ 488,847	$ 538,609	$ 588,846	$ 661,950	$ 541,180	$ (120,770)	-18.2%
Administrative Services	588,641	518,221	499,992	569,280	661,210	91,930	16.1%
Economic Development	559,331	537,187	576,810	670,230	643,310	(26,920)	-4.0%
Financial Services	564,410	567,180	599,647	703,530	716,620	13,090	1.9%
Parks & Public Works	1,637,994	1,496,058	1,628,383	1,867,240	1,913,530	46,290	2.5%
Planning	703,054	512,681	519,590	641,140	623,140	(18,000)	-2.8%
Police	3,728,382	3,730,952	3,801,608	4,110,961	4,292,140	181,179	4.4%
Non-Departmental	592,767	498,855	599,356	601,420	528,670	(72,750)	-12.1%
Total Operating	8,863,426	8,399,743	8,814,232	9,825,751	9,919,800	94,049	1.0%
Bond Payments	1,627,000	1,629,000	1,715,540	1,601,900	1,592,110	(9,790)	-0.6%
Capital	1,607,406	2,316,766	1,122,684	1,159,420	490,530	(668,890)	-57.7%
Total Transfers	3,234,406	3,945,766	2,838,224	2,761,320	2,082,640	(678,680)	-24.6%
Total Expenditures & Transfers	$ 12,097,832	$ 12,345,509	$ 11,652,456	$ 12,587,071	$ 12,002,440	$ (584,631)	-4.6%

General Fund Revenue and Expenditures Comparison

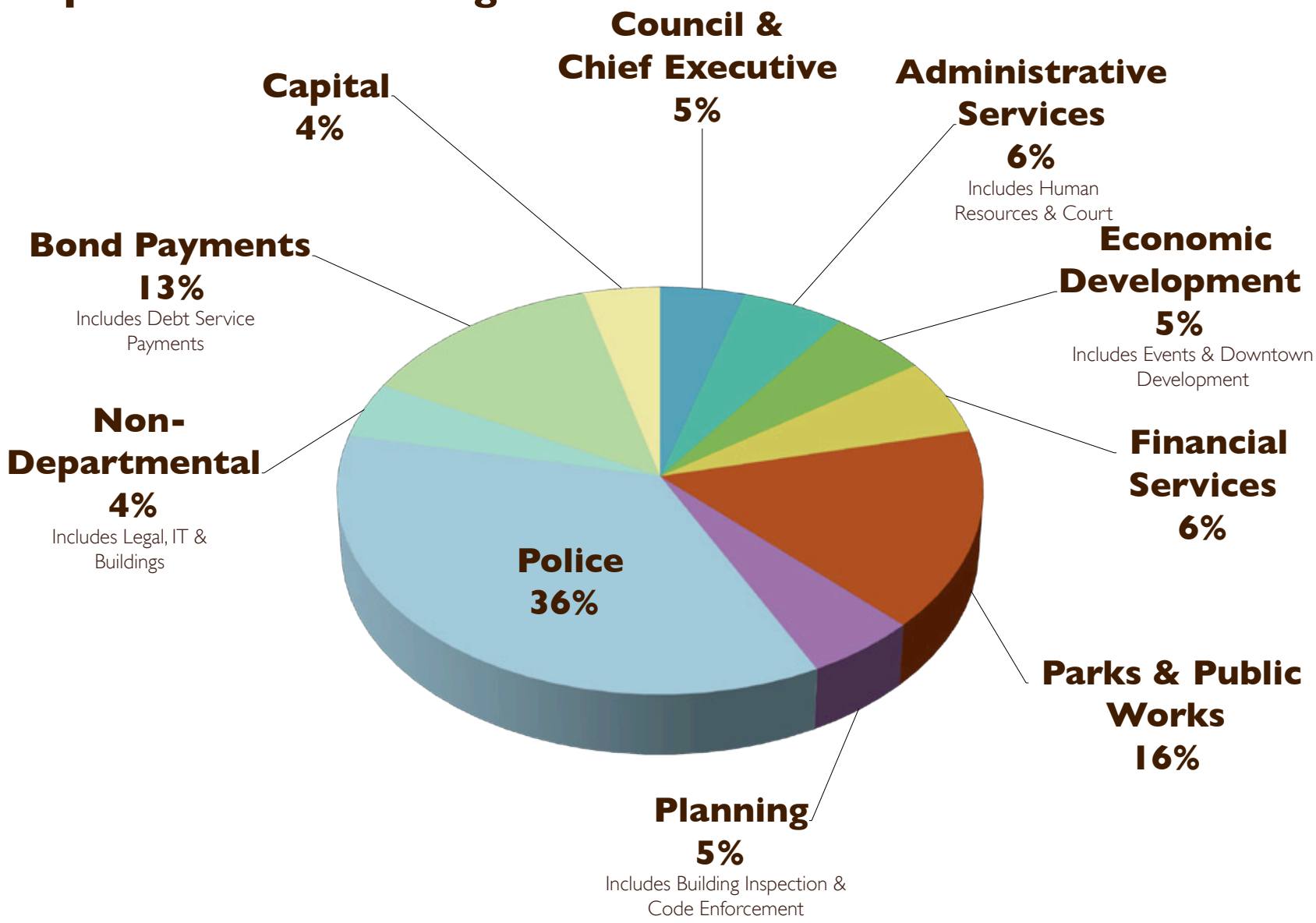




Expenditures by Department

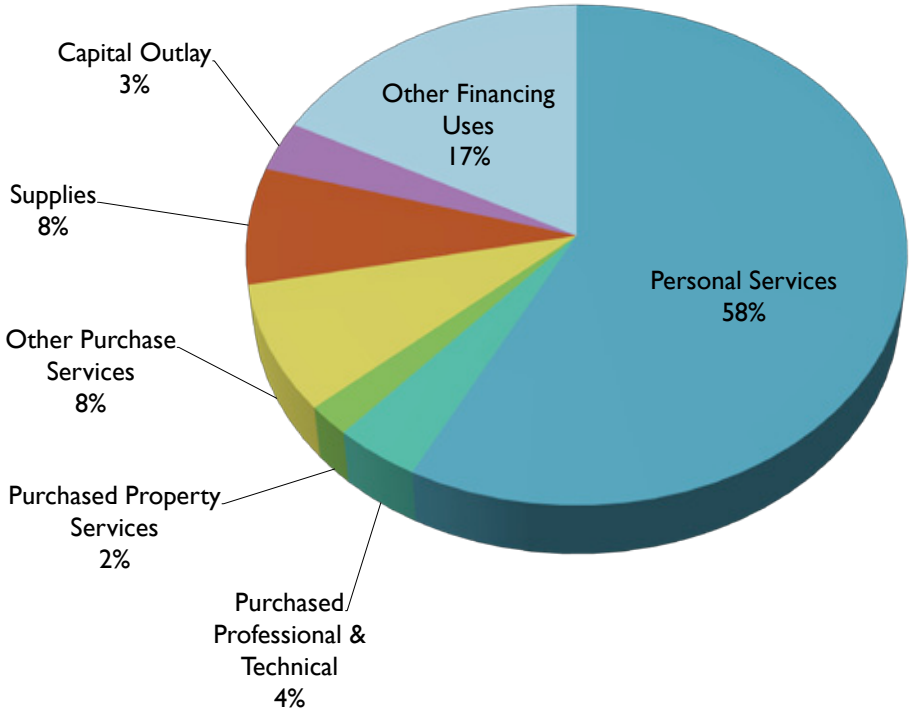


Department % of Budget



general fund expenditures by category

Description	Actual FY 2010	Actual FY 2011	FY 2012 Budget Original	FY 2012 Budget Current	FY 2013 Adopted Budget	FY 2013 % Change Actual FY 2011	FY 2013 % Change Current FY 2012
Personal Services	$ 6,082,844	$ 6,255,689	$ 6,733,200	$ 6,567,240	$ 6,923,600	10.7%	5.4%
Purchased Professional & Technical	345,991	419,923	472,100	435,500	470,000	11.9%	7.9%
Purchased Property Services	244,452	234,479	219,270	251,970	242,160	3.3%	-3.9%
Other Purchased Services	674,127	819,991	1,027,200	1,069,950	992,150	21.0%	-7.3%
Supplies	692,466	756,138	845,440	868,340	905,920	19.8%	4.3%
Capital Outlay	359,863	328,012	501,690	632,751	385,970	17.7%	-39.0%
Other Financing Uses	3,945,766	2,838,224	2,045,320	2,761,320	2,082,640	-26.6%	-24.6%
	$ 12,345,509	$ 11,652,456	$ 11,844,220	$ 12,587,071	$ 12,002,440	3.0%	-4.6%



revenue definitions and assumptions

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

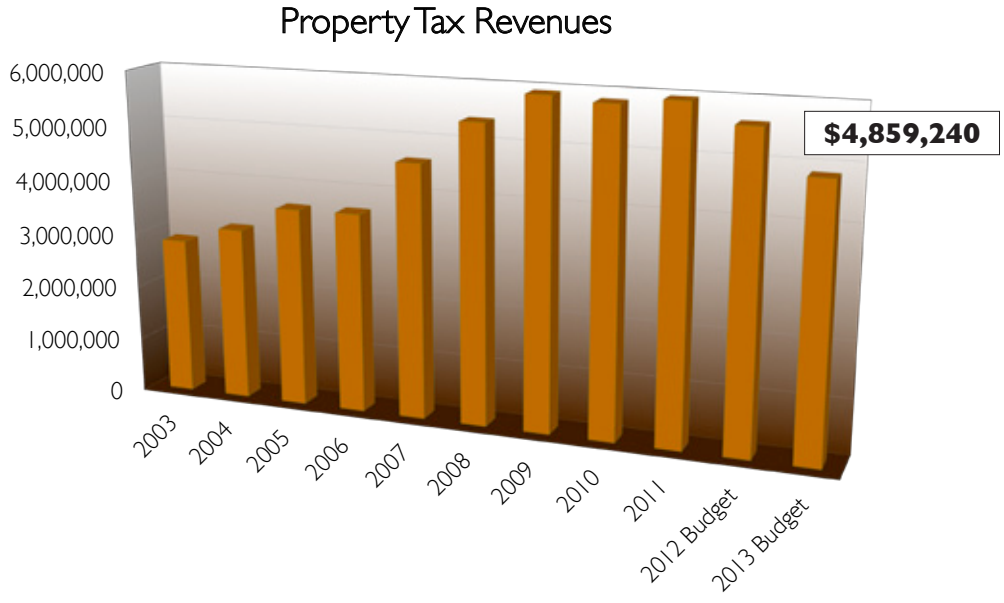
property taxes

Property taxes include taxes on real and personal property, motor vehicle, mobile homes, and intangible taxes. This category represents 40% of the total FY 2013 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. The City reviewed two methods to estimate real and personal property taxes.

The first method used fiscal year 2012 projected total collections and applied a 3% reduction on real property and 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 $5,220,104 of assessed value to our digest or $25,735 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 2012 collections. The reduction in overall property tax revenues is due to a proposed reduction in the millage rate of .72 mills. This reduction in the millage rate is equal to the intergovernmental revenue for service delivery. See intergovernmental revenues for additional information.



First method: Summary of trend review of real and personal property		
Projected FY 2012 Collection	$	5,235,075
Projected FY 2013:		
Real estate	$	3,867,000
Personal property		570,000
Total FY 2013 projection	$	4,437,000
Decrease	$	(798,075)
% Decrease from PY collection		-15%
Assumed Millage Rate		
Operating		3.15
Debt Service		1.78
Total		4.93
Second method: Building Permit Activity		
90 % of Construction Value	$	13,050,261
Assessed Value @ 40%	$	5,220,104.40
Millage Rate		4.93
Estimated Construction Value Added	$	25,735.11

Projected FY 2012 Property Tax Revenues $5,235,075

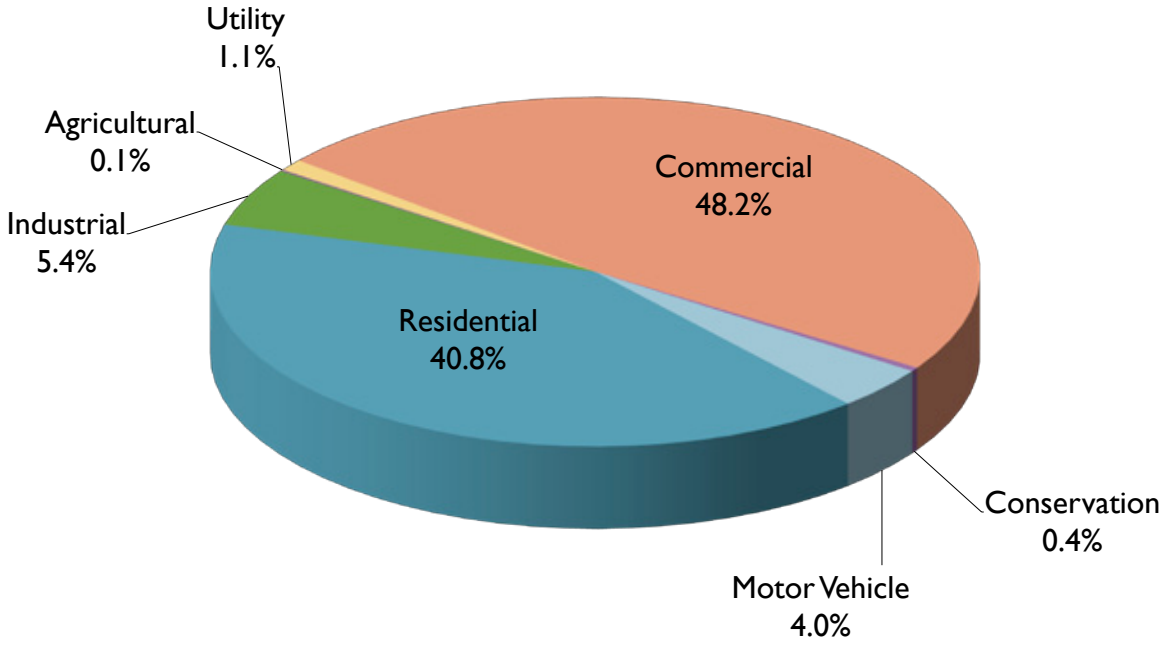
Current FY 2012 Budget $5,616,930. FY 2013 budget is a 13% reduction from FY 2012.

Note: The projected difference in fiscal year 2012 budget and 2013 proposed is due to the proposed lower millage rate from (5.65) to (4.93), a reduction of (.72).

assessed values by year

	2007	2008	2009	2010	2011
Residential	$ 457,212,920	$ 488,117,714	$ 486,439,880	$ 451,799,790	$ 450,230,640
Industrial	57,336,610	48,620,230	105,077,530	59,192,480	59,919,810
Commercial	410,537,343	471,717,632	516,909,258	511,108,207	533,054,480
Agricultural	1,275,320	1,587,200	1,164,800	1,355,920	1,375,680
Utility	12,059,680	11,265,240	11,989,000	12,001,880	12,027,160
Conservation	2,906,200	2,963,880	2,472,280	4,079,360	4,059,600
Motor Vehicle	43,078,050	47,370,020	50,660,550	44,682,260	44,056,680
Total	$ 984,406,123	$ 1,071,641,916	$ 1,174,713,298	$ 1,084,219,897	$ 1,104,724,050

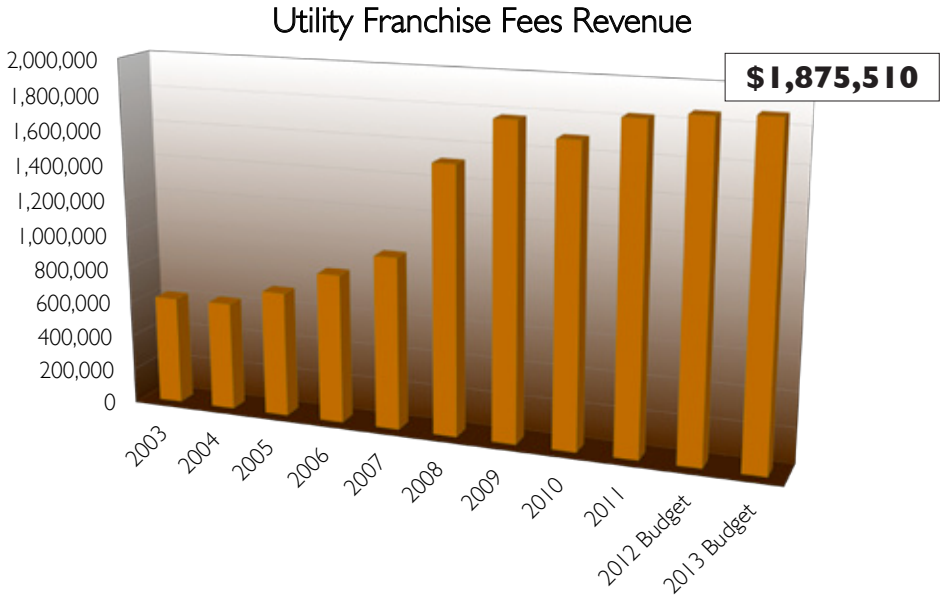
2011 Assessed Values

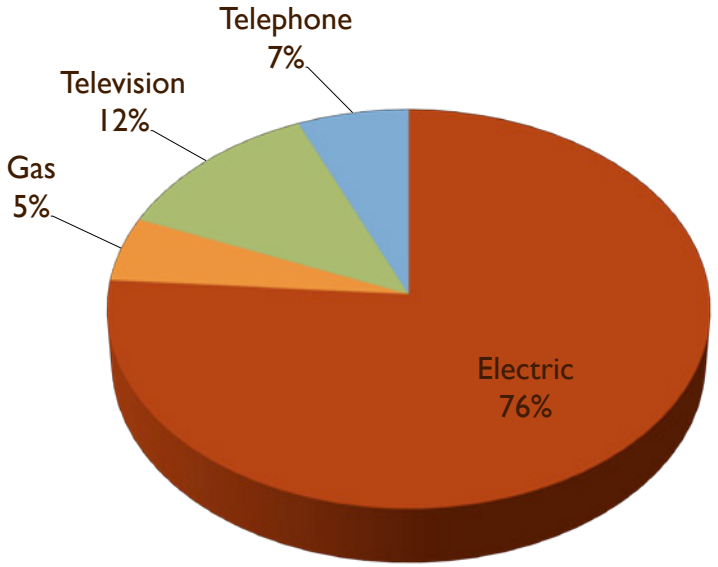


utility franchise fees

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 16% of the total FY 2013 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 or decrease. 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.





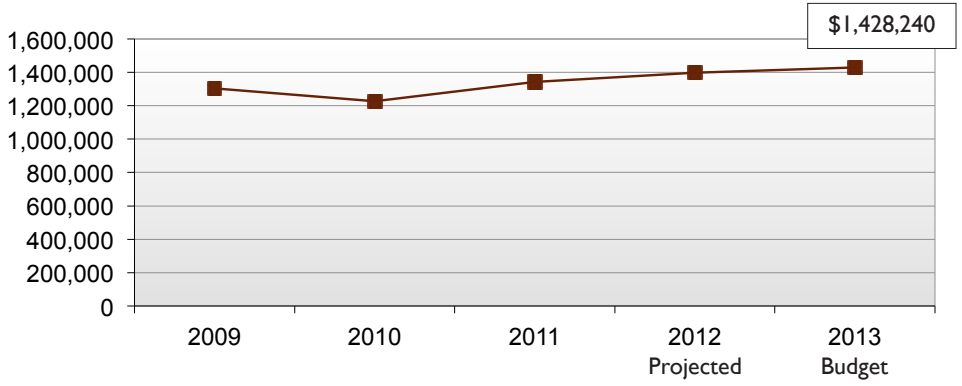
Projected FY 2012 Utility Franchise Fees $1,842,807

Original FY 2012 Budget $1,973,420. Current Budget $1,860,420.

FY 2013 percentage of change from FY 2012 budget is a 1% increase.

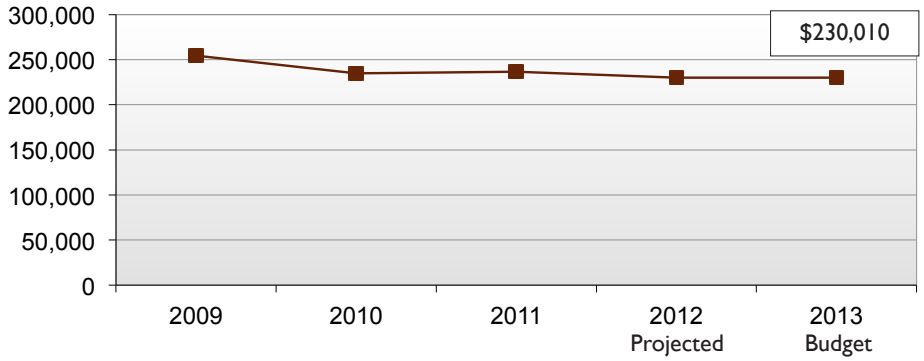
Electric franchise fees were projected using fiscal year 2012 actual and applying a 2.2% increase. This increased projection is the three year rolling average.

Electric



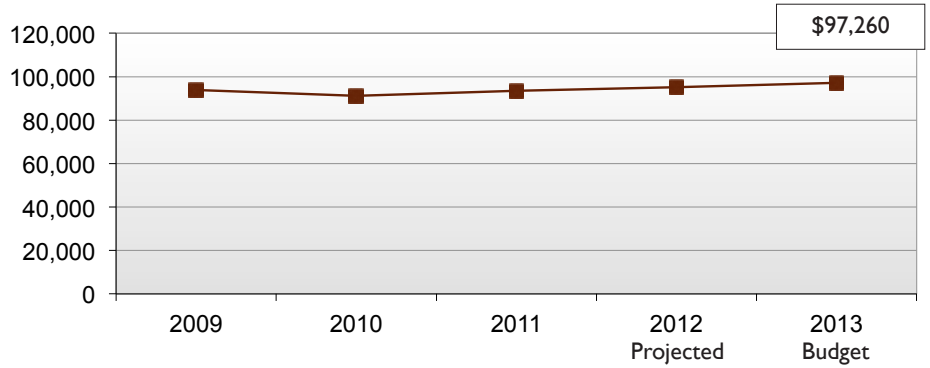
Cable television franchise fees were projected based on 2012 projected collections flat lined.

Cable Television



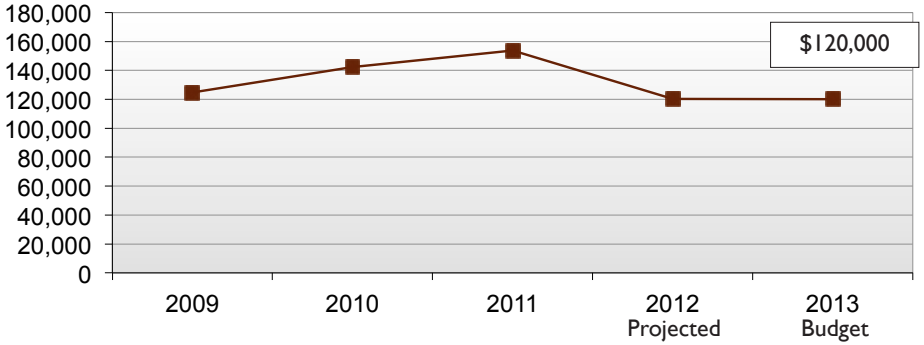
Gas rates are changed in December of each year. Gas franchise fees were projected using the current rate for six months and the two year average rate for the remaining six months.

Gas



Telephone/internet franchise fees were projected based on 2012 projected collections flat lined.

Telephone/Internet



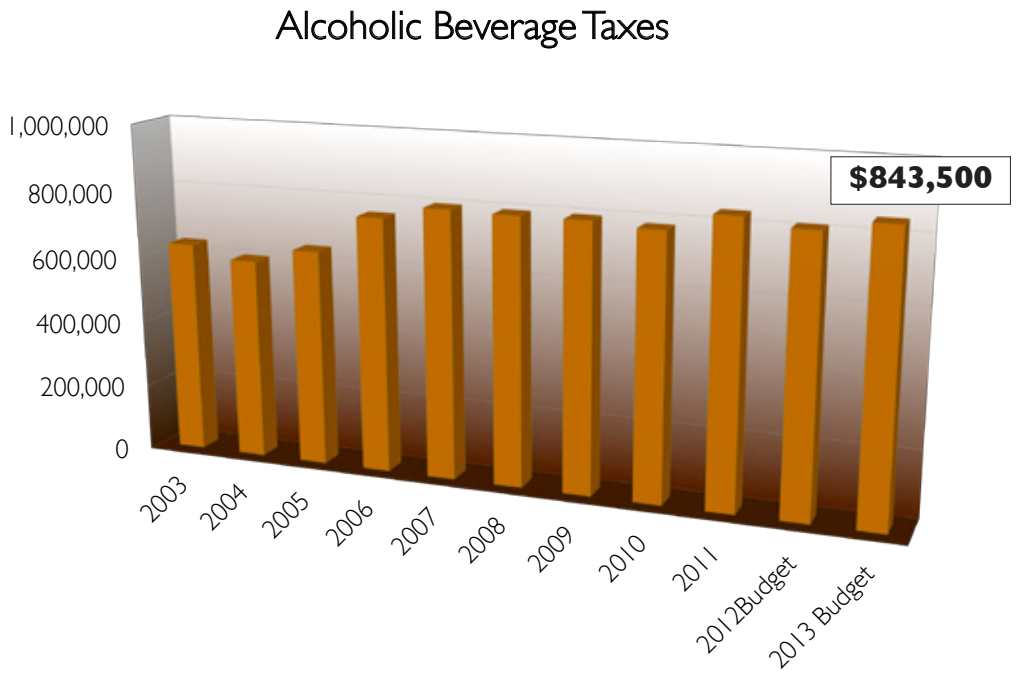
alcoholic beverage taxes

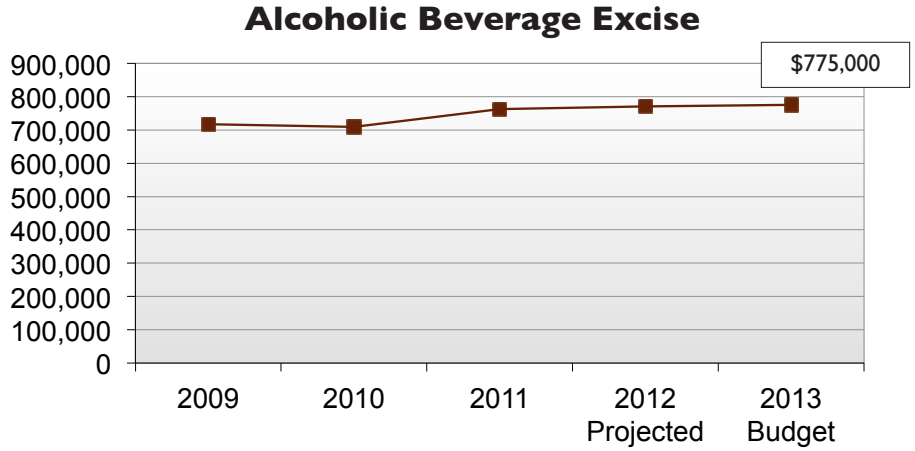
Alcoholic beverage taxes are levied on the sale, distribution, or consumption of selected goods and services. Included in this category are taxes imposed on the distribution of distilled spirits, malt beverages, and wine. Taxes are also imposed on the sale of distilled spirits by the drink. This category represents 7% of the total FY 2013 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 increase by 1% from 2012 projected actuals.

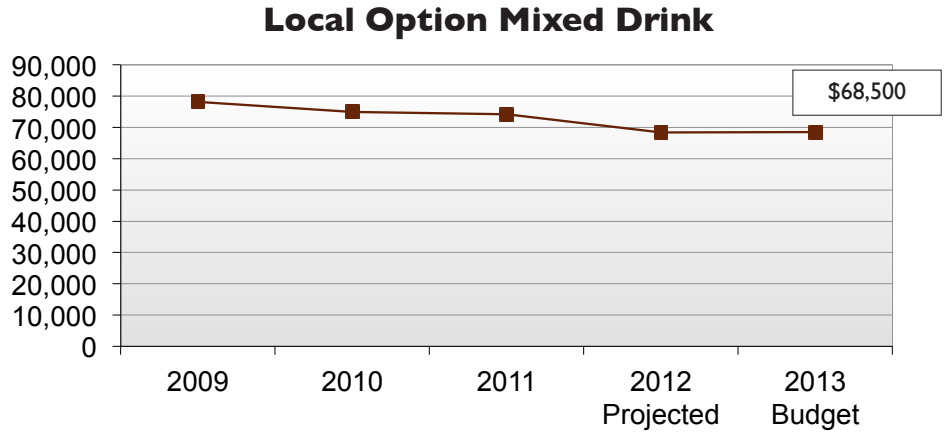
Projected FY 2012 Alcoholic Beverage Taxes $839,450

Original FY 2012 Budget $813,300. Current Budget $813,300.

FY 2013 percentage of change from FY 2012 budget is a 4% increase.







business taxes

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 14% of the total FY 2013 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 2012 collections.

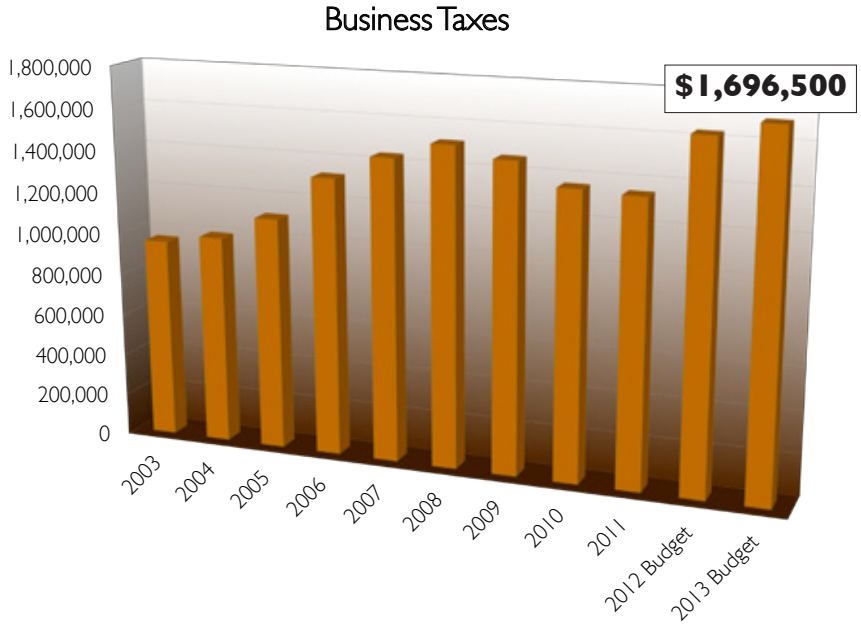
Excise taxes on insurance premiums written by insurance companies conducting business within the City are allocated from the state to local governments based on current census data. Official census data is updated every ten years. This tax will remain flat until the next official census.

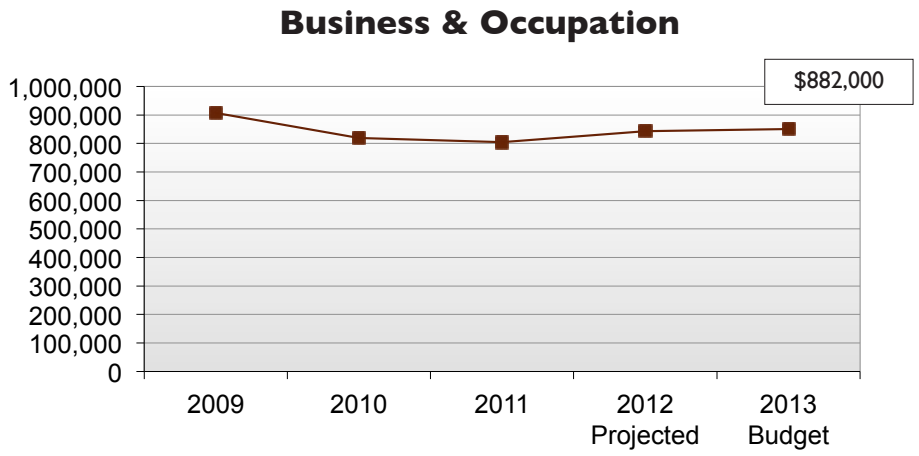
Projected FY 2012 Business Taxes Revenue $1,685,729

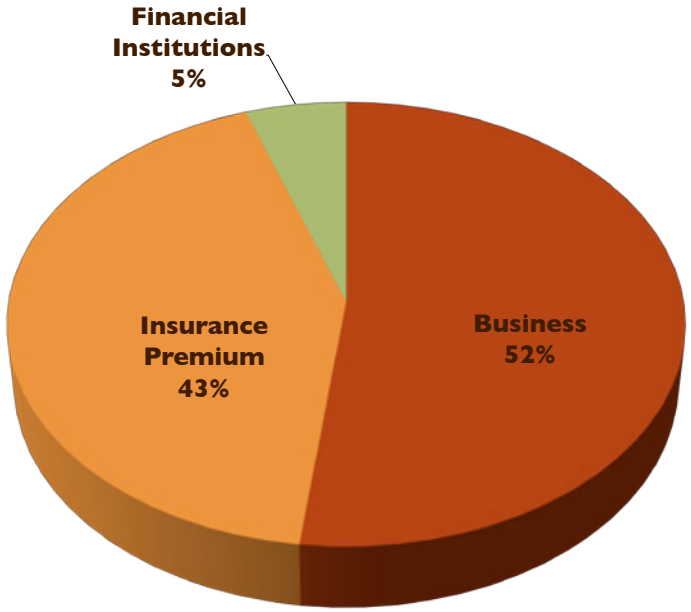
Original FY 2012 Budget $1,587,530. Current Budget $1,631,530.

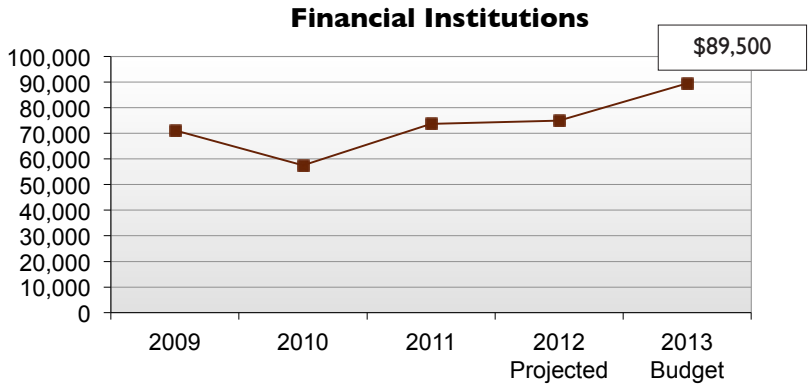
FY 2013 percentage of change from FY 2012 budget is a 4% increase.

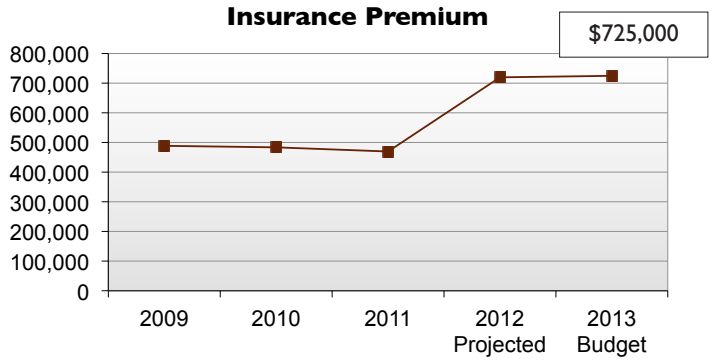
FY 2012 revenues include a one-time anticipated increase from the state insurance premium tax as a result of the 2010 census.







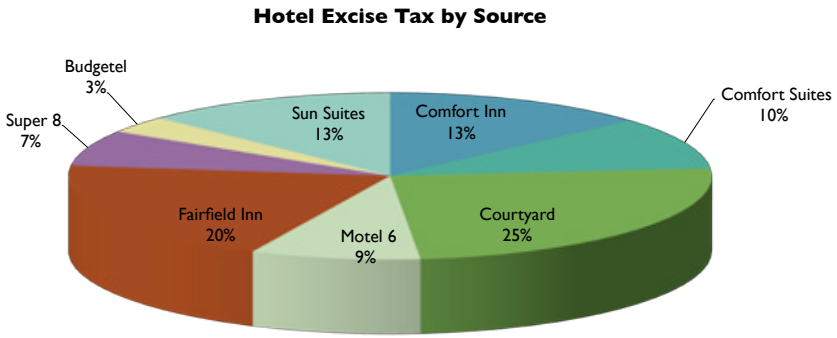




hotel/motel tax

Hotel/motel taxes are excise taxes that are charged for rooms or accommodations furnished by hotels. This category represents 1% ($165,700) of the total FY 2013 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 than used to project a twelve month projected total. Actual collection amounts are used along with the trend analysis. 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 2012 Hotel/Motel Taxes Revenues $385,360

Original FY 2012 Budget $354,650. Current Budget $354,650

FY 2013 percentage of change from FY 2012 budget is a 9% increase.



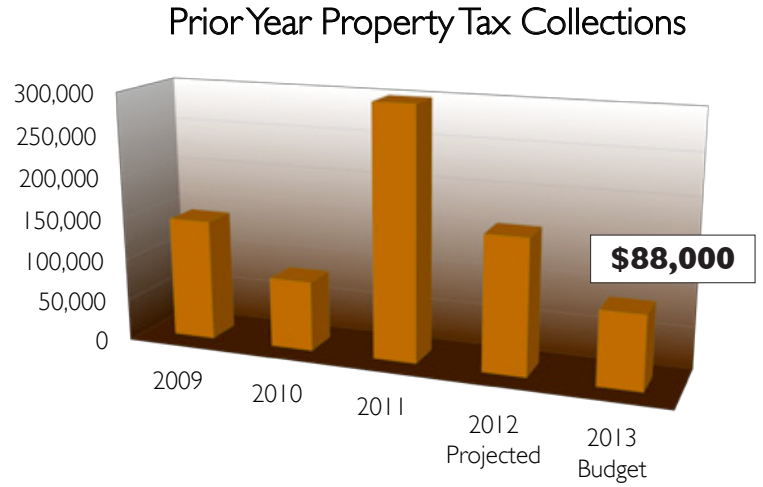
Fiscal Year	Monthly Average	% Change From PY
2002	30,923	-16%
2003	26,349	-17%
2004	25,224	-4%
2005	27,956	11%
2006	30,120	8%
2007	34,699	15%
2008	33,400	-4%
2009	41,690	25%
2010	32,422	-22%
2011	30,181	-7%
2012	32,114	6%

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	2013 Budget	General Fund 43%	T&T 28.5%	GCVB 28.5%
Comfort Inn	51,736	22,246	14,745	14,745
Comfort Suites	38,968	16,756	11,106	11,106
Courtyard	96,180	41,350	27,411	27,411
Motel 6	32,779	14,095	9,342	9,342
Fairfield Inn	77,052	33,132	21,960	21,960
Super 8	26,748	11,502	7,623	7,623
Budgetel	12,700	5,464	3,621	3,621
Sun Suites	49,197	21,155	14,022	14,022
Total	385,360	165,700	109,830	109,830

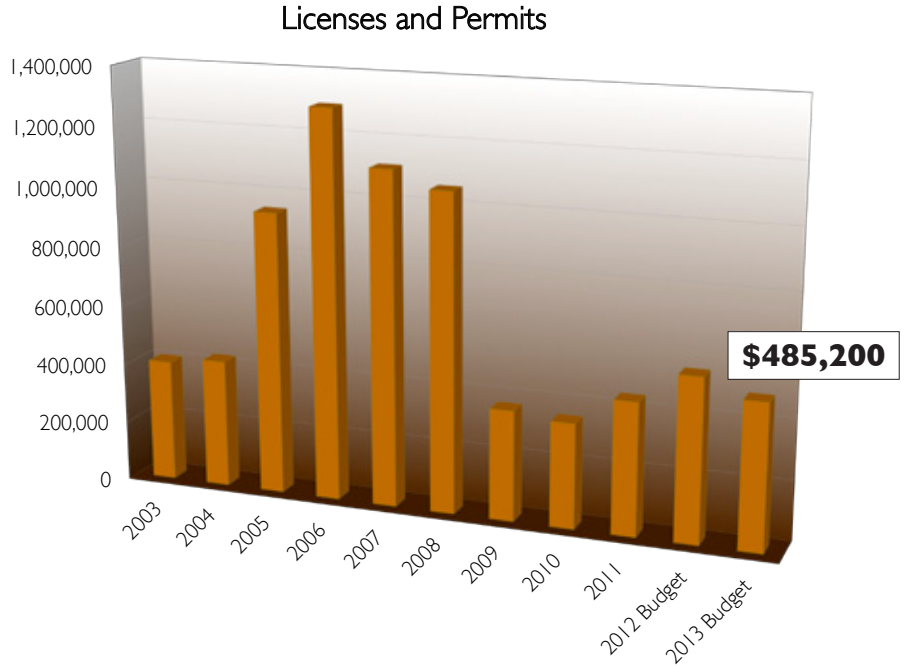
other taxes penalties

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 unusally high as compared to prior years. This large increase is due to increase in outstanding balances for FY 2009 & 2010. Proposed FY 2013 prior year revenues takes into account a lower ending outstanding balance.



licenses and permits

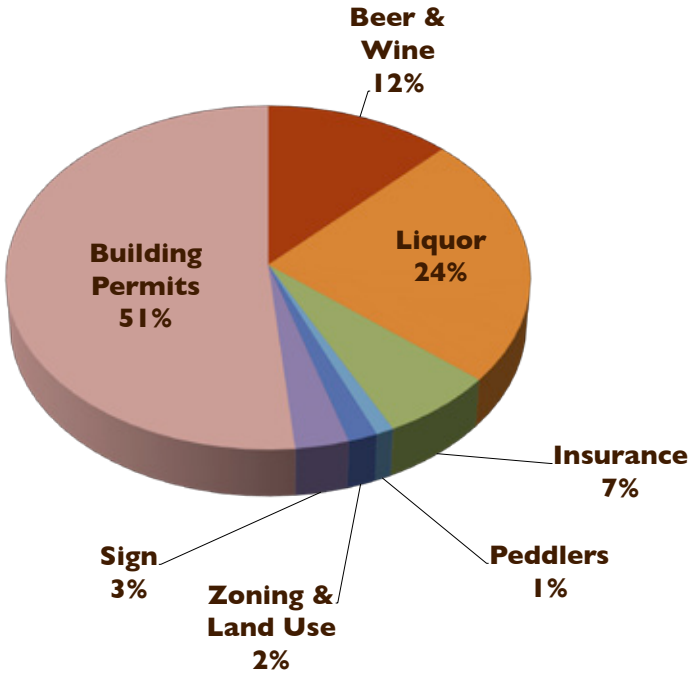
Licenses and permit fees include revenues realized from alcoholic privilege licenses, peddler license fees, fees for issuance of licenses to insurance companies that sell policies within the City, fees received from applications for zoning amendments, site plan reviews, special use and variance, and 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 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 4% of the total FY 2013 general fund revenues.

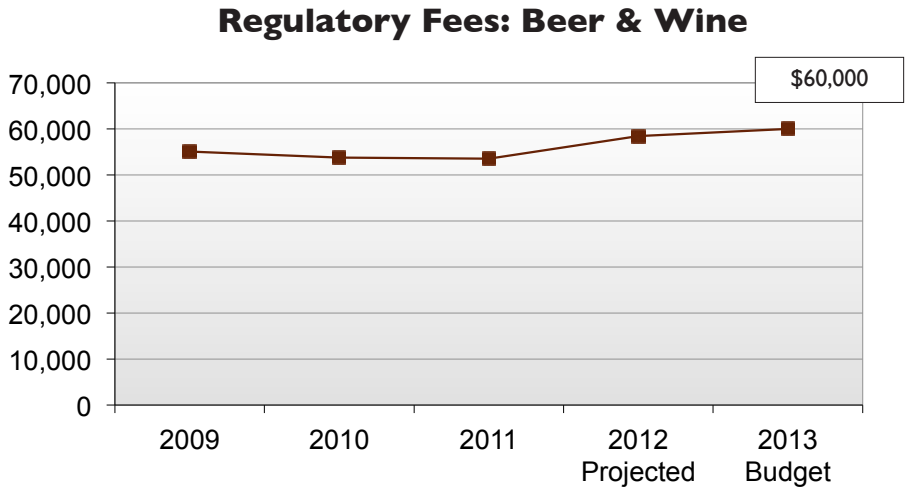


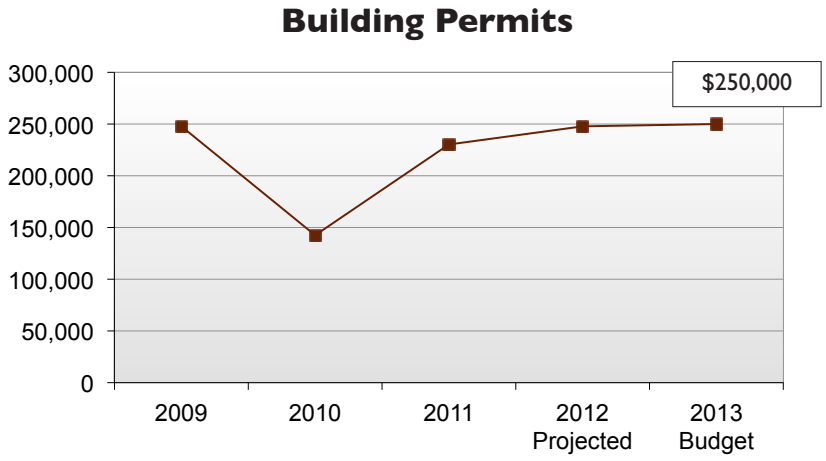
Projected FY 2012 Licenses and Permits Revenues $472,579

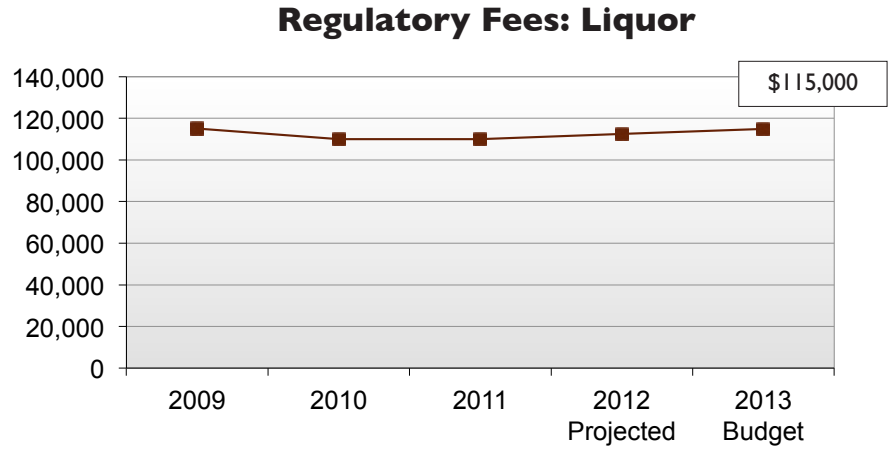
Original FY 2012 Budget $366,820. Current FY 2012 Budget $543,820.

FY 2013 percentage of change from FY 2012 budget is a 11% decrease.









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.

intergovernmental

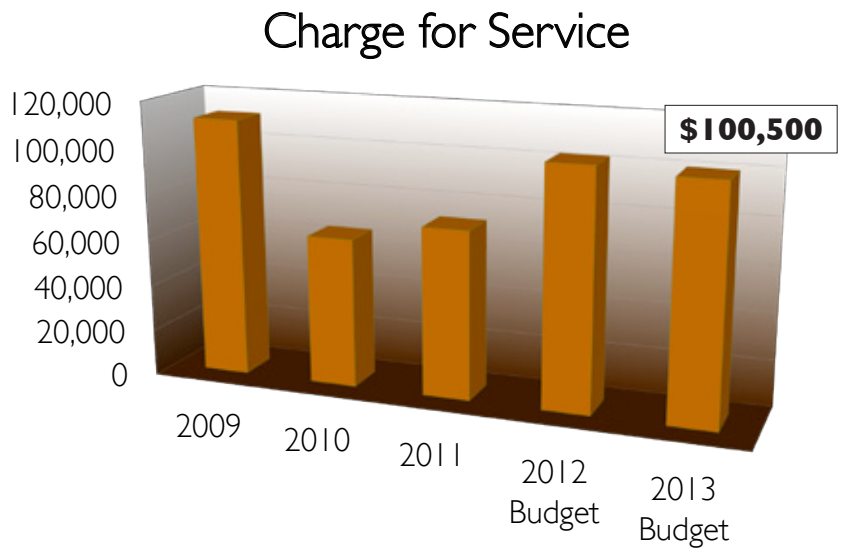
This category includes the annual negotiated settlement from Gwinnett County regarding service delivery. These payments are annual payments and will continue until fiscal year 2019 when the next service delivery strategy will be negotiated. Currently the projected amount of $663,780 represents .72 mills. This calculation was used to offset the fiscal year 2013 proposed millage rate.

This category represents 6% of the total FY 2013 general fund revenues.

Estimated Annual Intergovernmental payment	**663,780**
Less Millage Value of Intergovernmental Payment	**-0.74**
($5,078,030/5.65)=$900,000	
$900,000/663,780= .74	
Change in debt service millage	0.02
Intergovernmental payment millage adjustment	-0.74
Estimated millage reduction	-0.72

charge for service

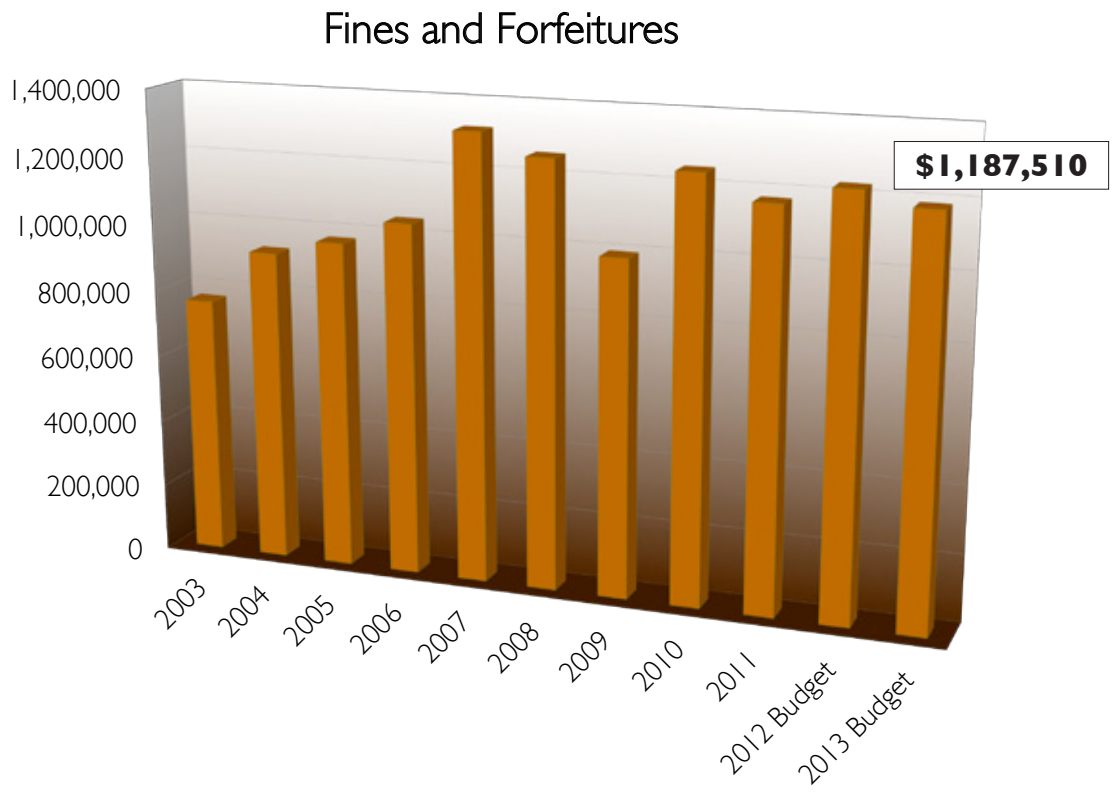
Charge for services consists of revenues realized from fees charged for services from various City departments. Some of these services include development plan reviews, sales of publications, accident reports, and fees charged for staff time or supplies provided during special events. Revenue projections are based on historical growth trends and signed special event contracts. Special event revenues recieved 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 10% of the total FY 2013 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 2013 projections used the average monthly receipts received for fiscal year 2012 and added a slight increase of 2% . This increase is due to the removal of state sanctions regarding the use of radar for traffic control.



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. Calendar year 2012 state sanctions were in place regarding the use of radar for traffic control resulting in a decline in revenues.

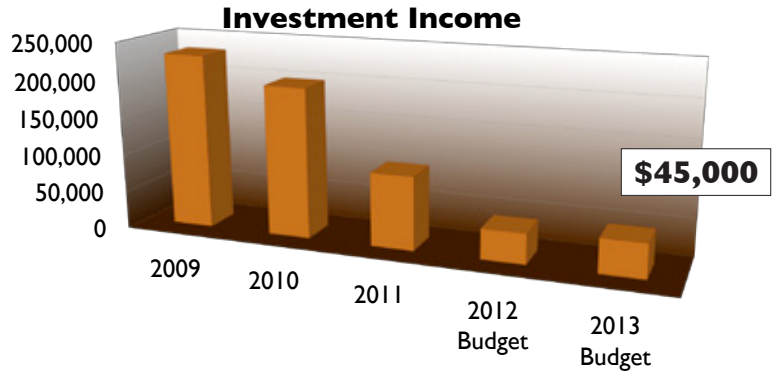
Projected FY 2012 Fines and Forfeitures $1,134,930

Original FY 2012 Budget $977,000. Current FY 2012 Budget $1,227,000.

FY 2013 percentage of change from FY 2012 budget is a 3% decrease.

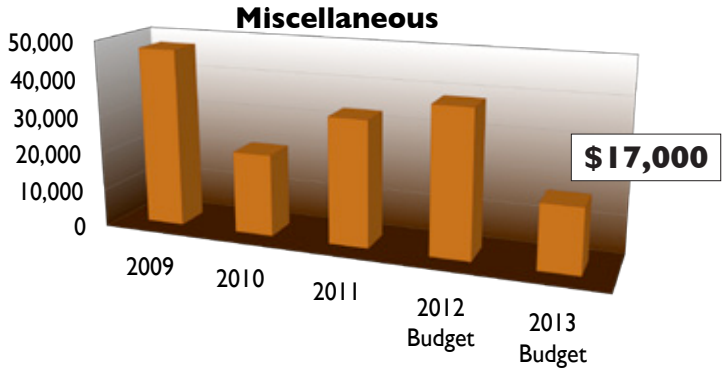
investment income

Investment income includes revenues from investment of fund equity. Revenues are based on projected rates of return on invested funds in conjuction with current economic indicators. Current trends note a decline in interest rates due to current 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 uncertainity of some of these revenue sources, the 2013 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 on actual budgetary needs.

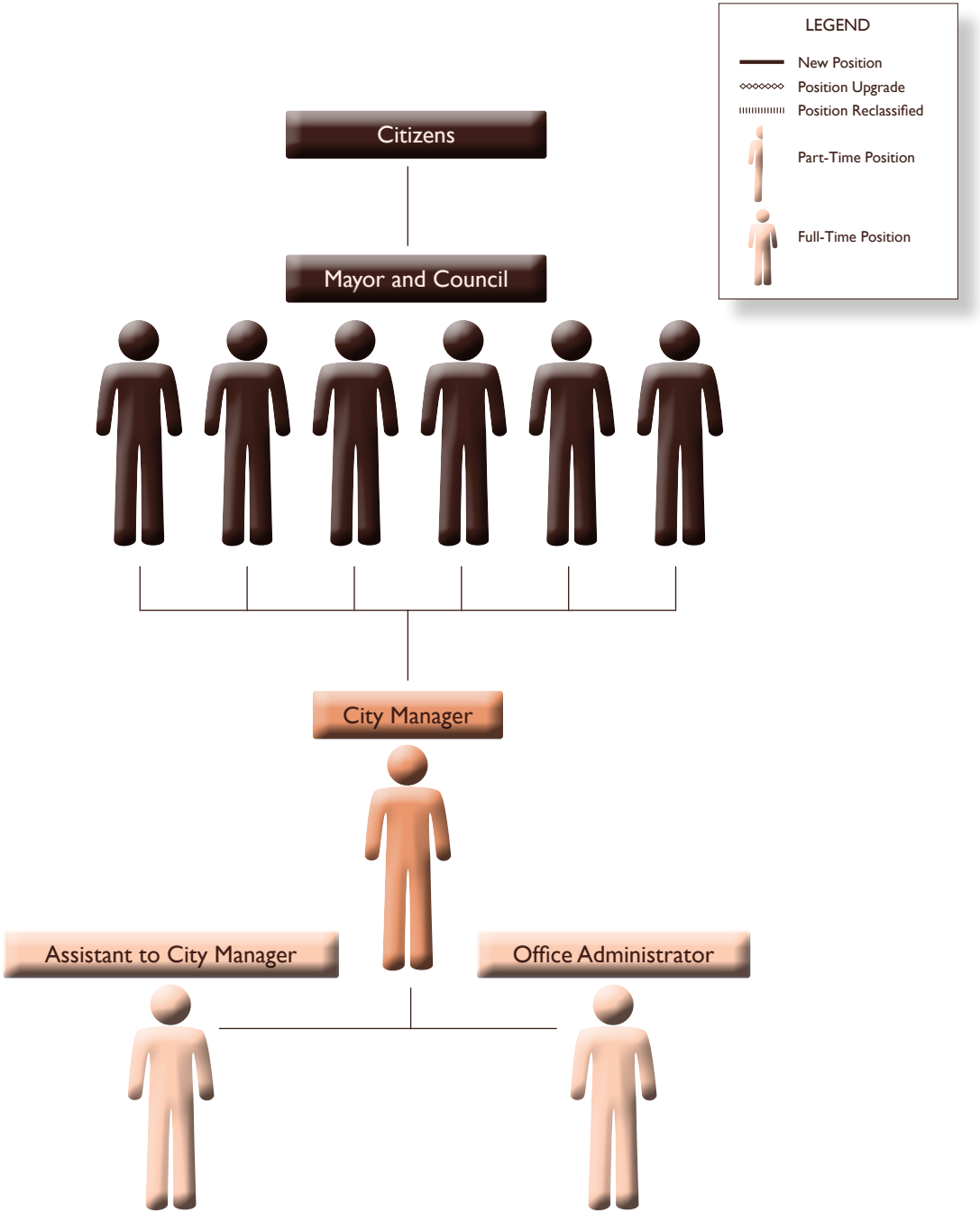
expenditure summary

Council and Chief Executive
Administrative Services
Economic Development
Financial Services
Parks & Public Works
Planning
Police
Non-departmental

Council and Chief Executive

Functions	Includes the operations of the Governing Body and Chief Executive.
Positions	3 full time and 6 City Council members.
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 2013 Budget Items	No new employees Gwinnett Municipal Association dues $30,000
Current FY 2012 Budget	$661,950
Adopted FY 2013 Budget	$541,180
Change from PY Budget	($120,770)
Reason for Change	The following items were included in the FY 2012 budget but are not in the FY 2013 budget: SDS legal fees $50,000 (lawsuit settled) and strategic plan $92,000 (plan completed).





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 2013

- 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.*

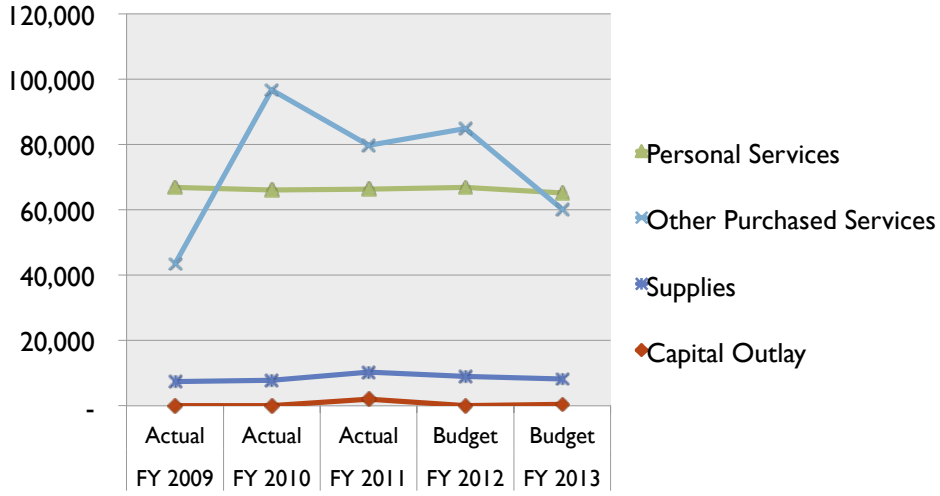
WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Council Meetings	21	22	12	12	12	12	12
Work Sessions	13	13	13	12	15	14	14
Ordinances Effected	17	12	9	13	12	6	8
Resolutions Adopted	18	12	11	11	4	10	10
Specially Called Meetings	*	*	19	12	7	8	8
Public Hearings	*	*	15	14	12	11	12
Executive Sessions	*	*	26	16	12	14	12
Council Work Retreat	*	*	1	1	2	1	2

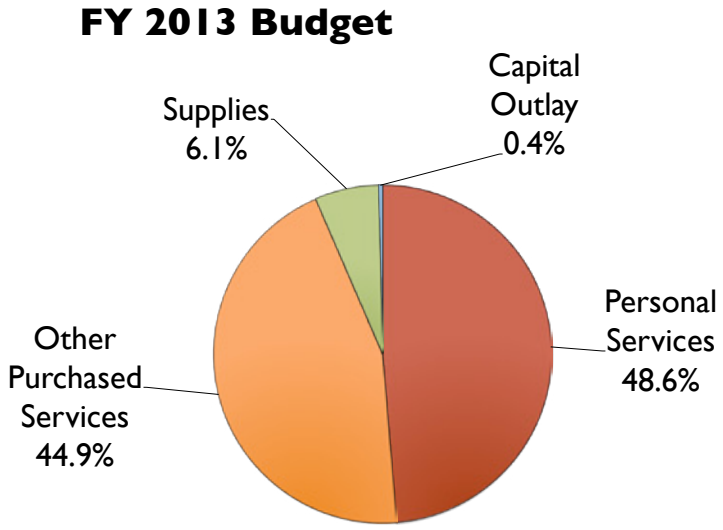
** new measure*

	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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 66,851	$ 66,044	$ 66,292	$ 66,850	$ 65,160
Other Purchased Services	43,470	96,727	79,766	84,870	60,080
Supplies	7,412	7,779	10,262	8,950	8,150
Capital Outlay	-	-	2,094	-	500
Total	$ 117,733	$ 170,550	$ 158,414	$ 160,670	$ 133,890





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 2013

- Begin implementation for 20/20 Vision Strategic Plan.
- Begin undertaking impactful efforts to transform Suwanee Gateway.
- Undertake efforts to enhance citizen engagement.
- Increase uses of technology for City communications and citizen engagement.
- Continue implementation of staff Q2 program.
- Continue branding, implementation, and education of Council strategic anchor points.
- Oversee annual update of Short Term Work Program.
- Oversee development of 2014-2018 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.
- Participate in 2012 National Citizen Survey.
- Manage the City's participation in the ICMA Metro Atlanta Performance Measurement Consortium.
- Promote development of commuter rail through Suwanee.
- Plan Council planning/work retreat(s).
- Recruit and retain quality employees.

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. Reinforce the City's culture. Empower employees to make decisions and be creative.
7. Continue to convey Suwanee's culture of high performance and exceeding expectations.
8. Remain a respected regional leader.
9. Evaluate court procedures. Number of court sessions. Day court?
10. Add calendar to front page of the website.
    - ***STWP, Municipal Operations, City Services, page 334***
11. Evaluate the concept of a Suwanee 101 or some type of ongoing post-Strategic Plan engagement effort.
    - ***STWP, Municipal Operations, Citizen Engagement, page 334***
12. Remain involved personally and as a city in regional issues with GMA, GCCMA, ARC and other organizations.
    - ***STWP, Economic Development, page 331***
    - ***STWP, Municipal Operations, City Services, page 334***
13. Don't settle. Continue award-winning efforts.
    - ***STWP, Municipal Operations, Awards, page 334***
14. Maintain high quality staff and high morale.
15. FY 2013 Class and Compensation study.
16. Incorporate High Performance Organization principles citywide.
17. Continue Q2 meetings; staff leadership training and horizontal decision making efforts.
18. Evaluate a more formalized year-around intern program.
19. Increase staff reporting to Council at Workshops and meetings.
    - ***STWP, Municipal Operations, Learning Opportunities, Staffing, page 335***
20. Try innovative ideas as appropriate and consistent with City Anchor Points.
    - ***STWP, Municipal Operations, Strategic Anchor Points, page 336***
21. Provide adequate maintenance to existing capital facilities.
    - ***STWP, Municipal Operations, Facility Maintenance, page 337***
    - ***STWP, Capital Projects, Facility Maintenance, page 350***
    - ***CIP, Facilities Projects, Public Facilities Maintenance, page 297***
22. Increase attention to park enhancements effort – Shade Structure, Farmer's Market upgrades, etc.
    - ***STWP, Municipal Operations, Park Sites, page 339***
    - ***CIP, Recreation Projects, Park Enhancements, page 303***
23. Determine path of Suwanee Gateway. Time to "fish or cut bait" with impactful efforts.
    - ***STWP, Economic Development, Suwanee Gateway, page 332***
    - ***STWP, Municipal Operations, Suwanee Gateway Code Enforcement, page 341***
    - ***STWP, Municipal Operations, Suwanee Gateway Tax Allocation District, page 341***

GOALS (continued)

24. Evaluate and implement, as appropriate, new technologies – GIS and Accounting software. Evaluate other needs.
    - ***STWP, Municipal Operations, Software Upgrades, page 340***
    - ***CIP, Facilities Projects, Accounting Software, page 297***
25. Police substation implementation; Monitor Construction. Artwork is probably the biggest outstanding decision.
    - ***STWP, Economic Development, Suwanee Gateway, page 332***
    - ***STWP, Public Safety, Police Substation & Training Facility, page 342***
    - ***STWP, Plan Updating, Comprehensive Plan, page 349***
    - ***STWP, Capital Projects, Police Substation, page 352***
26. Suwanee Creek Greenway implementation.
    - ***STWP, Capital Projects, Suwanee Creek Greenway Rehabilitation/ Extension, page 353***
27. Buford Highway Reconstruction implementation.
    - ***STWP, Capital Projects, Buford Highway Reconstruction & Streetscaping, page 351***
    - ***STWP, Plan Updating, Comprehensive Plan, page 349***
    - ***STWP, Plan Updating, Downtown Suwanee Master Plan, page 349***
    - ***CIP, Transportation Projects, Buford Highway Corridor Improvements, page 307***
28. Pedestrian and bicycle plan (PBP) implementation.
29. Brushy Creek Greenway implementation.
    - ***STWP, Municipal Operations, Pedestrian Projects, page 335***
    - ***STWP, Capital Projects, Pedestrian Bicycle Plan, page 352***
    - ***CIP, Transportation Projects, Pedestrian Bicycle Plan Implementation, page 307***
30. Develop transportation implementation act (TIA) implementation strategy.
    - ***STWP, Transportation, Commuter Rail, Local Shuttle, Transit, Transportation Investment Act (TIA) Projects, pages 347-348***
31. SDS agreement decisions. Determine options and uses of anticipated revenues.
    - ***STWP, Municipal Operations, Community Stabilization Fund, page 337***
    - ***CIP, Community Stabilization Projects, page 300***
32. Finalize Strategic Plan. Adopt a plan that provides a long-term roadmap for Suwanee (18-24 months); carry forward momentum.
    - ***STWP, Municipal Operations, Community-Wide Strategic Plan, page 337***
    - ***STWP, Municipal Operations, Strategic Plan Implementation, page 341***
33. Explore options to leverage positive impacts of McGinnis ext for Suwanee Gateway.
    - ***STWP, Economic Development, Suwanee Gateway, page 332***
    - ***STWP, Transportation, McGinnis Ferry Road Half Diamond Interchange, page 347***
34. Work to implement Pierces' Corner future.
    - ***STWP, Economic Development, Pierce's Corner, page 333***
    - ***STWP, Capital Projects, Facility Maintenance, page 350***
35. Complete other capital projects as needed.
    - ***STWP, Plan Updating, Comprehensive Plan, page 349***
    - ***STWP, Plan Updating, Downtown Suwanee Master Plan, page 349***
    - ***CIP, Transportation Projects, I-85 Streetscape Project, Railroad Bank Landscaping, Road Improvements Projects, Sign Reflectivity Program, Wayfinding Signage Project, pages 307-309***
    - ***CIP, Equipment & Vehicles, Public Safety Projects, page 293***
36. 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 336***
    - ***CIP, Facilities Projects, Facilities Enhancement Projects, page 297***
    - ***CIP, Water & Stormwater, Town Center Park Irrigation Well, page 313***
37. Determine suitable location for 9/11 piece.
    - ***STWP, Municipal Operations, Public Art, page 335***

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 ACTUAL	2013 BUDGET
Council Agenda Packages	24	24	24	24	24	24	24
Council Meetings	21	22	12	12	12	12	12
Council Work Sessions	13	13	13	13	15	14	14
Department Head Meetings	24	24	24	21	22	12	12
Staff Meetings	23	24	24	21	22	12	12
Q2 Leadership Tasks and Functions Meetings	*	*	*	*	5	9	10
Staff Work Retreat	1	1	1	1	1	1	1

** new measure*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percent of requests for information responded to within 72 hours	100%	100%	100%	100%	100%	100%	100%

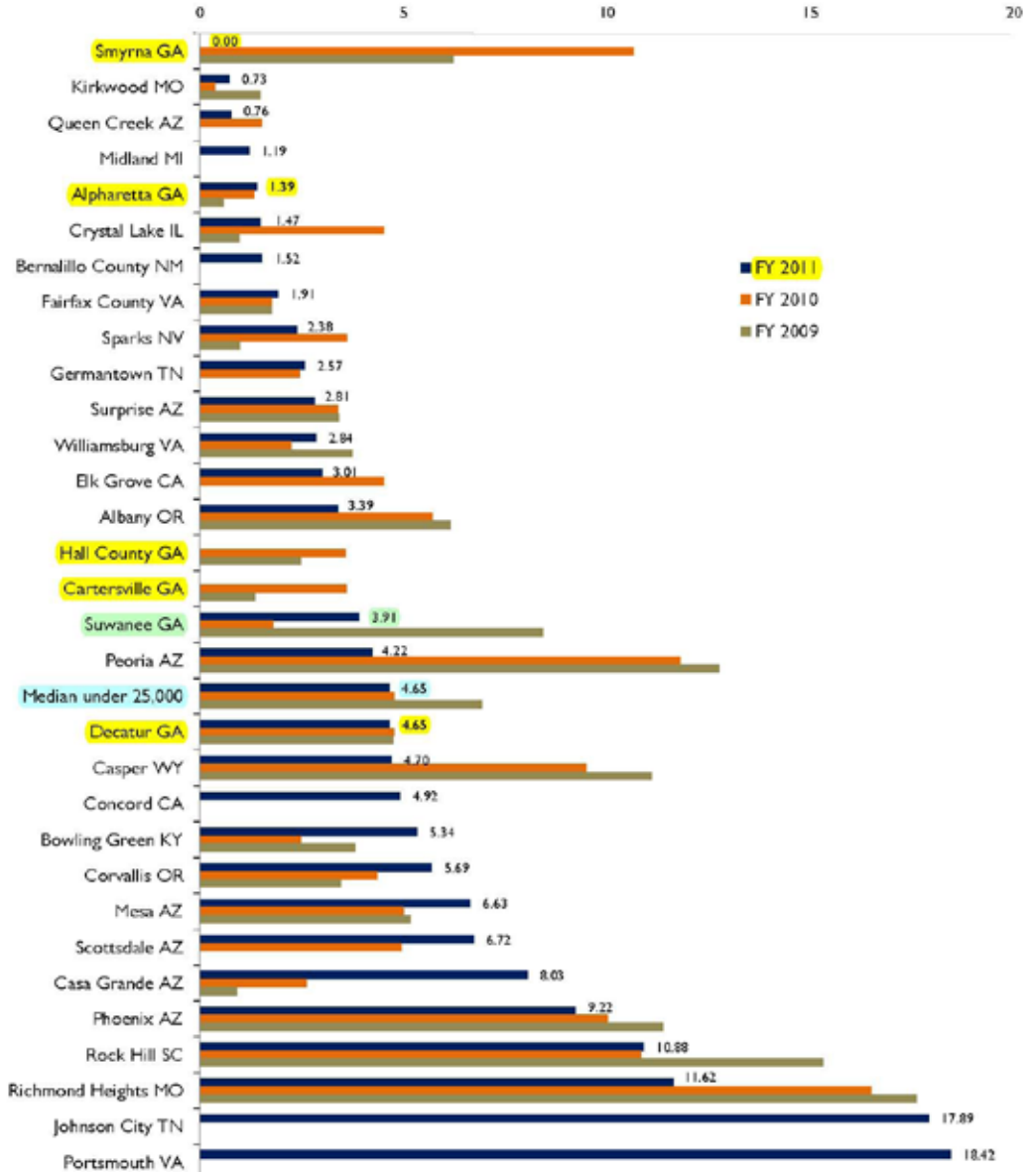
MISSION: **Carry out City Council's Policy Decisions**

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

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

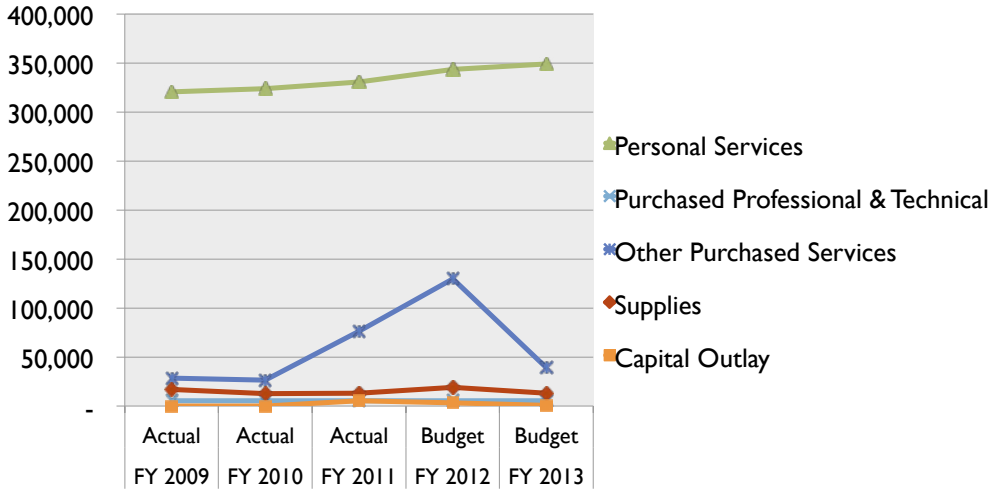
Number of General Liability Claims per 10,000 Population Served

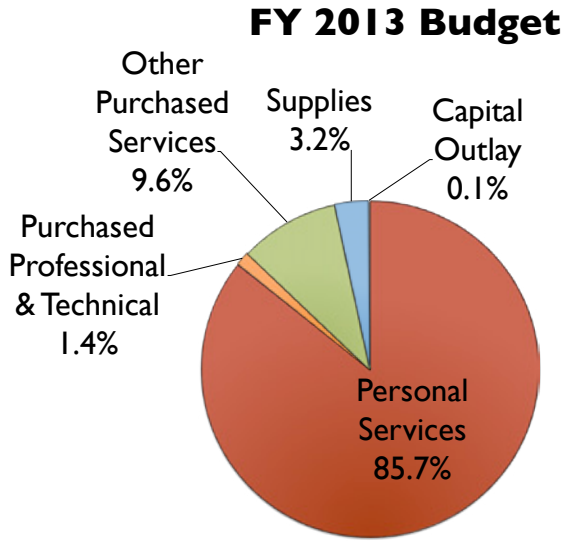


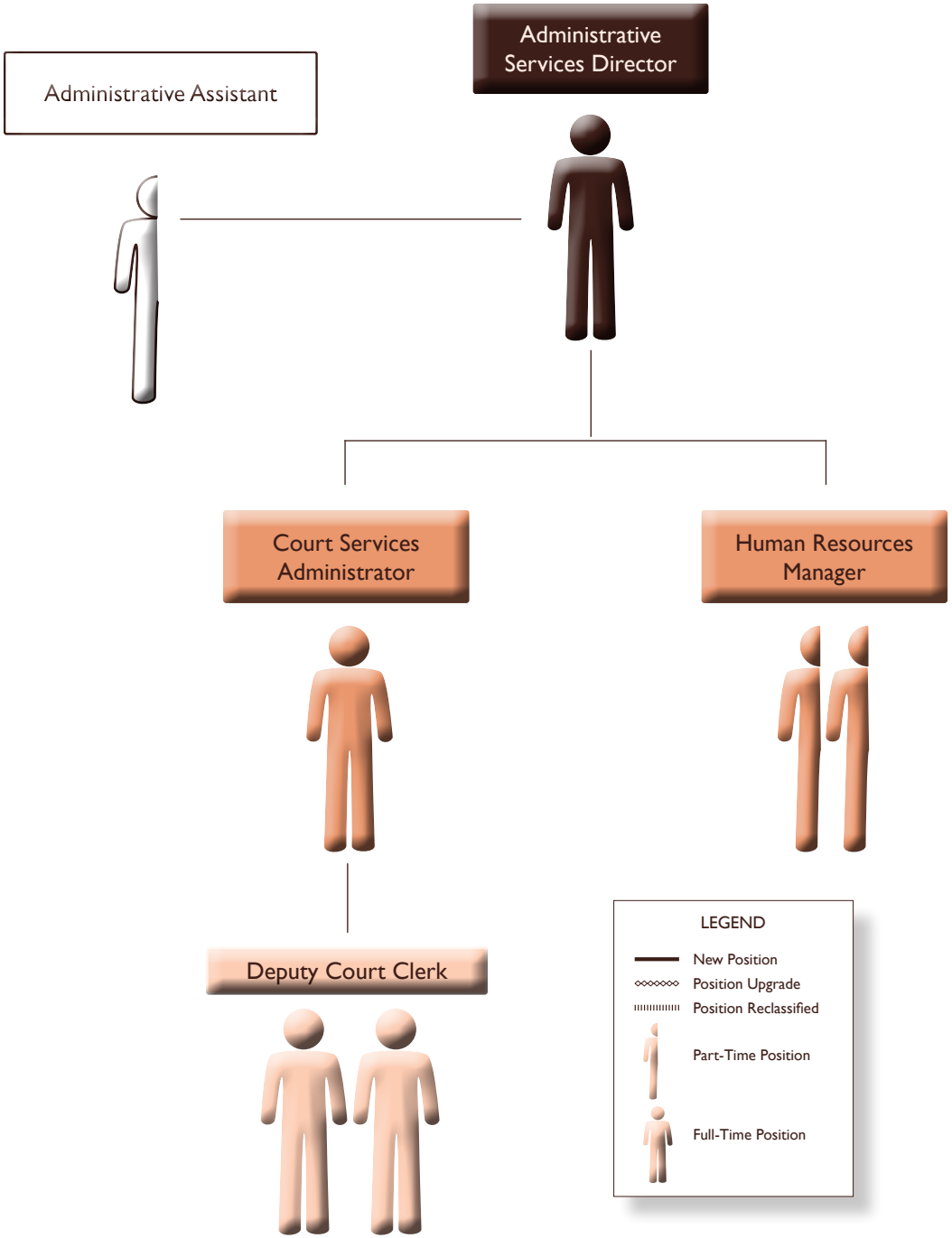
NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 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
Total		3	3	3	3	3

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 320,498	$ 323,680	$ 330,416	$ 343,590	$ 348,990
Purchased Professional & Technical	5,400	5,400	5,400	5,600	5,600
Other Purchased Services	28,266	26,419	76,135	129,900	39,000
Supplies	16,950	12,560	13,018	19,000	13,200
Capital Outlay	-	-	5,463	3,190	500
Total	$ 371,114	$ 368,059	$ 430,432	$ 501,280	$ 407,290







Administrative Services

Functions	Includes the operations of General Administration and Municipal Court.
Positions	4 full time, 3 part time, 4 Judges, and 6 Solicitors.
Role	This department is responsible for City Clerk functions, Human Resources, and Municipal Court operations.
Notable FY 2013 Budget Items	New part time administrative assistant to work 40% in General Administration and 60% in Municipal Court, $28,660. Funding for 1 election with possible run off, $10,000. Professional services for pension management, $20,000. Professional services for pay and class study, $14,000.
Current FY 2012 Budget	$569,280
FY 2013 Adopted Budget	$661,210
Change from PY Budget	$91,930
Reason for Change	Increase in FY 2013 budget is largely due to the new part time position $28,530, increase of $6,000 in pension management, and the pay and class study $14,000.



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 and rules.
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. File necessary forms with DOAA and DCA.
6. Monitor the City's Safety Committee and advise City Manager of progress, challenges and initiatives.
7. Monitor Title II ADA Compliance.
8. Monitor Title VI Compliance.
9. Semi-Annual update of Code of Ordinances.
10. Department Retreat.
    - ***STWP, Municipal Operations, City Services, page 334***
11. 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 335***

OBJECTIVES FOR FISCAL YEAR 2013- 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 Class/Comp Study in FY 2013 to remain competitive in the market and in compliance with FLSA.
3. Review current Performance Appraisal Tool and research options.
4. Work with Benefits Broker to maintain and review employee benefit package.
5. Seek wellness educational programs which are "free" or inexpensive (i.e., lunch & learns).
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. Continue supervisor and employee training in the following areas: Drug Free Workplace, Employee Benefits (lunch and learn sessions), Customer Service (April 2012), Diversity, and Unlawful Harassment in the Workplace (February 2012).
8. Review retirement plans (Principal, GMEBS, ICMA), investigate broker for Principal, track prior purchase years by enrollment date for GMEBS.
9. Investigate ability to complete employment application online.
10. Investigate implementing an internal employee satisfaction survey.
11. Continue to scan/purge records and files in accordance with retention schedule.
12. Annual Review of the Employee Handbook.
    - ***STWP, Municipal Operations, City Services, page 334***
13. Continue training through GLGPA – at least one conference per year.
    - ***STWP, Municipal Operations, Learning Opportunities, page 335***
14. 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 343***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Applications/resumes processed	866	509	894	350	375	717	500
Positions filled	28	20	12	11	15	13	10
Employee separations	19	14	9	6	8	10	8
Employee drug tests conducted	72	49	62	60	40	45	50
Employee training workshops conducted	62 hrs	19 hrs	20 hrs	26 hrs	32 hrs	24	25
Supervisory training conducted	2 hrs	2 hrs	4 hrs	12 hrs	13.5 hrs	24	25

PRODUCTIVITY MEASURES - Human Resources	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Average days to fill a position (exempt/non-exempt/sworn)	90/30/*	147/45/90	n/a/82/90	90/45/90	51/66/94	90/45/90	90/45/90
Turnover rate (excluding seasonal) /sworn	13%/*	16%/50%	6%/5%	6%/5%	9%/0.3%	7%/17%	6%/15%
Employee relations issues resolved	100%	100%	98%	100%	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 • Brokers • HR Network
	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 • Benefit Administration (Worker's Comp, Retirement) - enrollment, education, administer • Employee Relations
	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 2013- 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	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Council Workshops attended		12	12	12	12	12	12
Council meetings attended/Called Meetings		19	12	12/12	12/6	12/7	12
Action Minutes prepared within 3 days		19	12	24	18	19	12
Council Minutes recorded & transcribed w/in two weeks		19	12	24	18	19	12
Open Records Requests processed		15	12	28	14	36	20
Ethics Complaints Received		2	0	0	0	0	0
Provide information regarding elections to candidates***		1	0	7	0	5	1

** *new measures*

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

PRODUCTIVITY MEASURES - City Clerk	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percent of Workshop Minutes of Council meetings transcribed within a week	100%	100%	100%	100%	100%	75%	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%	95%	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%	n/a	100%

** *new measures*

	MISSION:	**City Clerk: Record and transcribe Council Minutes within 2 weeks; Conduct Municipal Elections.**		
	Inputs	• City Clerk • City Council	• Mayor • Facilities	• Secretary of State
	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 • Conduct Municipal Elections inaccordance with State statutes
	Outputs	• Typed minutes produced per number of Council meetings • Minutes posted at City Hall		• Minutes posted on City website • Qualify Candidates
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		

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

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.

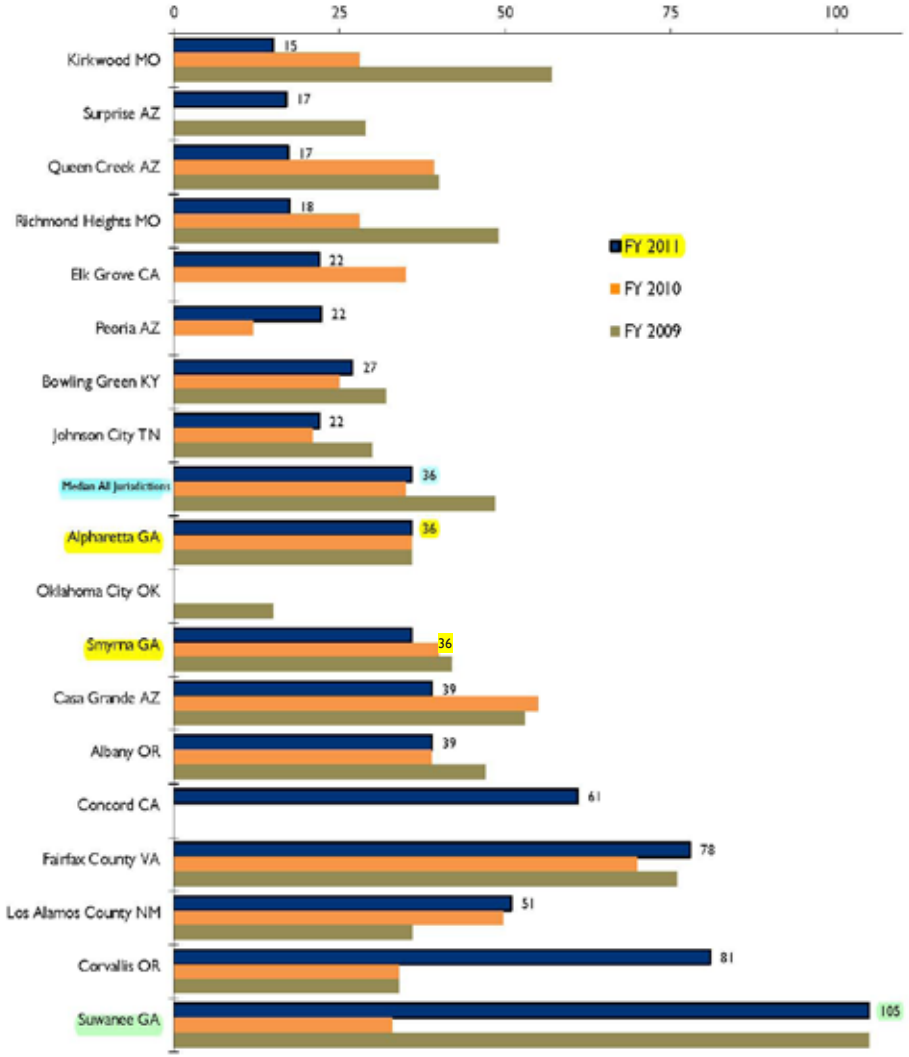
For the FY 2011 Mid-Year Data Report, 35 jurisdictions provided human resources data.

Descriptive information for the Human Resources services is as follows:

All Jurisdictions	Ratio of centralized human resources FTEs to 100 total jurisdiction FTEs	Largest Number of jurisdictional employees in the reporting period	Employee benefits as percentage of total salaries and wages	Number of job classifications
Mean	0.40	279	23%	279
Median	0.41	169	10%	169
Over 100,000				
Mean	0.36	515	37%	515
Median	0.36	497	47%	497
25,000 to 100,000				
Mean	0.44	135	21%	135
Median	0.46	144	6%	144
Under 25,000				
Mean	0.39	111	4%	111
Median	0.41	66	0%	66
Georgia Jurisdictions				
Alpharetta	-	546	50%	10
Decatur	0.81	333	-	-
Smyrna	0.91	427	46%	132
Suwanee	2.46	106	40%	44

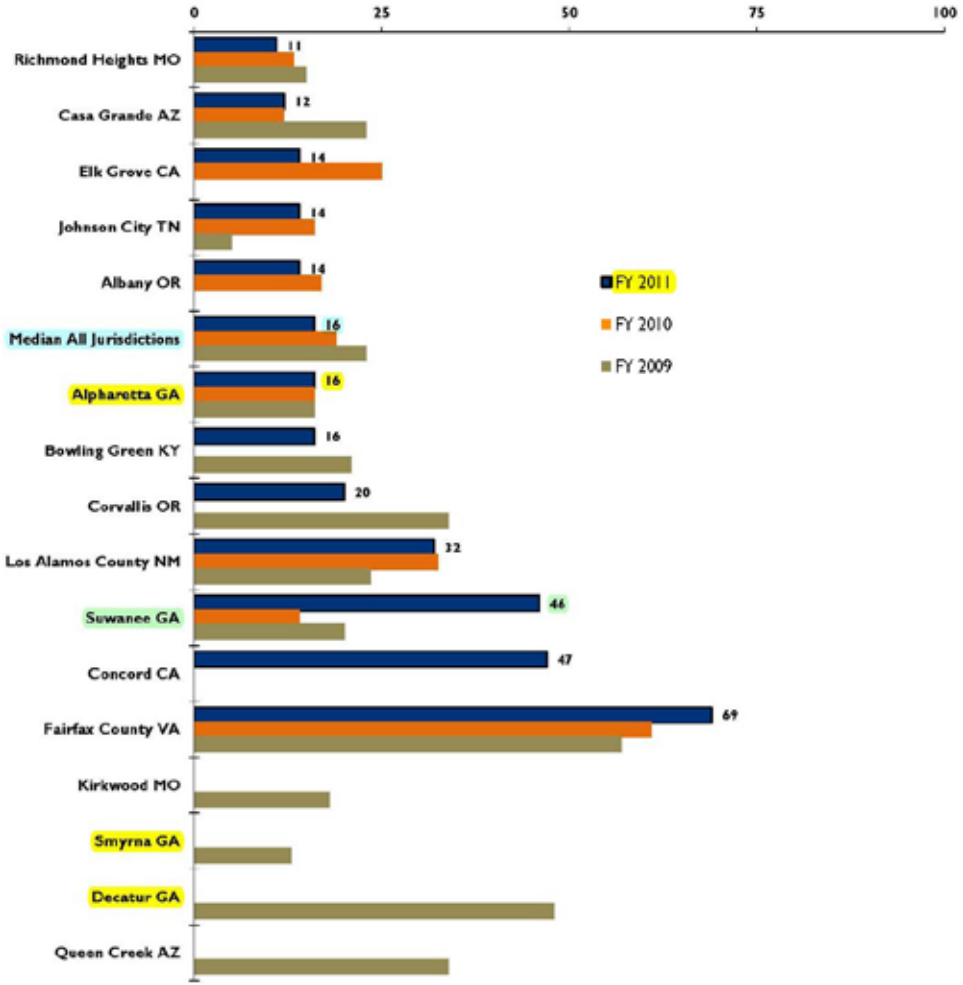
ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Working days for *external* recruitment – No testing or special assessment



NOTE 1: Median value for the under 25,000 population category does not appear, because this measure did not generate the minimum 5 responses.
NOTE 2: Blanks in the graph above reflect data that was not available, rather than a response of zero.

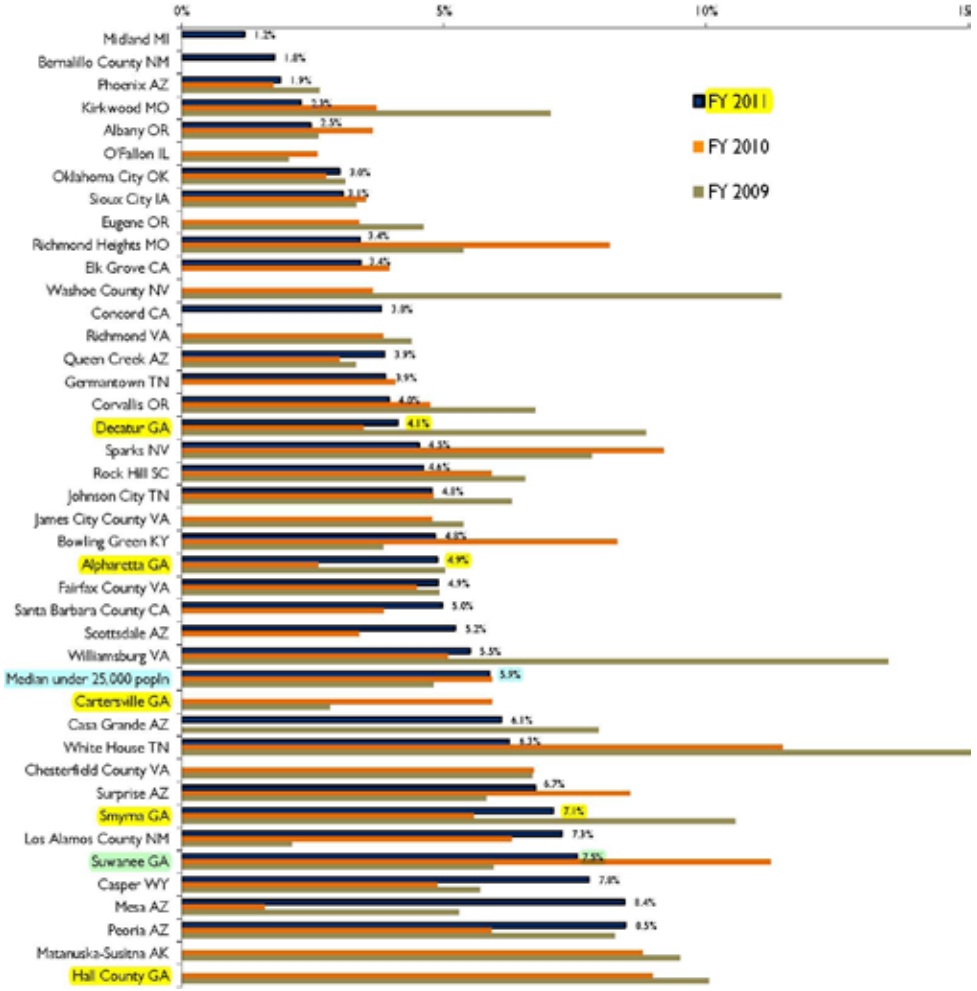
Working days for *internal* recruitment- No testing or special assessment



NOTE 1: Median value for the under 25,000 population category does not appear, because this measure did not generate the minimum 5 responses.
NOTE 2: Blanks in the graph above reflect data that was not available, rather than a response of zero.

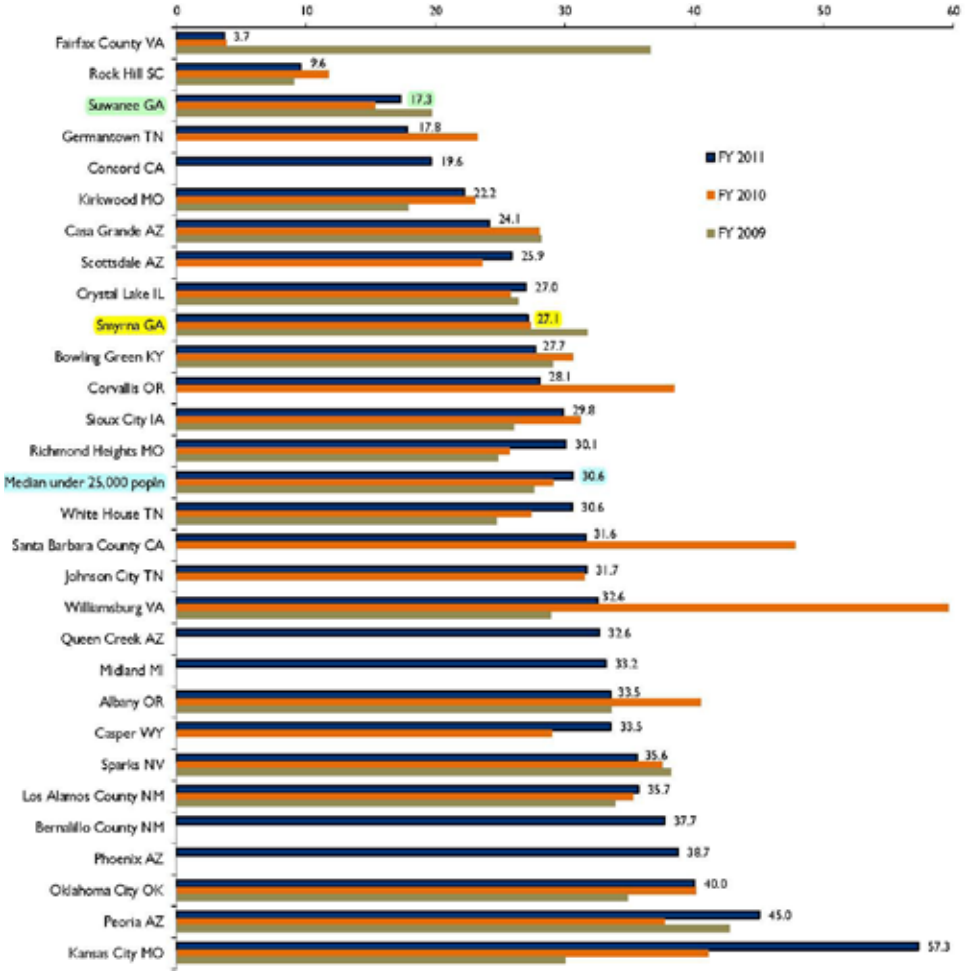
ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Employee Turnover Rate



NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

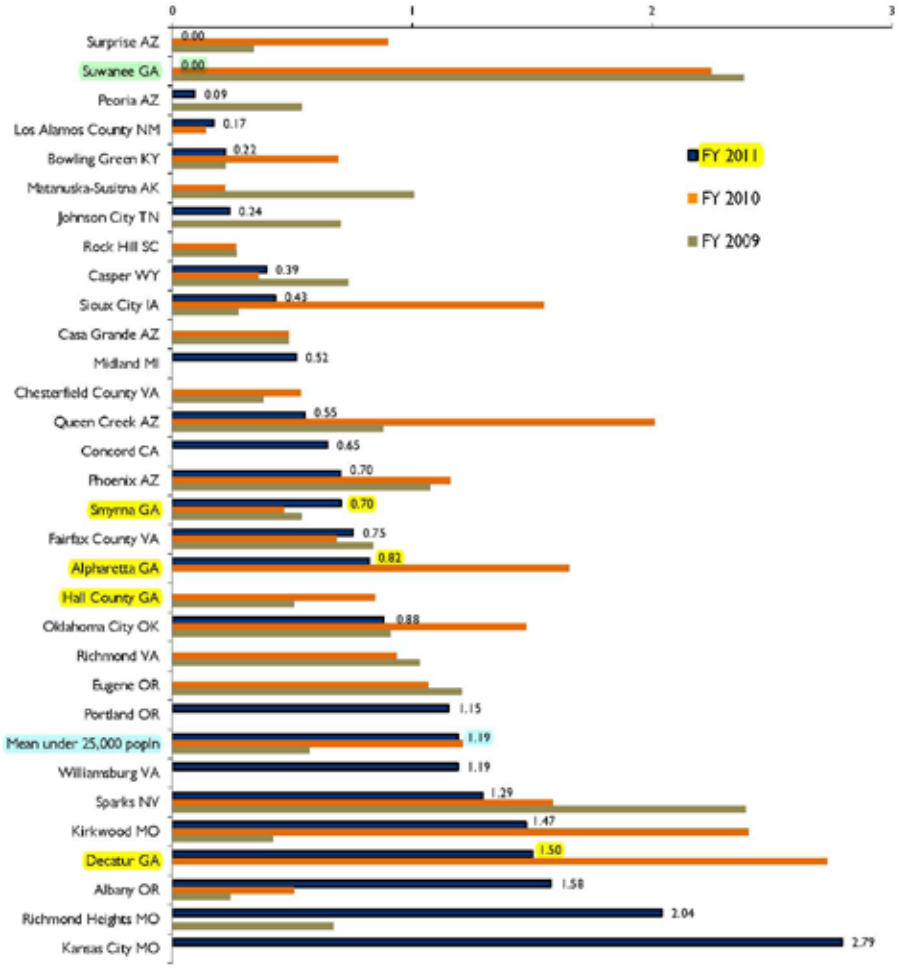
Sick Leave hours used per 1,000 hours worked



NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

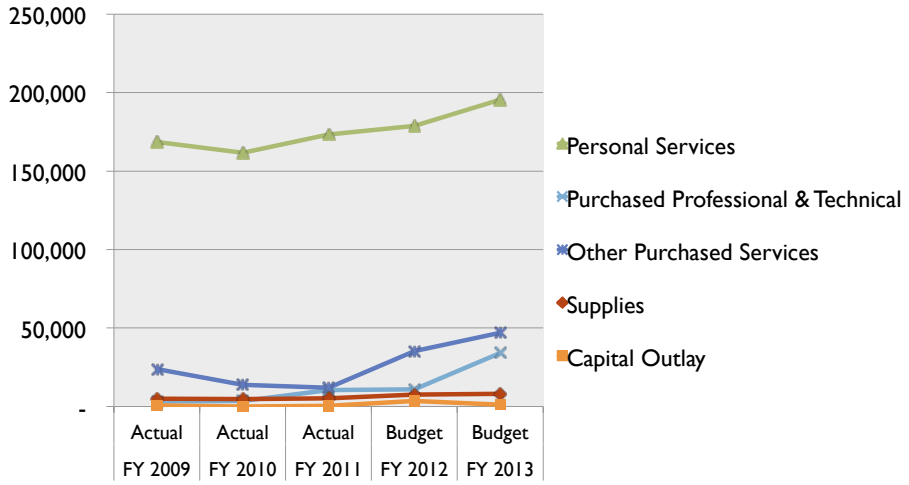
Number of Employee Grievances and Appeals per 100 Employees

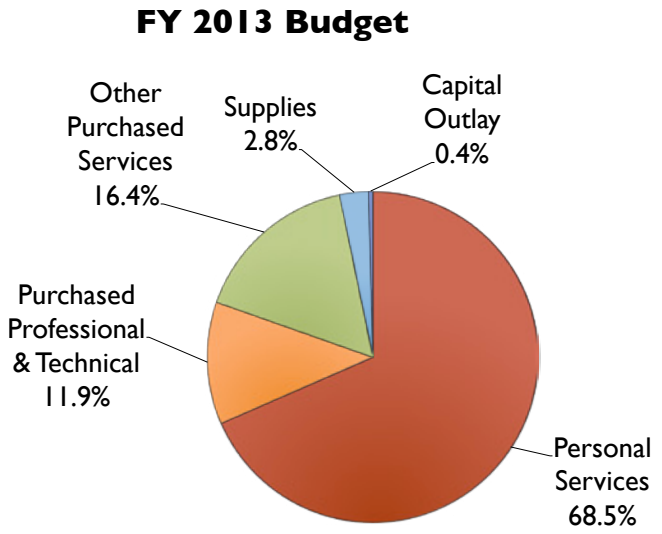


NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Administrative Services Director	75	1	1	1	1	1
Human Resources Manager	PT-69	2	2	2	2	2
Total		3	3	3	3	3

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 168,688	$ 161,721	$ 173,251	$ 178,780	$ 195,470
Purchased Professional & Technical	3,155	3,583	10,515	11,000	34,000
Other Purchased Services	23,840	13,910	11,954	35,350	46,900
Supplies	4,972	4,646	5,097	7,500	8,000
Capital Outlay	687	-	349	3,600	1,100
Total	$ 201,342	$ 183,860	$ 201,166	$ 236,230	$ 285,470





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.
- Daily monitor inmates
- 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 2013

- 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
- Provide four arraignment sessions per month and one trial per month, court session does not exceed 170 cases and trial session does not exceed more than 20 cases.
- Continue the implementation of Paperless Court, the use of electronic workflows and the moving of imaged case files along the processing lifecycles.
- Continue providing electronic finger print services to citizens.
- 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. Search, find and acquire the most effective and reliable system to play the opening arraignment DVD during court session (the current system is not user friendly, obsolete and can stop functioning at any time).
3. Work with Judges and Solicitors to insure that justice is administered in a fair and impartial manner.
4. Complete all state-mandate documentation and reporting to ensure compliance with all laws and regulations.
5. Continue arraignments on Wednesday night and monitor numbers. There is a good possibility that additional court sessions will need to be added as citations increase (currently we are maintaining numbers in spite of the inability to write speeding tickets with DUI Task Force and ALPR). With increase in DUI cases, there has been an increase in attorney cases appoximately 6-12 per court session). Court will continue to be limited to appoximately 170 citations per court.
6. Periodic update of Court Procedures Manual.
7. Continue to monitor probation contract process/procedures to insure efficient handling of cases and accuracy in processing payments.

GOALS - Municipal Court (continued)

8. Continue conversion of all department files to electronic throughout an on-going scanning process.
9. Monitor Court Session – maintain 170 cases per court session to provide a safe environment and better accommodate defendants.
10. Add a video camera to record the court bench area (Judge/Clerk seating).
11. Purchase/Install a power back-up generator (or solar generator?). The court needs an electric power back-up. With the operations being mainly electronic and paperless to have a power back-up is essential. If the court building loses electric power during business hours, the court operations will be completely shut down. This situation will be more critical if it happens during a court session – then it becomes a safety issue.
12. Deputy clerks cross training.
13. Staff attend diversity, harassment and customer service training.
14. Weekly court staff meetings.
15. Quarterly safety court staff meetings.
16. Annual holiday gathering for court/administrative staff.
17. Court/administrative yearly weekend retreat.
18. Continue to facilitate semi-annual meetings of Judges, Solicitors, and staff to discuss court operations and update Council.
    - ***STWP, Municipal Operations, City Services, page 334***
19. Continue Teen Drivers program and Pre-Trial Diversion Program.
    - ***STWP, Municipal Operations, Citizen Engagement, page 334***
20. Judges, Clerks and Solicitors to attend mandatory annual training.
    - ***STWP, Municipal Operations, Learning Opportunities, page 335***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Cases processed	11,102	12,447	9,680	12,411	14,883	13,089	13,743
Jury trials	80	98	84	171	220	370	389
Non-jury trials	300	240	288	335	319	462	485
Jail arraignments	130	140	80	40	60	95	100
Warrants issued	347	242	205	180	236	297	312
Juvenile (under 17) cases referred to Gwinnett County	54	78	80	55	80	56	60
Fine and fee payments collected	*	*	950,580	1,382,538	1,499,292	1,811,000	1,911,000
Monthly cases on probation	*	*	210	235	290	378	406
Monthly average of cases on Pre-Trial Diversion Program	*	*	14	8	9	12	13
Average number of cases processed by the solicitors per court session	*	*	50	80	85	108	113
Total of community service hours ordered by the court	*	*	4,800	5,755	5,486	5,968	6,200
Finger print applicants	*	*	*	*	95	95	100
Notice of suspension cases	*	*	*	*	*	648	680

** new measure*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percent of cases disposed (monthly)	89.00%	94.00%	94.00%	93.00%	86.00%	95.00%	94.00%
Percent of warrants issued (monthly)	4.68%	1.90%	2.10%	1.95%	2.00%	2.39%	2.50%
Length of court docket (hours)	4 hrs	4.25 hrs	4 hrs	4.5 hrs	4.5 hrs	4 hrs	4 hrs
Failure to appear	4.00%	4.10%	3.90%	5.05%	14.00%	4.80%	4.90%
Percent of active cases on probation	*	*	26.0%	22.7%	24.0%	32.0%	33.6%
Percent of new monthly cases placed on probation	*	*	*	*	*	7.70%	8.20%

** 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 • Monitor Inmates • Inquire driver's license and criminal records	
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 • AOC Reports	• Subpeona letters • Driver's license release forms • Open records requests • Refund requests • Community service hours	

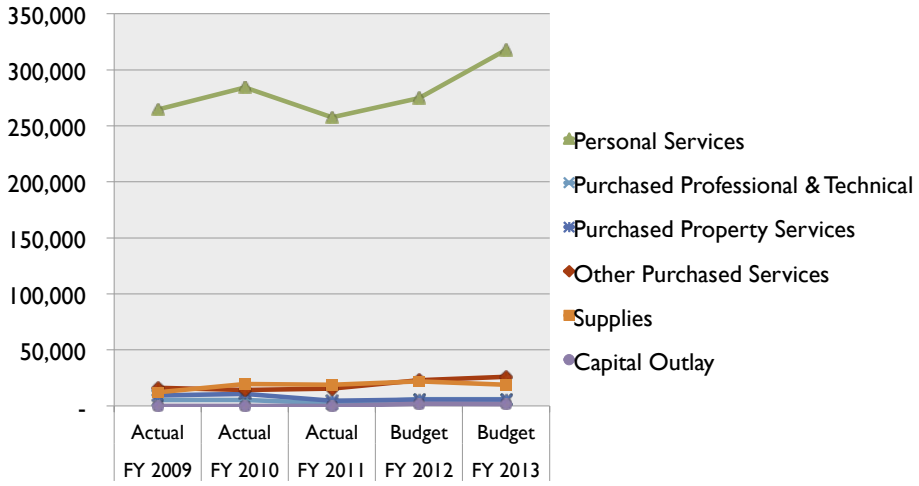
Outcomes

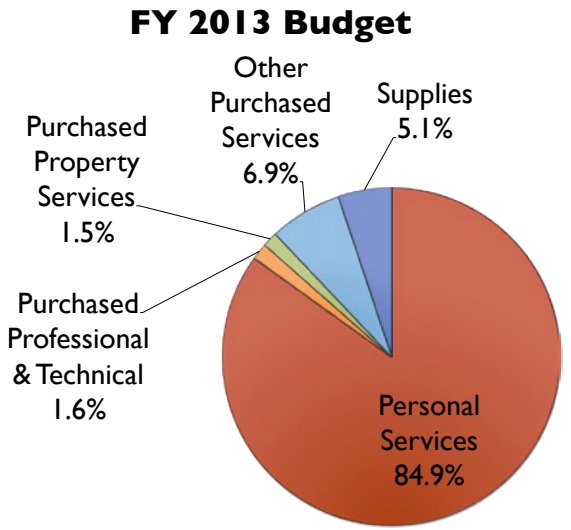
Initial	1. Compliance with City Charter and the laws of the State of Georgia to ensure the safety of the citizens of Suwanee.
Intermediate	1. Equitable and efficient treatment of defendants. 2. Recommend and support recovery treatment programs to help defendants with alcohol and drug problems to achieve 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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Chief Judge	Appointed	1	1	1	1	1
Associate Judge	Appointed	3	3	3	3	3
Lead City Solicitor	Appointed	1	1	1	1	1
City Solicitor	Appointed	6	6	6	5	5
Court Services Administrator	67	1	1	1	1	1
Deputy Court Clerk	60	2	2	2	2	2
Administrative Assistant	PT-60	0	0	0	0	1
Total		14	14	14	13	14

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 264,499	$ 284,322	$ 257,594	$ 274,620	$ 317,740
Purchased Professional & Technical	5,365	5,321	2,392	6,000	6,000
Purchased Property Services	9,209	10,864	4,619	5,700	5,500
Other Purchased Services	16,105	14,225	15,449	22,900	25,930
Supplies	12,159	19,629	18,772	21,830	19,000
Capital Outlay	-	-	-	2,000	1,570
Total	$ 307,337	$ 334,361	$ 298,826	$ 333,050	$ 375,740

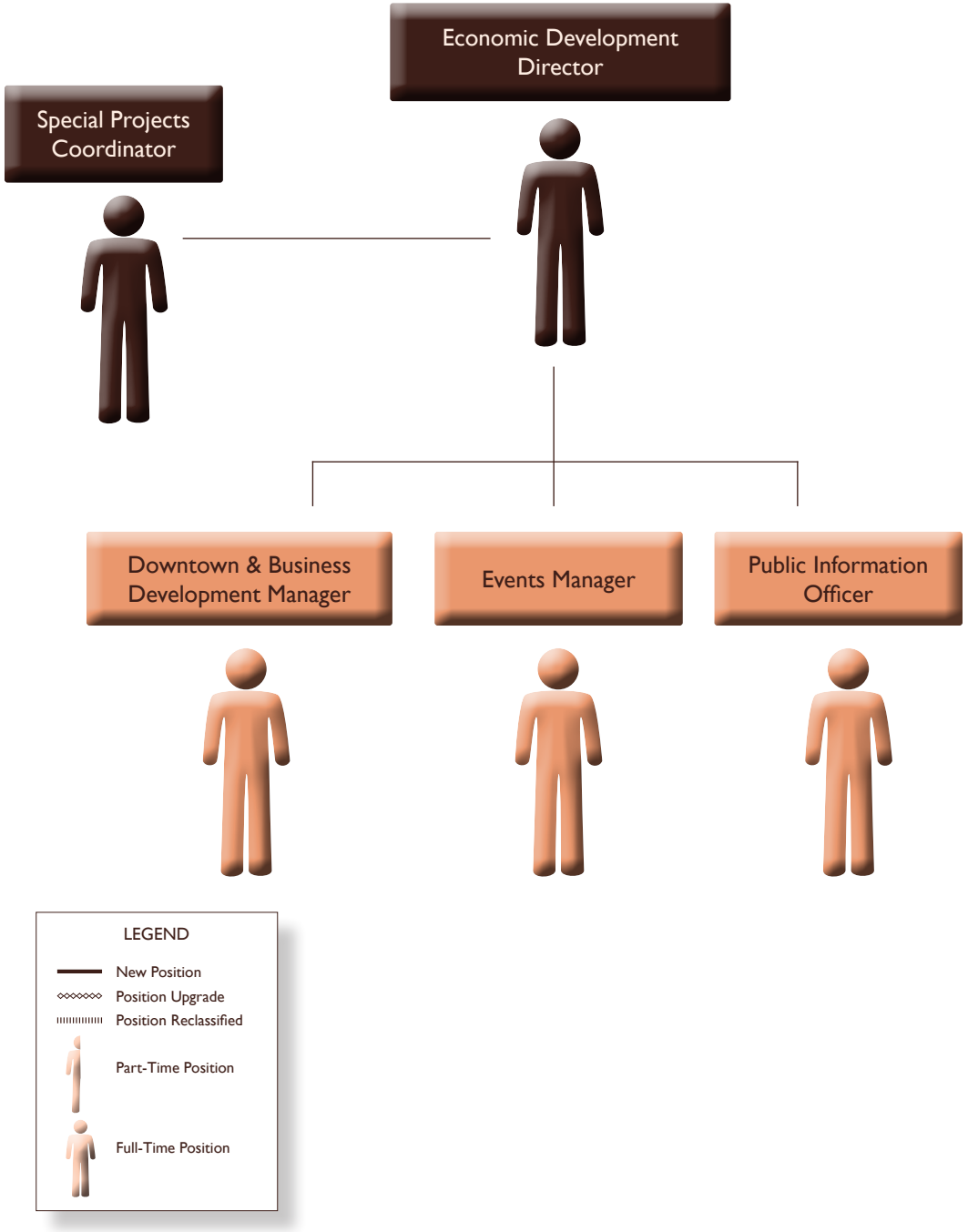




Economic Development

Functions	Includes the operations of Public Information, Special Facilities & Activities, Economic Development, and Downtown Suwanee.
Positions	5 full time
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 2013 Budget Items	No new employees. Maintains current event funding.
Current FY 2012 Budget	$670,230
FY 2013 Adopted Budget	$643,310
Change from PY Budget	($26,920)





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:
   - Create existing publications (including newsletter, event postcard, etc.).
   - Manage all media relations and social media efforts.
   - Manage City-related websites (Suwanee.com, downtown, and Suwanee Day).
   - Manage advertising messages, design, and placement.
2. Handle citizen inquiries.
3. Develop plan to communicate the City's economic development message/strategy (using newly-created "Suwanee Approach" sheets as a basis).
4. 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. (Began in 2011.)
5. Boot camps at TC Park – create on-page guide to be included on the City website. (Began in 2011.)
6. Develop fountain policy/rules for visiting daycares. (City Manager's office to take lead role.)
7. Implement contest soliciting creative promotional videos highlighting the City and its awesomeness.
8. Reformat the calendar on the website and include on home-page.
9. Update the City "Edgy" video incorporating new Mayor content.
10. Advertising – Ongoing evaluation and maintenance of advertising efforts; funds likely restricted in 2012.
11. Other publications – Create new publications including the general chamber-type piece as well as the visitor guide (pending available funding).
12. Develop cut-sheets for various City programs/initiatives.
13. Evaluate and implement alternatives for more effectively using social media.
14. Evaluate completing a formal communication inventory/plan for the City.
    - ***STWP, Economic Development, Marketing, page 332***
    - ***STWP, Municipal Operations, City Services, and Communications Technology, pages 334 and 337***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Number of newsletter editions published each year	6	6	6	6	6	6	6
Number of newsletters distributed	34,000	32,300	33,000	34,200	34,400	38,300	40,200
Number of press releases generated	75	88	103	112	84	90	80
Number of website updates	26	29	30	29	32	37	24
Number of list-serve notices	24	19	26	28	21	18	20
Number of publications produced	*	5	5	2	2	5	5
Number of website-generated queries and requests	*	*	*	383	323	281	275
Average number of website visitors per day	*	*	*	*	1,240	1,264	1,250
Number of Facebook/Twitter employee posts	*	*	*	*	255/43	229/32	200/50
Number of Facebook fans/Twitter followers	*	*	*	2977/*	4,458/761	5,534/1,068	5,800/1,400
E-mail List-Serve audience	*	*	*	1,535	1,665	1,722	1,750

** data not captured*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Media inquiries responded to within 24 hrs	95%	98%	98%	98%	98%	98%	98%
Citizen inquiries responded to within 48 hrs	95%	98%	98%	99%	98%	99%	98%
Generated media placements	258	314	350	337	244 *	316	290

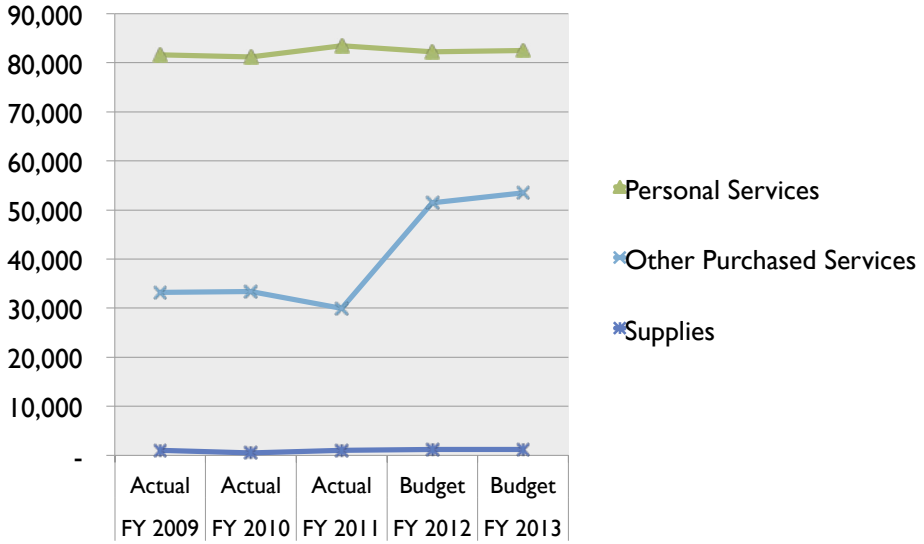
** Loss of Gwinnett Herald, 96 placements*

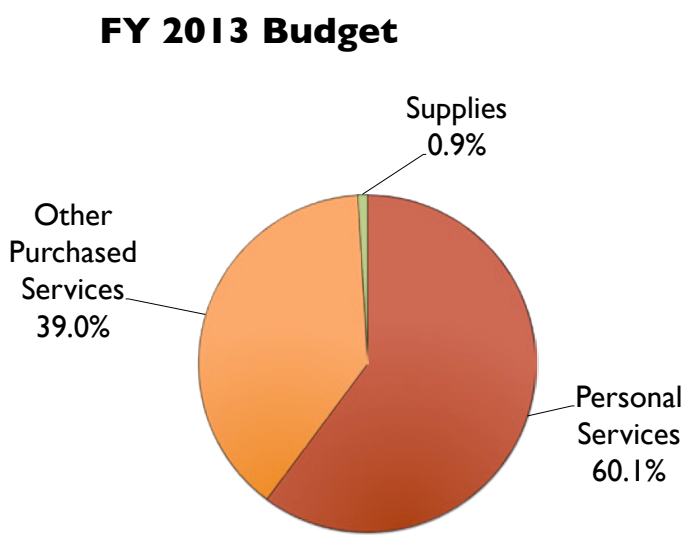
	MISSION:	**Create an Informed and Involved Citizenry**	
	Inputs	• Citizens • City Council • Staff	• Funding • Facilities
	Activities	• Conduct Research • Distribute Information • Meet with Staff • Create printed electronic materials	• Attend City and Community Functions • Become familiar with all City 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 2009 ACTUAL**	**FY 2010 ACTUAL**	**FY 2011 ACTUAL**	**FY 2012 BUDGET**	**FY 2013 BUDGET**
Public Information Officer	67	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 81,612	$ 81,195	$ 83,506	$ 82,200	$ 82,510
Other Purchased Services	33,187	33,363	29,953	51,450	53,450
Supplies	1,019	465	1,065	1,200	1,200
Capital Outlay	-	-	-	2,750	-
Total	$ 115,818	$ 115,023	$ 114,524	$ 137,600	$ 137,160





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 2013

- 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 (1st Q 2013); to be organized by private company.
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; this is be a mandatory meeting to go over rules and regulations of park, etc.
7. Evaluate concept of lunch hour concert series at Town Center.
8. Events Manager on target for CFEE (Certified Festival & Events Executive) designation in 2013. Events Manager also expected to complete 3-year SE Tourism Society Marketing College; will then be designated a TMP (Tourism Marketing Professional).
9. Manage vendors and patrons of growing Farmers Market.
10. Coordinate "Can-Do Program" in cooperation with GwMA (Billie taking lead role in coordinating for City).
11. Implement "Parker"/mascot policies; secure and train team of volunteers to coordinate use of mascot.
12. Implement 2012 "Suwanee's Super Incredible Race" event for Suwanee.
    - ***STWP, Municipal Operations, City Services, page 334***
    - ***STWP, Municipal Operations, Special Events, page 335***

PROPOSED CALENDAR OF EVENTS (* private event)

Month	Date	Day	Time	Event
February	11	Sa	9 am	Suwanee's Sweetheart Shuffle*
March	17	Sa	8 am	Suwanee Kiwanis Shamrock Run*
March	26	Sa	9 am	Georgia SPCA Annual Run*
March	31	Sa	12 pm	Suwanee Beer Festival*
April	8	Su	6:30 am	Community Sunrise Service*
April	14	Sa	12 pm	Atlanta's Greatest Hits Birthday Bash
April	21	Sa	12 pm	Suwanee's Super Incredible Race
April	26	Th	6 pm	Toast @ Town Center

PROPOSED CALENDAR OF EVENTS (* private event) - continued

Month	Date	Day	Time	Event
April	28	Sa	9 am	March of Dimes Gwinnett County Walk*
May				Art on a Limb
May 1 – Oct 6				Farmers Market –Tuesday and Saturday
May	5	Sa	12 pm	Star 94 Woofstock
May	11	Fr	7 pm	Suwanee Night of Jazz (High Schools)
May	12	Sa	6 pm	Braves Game on the Green
May	19	Sa	11 am	Arts in the Park
May	24	Th	6 pm	Toast @ Town Center
May	25	Fr	7 pm	Gwinnett Daily Post Memorial Concert
June	9	Sa	8 pm	Town Center Movie Night
June	16	Sa	8:30 am	Gwinnett County Fire Department 5K*
June	23	Sa	7:30 am	Shemoves Suwanee 5K*
June	28	Th	6 pm	Toast @ Town Center
June	30	Sa	7 pm	Great American Campout
July	26	Th	6 pm	Toast @ Town Center
July	27 & 28	Fr/Sa	8 pm	Suwanee Performing Arts Broadway in the Park
August	17	Sa	5 pm	August Concert with Dave FM
August	18	Sa	8 am	Gwinnett Road Race and Skylar's Run*
August	25	Th	6 pm	Toast @ Town Center
September	8	Sa	8 am	Suwanee Day Run
September	15	Sa	10 am	Suwanee Day Festival
September	27	Th	6 pm	Toast @ Town Center
October	6	Sa	8 am	Celebrate Service*
October	13	Sa	12 pm	Taste of Suwanee*
October	20 & 21	Sa/Su	12 pm	3rd annual Korean Festival*
October	25	Th	6 pm	Toast @ Town Center
October	27	Sa	11 am	Trek or Treat at Suwanee Creek Park
October	12 & 13	Fr/Sa	7 pm	Terror on the Trail presented by Aurora
October	19 & 20	Fr/Sa	7 pm	Terror on the Trail presented by Aurora
October	26 & 27	Fr/Sa	7 pm	Terror on the Trail presented by Aurora
November	3	Sa	12 pm	Knights of Columbus Family Fun Festival*
November	30	Fr	6:30 pm	Old Town Holiday Festival and Caboose Lighting
December 7 & 8	7 & 8	Fr/Sa	5:30 pm	Christmas in the Park*
January (2013)	26	Sa	8 am	Suwanee Gateway Half Marathon (tentative



WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Number of annual City-sponsored and co-sponsored events	16	25	21	17	21	17	18
Number of annual non-City sponsored events	8	7	11	15	16	16	12
Suwanee Day attendance	28,000	40,000	42,000	8,000	40,000	45,000	40,000
Suwanee Day Booths/Vendors	220/170	209/180	201/180	208/187	200/185	200/186	200/185
City event attendees (not including Suwanee Day)	38,000	67,000	45,000	50,000	65,000	60,000	60,000

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percentage increase in sponsorship for Suwanee Day	0%	-1%	1%	1%	-10%	0%	10%
Volunteer hours generated for Suwanee Day	*	*	*	*	846 hrs	870	900
Sponsorship fundraising for all other events	$6,000	$48,000 **	$2,000	$4,000	$3,800	$2,600	$5,000

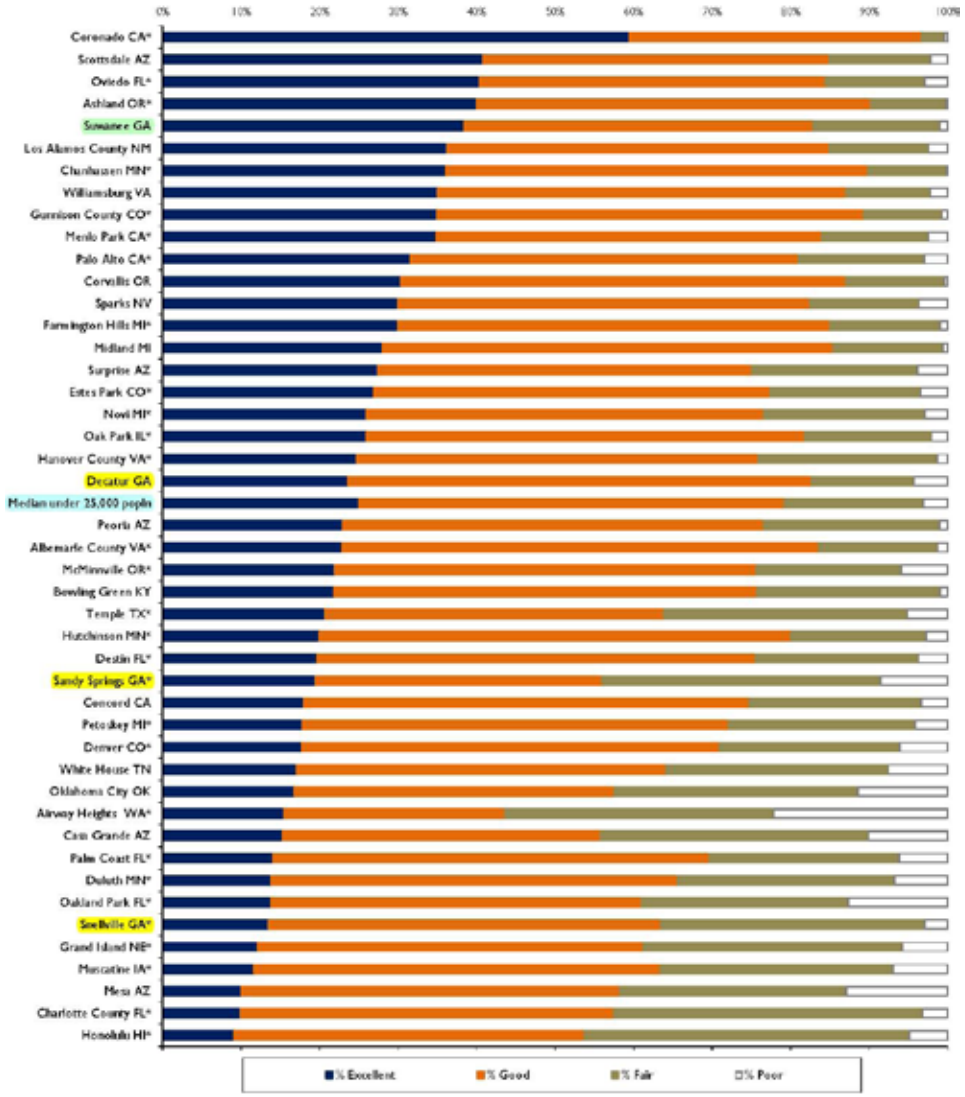
**data not previously collected*

***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

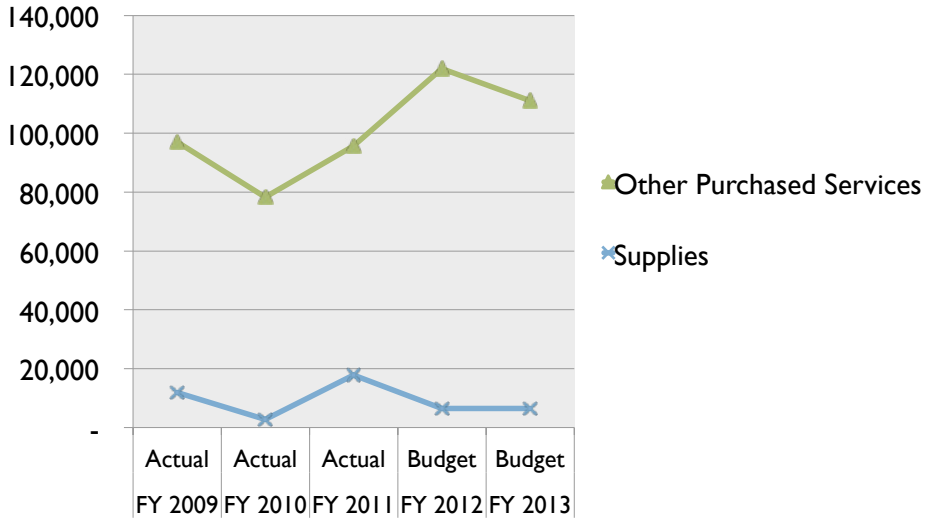
ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

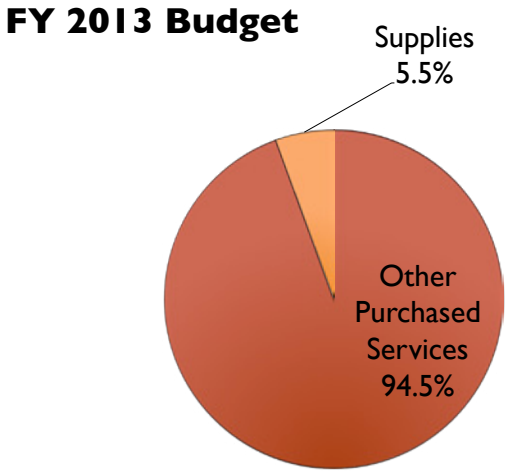
Citizen Survey Ratings for Quality of Recreation Programs or Classes Offered



**The jurisdictions denoted above are non-CPM participants that have participated in The National Citizen Survey. These jurisdictions survey results have been added to the data set in order to provide further comparables for CPM participants.*

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Other Purchased Services	$ 97,085	$ 78,215	$ 95,699	$ 122,000	$ 111,000
Supplies	11,981	2,698	17,840	6,500	6,500
Capital Outlay	488	-	-	-	-
Total	$ 109,554	$ 80,913	$ 113,539	$ 128,500	$ 117,500





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 2013

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 331***
   - ***STWP, Municipal Operations, City Services, page 334***
2. Manage Suwanee Gateway initiative.
3. Continue to implement the TEE program, working closely with codes enforcement as well as Gateway property owners; reinitiate (new photos) 3rd Q 2012. (Completed 3rd round of TEE program in 2011.)
4. Visit 10 Gateway businesses per month to discuss branding initiative, cooperative marketing, transportation changes, police sub-station, etc.
5. Grow Gateway PACT program/participation through active conversation with business owners and bringing in guest speakers (3 meetings to be offered in 2012; 3 meetings held in 2011).
6. 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.
7. Apply to host the "Southern Circuit Tour of Independent Filmmakers" 6-part film series (utilizing the Movie Tavern location in Suwanee Gateway).
8. Continue to monitor TADs in area. Evaluate continuation of TAD implementation pending County relations and School Board decisions.
9. Implement (dependent on funding) directional signage for the Gateway area as part of the overall City plan (Planning Department taking lead role).
10. Complete streetscape improvements (timing TBD and SDS -dependent; Planning department taking lead role).
11. Monitor "Terraces at Suwanee Gateway" site and other development opportunities.
    - ***STWP, Economic Development, Suwanee Gateway, and Suwanee Gateway URA, page 333***
    - ***STWP, Municipal Operations, Suwanee Gateway Code Enforcement, and Suwanee Gateway Tax Allocation District (TAD), page 341***
12. Manage hotel fund expenditures.
13. 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; a Q-2 initiative.
14. Develop and formalize year-around intern opportunities for ED department. Promote with area colleges.
15. 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.
16. 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").
17. Develop relationships with area colleges (GGC, PCOM, and Gwinnett Tech) and Peachtree Ridge High School; continue ongoing communication with North Gwinnett High School.
18. Evaluate purchase of commercial real estate database for City use.
    - ***STWP, Municipal Operations, City Services, page 334***
19. Manage public arts initiative.
    - ***STWP, Municipal Operations, Public Art, Public Art SculpTour, page 339***
20. Continue participation in various community and state-wide activities and organizations.
21. 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.
22. Participate in Partnership Gwinnett's Redevelopment Forum. (Sponsored event in 2010 and 2011 and coordinated a Suwanee site in the "Top redevelopment sites for Gwinnett County" promotional piece.)
    - ***STWP, Economic Development, Local Business Involvement, Partnership Gwinnett, page 331***
    - ***STWP, Municipal Operations, Citizen Engagement, page 334***
23. Evaluate use of local incentives to entice businesses to locate in Suwanee.
24. Host meeting of area business marketing experts to gain ideas on how to market/ promote the city and its initiatives.
25. Incorporate "shop local" messages in promotional materials as appropriate.
26. Contact minimum of 10 business "prospects" per month (net new cold calls or follow-up calls).

GOALS (continued)

27. Coordinate/offer educational programs (ie: lunch and learns) for city-wide small business owners/managers (2/year). (Example: Visual Merchandising workshop completed in 2011)
    - ***STWP, Economic Development, Local Business Involvement, Marketing, pages 331-332***
    - ***STWP, Municipal Operations, City Services, page 334***
28. Develop "Suwanee Citizens College" –type of program; to be completed after Strategic Plan developed.
    - ***STWP, Municipal Operations, Strategic Plan Implementation, page 341***
29. Façade grant program – Raise funds, promote program, and award fourth round of grants. (Third round of grants distributed 4th Q, 2011.)
    - ***STWP, Municipal Operations, Citizen Engagement, page 334***
    - ***STWP, Land Use, Community Aesthetics, page 345***
30. SculpTour Program – Implement second year of program (including fundraising, promotion, artist RFP, and locational master plan).
31. Install World Trade Center Artifact (determine location, develop maintenance needs, complete RFP, etc.)
32. Support and provide guidance to the Public Arts Commission (PAC). Following are selected PAC goals that came out of their planning sessions 4th Q 2011:
    - Expand the circle of involvement and support for public arts initiatives in the City. Supporting strategies include:
    - Identify, recruit, and engage a group of patrons who tangibly and actively support and advocate for the arts.
    - Develop partnerships with and build leadership capacity of groups (including, but not limited to: schools, colleges and universities, churches, non-profits, senior groups, and civic organizations) that will engage in public arts initiatives.
    - Engage the North Gwinnett Arts Association (NGAA) in PAC initiatives.
    - Initiate co-op meetings with DDA, Harvest Farm Board, City Council and other city groups that may have related/allied goals.
    - Integrate PAC work into the City's larger vision. Supporting strategies include:
    - Communicate PAC purpose and goals to other City staff, boards, committees and groups.
    - Incorporate PAC planning process into the City's strategic planning efforts.
    - Create and implement a Public Art Master Plan for the City.
    - Enhance the brand/identity of key City areas and points of entry through public art. Supporting strategies include:
    - Expand SculpTour efforts to the core historic Old Town area by using art to physically connect Town Center to the Old Town area.
    - Incorporate public art into park enhancement projects.
    - Work with City to identify funding, location for and installation of "LIVES" Gwinnett water tower piece.
    - Identify, procure, fund, and place destination, monumental, and/or iconic public art piece (ex: "The Bean" in Chicago); long-term goal.
    - Incorporate social and community experiences into public arts efforts (ex: chalkboard areas, art-related podcasts, flash mobs, etc.).
    - Incorporate short-term and one-time events into public arts efforts (ex. mime day, chalk/sidewalk art).
    - Create and fund a maintenance plan for City's permanent public art pieces; long-term goal.
    - Other Support/Advocate Activities include:
    - Identify potential locations for and support development of future arts center; long-term goal.
    - Support development of Old Town area into an "artist colony" or art-focused (galleries, studios etc,) area; long-term goal.
      - ***STWP, Municipal Operations, Public Art, and Public Art SculpTour, page 339***
      - ***STWP, Land Use, Community Aesthetics, page 345***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Individual meetings with I-85 Gateway stakeholders	18	100	160	110	75	60	60
Attend/participate in local business association meetings	24	10	12	26	12	15	12
Attend/participate in regional/County/State Government associations	14	12	18	15	20	20	18
Attend/Participate in Public Arts Commission (PAC) Meetings	*	*	*	*	16	10	10
Public presentations on I-85 Gateway Plan	4	7	8	10	4	4	4

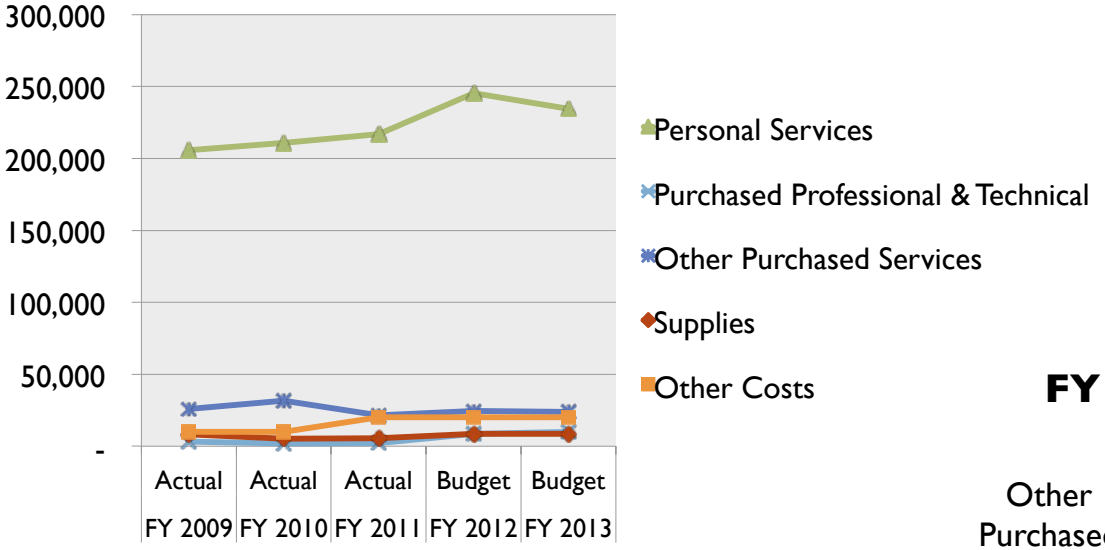
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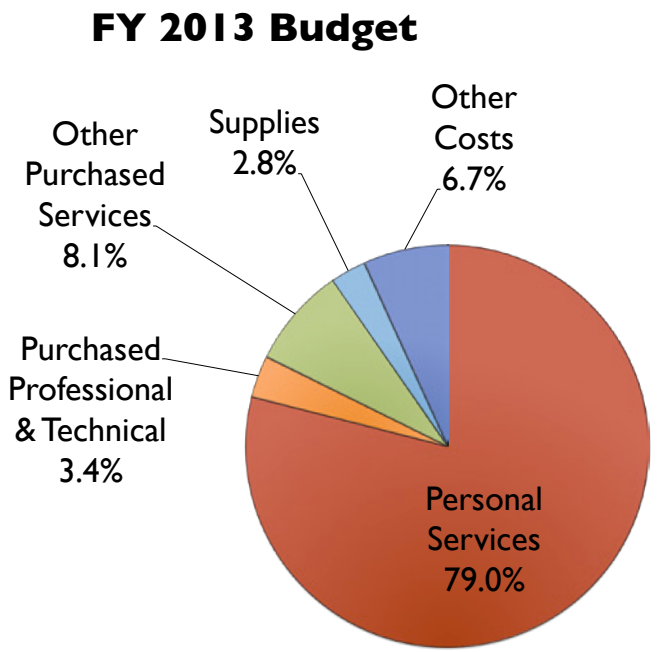
PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percent of identified objectives completed	66%	66%	100%	100%	100%	94%	100%

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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Economic Development Director	77	1	1	1	1	1
Events Manager	65	1	1	1	1	1
Special Projects Coordinator	61	1	1	1	1	1
Total		3	3	3	3	3

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 205,646	$ 210,830	$ 216,944	$ 245,320	$ 234,540
Purchased Professional & Technical	3,350	1,945	2,181	8,750	10,000
Purchased Property Services	960	-	-	-	-
Other Purchased Services	25,883	31,690	21,407	24,500	24,000
Supplies	8,234	5,144	5,625	8,700	8,500
Capital Outlay	3,357	-	4,620	3,500	-
Other Costs	10,000	10,000	20,000	20,000	20,000
Total	$ 257,430	$ 259,609	$ 270,777	$ 310,770	$ 297,040


300,000
250,000
200,000
150,000
100,000
50,000
-
Actual FY 2009
Actual FY 2010
Actual FY 2011
Budget FY 2012
Budget FY 2013
Personal Services
Purchased Professional & Technical
Other Purchased Services
Supplies
Other Costs


FY 2013 Budget
Other Purchased Services 8.1%
Supplies 2.8%
Other Costs 6.7%
Purchased Professional & Technical 3.4%
Personal Services 79.0%

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 2013

- 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.
2. Explore and implement ways to increase funding for the DDA.
3. Coordinate DDA planning retreat 1st Q 2012.
4. Explore ways to assist with relocation of Metal Products Company facility.
5. Develop list of available properties in downtown.
   - ***STWP, Economic Development, Economic Development, page 331***
   - ***STWP, Municipal Operations, City Services, page 334***
   - ***STWP, Plan Updating, Downtown Suwanee Master Plan, page 349***
6. Continue to improve and add features to downtown website (including enhanced real estate listing and site optimization features). Encourage businesses to better utilize the website.
   - ***STWP, Economic Development, Downtown Promotions, page 331***
7. Solicit involvement in the "downtown merchants association"; coordinate monthly meetings (were previously quarterly). Evaluate value-added options for members as appropriate.
8. Continue promotional program for downtown gift certificate program.
9. "Toast at Town Center" – Promote and help plan 7 events; coordinate with merchants to provide entertainment, specials, sales, etc.
10. Create and distribute promotional downtown brochure; primarily paid for by downtown merchants (2nd Q 2012).
11. Continue enhanced communication with Madison Retail as it relates to tenant recruitment, tenant retention, and property maintenance.
12. Support downtown special events.
    - ***STWP, Economic Development, Downtown Promotions, Local Business Involvement, page 331***
13. Continue to market Pierce's Corner to prospective tenants. Work with Deming LLC to redevelop property.
14. Evaluate Pierce's Corner to become a National Historic Register District (Planning department taking lead role).
    - ***STWP, Economic Development, Pierce's Corner, Downtown Promotions, Local Business Involvement, pages 331-333***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Monthly DDA meetings	15	13	15	11	11	10	12
Other organizational meetings	1	22	23	15	10	12	12
Number of funding applications submitted	5	4	5	0	0	0	2
Number of regional meetings and trainings attended	20	10	6	8	4	4	6
Number of meetings w/Downtown stakeholders	27	24	24	75	45	51	48

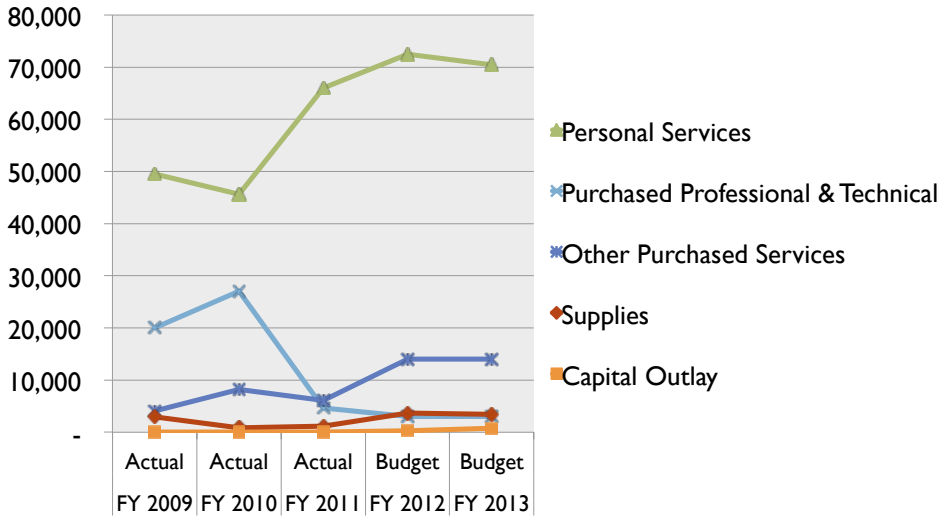
PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Completion percentage of Pierce's Corner site redevelopment/improvements	0%	20%	0%	5%	5%	20%	75%
Downtown website traffic (average visits per month after implementation)	*	*	*	2715 **	5,300	2,000	2,000

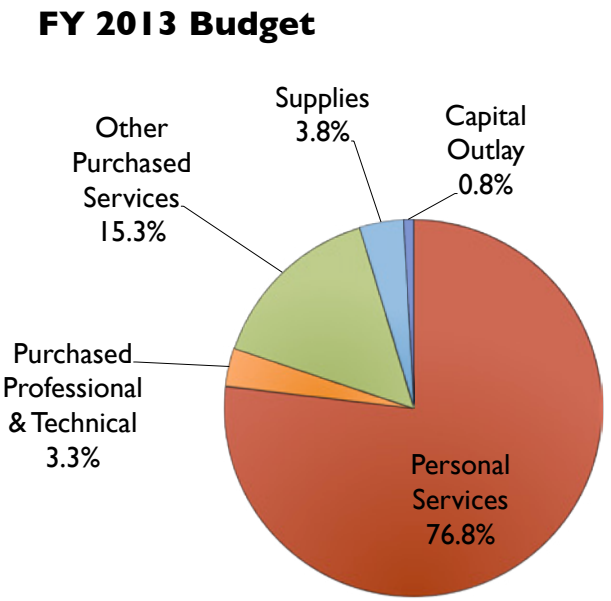
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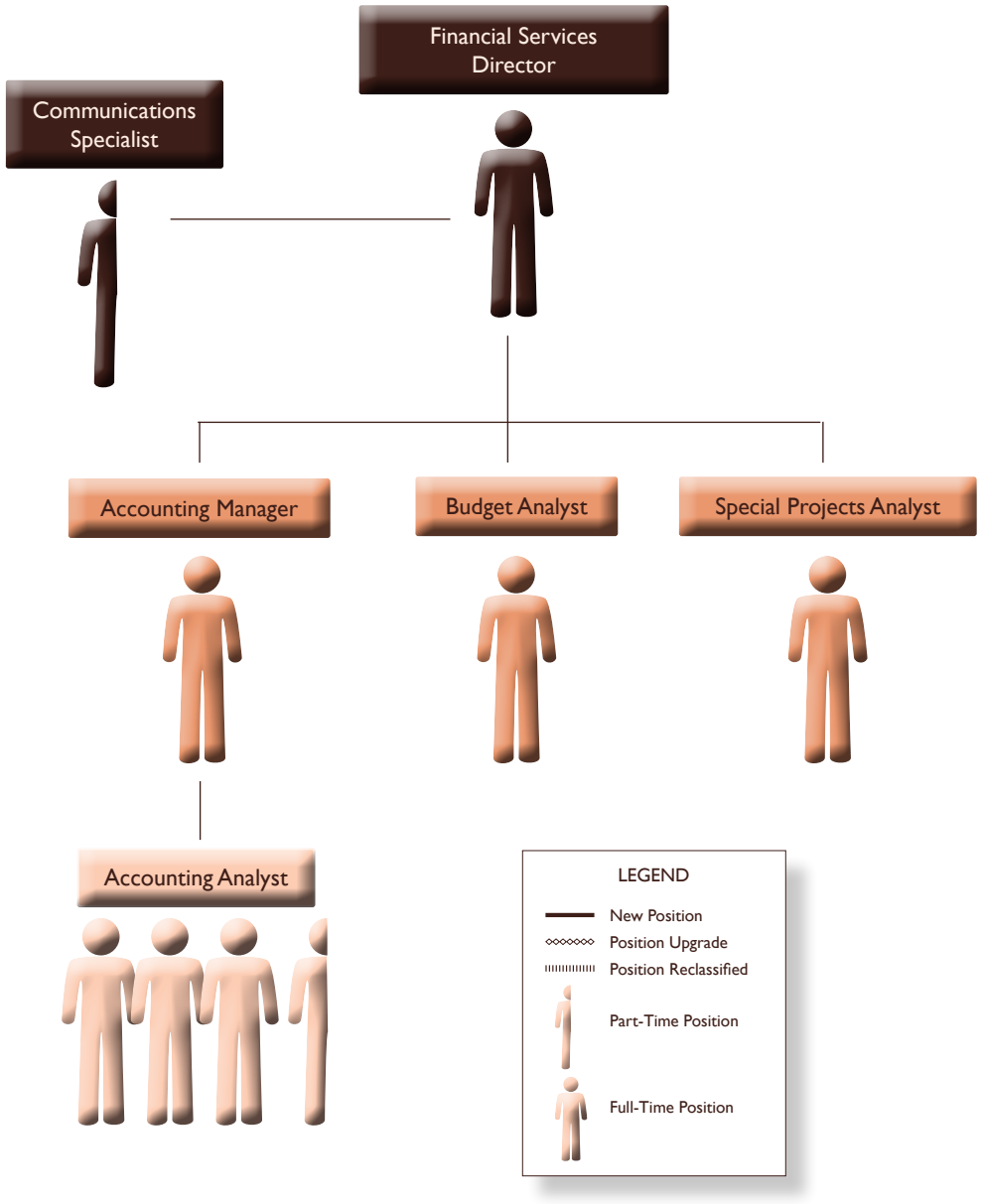
*** launched mid-September*

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Downtown & Business Development Manager	69	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 49,508	$ 45,594	$ 65,985	$ 72,460	$ 70,410
Purchased Professional & Technical	20,000	27,030	4,680	3,000	3,000
Other Purchased Services	4,070	8,198	6,125	14,000	14,000
Supplies	2,951	820	1,180	3,650	3,450
Capital Outlay	-	-	-	250	750
Total	$ 76,529	$ 81,642	$ 77,970	$ 93,360	$ 91,610







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, payroll, issuance of debt, and alcohol licenses.
Notable FY 2013 Budget Items	No new employees. Continuation of current funding.
Current FY 2012 Budget	$703,530
FY 2013 Adopted Budget	$716,620
Change from PY Budget	$13,090



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 2013

- 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.
- Implement new accounting software
- Revise Alcohol Ordinance and related forms

GOALS

1. To assist 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: Currently GwMA has reached a verbal negotiate agreement with Gwinnett County to resolve this issue.We still need all parties to vote and sign the consent order and to prepare the intergovernmental agreements. If we are unable to obtain the necessary votes, we will be continuing with the appeal process. Staff time and resources for this project are unknown.

STWP: ***Municipal Operations, City Services, page 334***

2. Improve the Efficiency and Effectiveness of Accounting Staff Time and to provide technology based solutions for payment and storage options

OBJECTIVE: To procure and implement a new accounting software program to allow for collection of payments via e-commerce, to provide timely and accurate billing information to customers, provide electronic approval and scanned images, and by proper security allow employees access to financial data maintained in the data base.

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. Review software vendors and program applications
4. Prepare a summary of program applications and software acquisition costs.
5. Prepare a request for proposal
6. Review and evaluate proposals.
7. Recommend a new software provider.

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 is available.

STWP: ***Municipal Operations, City Services, Learning Opportunities, and Online Bill Payment Options via Website, pages 335-339***

CIP: ***Facilities Projects, Accounting Software, page 297***

3. 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 (GFOA) 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.
7. Integrate the strategic plan into the budget document, linking goals and logic tables

TIME FRAME: We have received the budget award for six consecutive years and achieved meets or exceeds on all 26 criteria's included in the program in fiscal year 2011 budget report. We received our first special recognition for performance measurements in FY 2012 budget report. We would like to improve upon our capital projects future operating impacts and to receive special recognition for the FY 2014 budget report in capital projects budgeting. 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, pages 334-335***

GOALS (continued)

4. 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 preformed until all of the bond proceeds have been expended. We should expend the remaining $165,645 over the next 6 months on the Suwanee Creek Greenway rehab/extension project.

STWP: ***Municipal Operations, City Services, page 334***

5. 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. Quarterly SPLOST and cash flow schedules will be maintained.

STWP: ***Municipal Operations, City Services, page 334***

6. 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 maintenance of city facilities, capital assets, and infrastructure.

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 levels.
5. Include funding structure in the CIP and 10 year projections.
6. Update and review policies and funding plan each budget period.

TIME FRAME: We now have the results from the capital facilities maintenance study. 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 350***

CIP: ***Equipment and Vehicles Projects; Facilities Projects, Public Facility Maintenance, pages 292, 297***

7. 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. Review finance related ordinances and recommend updates and changes as needed.
4. 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.
5. 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.
6. 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 form parameters and funding requirements will be completed by December 2015. We are currently working on small changes to the alcohol ordinance, alcohol user guide, and taxi cab ordinance.

STWP: ***Municipal Operations, City Services, Citizen Engagement, page 334***

8. 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. Two rounds of annual audits have 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 2013.

STWP: ***Municipal Operations, City Services, page 334***

9. Written operational procedures for all financial activities

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

ACTIVITIES:
1. Prepare detailed 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 2013

STWP: ***Municipal Operations, City Services, and Staffing, pages 334, 335***

GOALS (continued)

10. Enhance employee health and wellbeing

OBJECTIVES: To establish and implement a documented wellness program that 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, this program was stopped 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 334***

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, pages 334-335***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Purchase orders issued	345	398	455	497	756	1,199*	1,500*
Accounts payable checks issued	2,175	2,606	2,600	2,800	2,515	2,832	2,850
Payroll checks issued	1,955	2,200	2,300	2,464	2,450	2,420	2,420
Documents produced and published	5	7	8	8	10	10	11
Business licenses issued	1,501	1,563	1,687	1,721	1,720	1,775	1,820
Alcohol licenses issued	56	68	57	53	53	54	57

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

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percent of vendor invoices processed within 30 days	85%	90%	95%	95%	98%	98%	100%
Percent of monthly operations reports distributed within 7 working days	92%	90%	95%	95%	50%	100%	100%
Percent of monthly closings completed within 5 days	100%	100%	100%	100%	100%	100%	100%
Percent of property tax accounts collected	95%	95%	98%	100%	98%	98%	98%
Percent of tax penalties assessed	2%	2%	2%	2%	2%	2%	2%

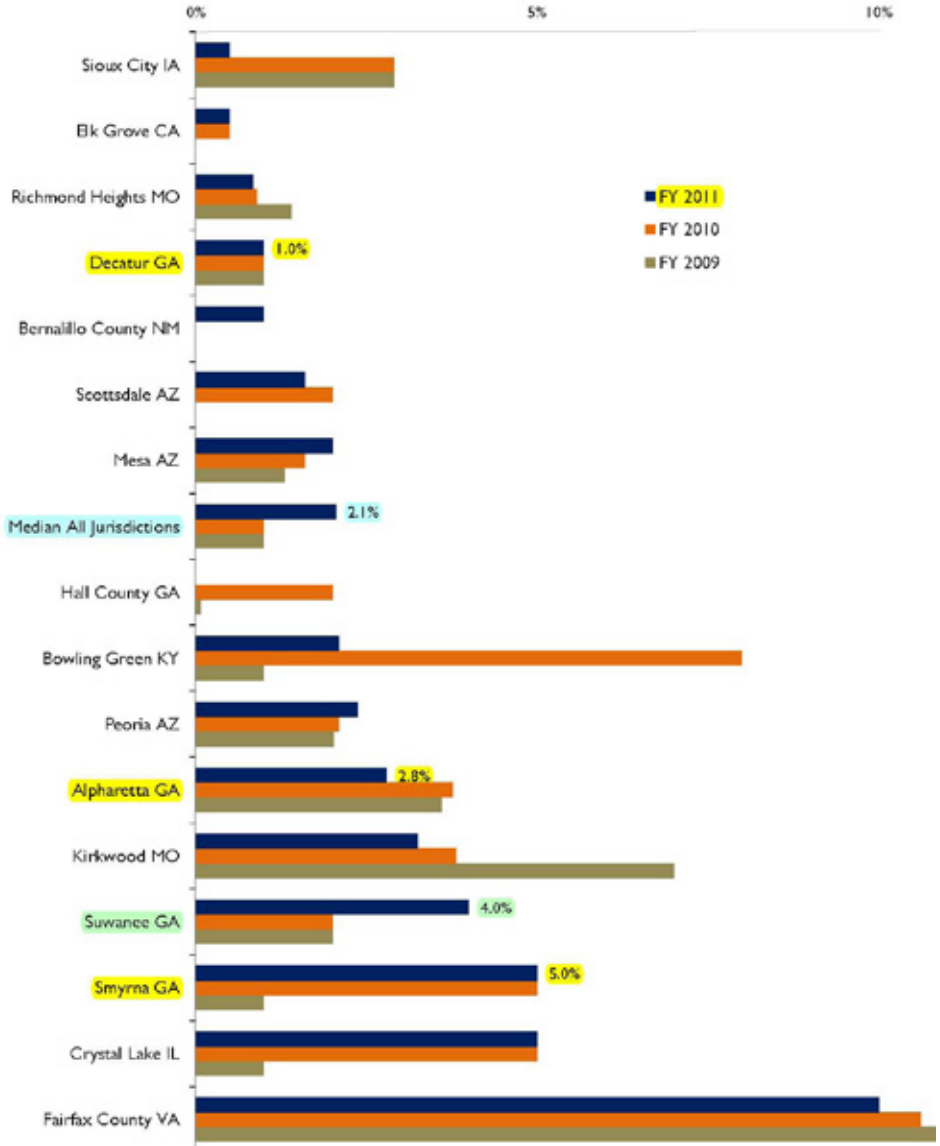
**predicted economic downturn*

	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

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

For the FY 2011 Mid-Year Data Report, 27 jurisdictions provided procurement data.

Percentage of Purchases conducted with Purchasing/Credit Cards



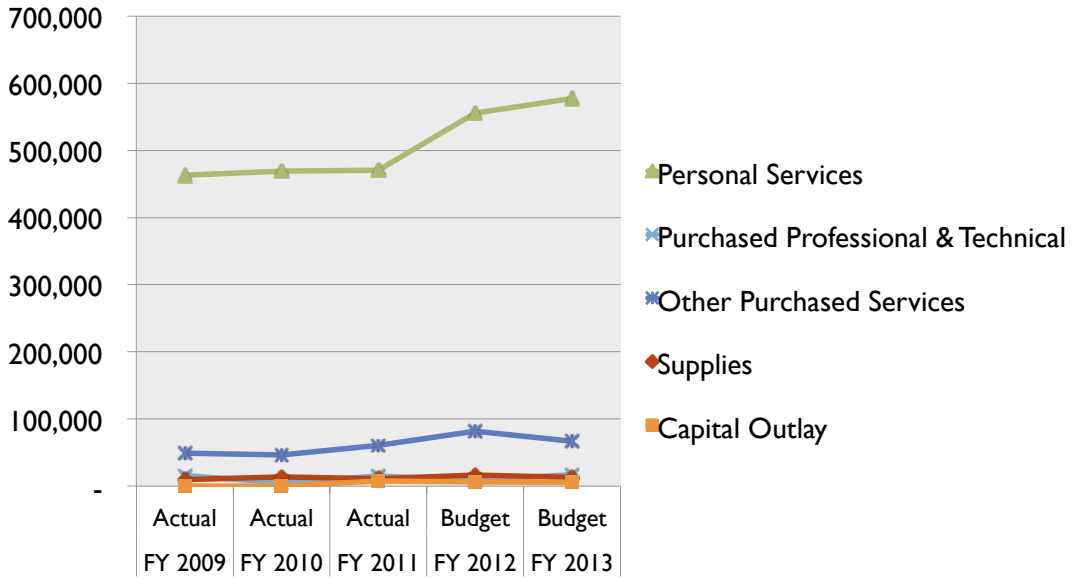
NOTE 1: Median value for the under 25,000 population category does not appear, because this measure did not generate the minimum 5 responses.

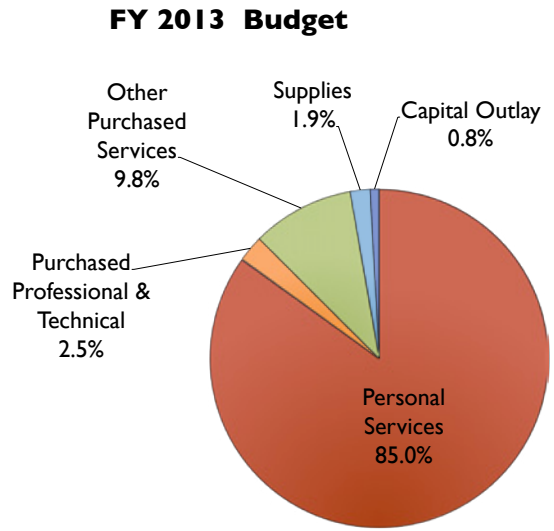
NOTE 2: Blanks in the graph above reflect data that was not available, rather than a response of zero.

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Financial Services Director	78	1	1	1	1	1
Accounting Manager	67	1	1	1	1	1
Budget Analyst [1]	67	0	0	0	1	1
Communications Specialist	PT-63	1	1	1	1	1
Accounting Analyst	62	3	3	3	3	3
Accounting Analyst	PT-62	1	1	1	1	1
Special Projects Analyst	62	1	1	1	1	1
Total		8	8	8	9	9

[1] In fiscal year 2012, the position of budget analyst was added.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 463,040	$ 469,273	$ 470,662	$ 555,280	$ 577,670
Purchased Professional & Technical	15,600	5,000	14,900	9,000	17,300
Other Purchased Services	49,435	46,164	60,837	81,500	66,650
Supplies	9,335	13,743	11,113	16,200	13,000
Capital Outlay	-	-	7,635	6,550	5,500
Total	$ 537,410	$ 534,180	$ 565,147	$ 668,530	$ 680,120





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 2013

- 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 the Government Finance Officers Association (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 334***

2. Participate in the Government Finance Officers Association's (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.

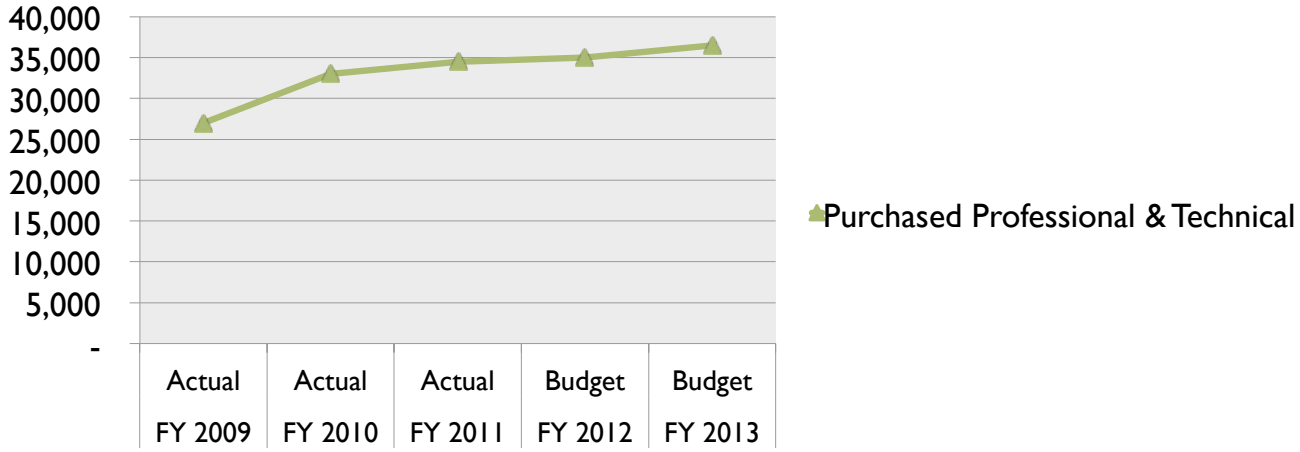
TIME FRAME: We have prepared two PAFR's as a joint effort with the Economic and Development Department for fiscal year 2010 & 2011. We received our first award for the fiscal year 2010 document and we will be submitting the fiscal year 2011 report. Our goal is to improve upon the document so that the information flows and does not seem like two documents stapled together.

STWP: ***Municipal Operations, City Services, Awards, page 334***

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Annual audit fieldwork completed within state law guidelines	8-21-2006	9-05-2007	8-26-2008	9-30-2009	9-16-2010	9-08-2011	10-15-2012
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	12-21-2011	12-31-2012

	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		

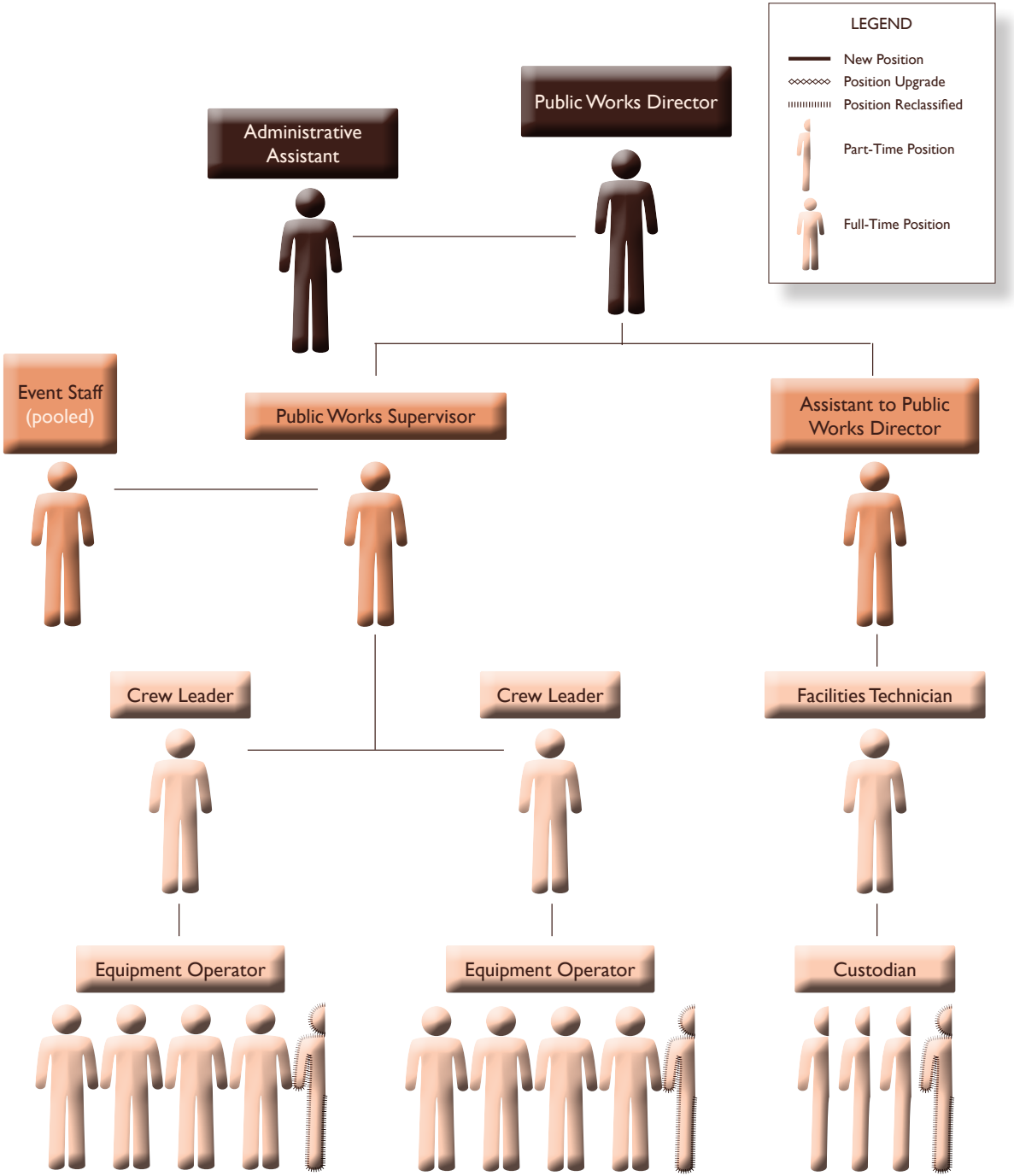
SUMMARY OF EXPENDITURES BY CATEGORY	**FY 2009 ACTUAL**	**FY 2010 ACTUAL**	**FY 2011 ACTUAL**	**FY 2012 BUDGET**	**FY 2013 BUDGET**
Purchased Professional & Technical	$ 27,000	$ 33,000	$ 34,500	$ 35,000	$ 36,500



Parks & Public Works

Functions	Includes the operations of Public Works Administration, Paved Streets, Storm Drainage, and Park Areas.
Positions	15 full time, 6 part time, and a pool of event staff workers.
Role	Maintenance and repair of City owned facilities, grounds, and infrastructure, including the City's water system.
Notable FY 2013 Budget Items	Reclassed two seasonal equipment operators to part time equipment operators. Reclassed one park attendant to part time custodian. Landscape management right of way $69,350. MS4 permitting requirements $43,500.
Current FY 2012 Budget	$1,867,240
FY 2013 Adopted Budget	$1,913,530
Change from PY Budget	$46,290
Reason for Change	Increase in FY 2013 budget is due to additional landscape maintenance, additional MS4 testing, 248 hours of additional event staff pool hours for events, and additional 182 hours for the part time custodians.





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 2013

- 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 responsibilities and projects are performed in the most efficient, practical and cost effective manner.
2. Continue to improve Customer Service.
3. Public Works Supervisor to acquire an additional training course in ESRI ArcGIS software offered by ARC, to assist in meeting department needs.
4. Continue updating process of the water system map via ESRI ArcMap software.
5. Work with Public Works staff to attain additional CDL, pool operator, and back flow device license holders within the department.
6. Work with Public Works Administrative Assistant to continue progress towards Public Works Management Certificate through Carl Vinson Institute/American Public Works Association.
7. Public Works Director to acquire additional water operator/distribution training and certification to assist in improving aspects of our water system.
8. Continue training program for custodians on various specialty items.
9. 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.
10. 1Improve reliability of computer data communication connectivity between the Windsor Park Drive Public Works Facility and the computer server units housed in the City Hall Building and Police Station Building.
11. Continue to monitor and address service requests and work orders in a timely manner to provide good customer service.
12. Monitor and direct the inmate labor force from Gwinnett County Department of Corrections to augment City employees in ground maintenance, etc.
13. Manage employee based custodial services for City owned facilities and begin servicing the Police Precinct Building.
14. Continue efforts to maximize efficiency and effectiveness of community service workers.
    - ***STWP, Municipal Operations, City Services, page 334***
15. Ensure Public Works Department staff maintains and operates Town Center Park so as to achieve a high level of user satisfaction.
16. 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.
17. Continue managing maintenance contracts for Town Center Park grounds.
    - ***STWP, Municipal Operations, Town Center, page 336***
    - ***CIP, Facilities Projects, Public Facility Maintenance, page 297***
18. Use the Facilities Master Plan for Building and Park Facilities to assist in a proactive planning and budgeting process to facilitate short and long term building and park facilities' needs, to inform various departments of upcoming facilities' needs, and assist in the scheduling of activities.
19. Manage maintenance and monitoring vendors for various elements in the City Hall Building such as elevator, HVAC, janitorial, generator, fire alarm, sprinkler system, building access, video monitoring system, etc.
20. Manage service contracts and annual inspections for all city owned buildings for HVAC, back flow inspections, fire system inspections, etc.
21. Continue to work with vendors/contractors to resolve HVAC issues and storefront leakage issues in City Hall.
22. 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.
23. Continue to make improvements at the Public Works maintenance facility to improve functionality of the facility and grounds.
    - ***STWP, Municipal Operations, Facility Maintenance, page 337***
    - ***STWP, Capital Projects, Facility Maintenance, page 350***
    - ***CIP, Facilities Projects, Public Facility Maintenance, page 297***
24. 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.

GOALS (continued)

25. Update and expand traffic control mapping and begin implementation of year one of multi-year program to meet FHWA Traffic Control Sign Reflectivity requirements.
    - ***STWP, Municipal Operations, City Services, page 334***
    - ***STWP, Transportation, Branding, page 348***
    - ***CIP, Transportation Projects, Sign Reflectivity Program, page 308***
26. Begin implementation of first recommendations as outlined in the Preservation Assessment for Three Suwanee, Georgia Cemeteries master planning document.
    - ***STWP, Municipal Operations, City Services, page 334***
    - ***STWP, Economic Development, Downtown Suwanee Master Plan, page 332***
    - ***CIP, Facilities, Cemetery Improvements, page 297***
27. Assist our capital project manager consult, Moreland Altobelli Associates, in the installation of planting in the Peachtree Industrial Boulevard medians.
28. Recommend award of Contract and manage service provider to be named in the maintenance contract for Peachtree Industrial Boulevard planted medians and rights-of-way.
    - ***STWP, Municipal Operations, Peachtree Industrial Boulevard (PIB) Medians, page 339***
    - ***STWP, Capital Projects, Road Improvement Projects, page 353***
    - ***CIP, Transportation Projects, Road Improvement Projects, page 308***
29. 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, blowers, testing equipment, pipe jetting equipment, pipe camera equipment, computers, desk, and other types of equipment.
    - ***STWP, Municipal Operations, City Services, page 334***
    - ***STWP, Capital Projects, Public Works Equipment (replacement), page 351***
    - ***CIP, Equipment and Vehicles Project, Public Works Equipment – New Purchases, Public Works Equipment – Replacement, page 294***
30. Complete demolition of existing house structure on the acquired property along Buford Highway and dispose of the house structure on the acquired property on Smithtown Road.
    - ***STWP, Municipal Operations, Community Stabilization Fund, page 337***
    - ***STWP, Plan Updating, Comprehensive Plan, page 349***
    - ***CIP, Facilities Projects, Facility Enhancement Projects, page 297***
31. Assist our capital project manager consultant, Moreland Altobelli Associates, in various aspects of the Police Precinct Project construction project.
    - ***STWP, Economic Development, Suwanee Gateway, page 332***
    - ***STWP, Plan Updating, Comprehensive Plan, page 349***
    - ***STWP, Capital Projects, Police Substation, page 352***
    - ***CIP, Facilities Projects, Facilities Maintenance, page 297***
32. Monitor water quality testing and continue to provide safe drinking water to the City of Suwanee water system customers.
33. Manage efforts of staff and City of Suwanee consultant, Warren Tingle, in managing manganese sequestration process.
34. Enhance our SCADA system to monitor specific aspects of our water system and begin process to send alarm notifications upon set thresholds being breached to improve our Water System operations.
35. Continue to consult with water and water chemistry experts and explore implementation of additional water treatment processes should they become necessary.
36. Prepare annual Water System Water Quality Report (aka Consumer Confidence Report) and provide to GaEPD and citizens.
37. 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.
38. Continue education programs for water system operators and increase the number of State certified water distribution/operator license holders within the Public Works employees.
39. 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.
40. 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.
41. Monitor State laws and regulations that may affect our water supply and system.
42. Provide training to insure proficiency in operating the new well and any SCADA system, for all water operators.
43. Explore installation of automated equipment to measure required levels of chemical constitutes for our water system.
44. Plan for replacement of the lap top computer being used for meter reading with another laptop or meter reading device.
45. Continue to monitor changes in economics of conversion to automated meter reading to see if the advantages carry enough value to warrant capital required for conversion. Explore using the communications infrastructure we have developed for the video monitoring and data communications system.
46. Research and develop standards to consider a proposed backflow ordinance.
    - ***STWP, Municipal Operations, Water System Strategy, page 341***
    - ***STWP, Land Use, Water Regulations, page 346***
    - ***STWP, Capital Projects, Water System Infrastructure Improvements, page 353***
    - ***CIP, Water & Stormwater, Water System Infrastructure Improvements, page 313***
47. Replace worn, faded, and in some cases taken down banner in various locations in the City such as the Suwanee Gateway area, Town Center Park, and Main Street if budgeted.
    - ***STWP, Municipal Operations, Park Sites, Signage/Wayfinding, pages 339, 340***
    - ***STWP, Transportation, Branding, page 348***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Number of work orders completed	3,780	4,176	4,690	6,151	3,685*	5,294	5,350
Number of times parks are mowed during the growing season	30	27	31	31	32	32	32
Number of work orders completed on playground equipment	55	62	58	54	28*	31	30
Number of work orders completed for City buildings	308	342	368	696	566*	1,552 **	1,550 **
Hours of litter pick-up services provided	538	645	791	585	605	985	750
Number of street lights maintained	573	679	767	835	855	922	944
Number of special events requiring special detail services	25	28	24	31	43	50	47

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

***Revamped work order system to include janitorial work orders*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percentage of work orders completed in 30 days	98%	98%	98%	98%	98%	99%	99%
Work orders completed per FTE	445	418	469	615	369*	481	486

**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

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

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. 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. In addition, expenditures may vary greatly from one year to the next owing to the addition of a large capital improvement project or the deferment of routine maintenance.

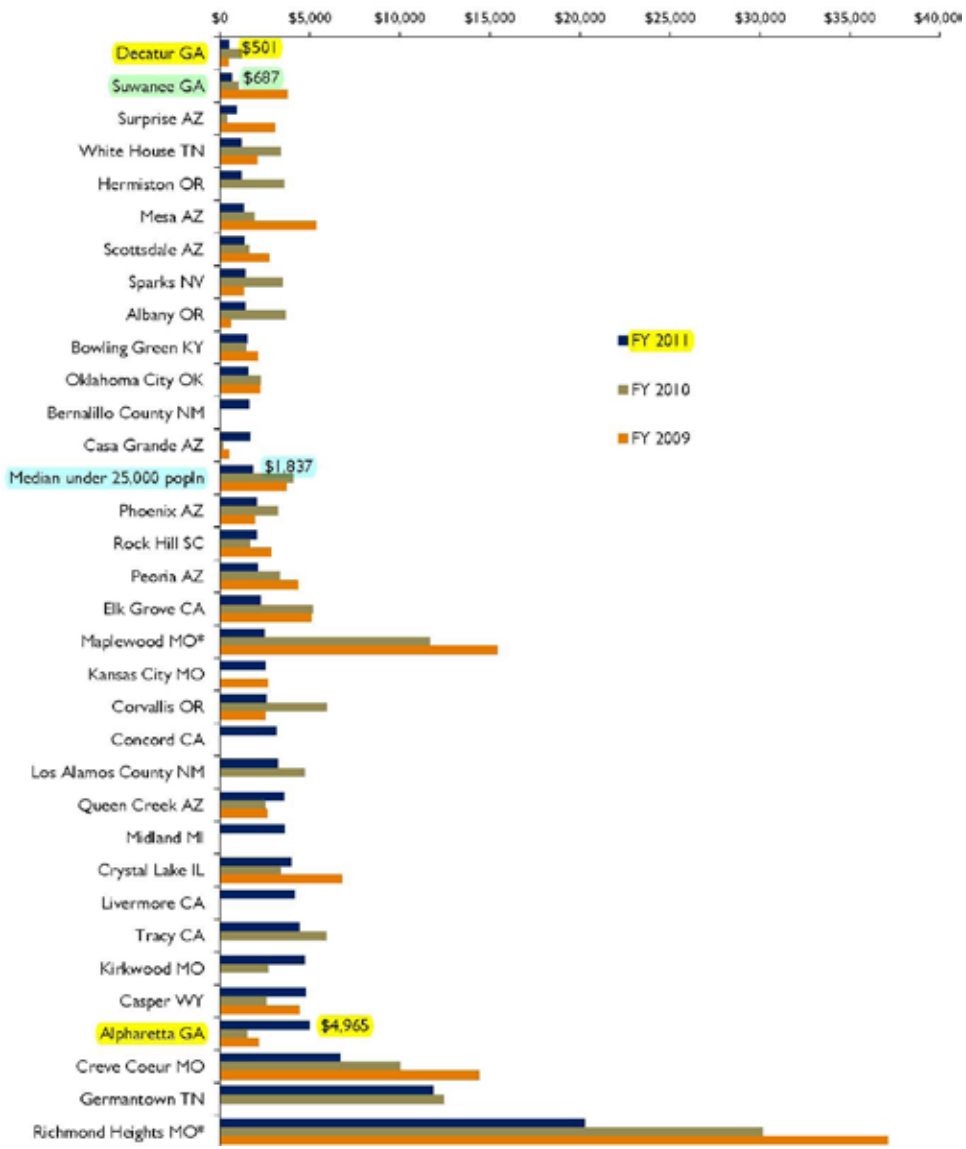
For the FY 2011 Mid-Year Data Report, 38 jurisdictions provided highway and road maintenance data.

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 FY 2011	Road Rehab. Expenditures per Paved Mile FY 2010	Road Rehab. Expenditures per Paved Mile FY 2009
Alpharetta	27.3	524.0	100.0%	$4,964.80	$1,544.04	$2,167.20
Cartersville	30.0	265.8	100.0%	-	-	-
Decatur	4.3	121.4	100.0%	$501.08	$1,217.59	$468.03
Smyrna	15.2	4,495.3	100.0%	-	-	-
Suwanee	10.9	132.0	100.0%	$686.84	$1,023.68	$3,751.73
Under 25,000 population						
Median	**9.6**	**135.9**	**100.0%**	**$1,836.94**	**$4,057.09**	**$3,675.53**

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

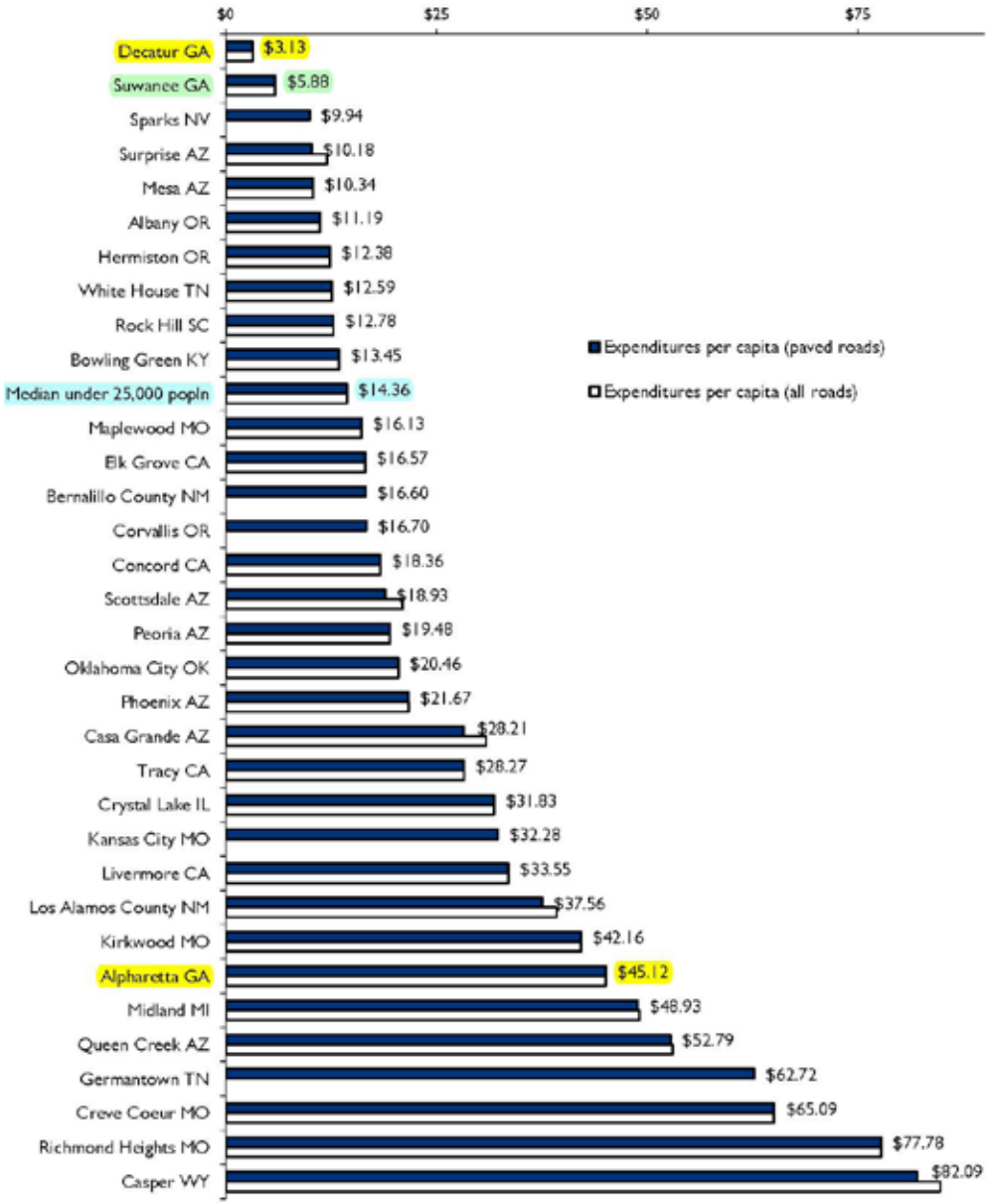
Road Rehabilitation Expenditures per Paved Lane Mile



** Jurisdiction noted is responsible for fewer than 100 paved lane miles.*

NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

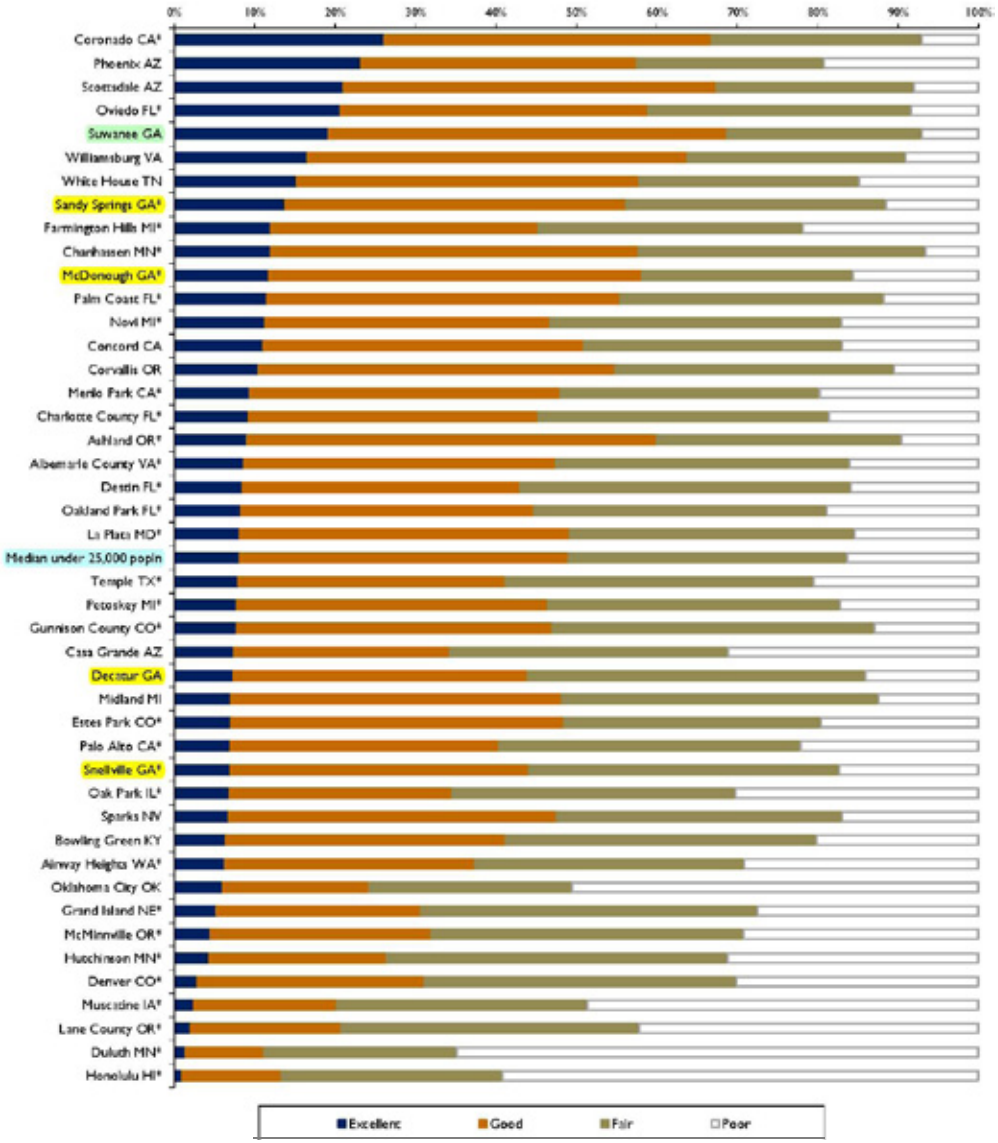
Road Rehabilitation Expenditures per Capita



NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Citizen Survey Satisfaction Ratings of Road Condition



**The jurisdictions denoted above are non-CPM participants that have participated in The National Citizen Survey. These jurisdictions survey results have been added to the data set in order to provide further comparables for CPM participants.*

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

FY 2011 marks the second year the City of Suwanee contributed to the Facilities Management data chapter; 29 other jurisdictions provided data as well. Some of the factors that influence the comparability of facilities management data are:

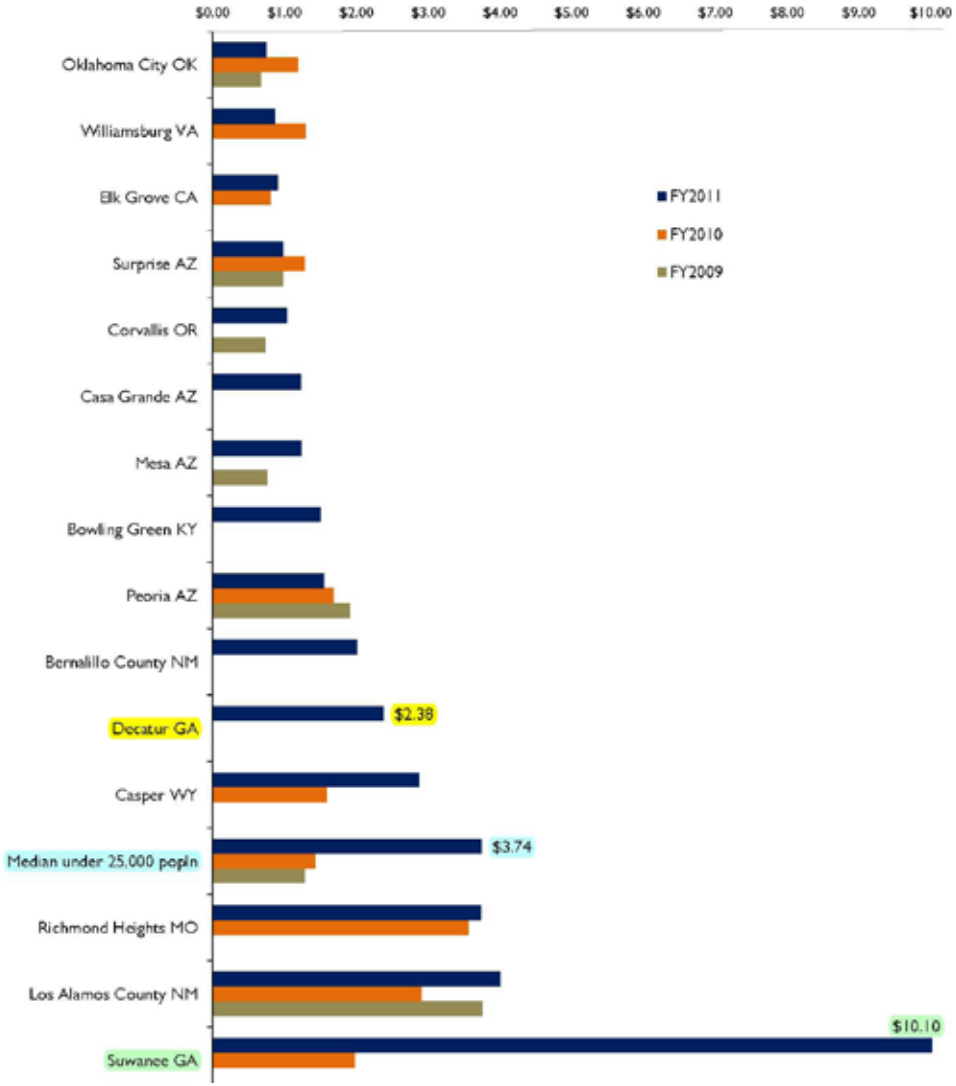
- **Staffing** – Contractual and in-house staff may maintain different aspects of the same square footage.
- **Mixed-Use Buildings** – Some facilities have multiple uses, such as office and industrial. As a result, some jurisdictions' data may not easily be broken down into the categories requested.
- **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 Mgmt function (Centralized, Decentralized, or Combination)	Total Facilities Management FTEs (custodial and repair)	# Facilities Operated and Maintained	Total square footage 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	92	1,486,600	$2,865,354	$1,840,365
Median	-	7	41	399,619	$949,239	$284,956
Over 100,000						
Mean	-	32	182	3,093,674	$6,313,650	$3,597,807
Median	-	25	126	2,386,726	$5,678,187	$1,727,473
25,000 to 100,000						
Mean	-	7	39	362,613	$828,643	$696,034
Median	-	6	30	354,539	$716,015	$608,367
Under 25,000						
Mean	-	10	19	199,010	$1,114,316	$259,997
Median	**-**	**5**	**13**	**164,321**	**$725,986**	**$49,381**
Georgia Jurisdictions						
Alpharetta	Combination	-	22	230,997	-	-
Decatur	Centralized	8.81	13	164,321	$1,080,451	$15,000
Suwanee	Centralized	2.47	5	55,612	$502,733	$83,762

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Custodial Expenditures per Square Foot
Administrative / Office Facilities (total: in-house and contractual)



NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

FY 2011 marks the second year the City of Suwanee contributed to the Fleet Management data chapter. Thirty-one (31) 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.
- 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.

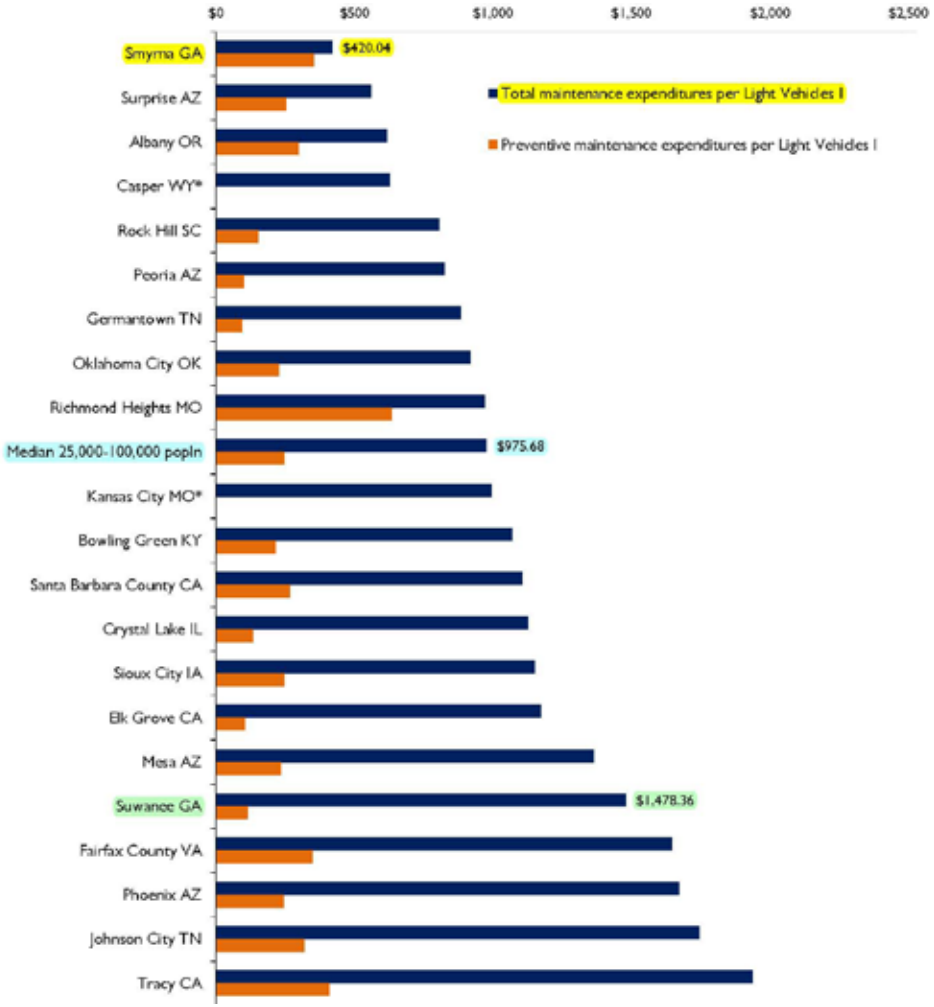
Fleet Management Characteristics

All jurisdictions	Residential Population	Light Vehicles Type I *	Light Vehicles Type II **	Medium Duty Vehicles ***	Total # Vehicles and Heavy Equipment****
Mean	219,709	329	90	62	721
Median	66,154	101	34	23	267
Over 100,000					
Mean	491,006	683	186	124	1,544
Median	436,761	478	74	66	783
25,000 to 100,000					
Mean	57,178	108	28	25	260
Median	55,316	93	21	22	248
Under 25,000					
Mean	15,311	16	7	18	63
Median	**16,653**	**13**	**5**	**6**	**60**
Georgia Jurisdictions					
Alpharetta	57,551	87	-	18	-
Decatur	19,335	13	12	5	72
Smyrna	51,271	95	11	14	230
Suwanee	15,355	22	5	2	60

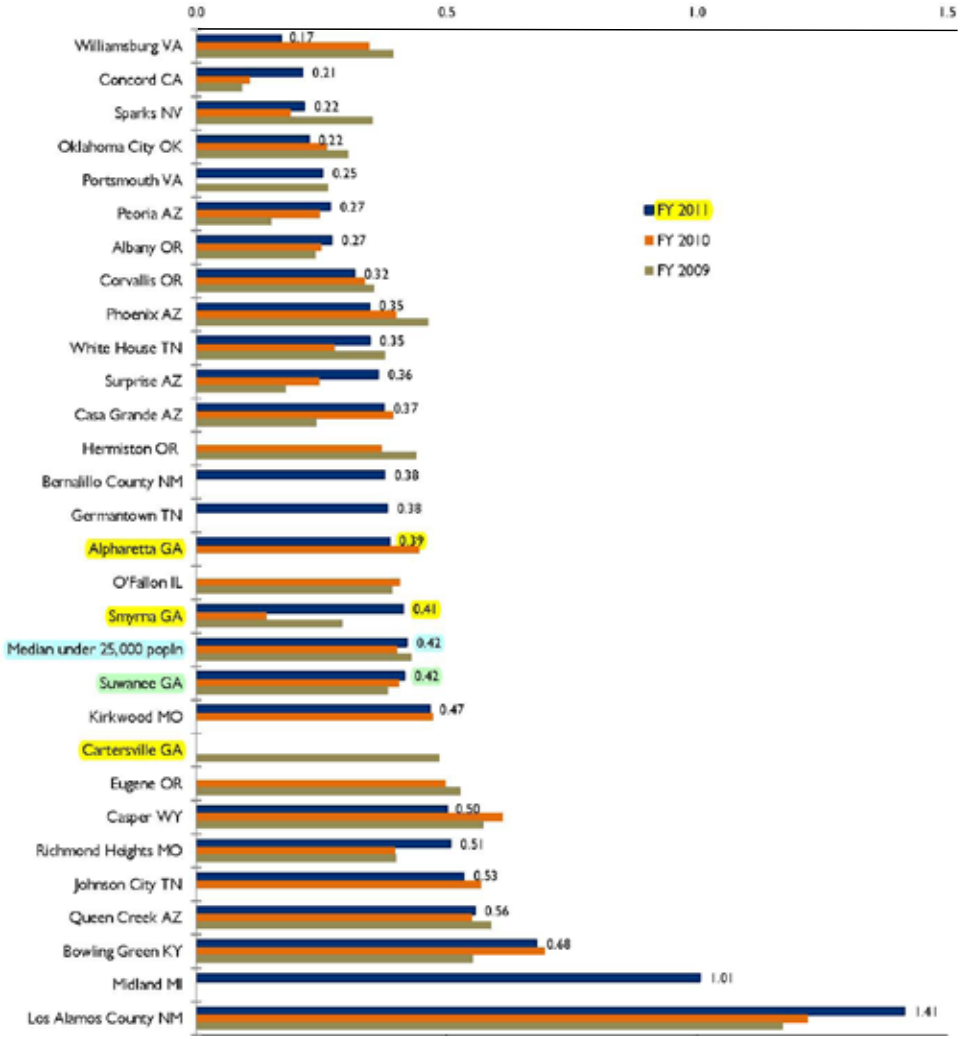
* *Light Vehicles Type I gross weight is equal to or less than 8,500 pounds.*
** *Light Vehicles Type II gross weight is between 8,501 and 10,000 pounds.*
*** *Medium-Duty Vehicles gross weight is between 10,001 and 19,500 pounds.*
**** *Total # Vehicles and Heavy Equipment column includes items such as Fire Apparatus and Solid-Waste Packers.*

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Light Vehicles I
Total Maintenance and Preventive Maintenance Expenditures per Vehicle



Parks FTE's per 1,000 population



NOTE 1: Median value for the under 25,000 population category does not appear, because this measure did not generate the minimum 5 responses.

NOTE 2: Blanks in the graph above reflect data that was not available, rather than a response of zero.

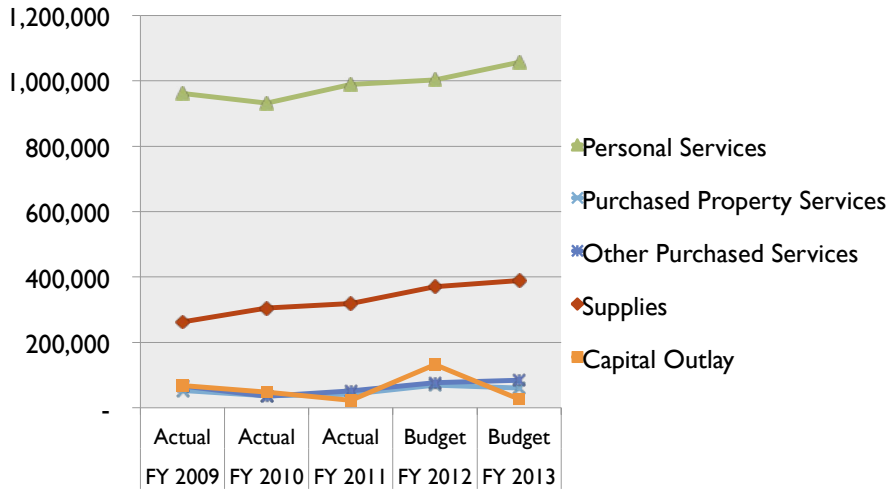
NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

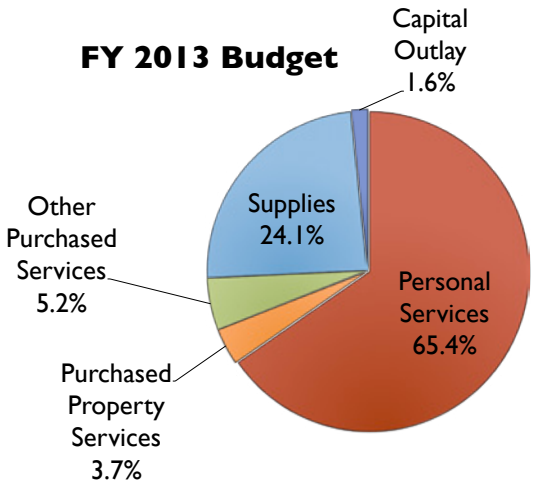
AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Public Works Director	78	1	1	1	1	1
Assistant to the Public Works Director	72	1	1	1	1	1
Public Works Supervisor	68	1	1	1	1	1
Crew Leader	61	2	2	2	2	2
Facilities Technician (1)	61	0	0	1	1	1
Administrative Assistant	60	1	1	1	1	1
Equipment Operator (1)	59	9	9	8	8	8
Custodian (2)	PT	0	0	3	3	3
Seasonal Laborer	PT	2	2	2	2	2
Seasonal Park Attendant	PT	1	1	1	1	1
Event Staff Pool	PT	1	1	1	1	1
Total		19	19	22	22	22

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

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 962,143	$ 932,035	$ 989,367	$ 1,003,220	$ 1,056,570
Purchased Property Services	52,489	36,079	41,069	69,000	59,900
Other Purchased Services	66,807	34,775	51,397	76,570	83,700
Supplies	262,756	304,560	318,608	371,070	389,250
Capital Outlay	67,565	48,467	22,334	132,130	26,570
Total	$ 1,411,760	$ 1,355,916	$ 1,422,775	$ 1,651,990	$ 1,615,990





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 2013

- 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 2011 and 2012 SPLOST Street Resurfacing Program upon resolve of SDS issue.
   - ***STWP, Transportation, Road Maintenance, page 348***
   - ***STWP, Capital Projects, Annual Resurfacing Projects, page 350***
   - ***STWP, Capital Projects, Road Improvement Projects, page 353***
   - ***CIP, Transportation, Street Resurfacing Program, page 309***
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 353***
   - ***STWP, Economic Development, Suwanee Gateway, page 332***
   - ***CIP, Transportation, Road Improvement Projects, page 308***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Street repair work orders completed	15	22	18	18	25	39	40
Pothole repair work orders completed	35	43	18	38	34	46	48
Street overlay (lane miles)	1.16	4.91	3.85	1.51	0	3.88	4.75
Number of damaged or missing street signs replaced	30	39	11	8	38	75	50

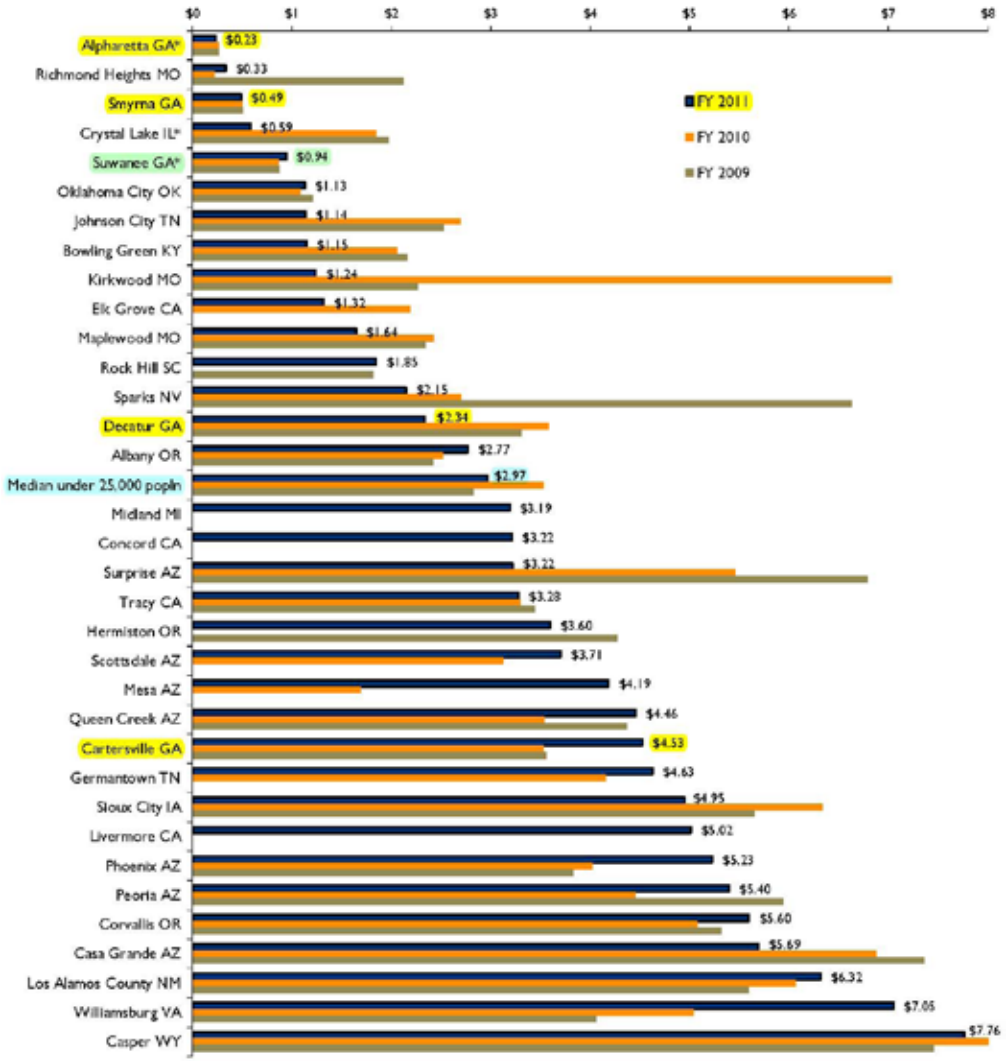
PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percent of potholes repaired within 30 days or receipt	68%	72%	75%	73%	79%	83%	84%
Percent of damaged or missing low-priority signs corrected within 10 workdays	90%	87%	95%	92%	90%	91%	91%

	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

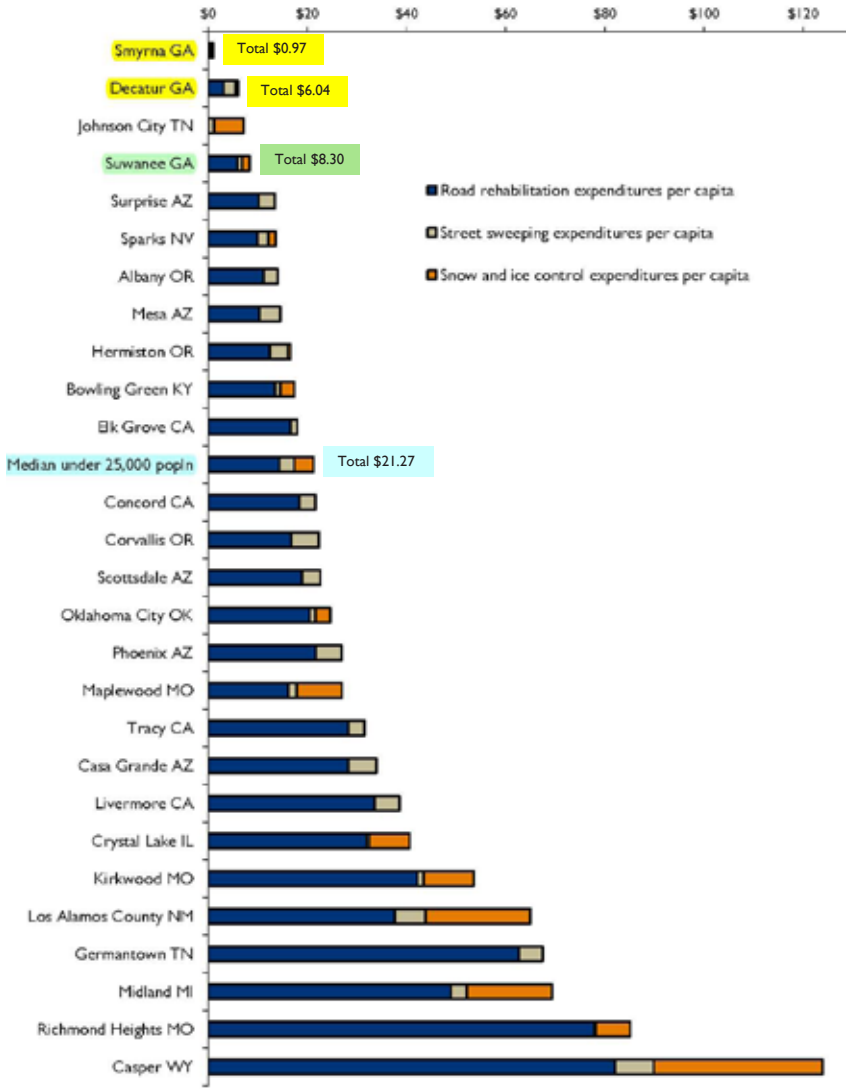
ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

Street sweeping expenditures per Capita



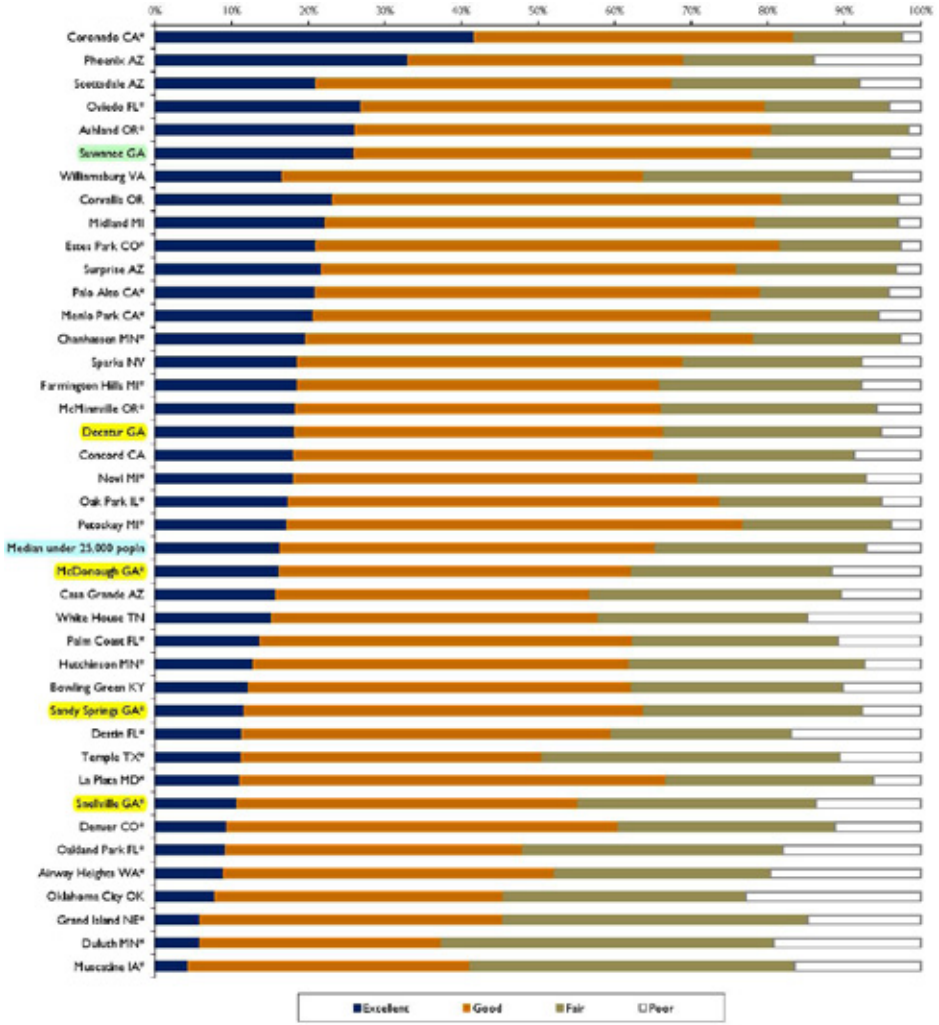
**Denotes jurisdictions that swept less than 500 linear miles*
NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

Expenditures per capita for road rehabilitation, *street sweeping*, and snow and ice control



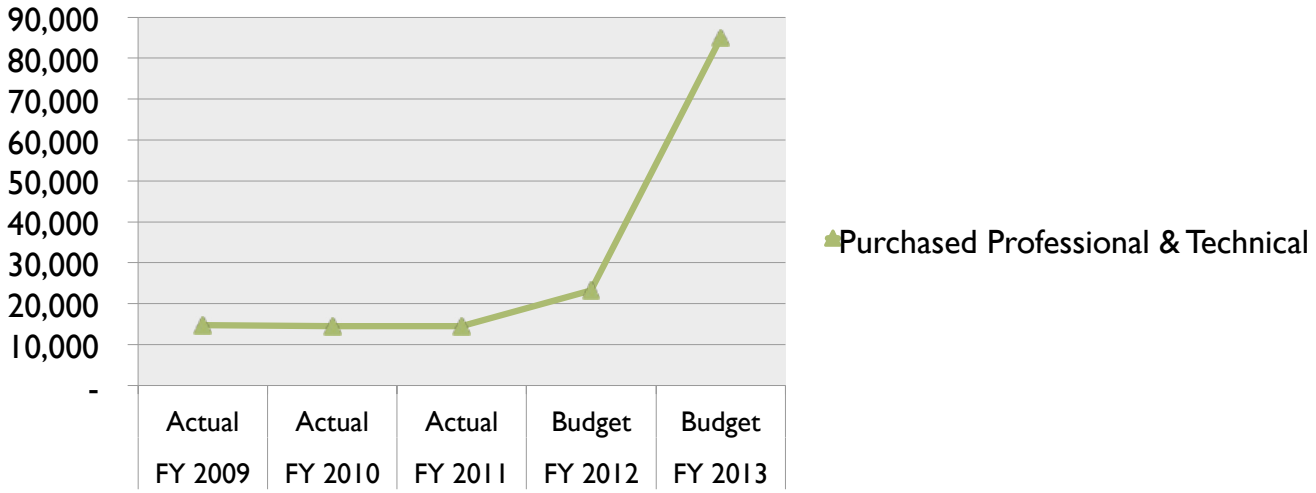
ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Citizen Survey Satisfaction Ratings of Street *Cleaning* Services



**The jurisdictions denoted above are non-CPM participants that have participated in The National Citizen Survey. These jurisdictions survey results have been added to the data set in order to provide further comparables for CPM participants.*

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Purchased Professional & Technical	$ 14,810	$ 14,507	$ 14,507	$ 23,200	$ 84,890



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 2013

- Meet GaEPD permit requirements contained in the NPDES permit.
- Begin process to attempt to delist one of the four stream segments that has been determined by GaEPD and listed on the impaired stream segment list commonly known as "305(b)/303(d)."

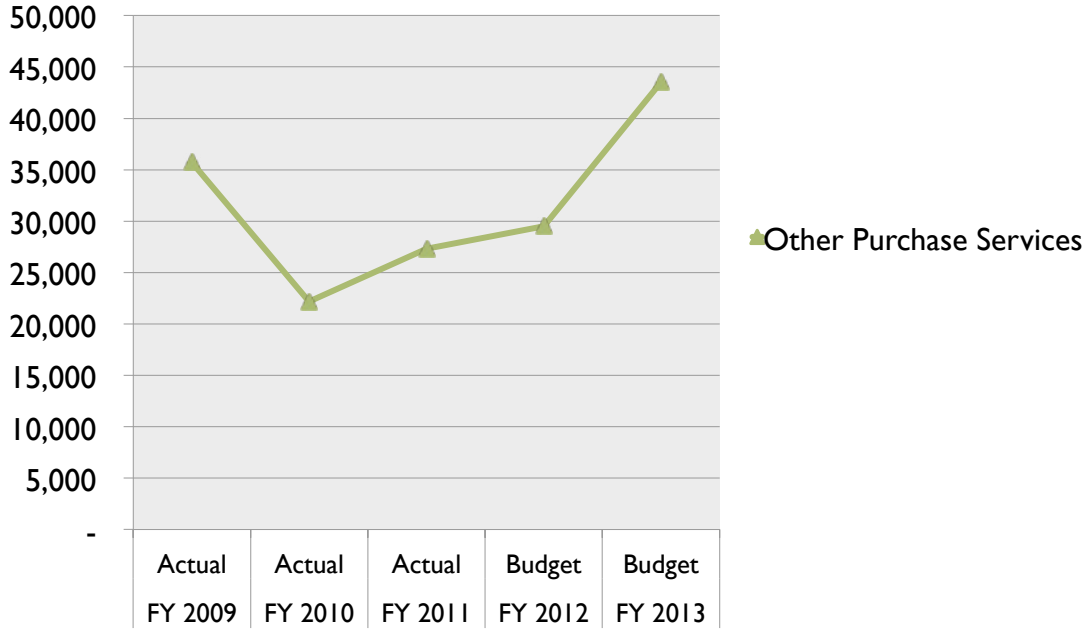
GOALS

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 338***
   - ***STWP, Municipal Operations, Stormwater Funding, page 336***
   - ***STWP, Land Use, Water Regulations, page 346***
   - ***STWP, Capital Projects, Annual Stormwater Projects, page 350***
   - ***CIP, Water & Stormwater Projects, Stormwater Projects, page 313***
3. Continue TMDL (Total Maximum Daily Load) Monitoring and Evaluation Plan for four 305 (b) 303 (d) listed stream segments, and attempt to have one segment de-listed via use of proposed additional monitoring.
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 2012 SPLOST program drainage improvement projects.
6. Manage construction of the Jackson Street drainage projects.
   - ***STWP, Municipal Operations, Water System Strategy, page 341***
   - ***STWP, Municipal Operations, Stormwater Funding, page 336***
   - ***STWP, Land Use, Water Regulations, page 346***
   - ***STWP, Capital Projects, Annual Stormwater Projects, page 350***
   - ***CIP, Water & Stormwater Projects, Stormwater Projects, page 313***
7. 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 341***
   - ***STWP, Land Use, Water Regulations, page 346***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Inspections of storm drainage system during or just after significant rainfall	81%	86%	89%	90%	90%	90%	91%
Number of citizen's drainage complaints and requests for service	30	28	39	69	56	36	40
Annual NPDES report	1	1	1	1	1	1	1
PRODUCTIVITY MEASURES	**2007 ACTUAL**	**2008 ACTUAL**	**2009 ACTUAL**	**2010 ACTUAL**	**2011 ACTUAL**	**2012 ACTUAL**	**2013 BUDGET**
Percent of complaints or requests responded to within 48 hours	93%	96%	96%	94%	96%	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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Other Purchased Services	$ 35,703	$ 22,165	$ 27,323	$ 29,500	$ 43,500



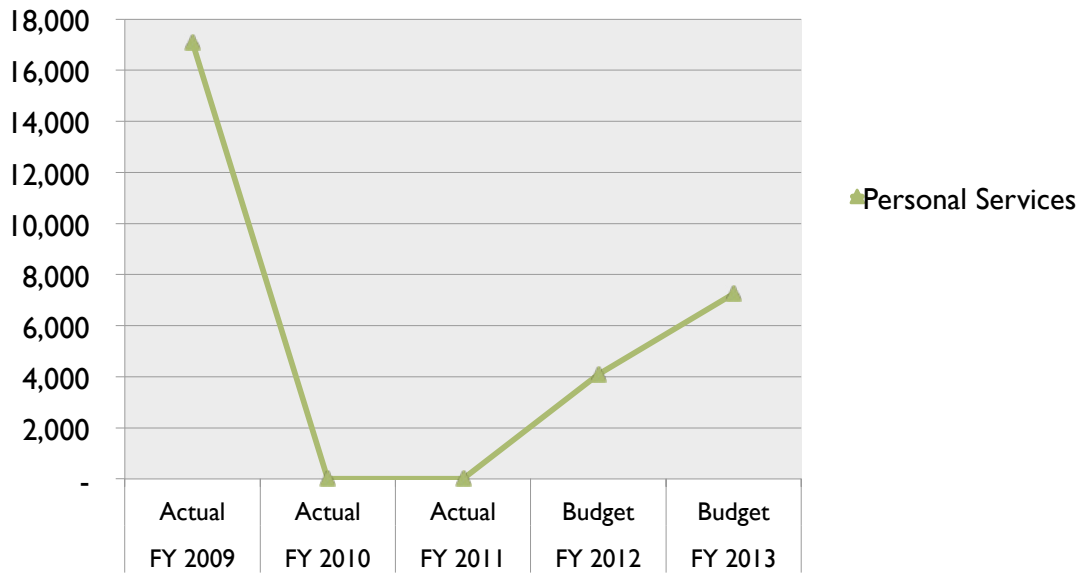
STATEMENT OF SERVICE

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 2013

- 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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 17,093	$ -	$ -	$ 4,100	$ 7,250



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 2013

- To provide maintenance services for all parks and the greenway.
- To manage maintenance contract for Town Center Park.
- To begin revised maintenance operations for the rehabilitated section of the Suwanee Greenway upon its reopening.

GOALS

1. Monitor maintenance programs of the Parks and grounds to determine if any changes are needed and continue to make operational changes to improve productivity and cost.
2. Develop next phase of video surveillance project and manage construction oversight.
3. Continue and improve maintenance of existing parks, greenways, sidewalks, roads, and City facilities.
   - ***STWP, Municipal Operations, Facility Maintenance, page 337***
   - ***STWP, Capital Projects, Facility Maintenance, page 350***
   - ***CIP, Facilities, Public Facilities Maintenance, page 297***
   - ***CIP, Recreation Projects, Park Enhancements, page 303***
4. Assist our capital project manager consultant, Moreland Altobelli Associates, in managing construction of the Suwanee Greenway Improvement Project from south of Martin Farm Road in a northerly and easterly direction to terminus.
5. Develop and begin implementation of a maintenance plan for the rehabilitated section of the Suwanee Creek Greenway upon completion of its construction.
   - ***STWP, Municipal Operations, Facility Maintenance, page 337***
   - ***STWP, Capital Projects, Facility Maintenance, page 350***
   - ***STWP, Capital Projects, Suwanee Creek Greenway Rehabilitation/ Extension, page 353***
6. Continue to work with Volunteers/Scouts to implement small community enrichment improvement projects in our Parks.
   - ***STWP, Municipal Operations, Citizen Engagement, page 334***
7. Demolish the house, shed, and pool on the tract of land acquired from the Delays to accommodate future plans for a park.
   - ***STWP, Municipal Operations, Community Stabilization Fund, page 337***
   - ***STWP, Municipal Operations, Park Sites, page 339***
   - ***STWP, Plan Updating, Comprehensive Plan, page 349***
   - ***CIP, Facilities, Facility Enhancement Projects, page 297***
8. Assist our capital project manager consultant, Moreland Altobelli Associates, and our hydro-geologist to continue to develop solutions for development of irrigation well or water supply site infrastructure along with water line tie-in for Town Center Park lawn irrigation system.
9. 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 336***
   - ***STWP, Capital Projects, Town Center Park Well, page 353***
   - ***STWP, Capital Projects, Water System Infrastructure Improvements, page 353***
   - ***CIP, Water & Stormwater, Town Center Park Improvements – Irrigation Well, page 313***
10. Acquire a contractor and manage construction oversight of the Town Center Park improvements in the area of the Farmers Market.
    - ***STWP, Municipal Operations, Town Center, page 336***
    - ***STWP, Capital Projects, Facility Maintenance, page 350***
    - ***CIP, Recreation Projects, Park Enhancements, page 303***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Acres of city-owned open space	282	305	342	350	372	372	372
Number of hours required to mow and trim park	650	416	600	620	846	836	825
Number of hours spent on greenway and trail maintenance	300	212	295	420	240	384	330
Percent of bi-weekly inspections of all playground equipment	100%	100%	100%	100%	100%	100%	100%
Number of citizen concerns reported	2	2	2	1	2	3	3

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percent of investigations, repairs, or responses to citizen concerns within 1 day	100%	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

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

For the FY 2011 Mid-Year Data Report, 34 jurisdictions provided parks and recreation data.

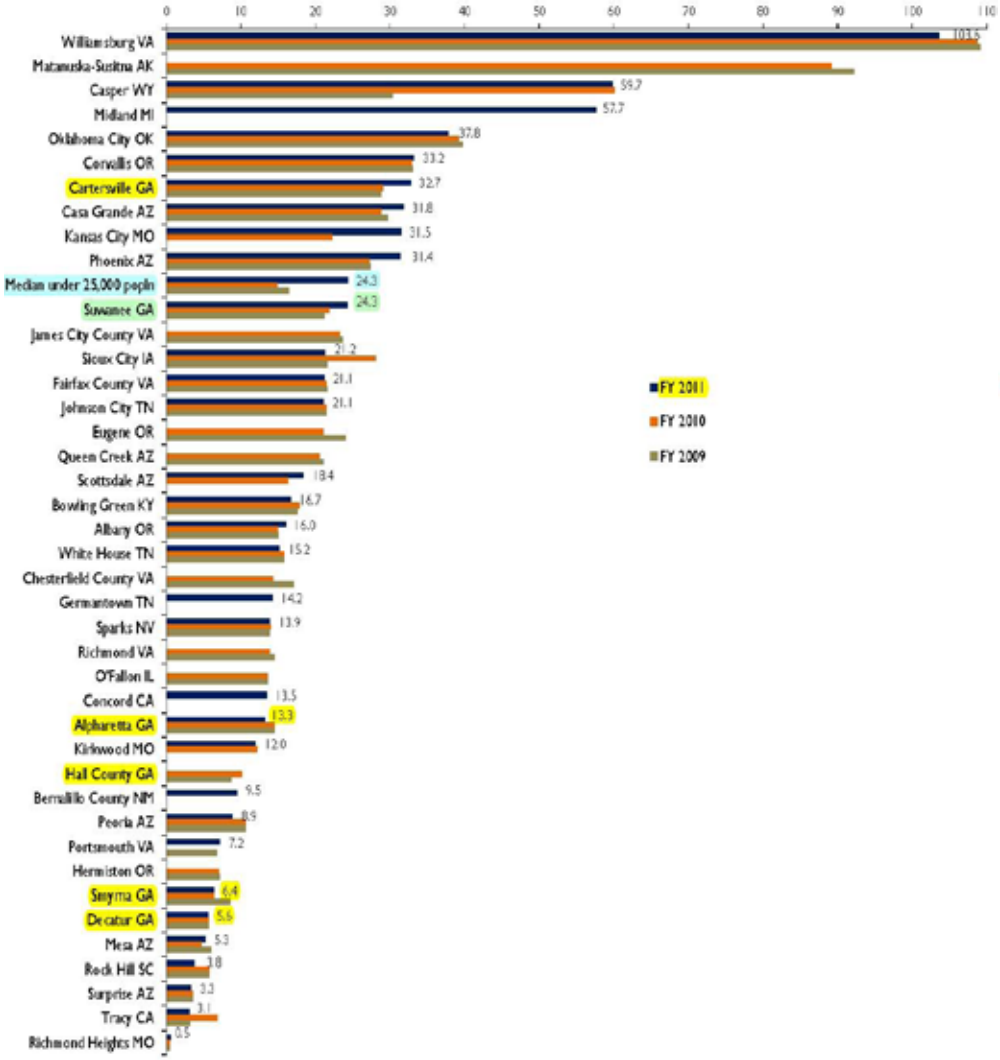
A factor that may influence the comparability of parks and recreation data is the amount of expenditures and hours paid for the department performing activities such as maintenance to nature areas, cemeteries, and trees. In addition, whether a jurisdiction offers certain high expenditure, high revenue activities can affect total net operating and maintenance expenditures.

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	Number of Play structures
Mean	25%	134.9	4,205	69%	15%	46
Median	24%	35.9	1,285	70%	9%	25
100,000 and above						
Mean	26%	350.4	10,237	70%	10%	83
Median	24%	186.7	2,310	70%	7%	78
25,000-100,000						
Mean	25%	34.4	1,209	67%	19%	37
Median	24%	27.9	970	70%	10%	27
Under 25,000						
Mean	25%	25.7	1,148	72%	6%	11
Median	26%	10.2	373	86%	5%	9
Georgia Jurisdictions						
Alpharetta	-	27.3	764	100%	15%	48
Cartersville	-	30.0	646	68%	-	6
Decatur	-	4.3	108	86%	-	6
Smyrna	23%	15.2	327	79%	52%	16
Suwanee	28%	10.9	373	32%	12%	13

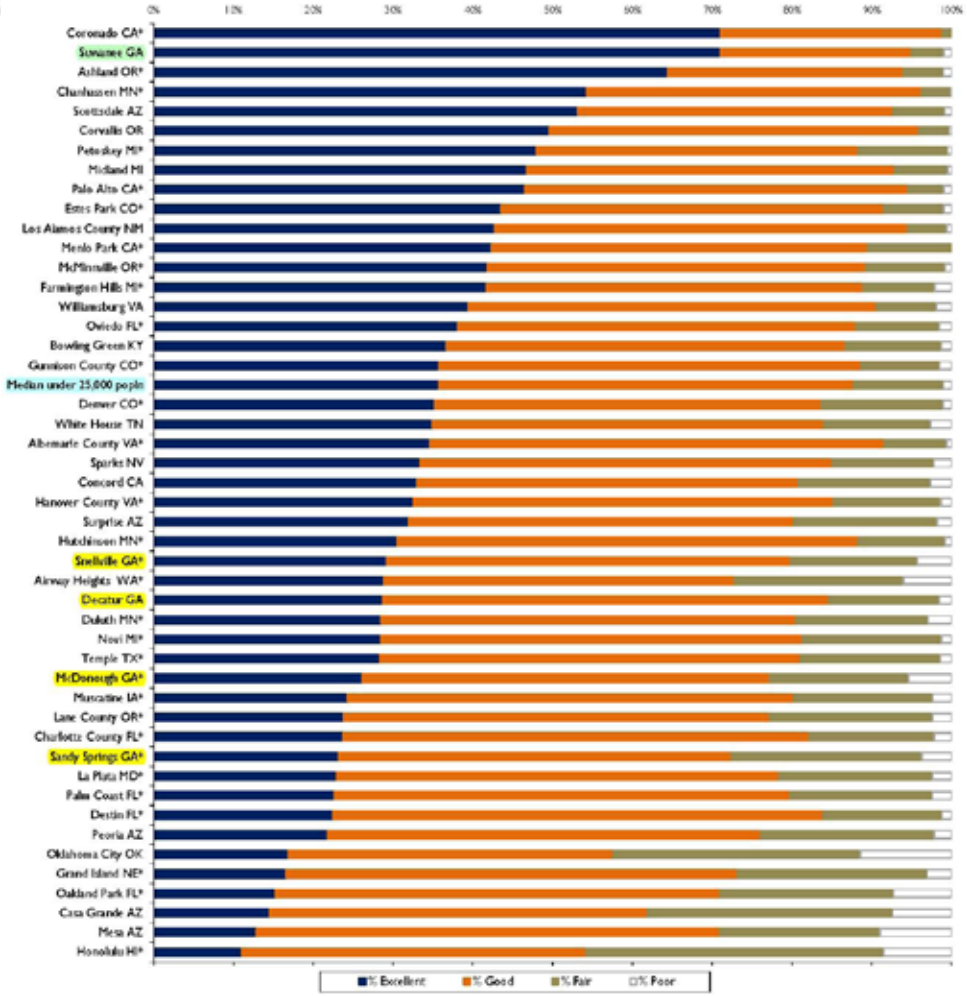
ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Acres of parkland for every 1,000 population



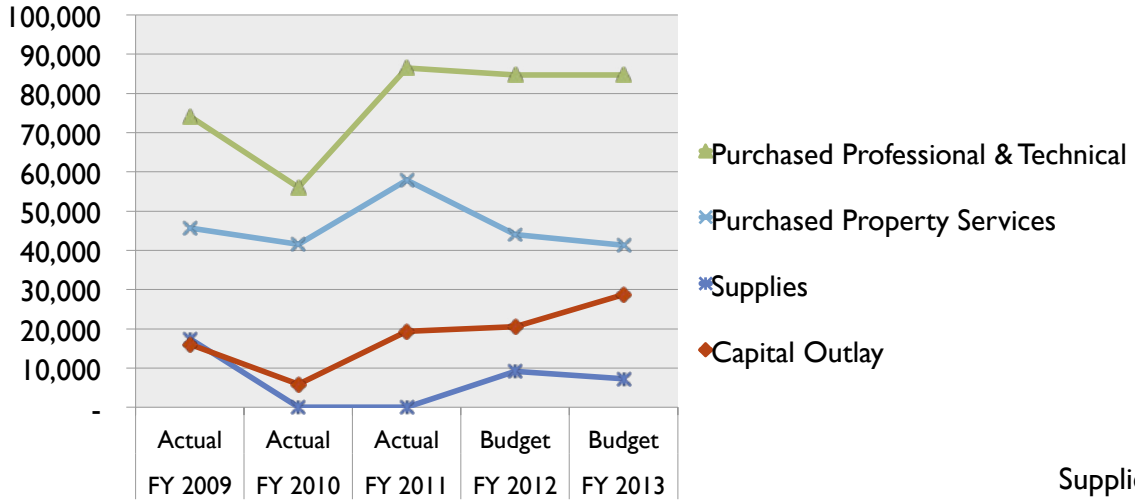
NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

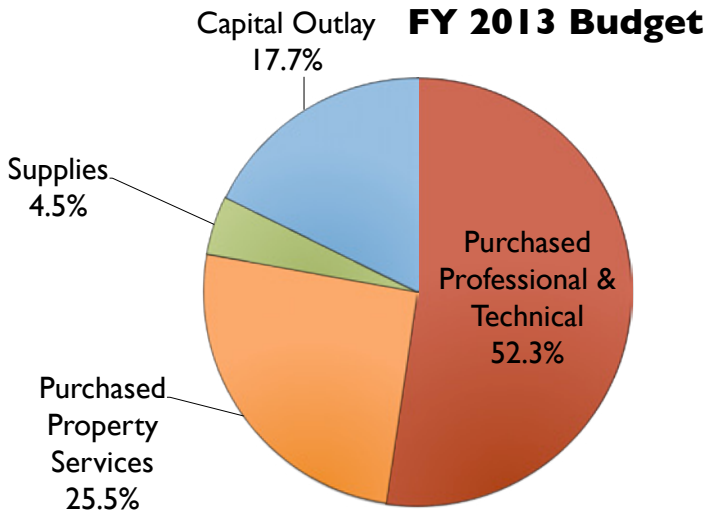
Citizen Survey Ratings of Overall Satisfaction with Parks and Recreation



**The jurisdictions denoted above are non-CPM participants that have participated in The National Citizen Survey. These jurisdictions survey results have been added to the data set in order to provide further comparables for CPM participants.*

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Purchased Professional & Technical	$ 74,100	$ 56,063	$ 86,528	$ 84,750	$ 84,750
Purchased Property Services	45,698	41,551	57,957	44,000	41,250
Supplies	17,446	-	-	9,200	7,200
Capital Outlay	15,987	5,856	19,293	20,500	28,700
Total	$ 153,231	$ 103,470	$ 163,778	$ 158,450	$ 161,900





public works department

by the numb3rs

two thousand eleven

46 POTHOLE REPAIR WORK ORDERS COMPLETED

damaged or missing street signs replaced **75**

street lights maintained **922**

481 work orders completed per FTE

hours of litter pickup **985**

39 street repair work orders completed

1,552 city building work orders

32 number of times parks mowed

372 acres of city parks and open space

31 playground equipment work orders

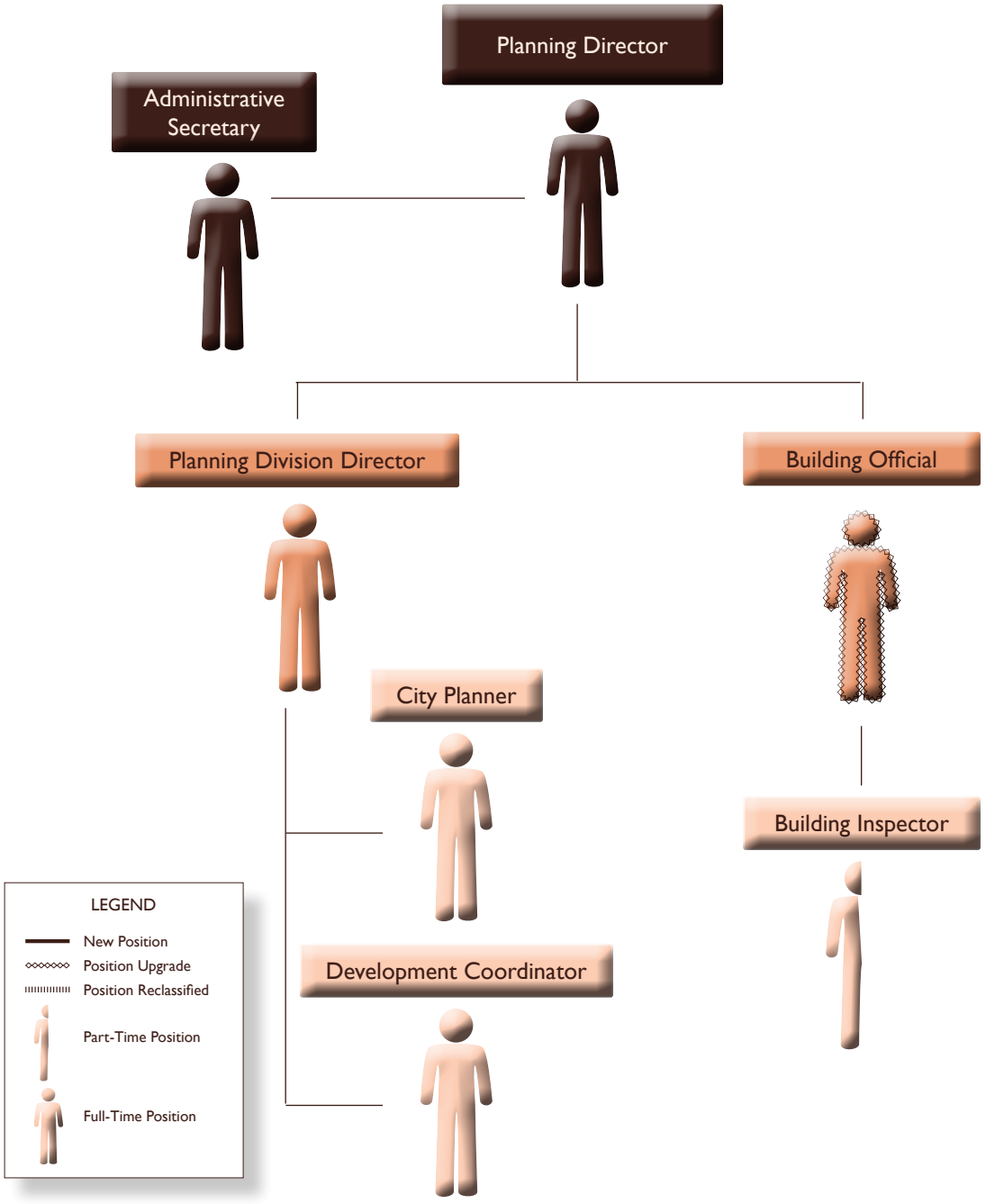
miles of roadway for which the city of suwanee is responsible **62**

citizens' request for drainage services **36**

99% percent of work orders completed in 30 days

special events requiring special detail services **50**

5,294 work orders completed



Planning

Functions	Includes the operations of Protective Inspection Administration, Planning & Zoning, and Code Enforcement.
Positions	6 full time and 1 part time
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 2013 Budget Items	No new employees. One position upgrade. Continuation of current funding.
Current FY 2012 Budget	$641,140
FY 2013 Adopted Budget	$623,140
Change from PY Budget	($18,000)



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 2013

- 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.

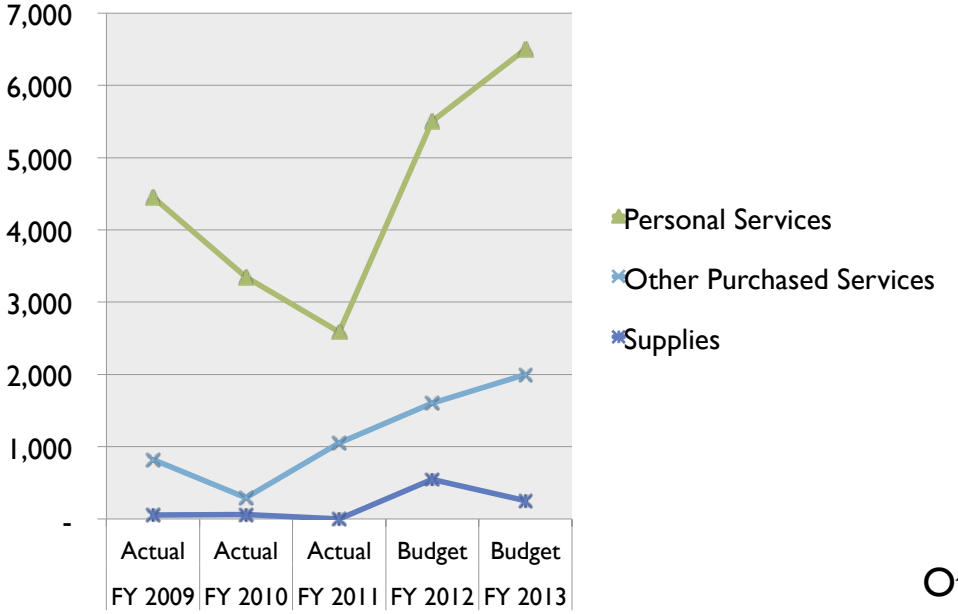
GOALS

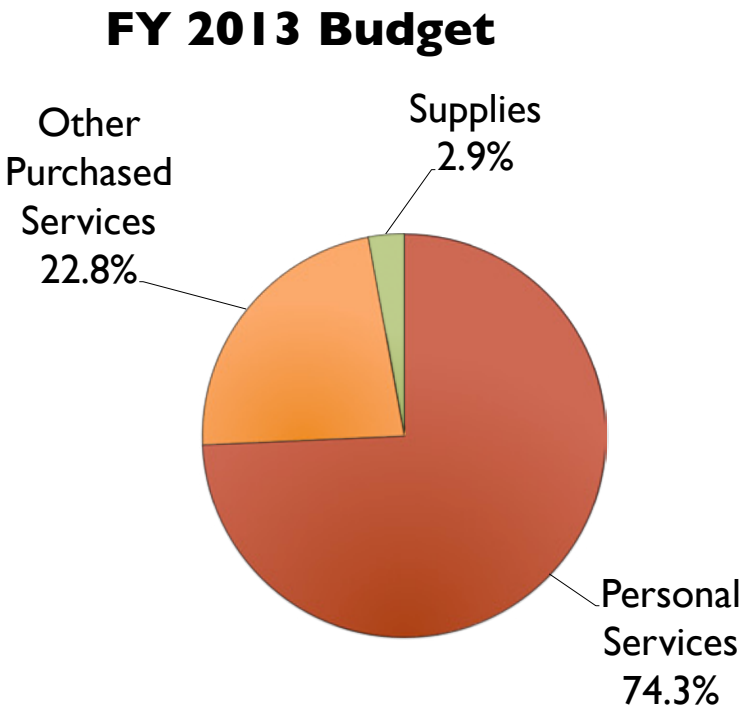
1. Enhance Training for appointed Board Members or incorporate training into the Community Planning Academy.
   - ***STWP, Municipal Operations, Board Training, page 334***
   - ***STWP, Land Use, Commercial Centers, Community Aesthetics, Design Guidelines, Land Use, pages 345-346***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Planning Commission meetings	10	12	10	8	9	4	6
Zoning Board of Appeals meetings	7	9	7	5	4	4	6

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 4,453	$ 3,351	$ 2,586	$ 5,500	$ 6,500
Other Purchased Services	824	294	1,050	1,600	2,000
Supplies	52	64	-	550	250
Total	$ 5,329	$ 3,709	$ 3,636	$ 7,650	$ 8,750


7,000
6,000
5,000
4,000
3,000
2,000
1,000
-
Actual FY 2009
Actual FY 2010
Actual FY 2011
Budget FY 2012
Budget FY 2013
Personal Services
Other Purchased Services
Supplies


FY 2013 Budget
Other Purchased Services 22.8%
Supplies 2.9%
Personal Services 74.3%

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 2013

- 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

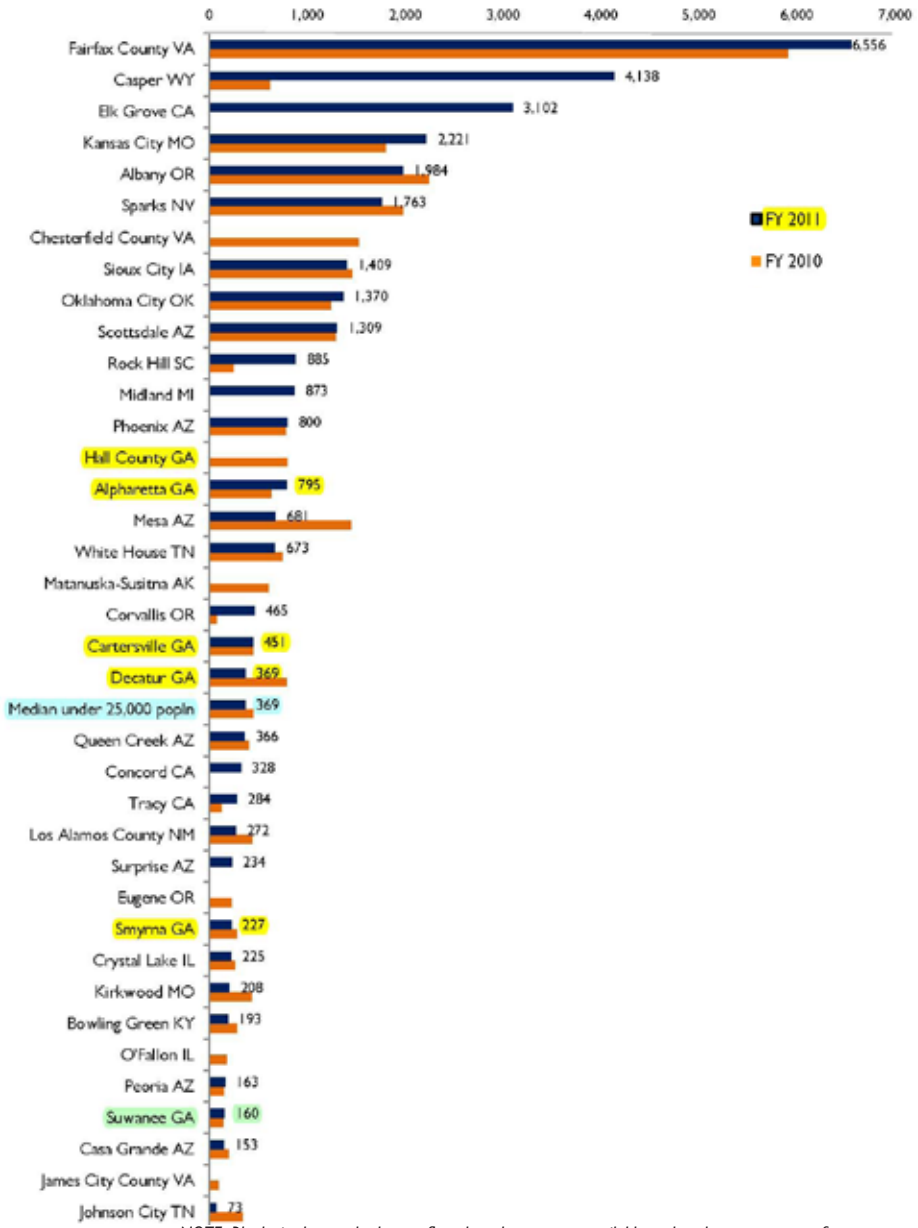
1. Successfully Undertake the Department's Daily Activities;
   - Enforce all development regulations
   - Conduct daily inspections.
   - Conduct plan review for commercial projects.
   - Conduct erosion control inspection
   - Address service requests
   - Implement special projects as directed.
2. Take part in available code training opportunities and obtain ICC certifications in Building inspection trades.
3. Implement laptops and printers for use by inspections department in vehicles.
   - ***STWP, Municipal Operations, City Services, Code Enforcement, page 334***
4. Improve permit software capabilities by implementing web-based access for contractors and implementation of GIS capabilities within program
   - ***STWP, Municipal Operations, City Services, Code Enforcement, Software Upgrades, pages 334, 340***
5. Implement credit card payment capabilities for payment of building permits
   - ***STWP, Municipal Operations, City Services, Online Bill Payment Options via Website, Software Upgrades, pages 334, 339, 340***
   - ***CIP, Facilities Projects, Accounting Software, page 297***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Number of building permits issued	686	538	359	174	224	242	250
Number of calls for inspections	13,181	7,455	5,027	1,861	2,079	2,304	2,400
PRODUCTIVITY MEASURES	**2007 ACTUAL**	**2008 ACTUAL**	**2009 ACTUAL**	**2010 ACTUAL**	**2011 ACTUAL**	**2012 ACTUAL**	**2013 BUDGET**
Percent of building inspections performed within 24 hours	96%	96%	99%	100%	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

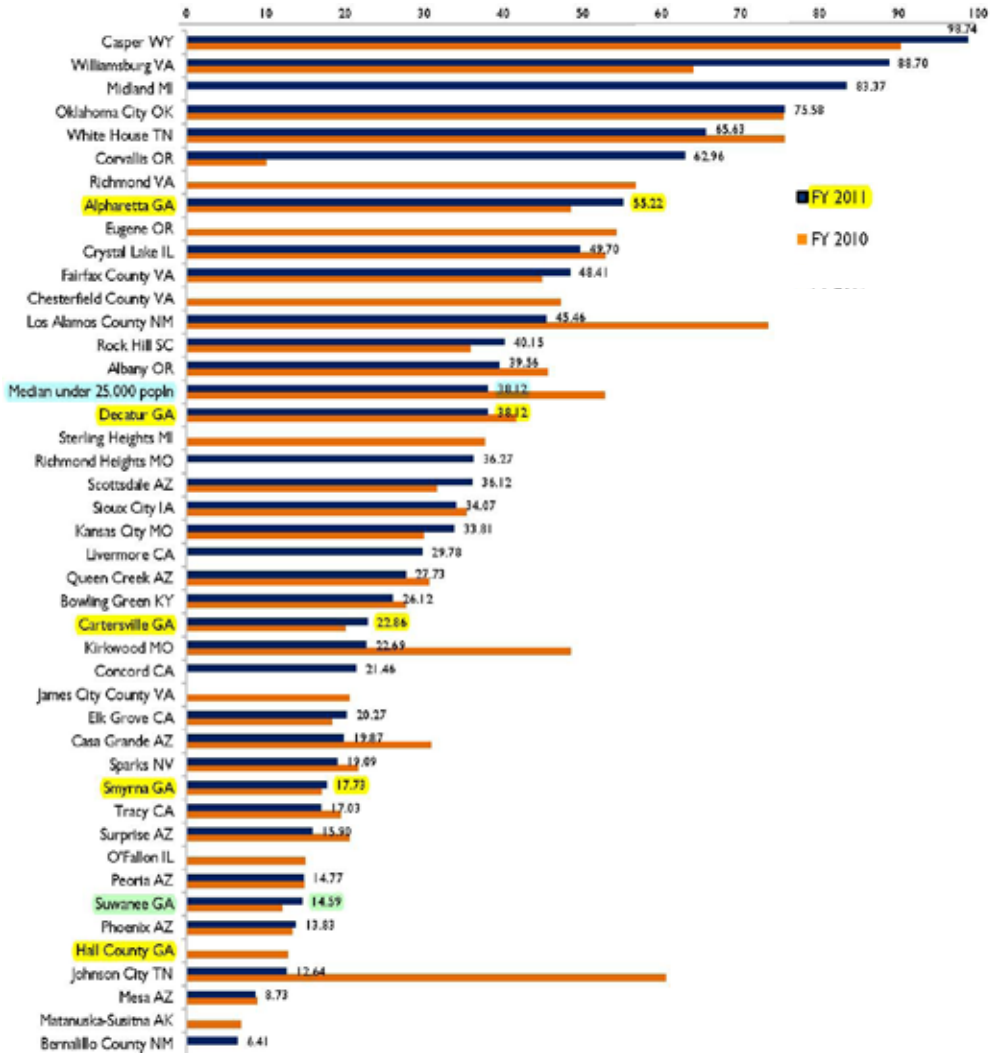
ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

Total Building Permits Issued per FTE (Full Time Equivalent)



NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

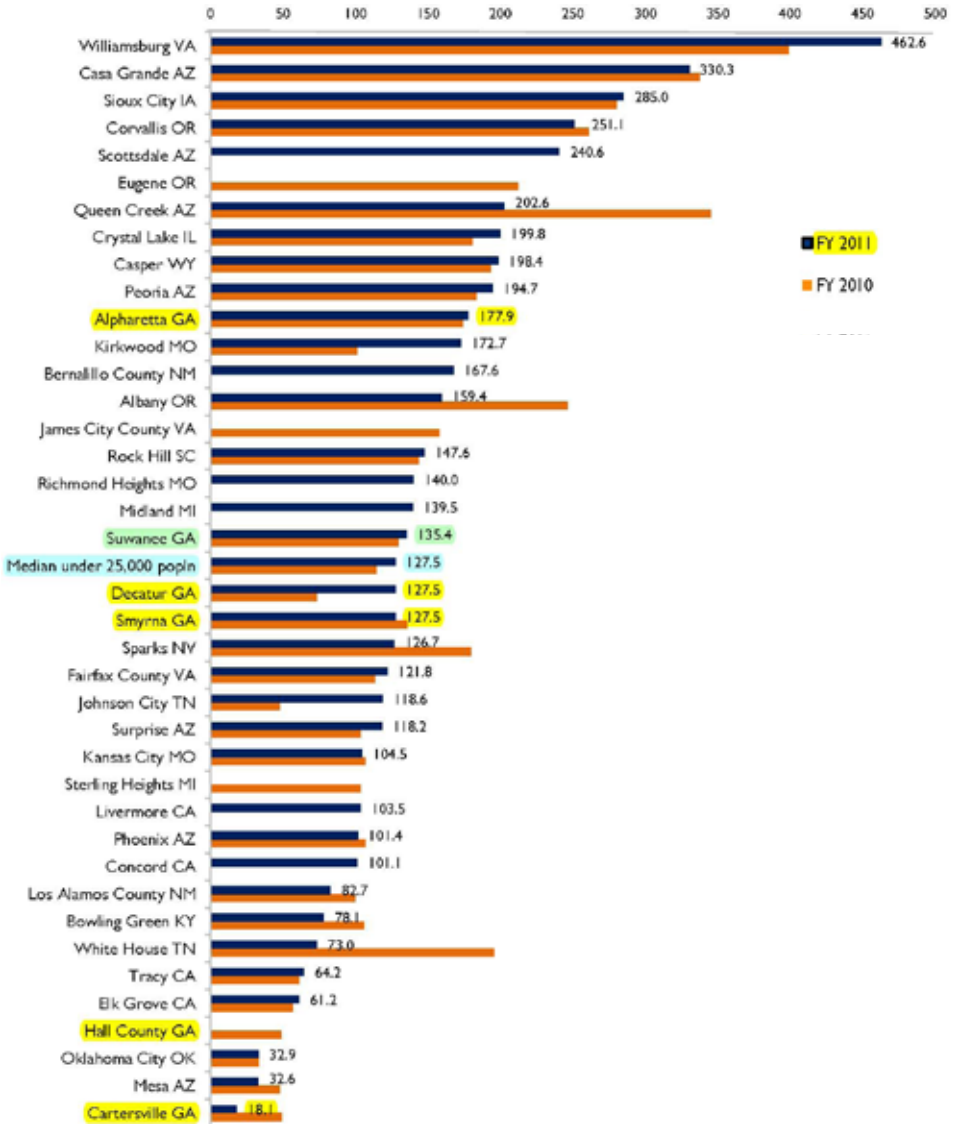
Total Building Permits Issued per 1,000 population



NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Total Inspections Performed per 1,000 population

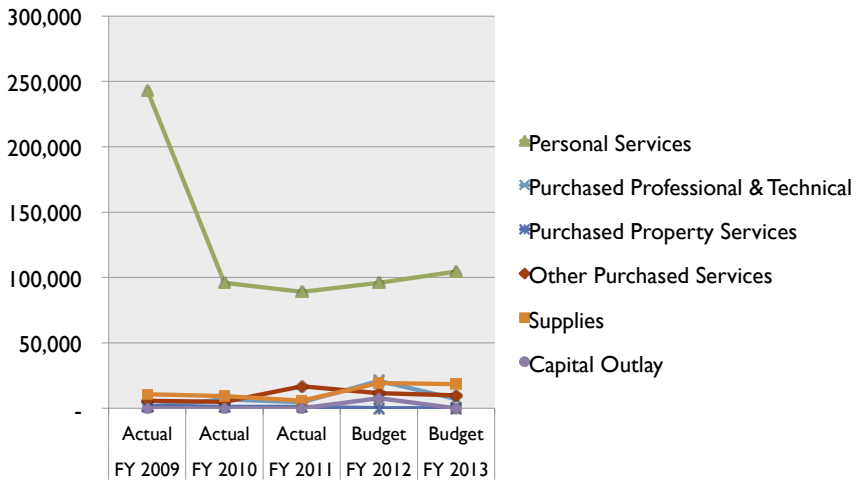


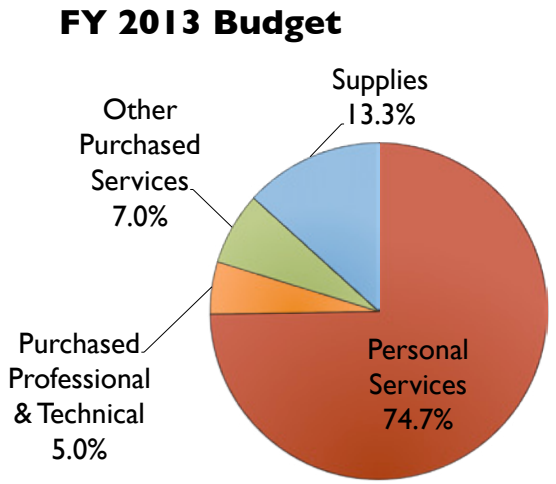
NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Building Official [1]	71	1	0	0	0	1
Building Inspector [1]	64	1	1	1	1	0
Building Inspector [1]	PT-64	1	0	0	0	0
Inspections Assistant [1]	60	1	0	0	0	0
Total		4	1	1	1	1

[1] In fiscal year 2010, the Building Official position, Inspections Assistant position, and a part-time Building Inspector position were dissolved due to economic conditions. In fiscal year 2013, the full time Building Inspector position was upgraded to Building Official.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 243,103	$ 95,890	$ 88,901	$ 96,070	$ 104,470
Purchased Professional & Technical	1,000	6,725	4,737	21,000	7,000
Purchased Property Services	1,714	1,149	933	-	-
Other Purchased Services	5,734	4,775	16,766	11,550	9,800
Supplies	10,784	9,209	5,808	19,280	18,530
Capital Outlay	-	-	-	7,700	-
Total	$ 262,335	$ 117,748	$ 117,145	$ 155,600	$ 139,800





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. Implement Suwanee 101 for Planning Department.
3. Research grant opportunities to implement projects.
4. Rewrite Zoning Ordinance.
   STWP, Municipal Operations, City Services, page 334
5. Work towards advancing GIS capabilities including enterprise GIS system.
   - Increase capabilities of current data;
   - Prepare data for future public use.

   STWP, Municipal Operations, Software Upgrades, page 340
6. Work to create a Tree Maintenance Plan, based upon the tree survey.
   STWP, Municipal Operations, Right-of-Way Trees, page 339
7. Implement the 2030 Comprehensive Plan.
8. Complete annual update to the comprehensive plan.
   STWP, Plan Updating, Comprehensive Plan, page 349
9. Implement recommendations from the Downtown Suwanee Master Plan.
   STWP, Economic Development, Downtown Suwanee Master Plan, page 332
   STWP, Plan Updating, Downtown Suwanee Master Plan, page 349
   CIP, Transportation, Pedestrian Bicycle Plan Implementation, pages 307-308
10. Undertake master planning process for the Suwanee Gateway area.
    STWP, Economic Development, Suwanee Gateway, page 331
    STWP, Municipal Operations, Suwanee Gateway Code Enforcement, page 341
    STWP, Plan Updating, Comprehensive Plan, page 349
11. Continue to implement/create Town Center.
    - Manage site development.

    STWP, Municipal Operations, Town Center, page 336
    CIP, Facilities Projects, Facilities Enhancement Projects, page 297
12. Implement I-85 Streetscape Project.
    - Select Contractor;
    - Monitor Construction.

    STWP, Capital Projects, Beautification Improvements to the I-85 Area, page 351
    STWP, Economic Development, I-85 Business District Economic Development Plan, page 332
    CIP, Transportation, I-85 Streetscape Project, page 307
13. Continue to monitor economic conditions.
    - Monitor trends;
    - Create quarterly report;
    - Create annual report.

    STWP, Economic Development, Economic Indicators, page 332
14. 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 334
15. Create annual report for presentation to council and boards documenting department activity and projects.
    STWP, Municipal Operations, Board Training, City Services, page 334
16. 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 345

GOALS (continued)

17. Implement Buford Highway Concept Plan.
    STWP, Capital Projects, Buford Highway Reconstruction & Streetscaping, page 351
    STWP, Capital Projects, Buford Highway Sewer, page 352
    CIP Transportation, Buford Highway Corridor Improvements, page 307
18. 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 344
19. Continue Coordinating with appropriate entities regarding commuter rail services in Suwanee and beyond.
    STWP, Transportation, Commuter Rail, page 347
20. Continue implementing Pedestrian and Bicycle Plan.
    STWP, Capital Projects, Pedestrian Bicycle Plan Implementation, page 352
    CIP, Transportation, Pedestrian Bicycle Plan Implementation, pages 307-308

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Zoning certification letters	25	29	12	7	6	12	12
Rezoning cases processed	18	11	2	1	5	5	5
Special Use permits processed	4	6	10	2	5	5	5
Variances processed	16	24	17	7	6	7	7
Text Amendments processed	8	2	4	7	3	3	5
Development permit application processed	40	52	26	6	9	2	5
Business License Approvals	257	304	381	242	265	243	250
Master Plans managed/created	0*	1	1	1	2	0	0
Public Meetings attended by planning staff	41	45	46	42	40	40	40
Emails sent (Planning Director and Planning Division Director)	3,540	2,992	5,046	3,586	4,686	4,164	4,200

**Major comprehensive update initiated*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percent of Rezoning/Variance/Special Use cases that proceed without technical/administrative errors	100%	100%	100%	100%	100%	100%	100%
Percent of hearing minutes distributed by the next meeting	100%	96%	94%	86%	100%	92%	100%
Percent of agendas distributed a minimum of one week prior to meeting	92%	100%	100%	100%	100%	100%	100%
Percent of resolutions ready for Council signatures within one month of approval	92%	95%	94%	100%	95%	50%	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

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

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. Also, the availability of dedicated permit staff can influence a jurisdiction's ability to address permits quickly, which in turn may impact approval time frames.

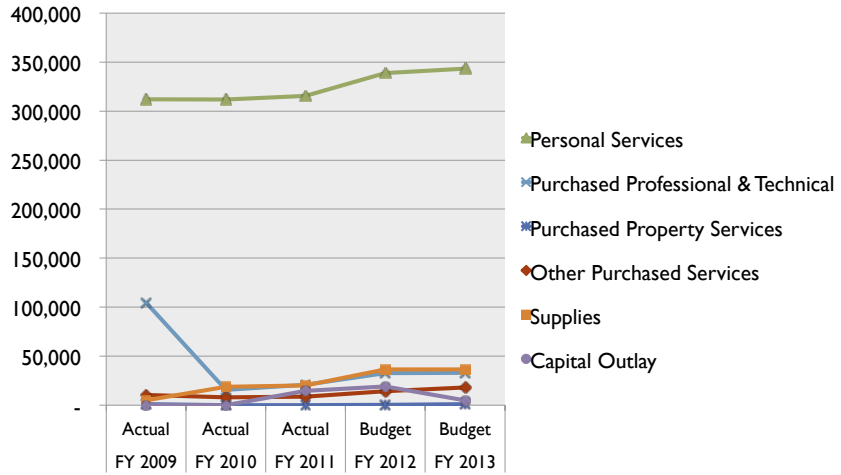
For the FY 2011 Mid-Year Data Report, 36 jurisdictions provided permits data.

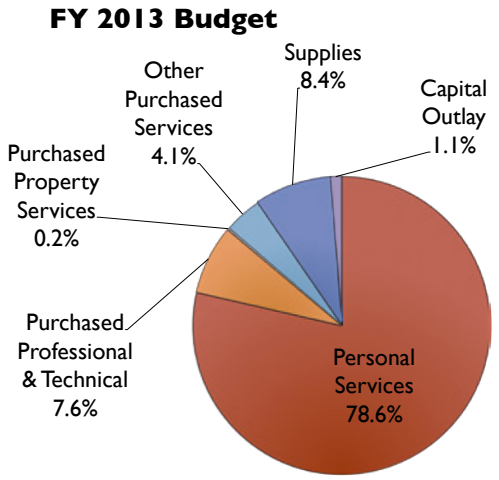
Descriptive information among jurisdictions for Permits, Land Use, and Plan Review is as follows:

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-residential	Average days-application to permit issuance- commercial	% of inspections completed on time
Mean	2,068	$235,420,333	6.8	857	36	9	20	97%
Median	1,885	$68,422,567	4.5	477	30	7	14	100%
100,000 and above								
Mean	2,016	$581,229,660	12.5	1,518	27	18	37	93%
Median	1,441	$205,737,818	8.0	1,266	20	17	34	99%
25,000-100,000								
Mean	2,191	$72,848,029	4.5	584	39	6	15	100%
Median	2,098	$54,353,940	4.0	315	30	7	14	100%
Under 25,000								
Mean	1,832	$31,518,594	1.7	514	45	4	5	100%
Median	1,312	$19,218,892	1.4	447	38	4	4	100%
Georgia Jurisdictions								
Alpharetta	2,110	$156,063,877	4.0	637	55	1	17	99%
Cartersville	658	$12,062,258	1.0	447	23	1	1	100%
Decatur	4,528	$71,145,994	2.0	789	38	-	-	100%
Smyrna	3,380	$47,337,888	4.0	288	17	1	10	100%
Suwanee	1,405	-	1.4	144	14	-	-	100%

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Planning Director	77	1	1	1	1	1
Planning Division Director	72	1	1	1	1	1
City Planner	67	1	1	1	1	1
Development Coordinator	61	1	1	1	1	1
Administrative Secretary	57	1	1	1	1	1
Total		5	5	5	5	5

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 312,125	$ 311,815	$ 315,340	$ 338,810	$ 343,350
Purchased Professional & Technical	104,456	15,541	20,845	32,500	33,000
Purchased Property Services	1,006	96	-	500	1,000
Other Purchased Services	10,306	7,934	8,527	14,100	18,100
Supplies	4,980	18,838	20,238	36,510	36,510
Capital Outlay	99	-	14,732	19,000	5,000
Total	$ 432,972	$ 354,224	$ 379,682	$ 441,420	$ 436,960





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 2013

- 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. Ongoing education of citizens and business owners about code enforcement regulations and issues.
5. Review of sign permit applications to ensure compliance with applicable city regulations.
   - ***STWP, Municipal Operations, City Services, Code Enforcement, Litter Removal Program, pages 334 and 338***
6. Develop and implement the first annual City wide clean-up day.
   - ***STWP, Municipal Operations, Citizen Engagement, Litter Removal Program, pages 336 and 338***
7. Identify properties with code violations that could be catalysts for change. Aggressively pursue code compliance, demolition, or abatement.
   - ***STWP, Municipal Operations, Code Enforcement, Community Stabilization Fund, Environmental Stewardship & Sustainability, Suwanee Gateway Code Enforcement, pages 334-341***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Number of property maintenance complaints	55	99	160	268	280	254	250

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percent of citizen concerns that are investigated and addressed within 48 hours	100%	96%	96%	96%	97%	97%	97%

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

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

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. For the FY 2011 Mid-Year Data Report, 35 jurisdictions provided code enforcement performance data.

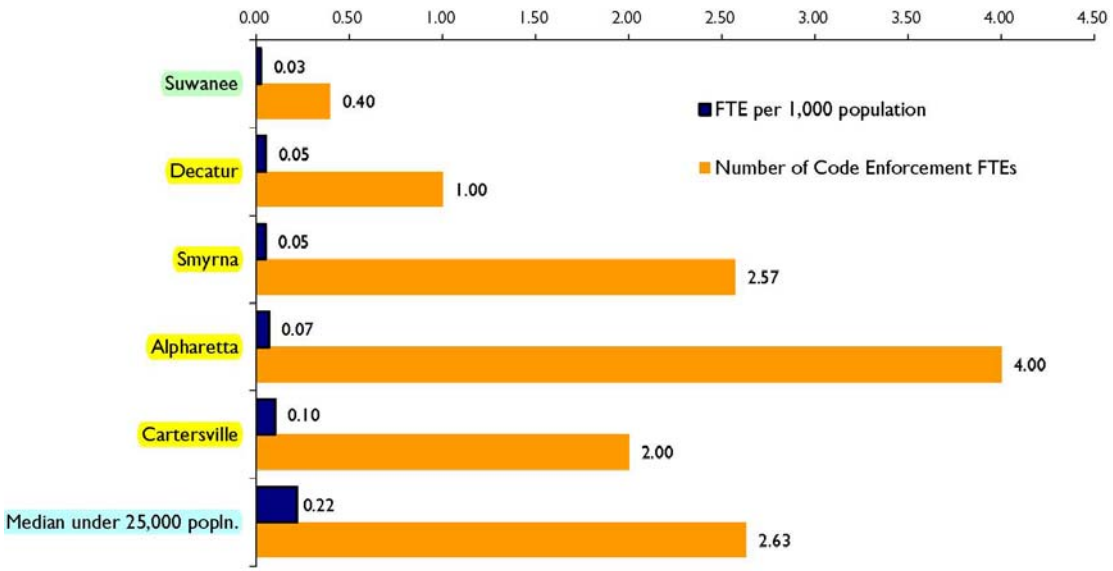
Expenditures per Capita

	FY 2011		FY 2010		FY 2009	
All jurisdictions	Total Code Expenditures	Expenditures per capita	Total Code Expenditures	Expenditures per capita	Total Code Expenditures	Expenditures per capita
Mean	$1,015,597	$8.85	$1,241,582	$8.47	$1,050,425	$7.82
Median	$342,559	$5.72	$417,065	$5.70	$327,736	$5.79
Over 100,000						
Mean	$2,867,759	$5.72	$2,590,712	$6.54	$2,369,886	$5.81
Median	$1,521,431	$5.29	$1,583,351	$5.88	$1,204,028	$5.74
25,000 to 100,000						
Mean	$282,008	$5.01	$298,162	$5.81	$295,439	$5.64
Median	$204,424	$5.18	$233,021	$4.68	$188,269	$4.67
Under 25,000						
Mean	$199,653	$19.56	$186,057	$16.25	$193,520	$15.05
Median	**$170,050**	**$13.27**	**$194,268**	**$11.60**	**$166,055**	**$10.50**
Georgia Jurisdictions						
Cartersville	$141,352	$7.16	-	-	$141,352	$6.36
Decatur	$69,754	$3.61	-	-	$59,105	$3.11
Smyrna	$164,344	$3.21	$145,433	$2.87	$176,958	$3.55
Suwanee	$19,127	$1.25	$37,001	$2.21	$39,117	$2.36

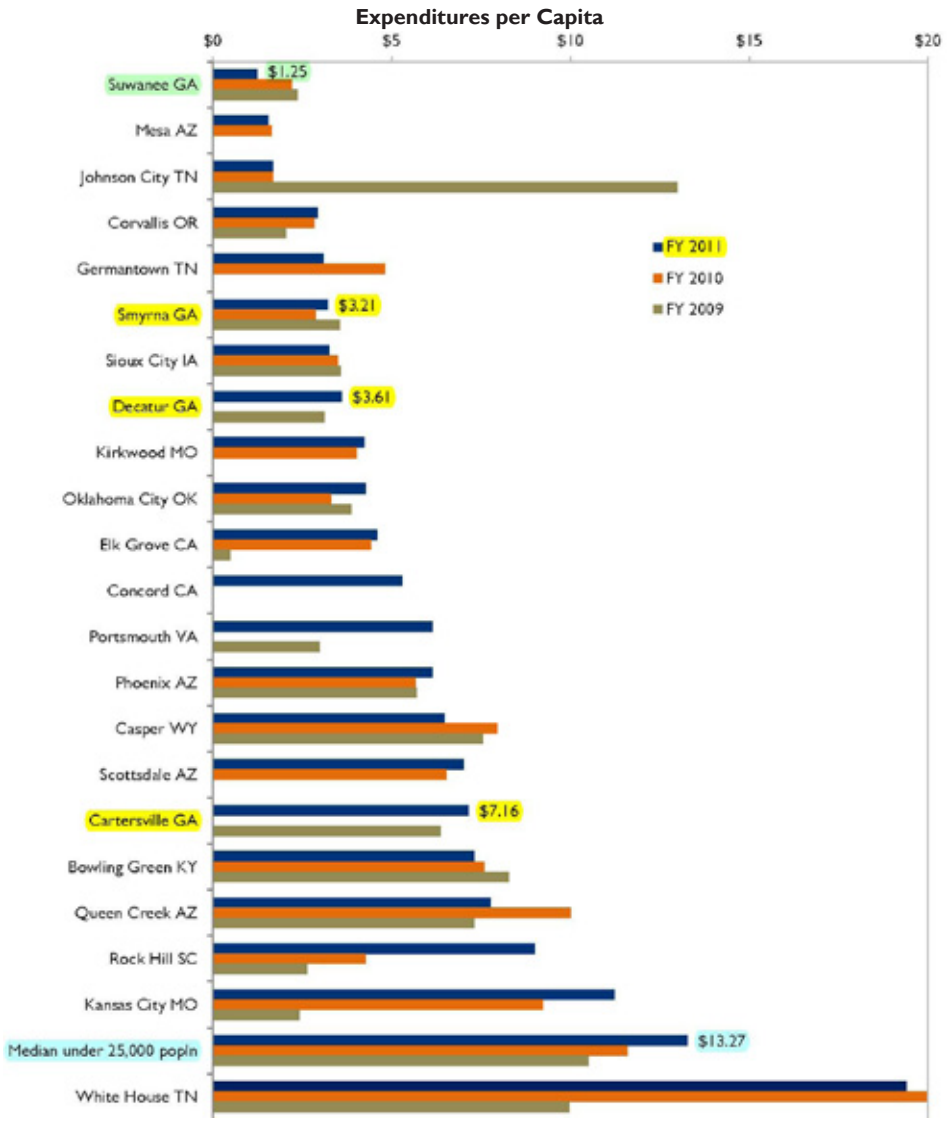
ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

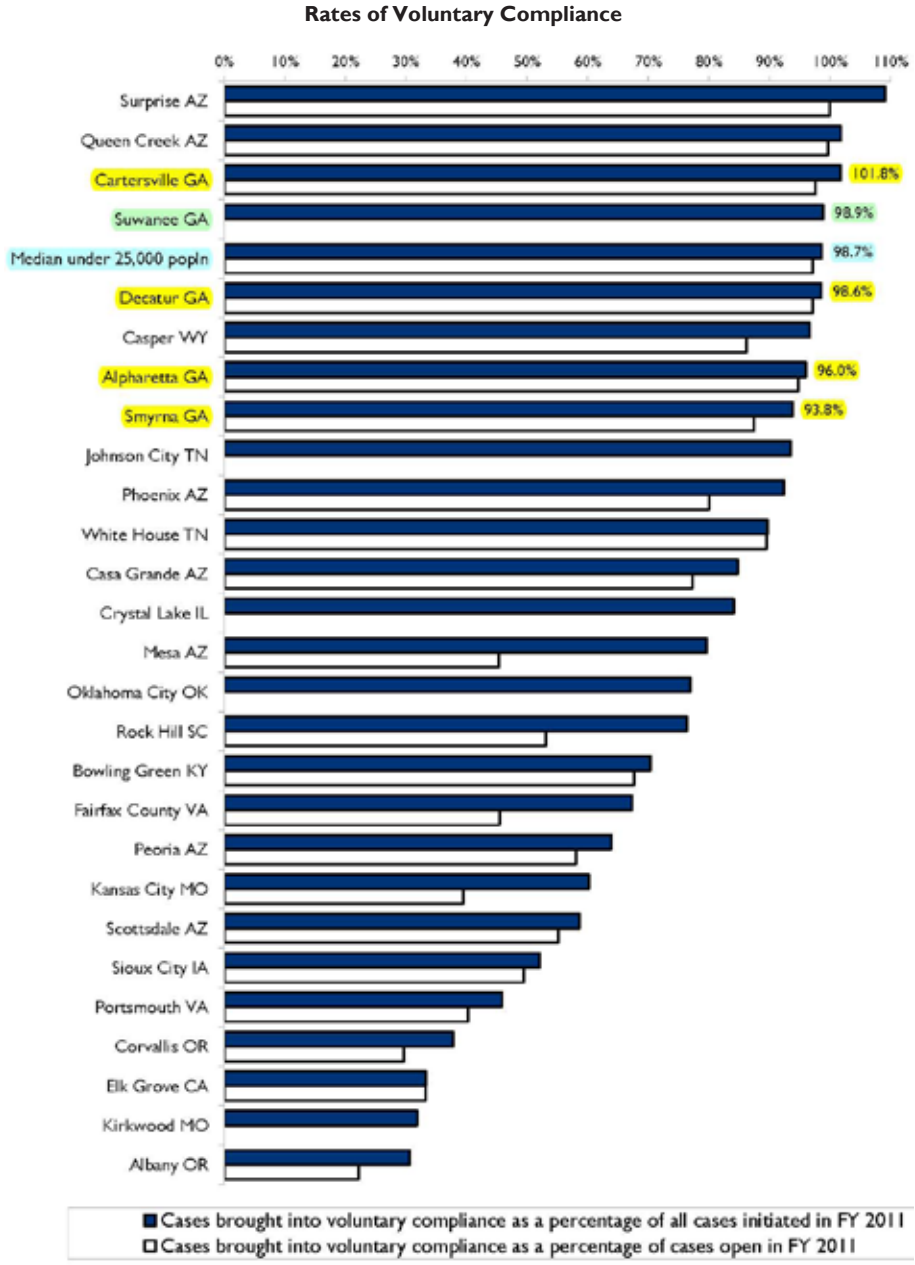
Number of FTE's

All jurisdictions	FY 2011 Number of Code Enforcement FTEs	FY 2011 FTE per 1,000 population	FY 2010 Number of Code Enforcement FTEs	FY 2010 FTE per 1,000 population
Mean	8.32	0.11	10.33	0.11
Median	4.05	0.06	5.00	0.07
Over 100,000				
Mean	19.60	0.08	21.75	0.06
Median	11.96	0.05	13.44	0.05
25,000 to 100,000				
Mean	4.92	0.09	4.36	0.08
Median	4.01	0.08	3.96	0.08
Under 25,000				
Mean	2.81	0.25	2.70	0.26
Median	**2.00**	**0.20**	**2.50**	**0.25**
Georgia Jurisdictions				
Alpharetta	4.00	0.07	4.00	0.08
Cartersville	2.00	0.10	2.00	0.09
Decatur	1.00	0.05	1.00	0.05
Smyrna	2.57	0.05	3.39	0.07
Suwanee	0.40	0.03	0.82	0.05



ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

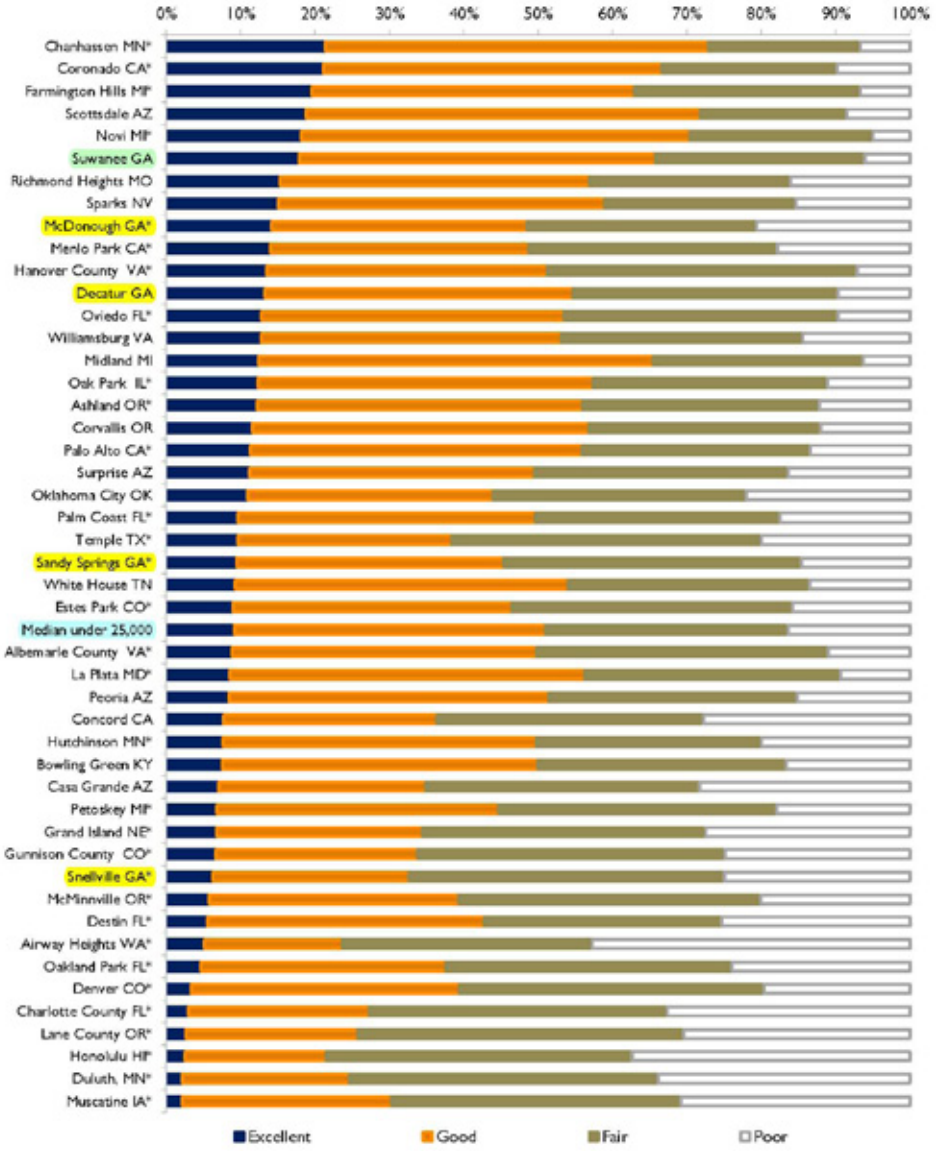




NOTE 1: Blanks in the graph above reflect data that was not available, rather than a response of zero.
NOTE 2: Not all participating jurisdictions are plotted.

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

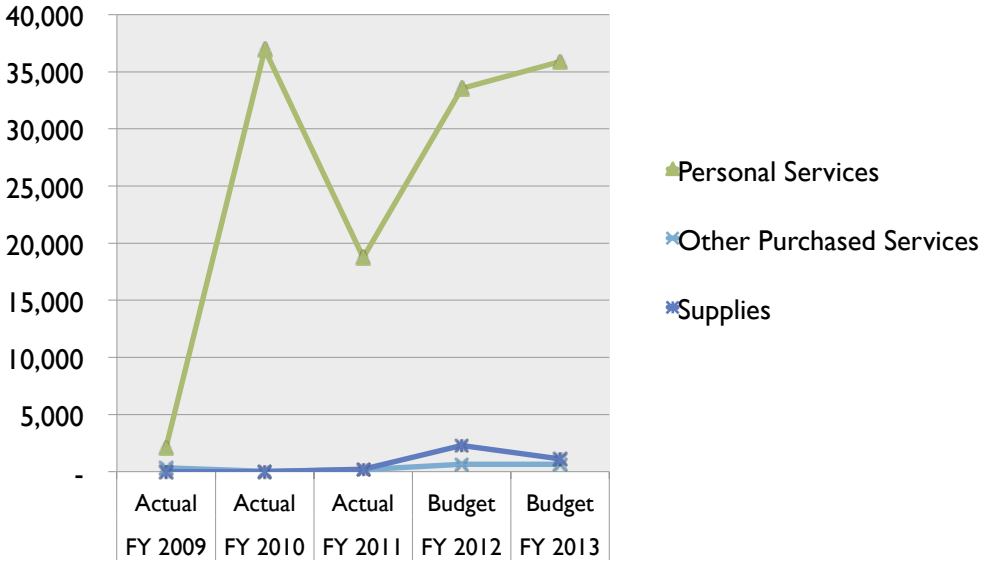
Citizen Ratings of Code Enforcement Services

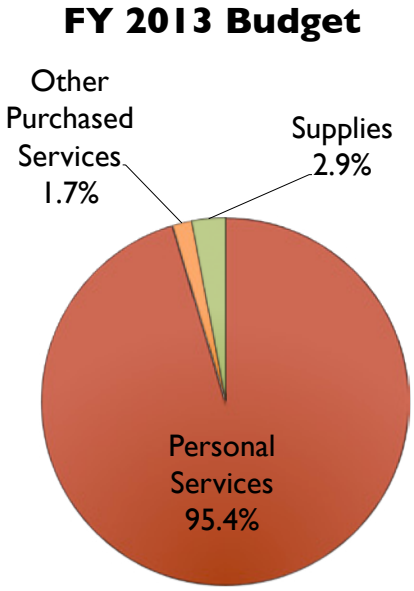


**The jurisdictions denoted above are non-CPM participants that have participated in The National Citizen Survey. These jurisdictions survey results have been added to the data set in order to provide further comparables for CPM participants.*

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Code Building Inspector	PT-64	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 2,078	$ 36,965	$ 18,732	$ 33,520	$ 35,880
Other Purchased Services	340	35	167	650	650
Supplies	-	-	228	2,300	1,100
Total	$ 2,418	$ 37,000	$ 19,127	$ 36,470	$ 37,630



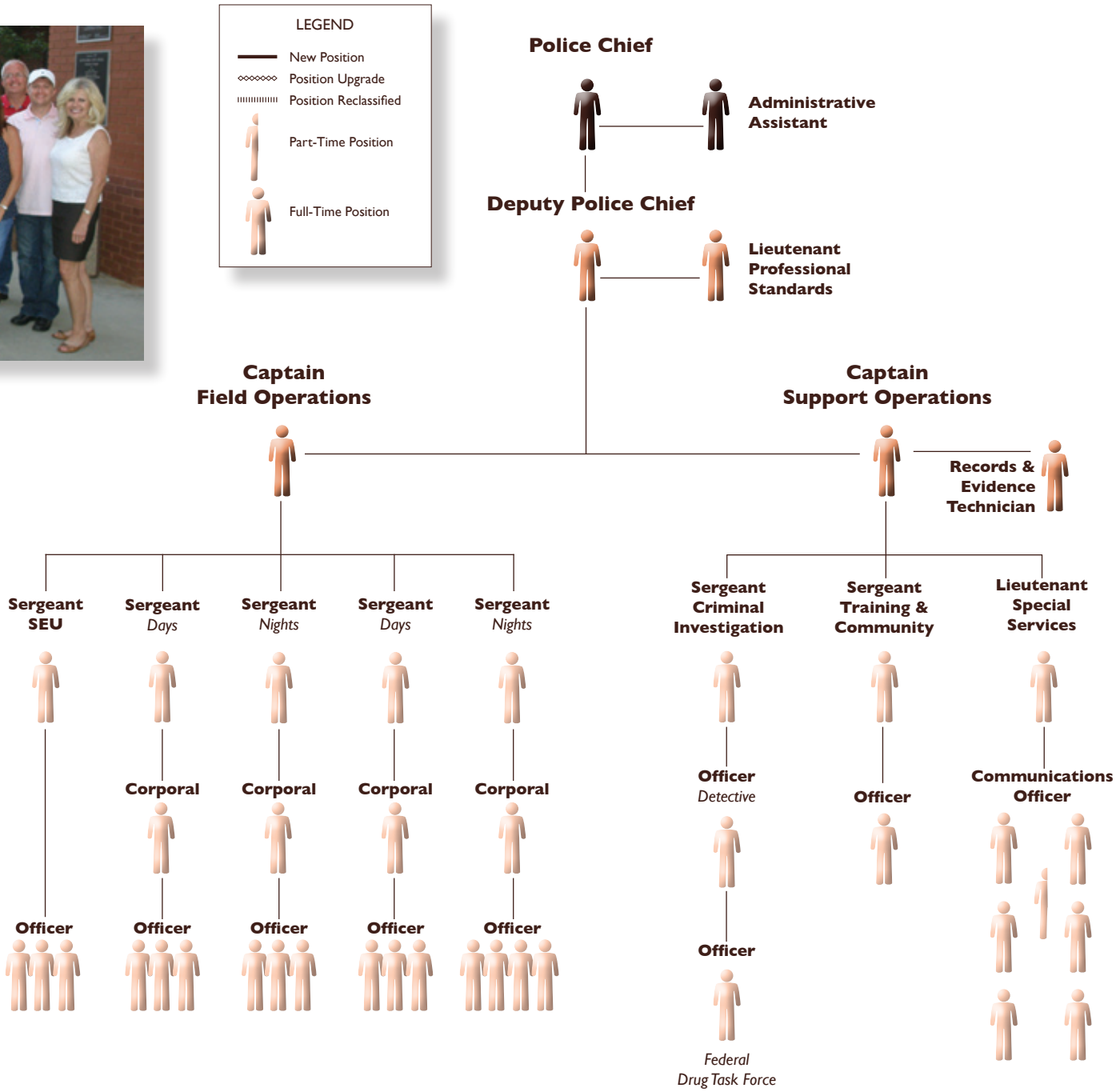



planning department
by the numb3rs
two thousand eleven
5
planning commissioners
rezonings
special use permits
planning commission meetings
100% BUILDING INSPECTIONS PERFORMED WITHIN 24 HOURS
5 ZBA members
7 variances
2,304 number of calls for inspections
TEMPORARY SIGNS
206
618 business license compliance inspections
property maintenance complaints
254
11 DEVELOPMENT PERMITS
242 number of building permits issued
618 home starts
business license approvals
243
79 permanent signs
4 ZBA meetings
public meetings attended by staff
33
4,164 emails sent



Police

Functions	Includes the operations of Police Administration, Criminal Investigation, Patrol, Records & Identification, Police Training, Special Detail Services, Police Station, Police Sub-Station, Dispatcher, and Public Relations.
Positions	36 sworn officers, 8 non-sworn personnel, and 1 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 2013 Budget Items	No new employees. 2 new police vehicles $63,400. Replace 16 laptops $17,600. Operating Cost for new police sub-station, $46,050.
Current FY 2012 Budget	$4,110,961
FY 2013 Adopted Budget	$4,292,140
Change from PY Budget	$181,179



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 2013

- 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.
   - Prepare for and develop files for State Re-Certification on-site.

   STWP, Public Safety, CALEA, page 343
   STWP, Public Safety, State Certification, page 343

	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	

WORKLOAD MEASURES	**2007 ACTUAL**	**2008 ACTUAL**	**2009 ACTUAL**	**2010 ACTUAL**	**2011 ACTUAL**	**2012 ACTUAL**	**2013 BUDGET**
Council Meetings	12	12	12	12	12	12	12
Council Workshops	4	6	4	4	4	4	4
Police Supervisor Meetings	11	12	11	12	12	12	12
Citizen Police Academies held	2	2	2	2	2	2	2
Calls for Service	25,076	28,153	37,511	39,453	41,964	43,926	46,000
Traffic Accidents	1,223	1,219	1,141	1,113	1,158	1,086	1,100
Part I Offenses	408	511	633	528	505	452	500
Traffic Citations	10,650	10,271	10,627	11,715	12,865	11,797	12,500
Community Relation Activity Contacts (meetings, classes, mentoring)	6,451	3,846	4,301	4,784	5,882	5,725	5,500
Incident Reports Filed	1,812	1,767	1,845	1,855	1,880	1,942	1,900

PRODUCTIVITY MEASURES	**2007 ACTUAL**	**2008 ACTUAL**	**2009 ACTUAL**	**2010 ACTUAL**	**2011 ACTUAL**	**2012 ACTUAL**	**2013 BUDGET**
Average response time (Emergency)	3:59	4:00*	5:00*	3:00	4:00	5:29	4:00
Average response time (non-emergency)	5:43	5:00*	6:00*	4:00	7:00	6:59	6:00
Percent of referred criminal cases cleared	35.4%	38%	47%	33%	56%	53%	50%
Maintain Georgia Certification Standards (onsite)	100%	100%	100%	100%	100%	100%	100%
CALEA National Certification (onsite)	**	**	**	passed	100%	100%	100%

**new software does not measure seconds at this time*
***new measure*

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

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

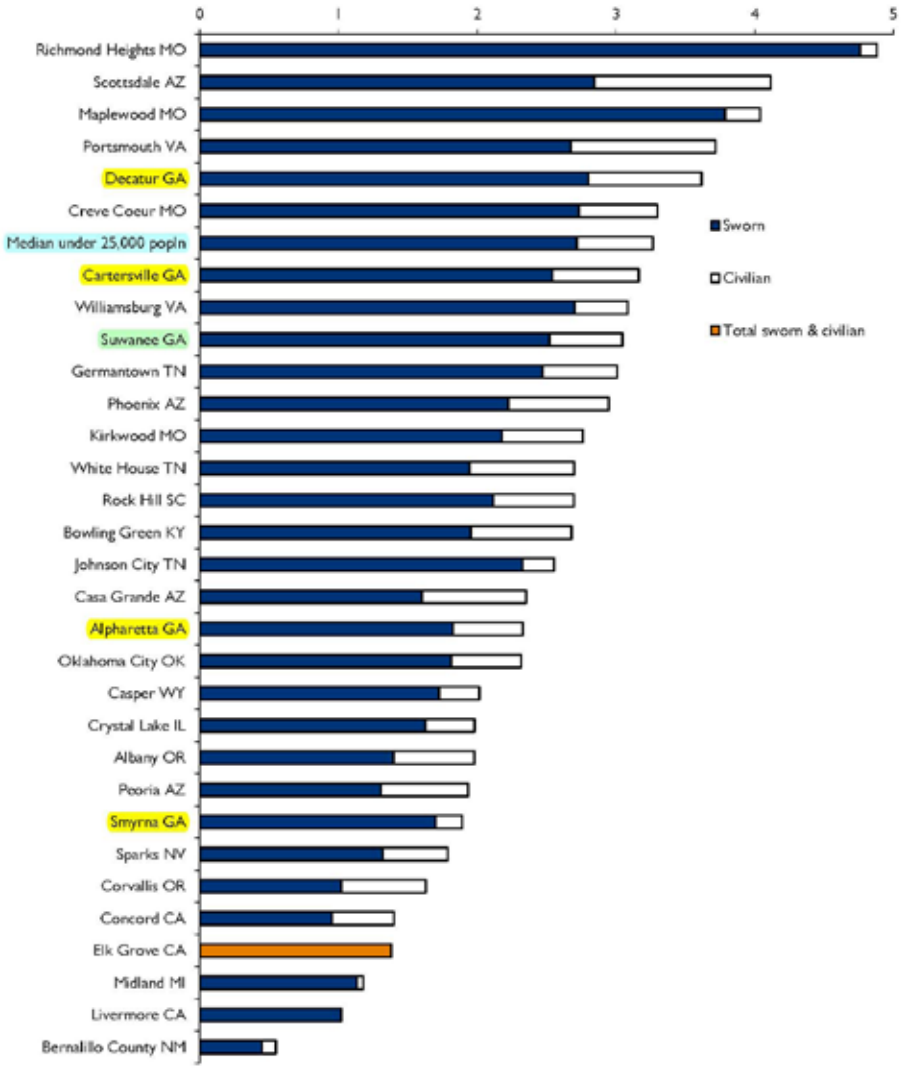
For the FY 2011 Mid-Year Data Report, 37 jurisdictions provided police data.

A factor which influences the comparability of police services data is the area served; the presence of overlapping law enforcement jurisdictions can affect operating and maintenance (O&M) expenditures per capita, plus some jurisdictions may also benefit from services provided by state law enforcement officials. In addition, state and local arrest policies tend to influence the number of arrests per 1,000 population for different types of crimes.

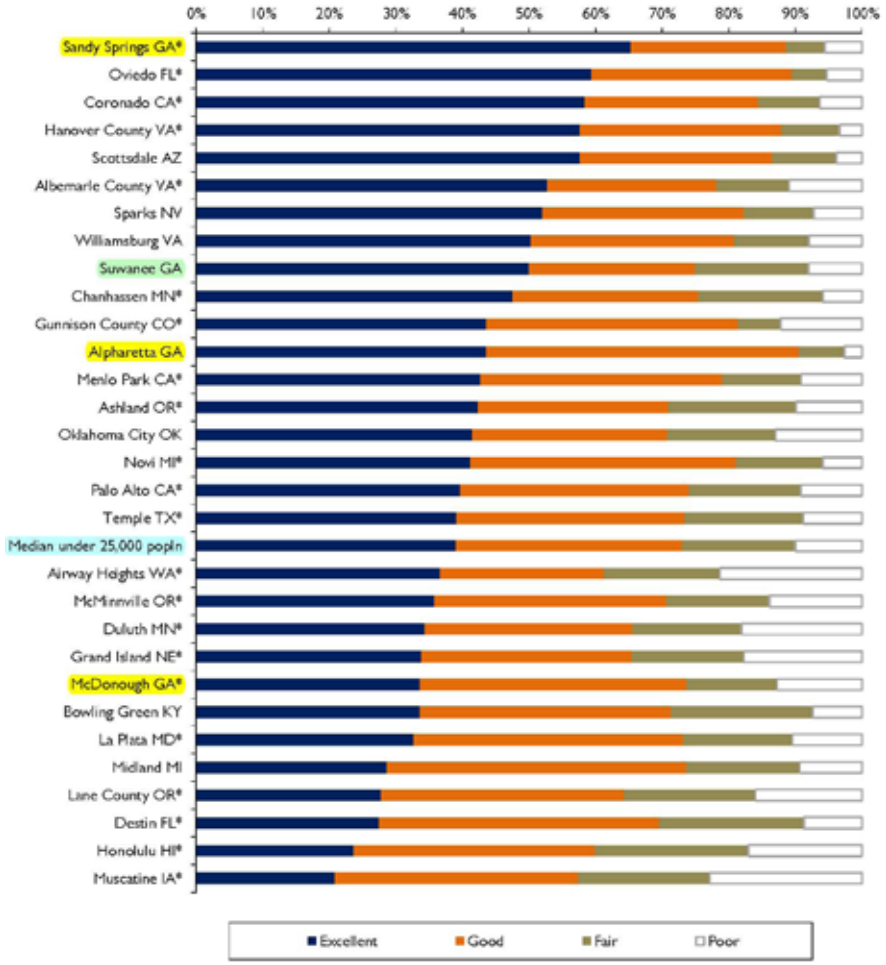
All Jurisdictions	Residential Population of Area Served	Square Miles of Area Served	Population Density	Total Budgeted FTE's	Accreditation
Mean	177,887	116.3	2,235	408.1	-
Median	57,551	28.9	2,110	122.5	-
Over 100,000					
Mean	498,082	333.5	2,046	1,145.0	-
Median	439,041	184.5	1,460	512.8	-
25,000 to 100,000					
Mean	57,427	30.8	2,290	128.5	-
Median	54,888	26.3	2,178	113.0	-
Under 25,000					
Mean	14,153	9.7	2,370	46.1	-
Median	14,712	9.6	1,651	43.0	-
Georgia Jurisdictions					
Alpharetta	57,551	27.3	2,110	146.0	CALEA, State
Cartersville	19,731	29.9	658	64.0	State
Decatur	19,335	4.3	4,528	59.0	State
Smyrna	51,271	15.1	3,390	103.0	-
Suwanee	15,479	10.9	1,405	44.0	CALEA, State

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Number of Sworn and Civilian FTE's per 1,000 Population



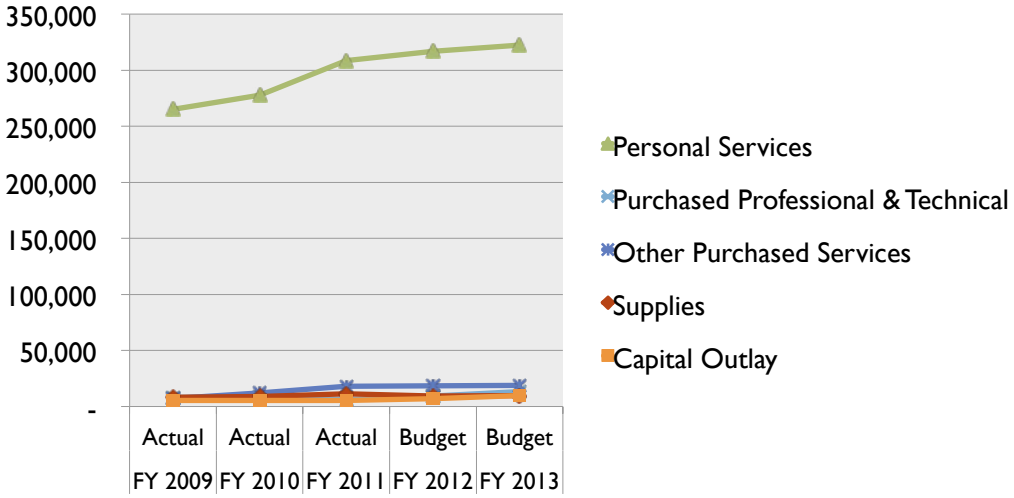
Citizen Survey Ratings of Quality of Contact with Police Department

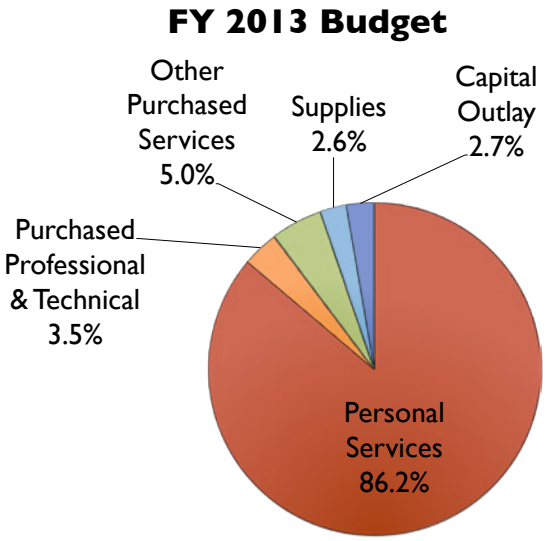


**The jurisdiction denoted above are non-CPM participants that have participated in The National Citizen Survey. These jurisdictions survey results have been added to the data set in order to provide further comparables for CPM participants.*

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 265,074	$ 277,847	$ 308,591	$ 317,060	$ 322,350
Purchased Professional & Technical	8,255	8,546	6,130	9,500	13,250
Purchased Property Services	212	643	1,649	2,000	-
Other Purchased Services	7,132	12,311	17,871	18,480	18,770
Supplies	8,244	8,798	11,302	9,450	9,700
Capital Outlay	5,447	5,447	5,324	6,800	9,900
Total	$ 294,364	$ 313,592	$ 350,867	$ 363,290	$ 373,970





3221 criminal investigation division

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 2013

- 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. Monitor establishments to ensure city ordinances and laws are being maintained.
   - Conduct at least 2 underage alcohol stings.
   - Conduct at least 2 compliance checks on massage businesses.
   - Continue to monitor the precious metal dealers.
2. Maintain the quality clearance level within Criminal Investigation Division.
   - Maintain a clearance rate of assigned cases at 65% or higher.
   - Maintain a clearance rate of all referred cases at 50% or higher.

STWP, Municipal Operations, City Services, page 334

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Monthly crime analysis reports	12	12	12	12	12	12	12
Monthly CID statistical report	12	12	12	12	12	12	12
Annual Training Required	60 hrs	60 hrs	80 hrs	70 hrs	60 hrs	60 hrs	80 hrs
Annual Performance Evaluations	3	4	4	3	3	3	4
Background investigations	13	23	22	5	5	6	20
Training hours	330	342	451	380	513	820	600
Cases assigned	320	282	345	214	370	365	500
Precious metals dealers checked	*	*	*	*	*	24	35
Gaming machines checked and certified	*	*	*	*	30	27	30
Number of Intelligence reports prepared, analyzed, and investigated	*	*	*	*	12	13	20

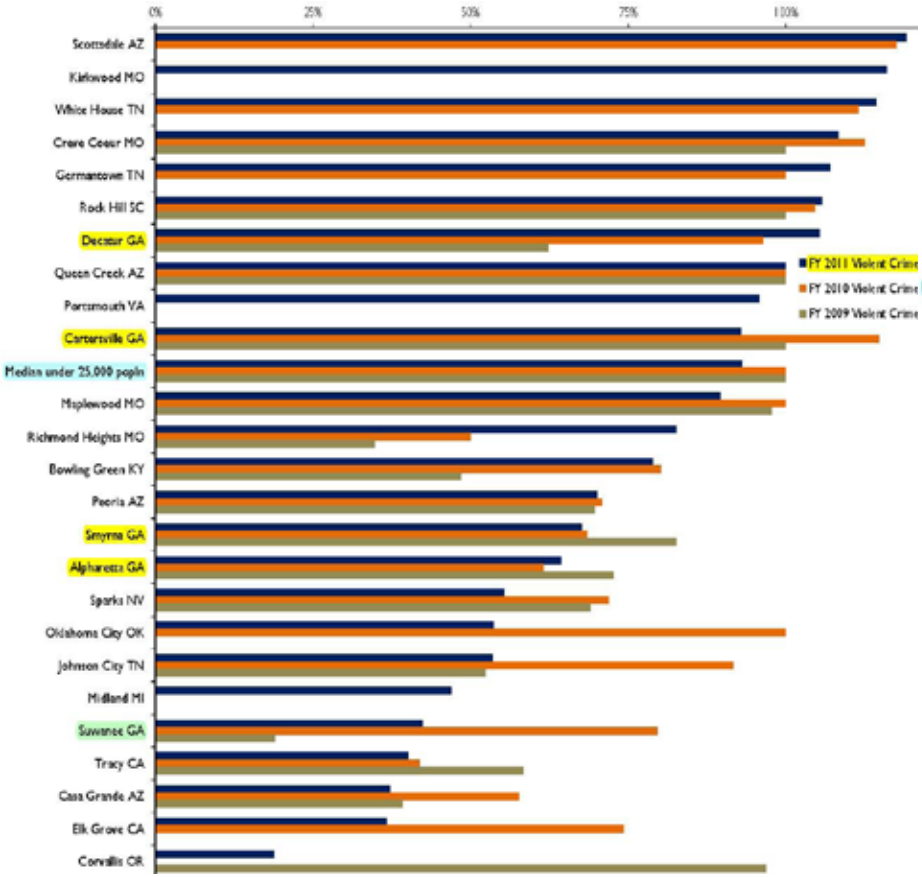
**new measure*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Total Clearance all Cases	35.4%	38%	38%	33%	56%	53%	50%
Percent of referred cases that were assigned to an investigator	*	*	*	*	75%	83%	80%
Total Clearance of Assigned Cases	52.5%	47%	47%	63%	74%	64%	65%
Percent of performance evaluations completed on time	33%	66%	75%	67%	33%	33%	100%
Percent of cases cleared by arrest	15%	9.6%	10%	21%	24%	18%	20%
Percent of cases exceptionally cleared	36%	34%	34%	39%	45%	34%	40%
Percent of cases unfounded	2%	2.8%	3%	4%	4%	7%	5%

**new measure*

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

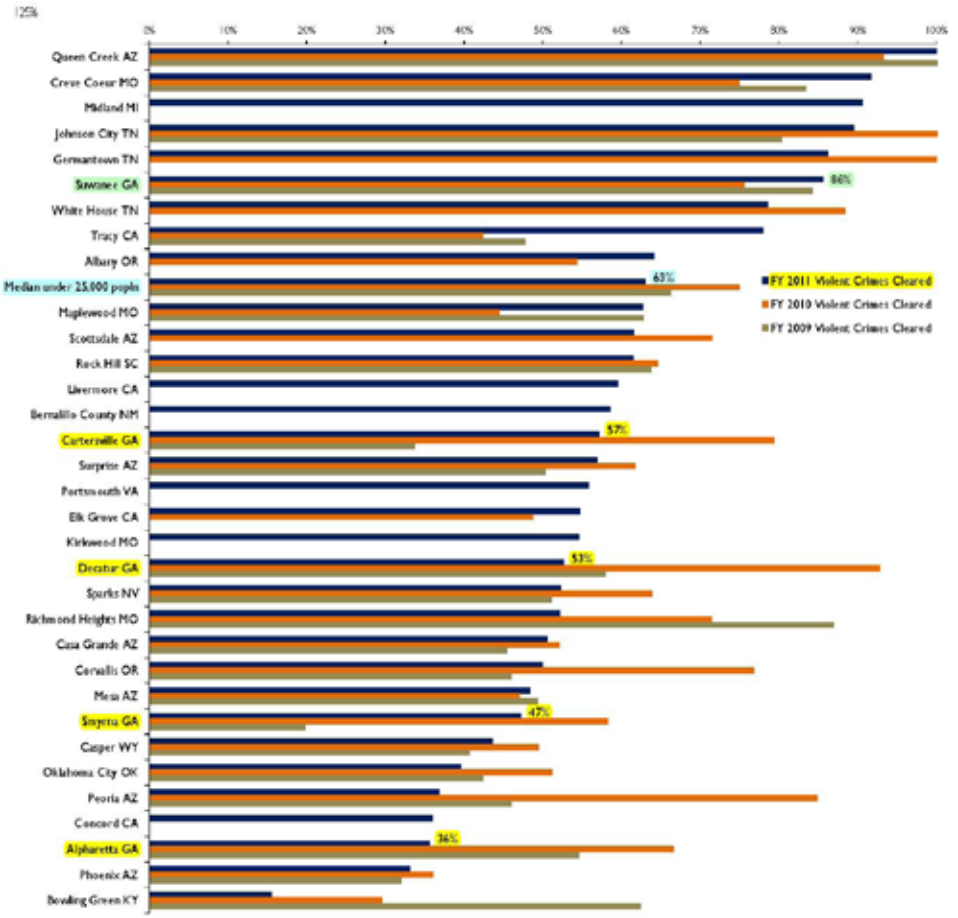
Percentage of UCR Part I Crimes Assigned to Investigators



NOTE 1: It is possible for the percentage of crimes assigned to exceed 100 percent, should a jurisdiction assign crimes in this fiscal year that were reported in a previous fiscal year.

NOTE 2: Blanks in the graph above reflect data that was not available, rather than a response of zero.

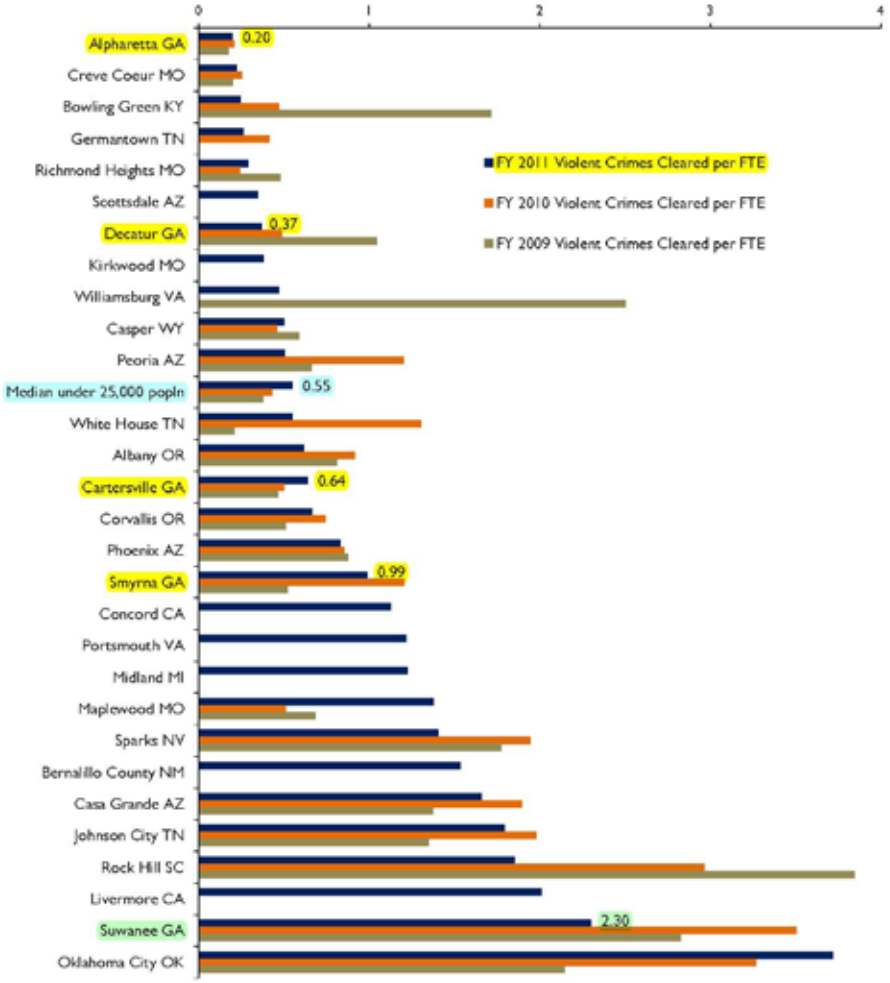
Percentage of UCR Part I Violent Crimes Cleared



NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Number of UCR Part I Violent Crimes Cleared per Sworn FTE

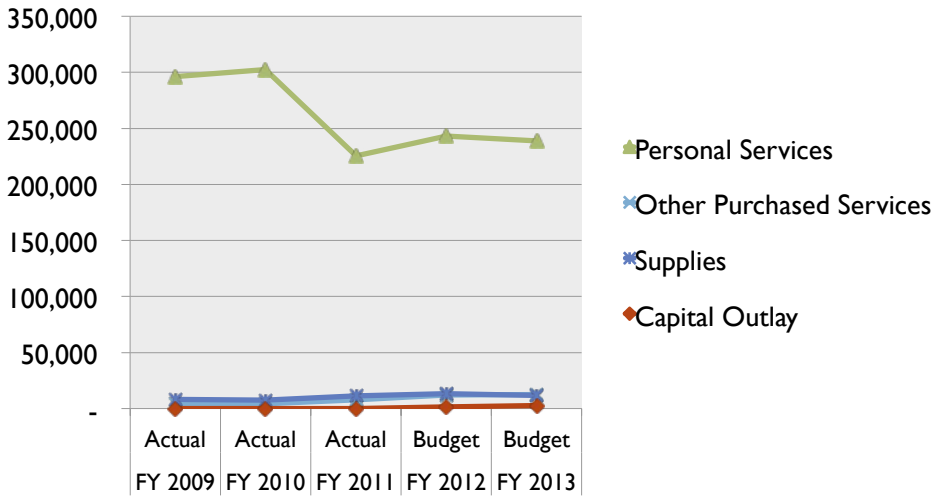


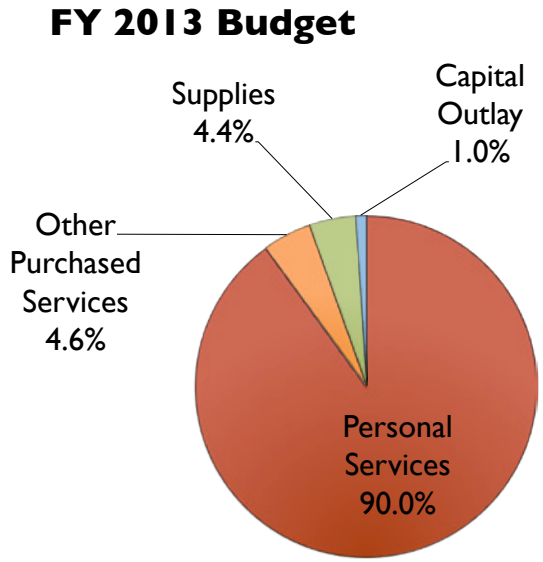
NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Police Lieutenant [1]	70	1	1	0	0	0
Police Sergeant	68	1	1	1	1	1
Police Officer	64	2	2	2	2	2
Total		4	4	3	3	3

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 296,268	$ 302,396	$ 225,415	$ 243,230	$ 238,630
Purchased Property Services	716	1,552	297	2,300	-
Other Purchased Services	4,708	4,122	7,824	12,050	12,300
Supplies	8,056	7,523	11,415	13,350	11,680
Capital Outlay	-	-	-	1,500	2,510
Total	$ 309,748	$ 315,593	$ 244,951	$ 272,430	$ 265,120





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 2013

- 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 park and trail patrolling.
   - Send at least 2 officers to the police bicycle class.
   - Continue patrol of these areas by foot, bicycle, and using the Sentinel.
2. Implement the less than lethal force option (electronic control device).
   - Purchase, train and outfit the officers chosen to carry device.
   - Revise current Use of Force policy to include electronic control device.
   - Develop policy for use of electronic control device.

   STWP, Municipal Operations, City Services, page 334
   CIP, Equipment & Vehicles, Public Safety Projects, page 293
3. Review the effectiveness of the automatic license plate recognition system (ALPR) since implementation.
   - Determine if the agency should acquire an additional ALPR unit.
4. Maintain a safe environment for our citizens to travel upon the roadways.
   - Conduct 1 safety checkpoint per quarter.

   STWP, Public Safety, Traffic Enforcement, page 342
   CIP, Equipment & Vehicles, Public Safety Projects, page 293

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Traffic analysis reports	12	12	12	12	12	12	12
Calls for service	22,816	28,153	37,511	39,453	41,964	43,926	46,000
Traffic accidents	1,223	1,219	1,141	1,113	1,158	1,086	1,100
Traffic related injuries	306	290	270	252	277	239	250
Traffic citations	10,650	10,271	10,627	11,715	12,865	11,797	12,500
Part I crimes	408	511	633	528	505	452	500
Citizen complaints against officers	10	7	16	16	31	30	35
Police vehicles equipped with MDT	0	24	24	24	25	25	26
PRIDE classes	5	5	4	5	6	4	5
PACT Meetings	62	78	94	96	100	96	96
Semi-Annual Evidence Audit*	2	2	2	2	2	2	2
Annual Evidence Audit*	1	1	1	1	1	1	1
Annual Internal Affairs Report*	1	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 ACTUAL	2013 BUDGET
Average response time (emergency)	3:59	4:00*	5:00*	3:00*	4:00*	5:29	4:00
Average response time (non-emergency)	5:43	5:00*	6:00*	4:00*	7:00*	6:59	6:00

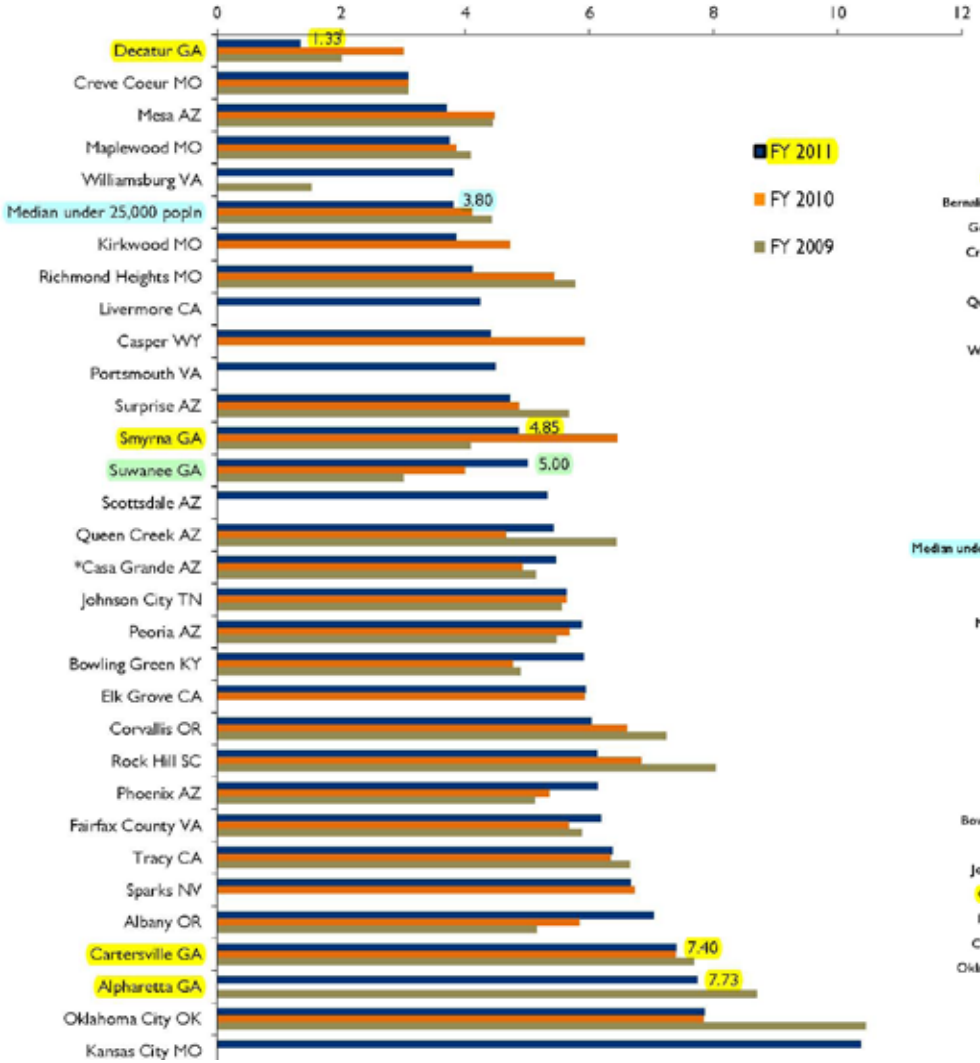
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	MISSION:	**Reduce traffic accidents through the SEU - Selective Enforcement Unit - Suwanee CARES program**
	Inputs	• Staff • Facilities • Citizens • Police vehicles • Accident data • Electronic equipment (radios, laptops, etc.) • Safety equipment (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

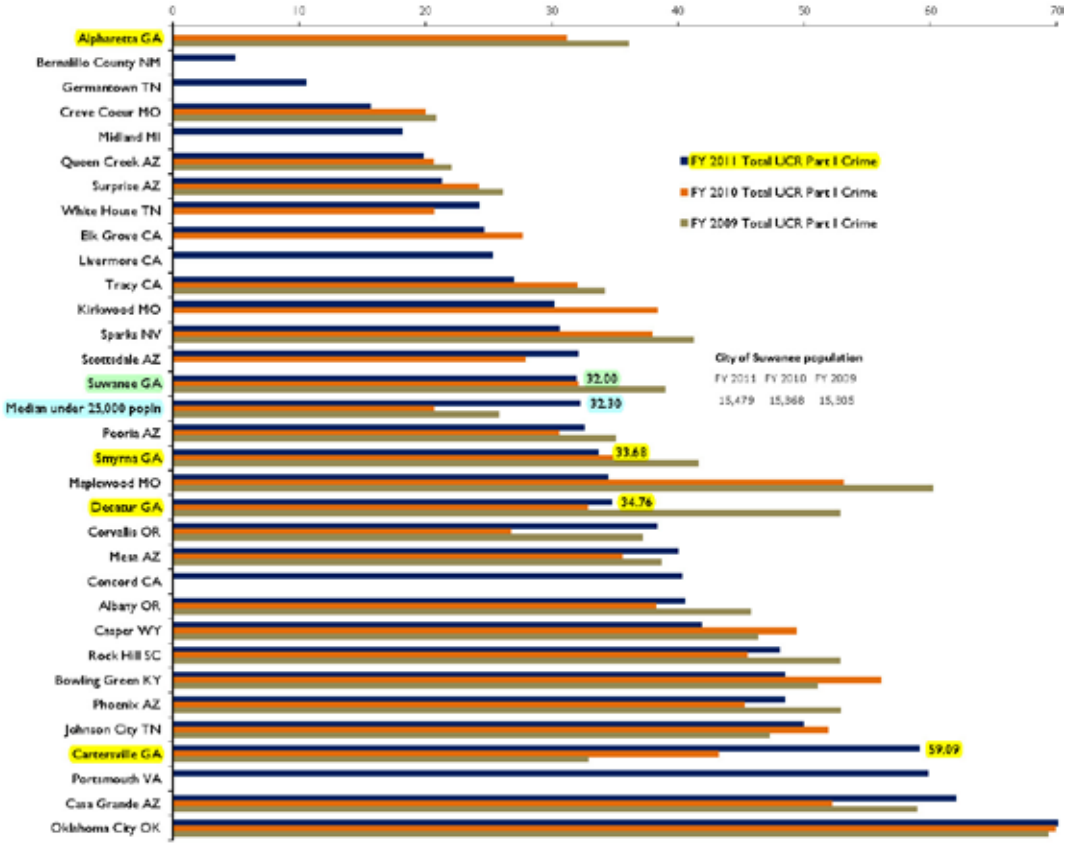
ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

Response Time in Minutes to Top Priority Calls



NOTE: Blanks in the graph above reflect data that was not available, rather than a response of zero.

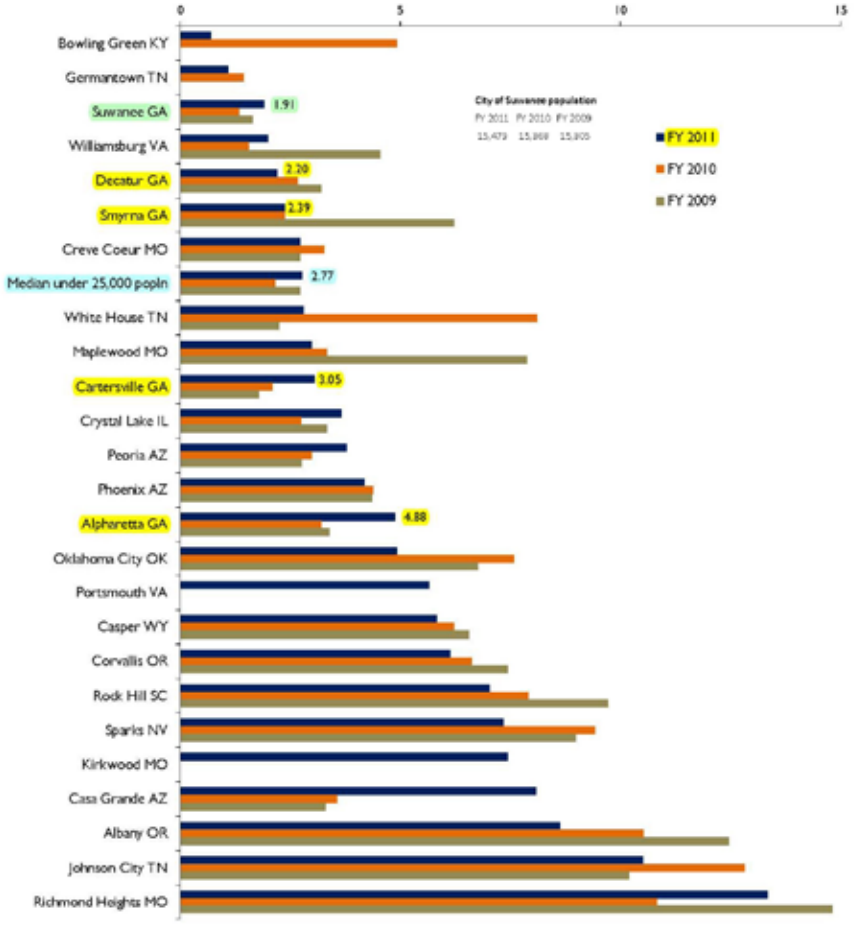
UCR (Uniform Crime Report) Part I Crimes per 1,000 Population
Violent and Property



NOTE 1: Jurisdictions with large daytime/tourist populations may experience higher than average crimes per 1,000 residential population.
NOTE 2: Blanks in the graph above reflect data that was not available, rather than a response of zero.

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

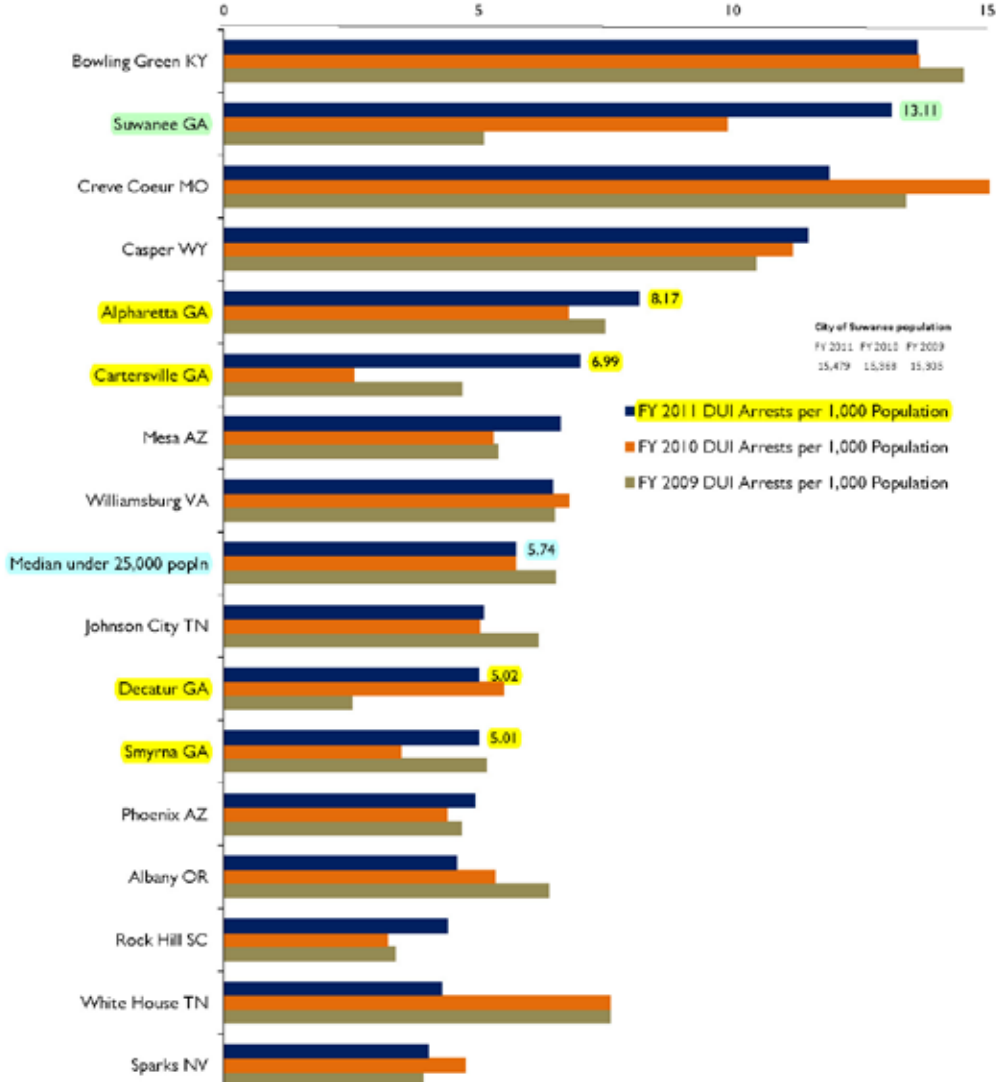
Total *Arrests* for UCR (Uniform Crime Report) Part I Crimes per Sworn FTE Violent and Property



NOTE 1: Blanks in the graph above reflect data that was not available, rather than a response of zero.

NOTE 2: For some of the smaller jurisdictions displayed, moderate changes in the number of arrests may result in proportionately larger swings in the value of this measure than for larger jurisdictions. Thus, it is important to consider jurisdiction size when comparing performance on this measure. It may also be useful to lengthen the time span for comparison. CPM participants may access data for this measure going back to FY 2003.

DUI arrests per 1,000 population



ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

FY 2011 marks the second year the City of Suwanee contributed to the Fleet Management data chapter. Thirty-one (31) other jurisdictions provided data as well. Some of the factors that influence the comparability of fleet management data are policies which 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).

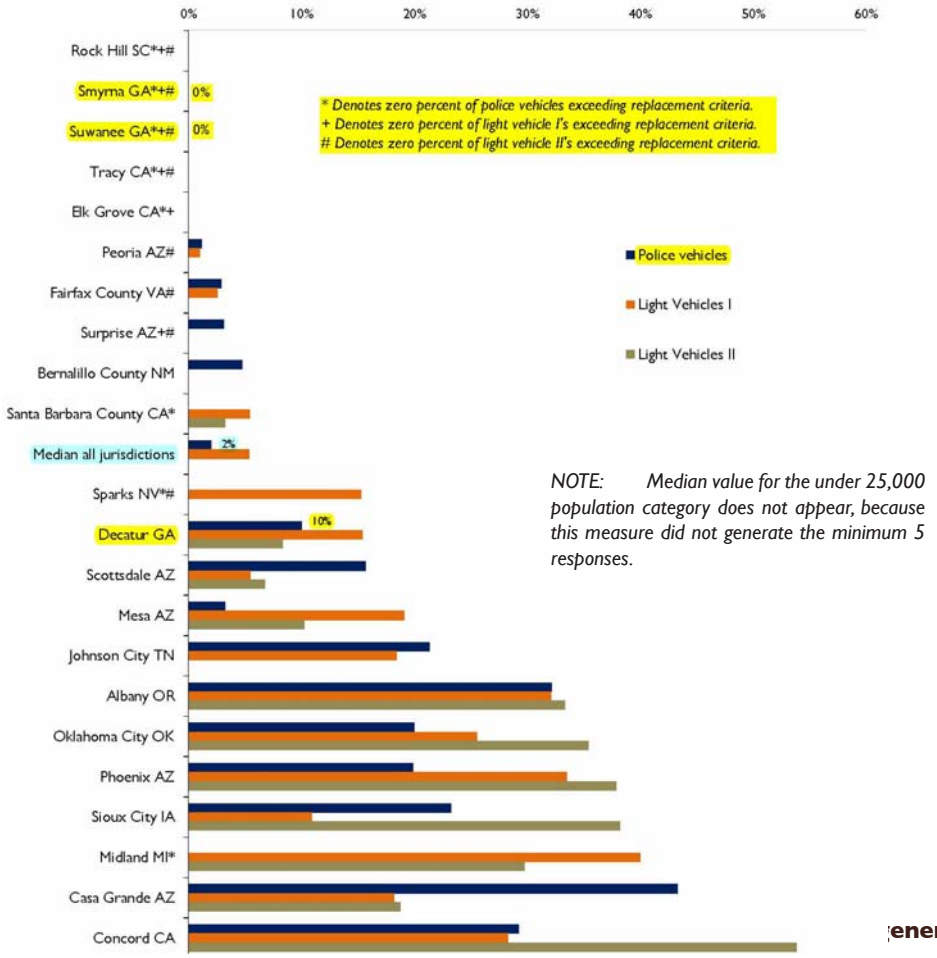
Fleet Management Characteristics

All jurisdictions	Residential Population	Police Vehicles	
		# Police Vehicles	Maintenance Administered By *
Mean	219,709	158	-
Median	66,154	65	-
Over 100,000			
Mean	491,006	341	-
Median	436,761	204	-
25,000 to 100,000			
Mean	57,178	60	-
Median	55,316	43	-
Under 25,000			
Mean	15,311	26	-
Median	**16,653**	**26**	**-**
Georgia Jurisdictions			
Alpharetta	57,551	148	Both
Decatur	19,335	20	Both
Smyrna	51,271	73	Central Fleet Op.
Suwanee	15,355	31	Police Department

* *In Maintenance Administered By column above, **Both** indicates that maintenance is administered by a combination of the Central Fleet Operation and the Police Department.*

Percentage of Vehicles Exceeding Replacement Criteria

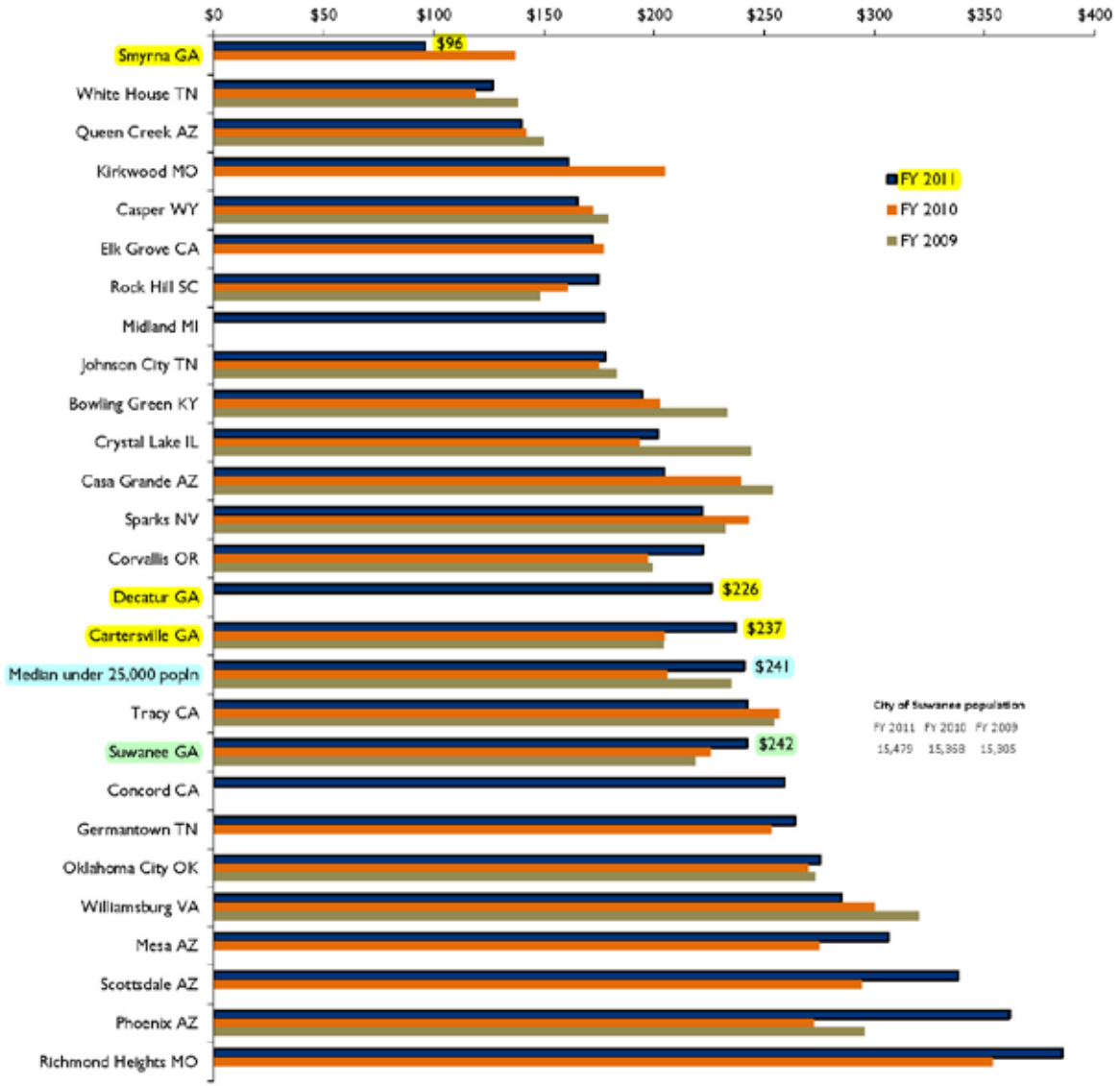
All Jurisdictions	Police Vehicles	Light I Vehicles	Light II Vehicles
Mean	8.9%	10.8%	12.0%
Median	2.0%	5.4%	0.0%
Over 100,000			
Mean	9.1%	12.1%	16.4%
Median	3.2%	5.5%	6.8%
25,000 to 100,000			
Mean	10.0%	11.2%	10.9%
Median	0.0%	5.5%	0.0%
Georgia Jurisdictions			
Decatur	10.0%	15.4%	8.3%
Smyrna	0.0%	0.0%	0.0%
Suwanee	0.0%	0.0%	0.0%



NOTE: Median value for the under 25,000 population category does not appear, because this measure did not generate the minimum 5 responses.

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Total Operating and Maintenance Expenditures Charged to the Police Department Per Capita



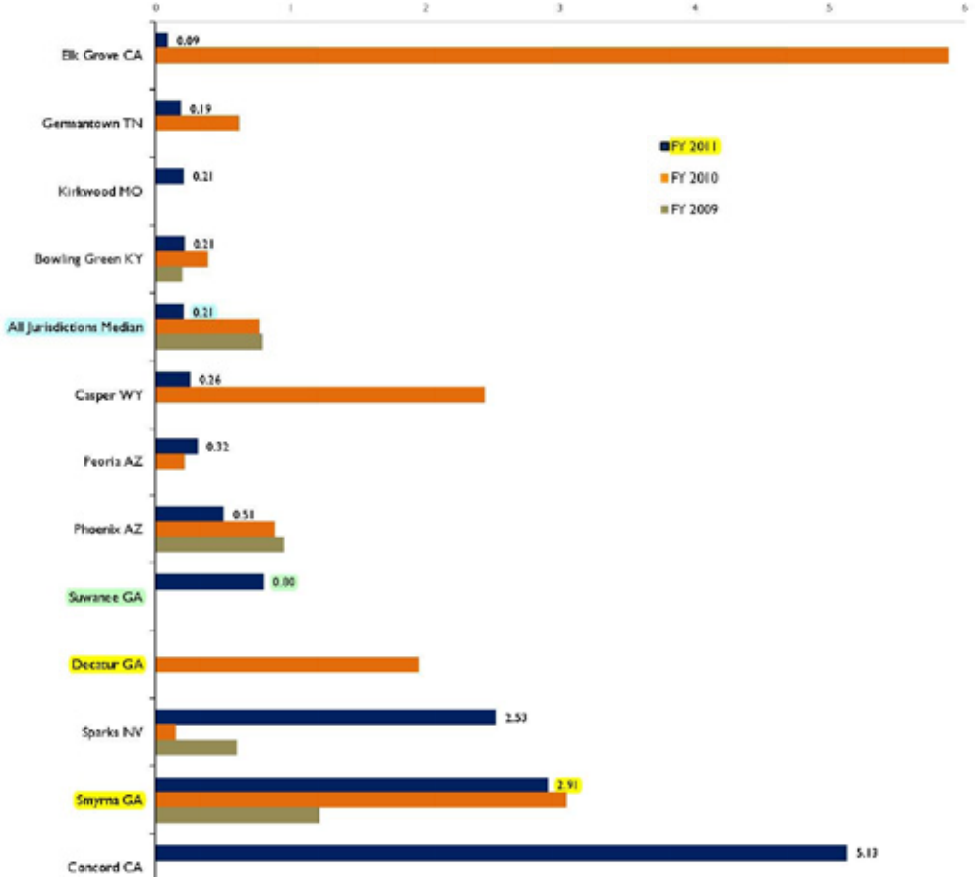
ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Some of the factors that influence the comparability of risk management data are;

- Types of risk exposures may vary with some communities providing limited services and others bearing the costs and risks of such activities as electric utilities, hospitals, and skateboard parks.
- Settlement of large liability claims can lead to significant variation in expenditures among jurisdictions and within a single jurisdiction from year to year.

For the FY 2011 Mid-Year Data Report, 33 jurisdictions provided risk management data.

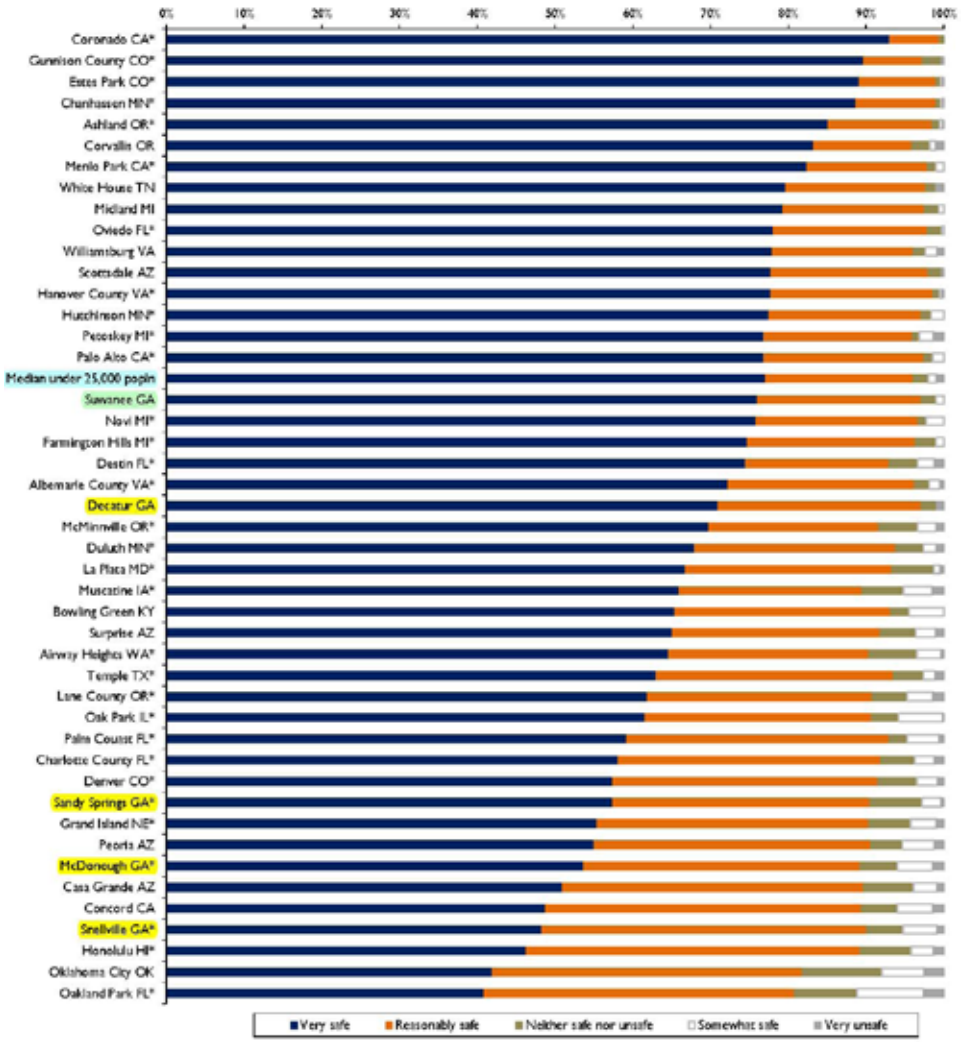
Traffic Accidents per 100,000 Miles Driven – Law Enforcement Vehicles



NOTE 1: Median value for the under 25,000 population category does not appear, because this measure did not generate the minimum 5 responses.
NOTE 2: Blanks in the graph above reflect data that was not available, rather than a response of zero.

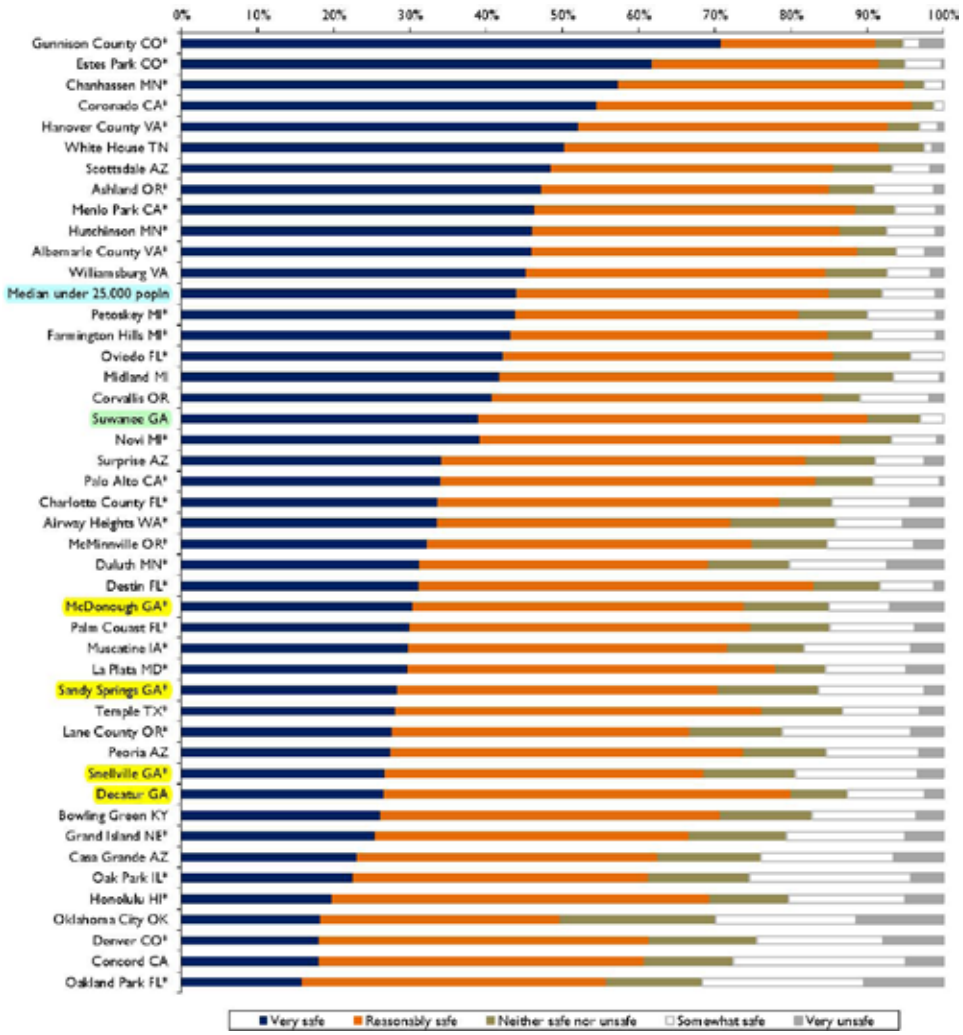
ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Citizen Survey Ratings of Safety in their Neighborhoods during the Day



**The jurisdiction denoted above are non-CPM participants that have participated in The National Citizen Survey. These jurisdictions survey results have been added to the data set in order to provide further comparables for CPM participants.*

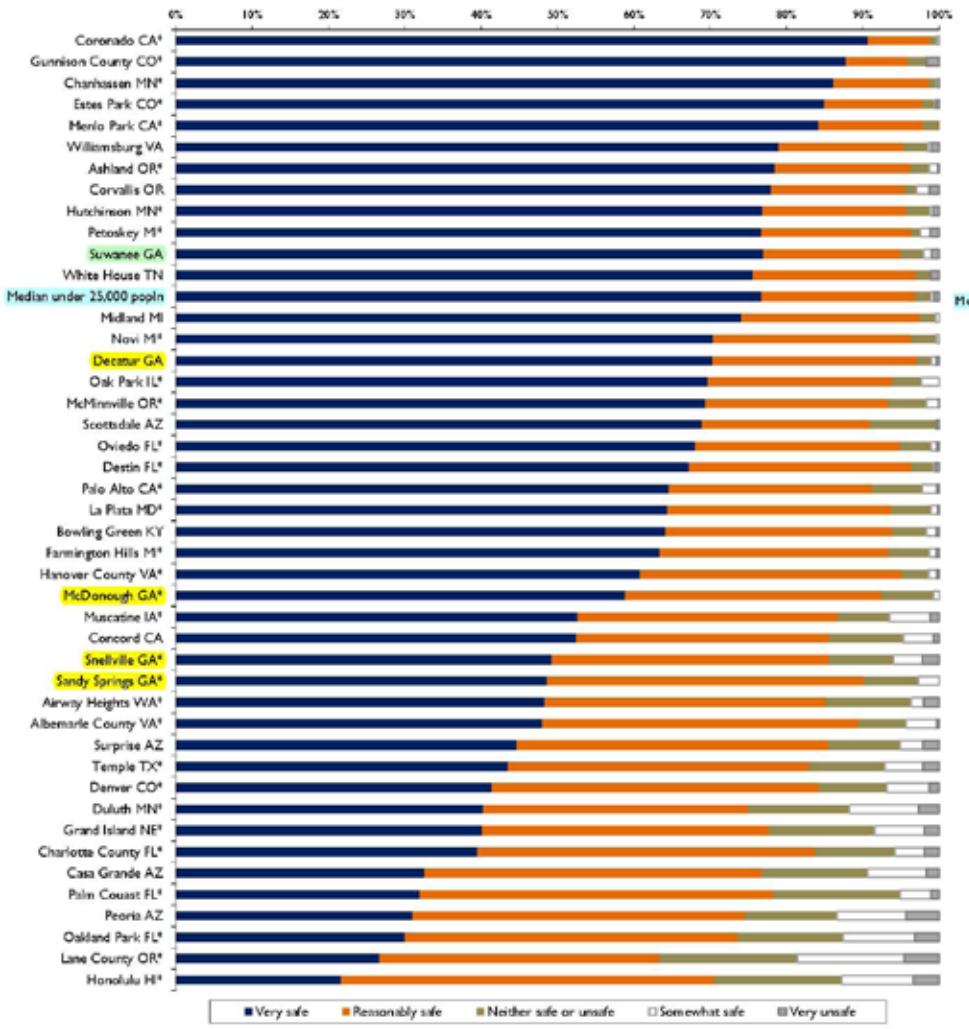
Citizen Survey Ratings of Safety in their Neighborhoods after Dark



**The jurisdiction denoted above are non-CPM participants that have participated in The National Citizen Survey. These jurisdictions survey results have been added to the data set in order to provide further comparables for CPM participants.*

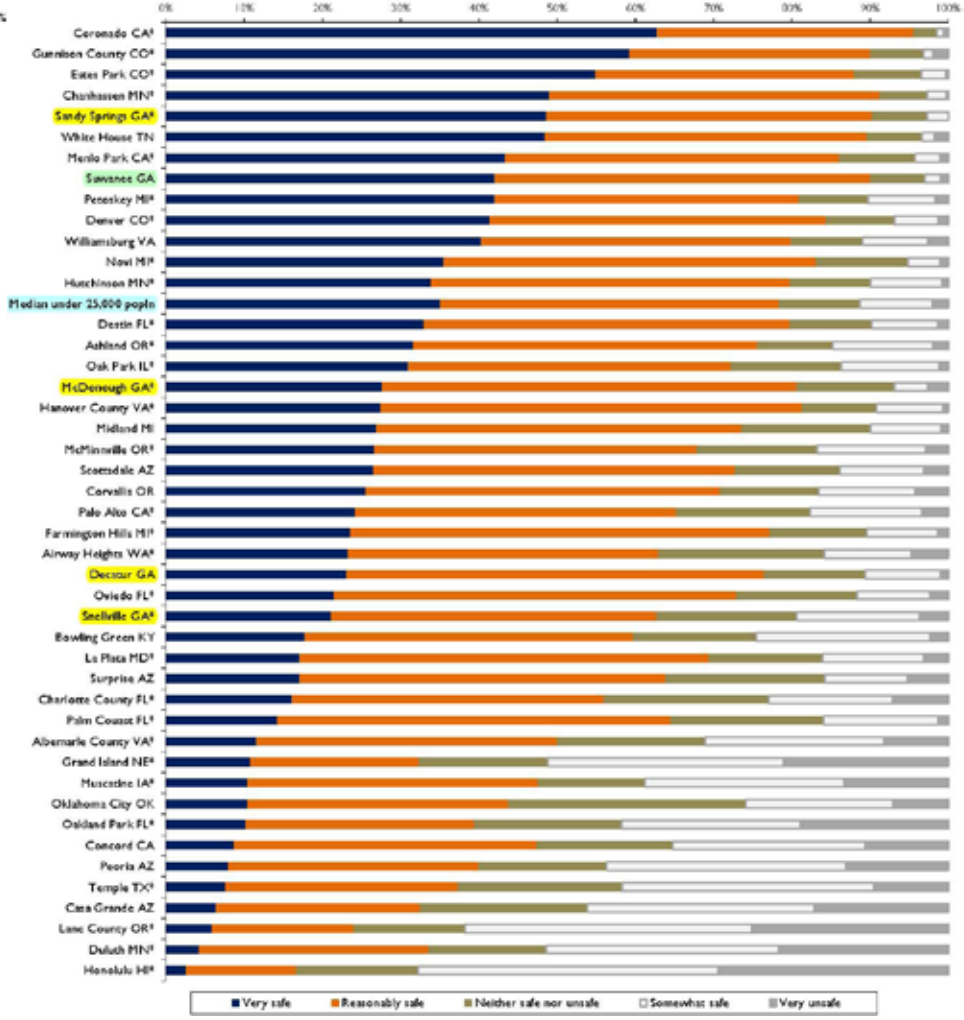
ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Citizen Survey Ratings of Safety in Business Areas during the Day



*The jurisdiction denoted above are non-CPM participants that have participated in The National Citizen Survey. These jurisdictions survey results have been added to the data set in order to provide further comparables for CPM participants.

Citizen Survey Ratings of Safety in Business Areas after Dark



*The jurisdiction denoted above are non-CPM participants that have participated in The National Citizen Survey. These jurisdictions survey results have been added to the data set in order to provide further comparables for CPM participants.

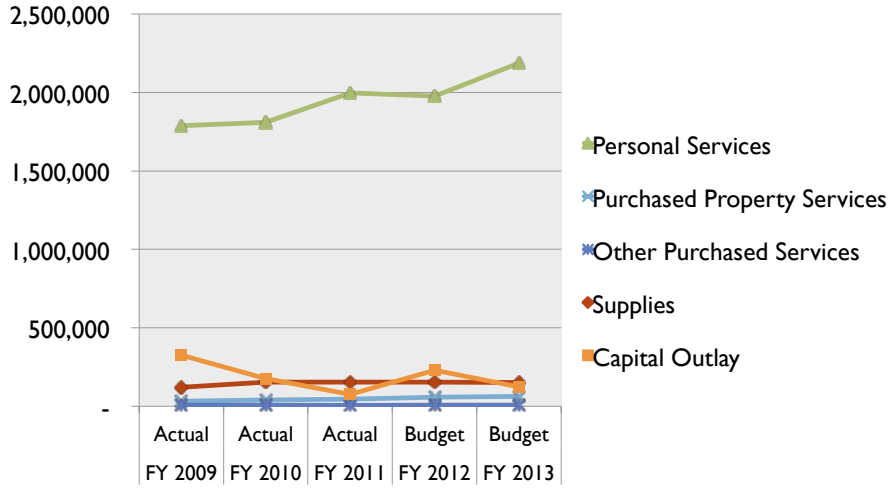
AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Deputy Police Chief	77	1	1	1	1	1
Police Captain	72	1	1	1	1	1
Patrol Lieutenant [2]	70	0	0	1	1	1
Police Sergeant	68	5	5	5	5	5
Police Corporal	66	3	3	4	4	4
Police Officer [1],[3]	64	16	15	16	16	16
Total		26	25	28	28	28

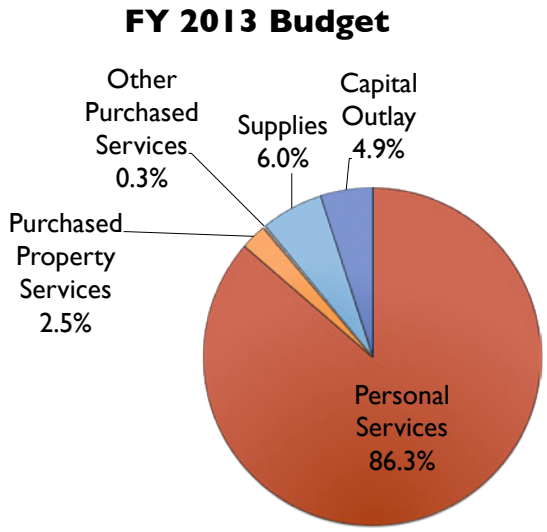
(1) In fiscal year 2010, a full-time police officer position moved from Patrol to Community Relations, enabling the Police Training position to become full-time.

(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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 1,787,882	$ 1,808,658	$ 1,998,095	$ 1,977,750	$ 2,187,080
Purchased Property Services	31,512	39,023	45,730	58,120	62,620
Other Purchased Services	7,990	6,467	5,874	6,860	6,900
Supplies	120,229	153,748	153,682	153,400	151,050
Capital Outlay	325,581	176,602	74,441	230,081	124,570
Total	$ 2,273,194	$ 2,184,498	$ 2,277,822	$ 2,426,211	$ 2,532,220





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 2013

- 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 ACTUAL	2013 BUDGET
Records filed and maintained	2,989	2,286	649***	554	791	809	800
Accident reports requested	*	*	951	1,106	1,236	1,039	900
Fingerprinting requests handled	**	102	54	178	176	****	****
Open records requests completed	**	60	81	72	120	190	175
Other filing (criminal histories, serving permits, etc.) completed	1,217	1,464	1,306	1,050	1,139	908	950
Video copying requests fulfilled (DA, Solicitor)	**	42	141	230	261	301	300
Report requests fulfilled (DA, Solicitor)	**	144	482	572	719	610	650
Local background checks completed	**	240	469	149	140	114	125
Expungements processed	*	*	*	*	31	22	30

**new measure*

***not captured-staff position vacant*

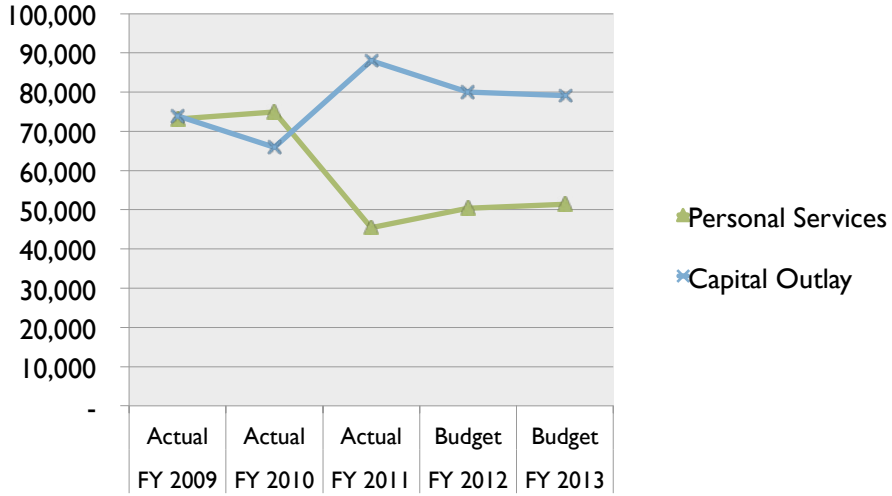
****new records management system has the capability to link related reports, thus resulting in fewer records filed*

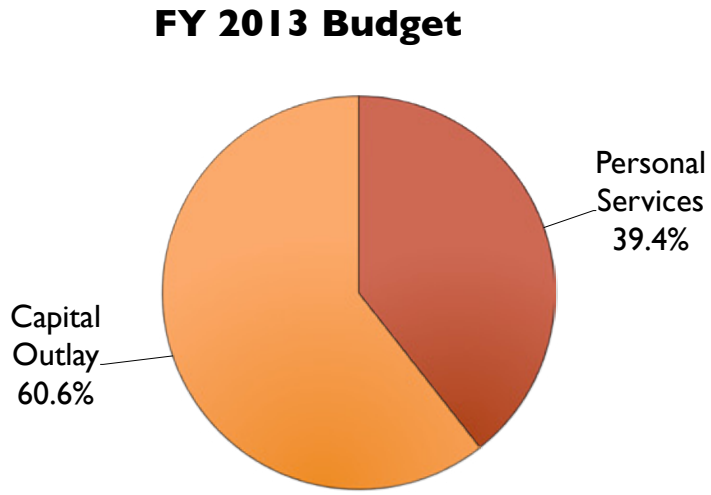
*****finger print requests now done within the Court function 2650*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percent of open records requests fulfilled within three business days	100%	100%	100%	100%	100%	100%	100%

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Records & Evidence Technician	60	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 73,165	$ 74,957	$ 45,433	$ 50,430	$ 51,440
Capital Outlay	73,917	65,929	88,050	80,000	79,100
Total	$ 147,082	$ 140,886	$ 133,483	130,430	130,540





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 2013

- 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.
   - Oversee the construction and completion of building and grounds.
   - Transfer necessary personnel and equipment to building.
   - Begin to offer advanced training for officers.
   - Expand the number of current firearms instructors by sending at least one to class during the year.
   - Expand the General Instructor pool by at least one to class during the year.
   - Prepare an operational budget for the Training Center.

STWP, Capital Projects, Police Substation, page 352
STWP, Economic Development, Suwanee Gateway, page 332
CIP, Facilities, Facilities Maintenance, page 297

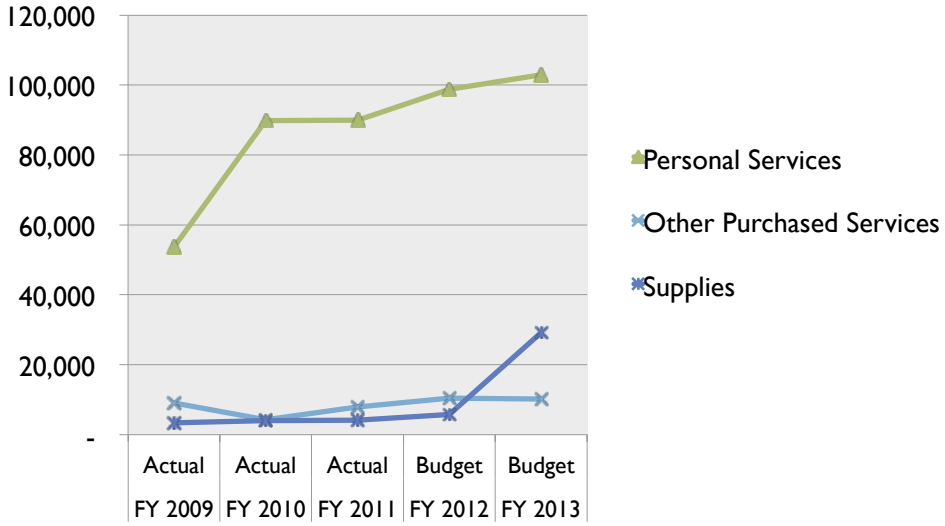
WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Monthly training report	12	12	12	12	12	12	12
Annual training report	1	1	1	1	1	1	1
Monthly in-service training opportunities conducted	24	16	21	13	3	28	30
Number of times officers meet state proficiency qualifications	1	1	1	1	1	1	1
Quarterly firearms training opportunities conducted	3	2	3	2	4	4	4
Annual training hours	3,351	4,927	4,887	4,093	3,510	4,661	4,500

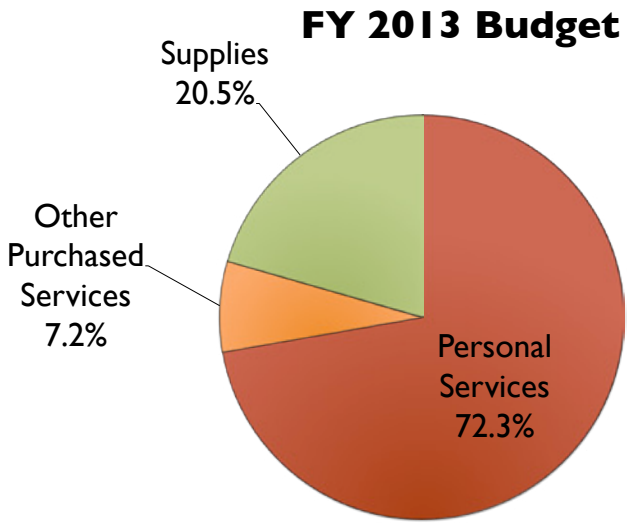
PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percent of officers with Associates Degree or higher	56.25%	53.3%	54.3%	36%	50%	50%	50%
Percent of officers with Bachelors Degree or higher	34.38%	43.3%	51.4%	36%	50%	50%	50%
Percent of officers with Masters Degree or higher	21.88%	16.6%	20%	21%	19%	22%	22%
Percent of officers with intermediate certification or higher	40.60%	40.0%	34%	36%	3600%	36%	25%
Percent of officers with advanced certification or higher	12.50%	16.6%	14%	15%	17%	17%	20%
Percent of officers with supervisory certification or higher	15.60%	16.6%	20%	27%	28%	28%	28%
Percent of officers with management certification or higher	9.30%	16.6%	14%	18%	17%	17%	20%
Percent of officers with executive certification or higher	3.10%	3.0%	2%	3%	3%	3%	3%

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Sergeant (1)	68	PT	1	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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 53,685	$ 89,861	$ 89,939	$ 98,730	$ 102,890
Other Purchased Services	9,129	4,281	7,950	10,500	10,250
Supplies	3,360	4,090	4,094	5,800	29,250
Total	$ 66,174	$ 98,232	$ 101,983	$ 115,030	$ 142,390

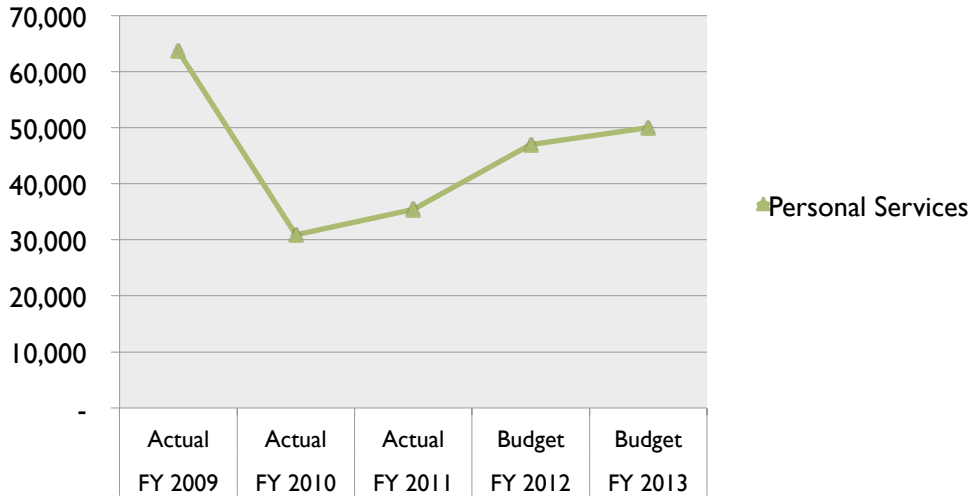




STATEMENT OF SERVICE

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.

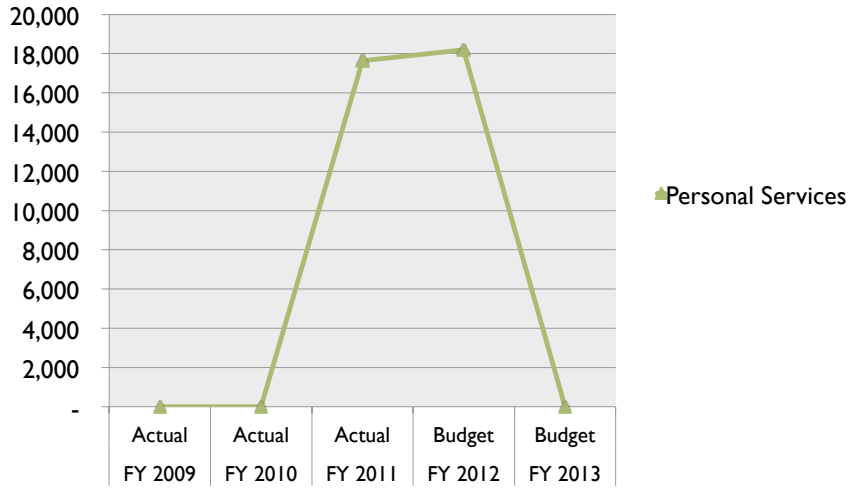
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 63,705	$ 30,878	$ 35,438	$ 47,000	$ 50,000



STATEMENT OF SERVICE

The mission of the Gateway Patrol was to provide additional police officer presence in the I-85 Gateway area, especially on weekend nights. With the addition of the Gateway area police substation, anticipated to open in fall of 2012, there will be a permanent presence of police officers in this district. Therefore, the separate function 3251, Gateway Patrol, will no longer be needed.

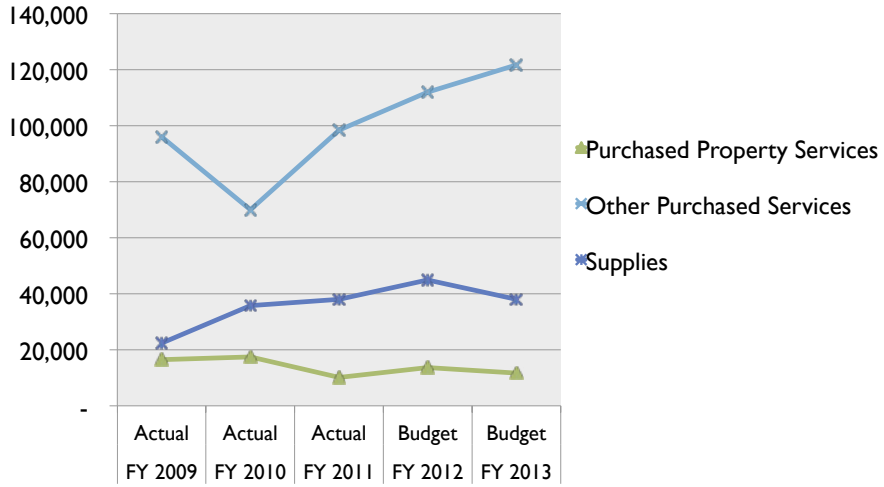
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ -	$ -	$ 17,633	$ 18,200	$ -

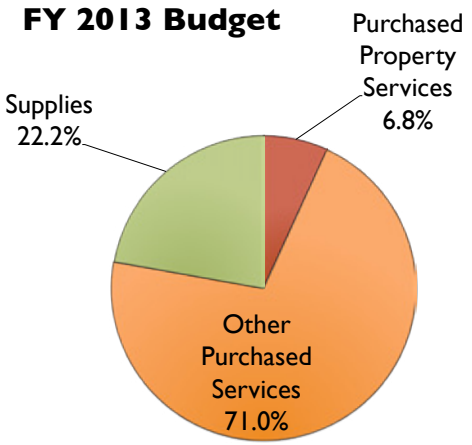


STATEMENT OF SERVICE

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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Purchased Property Services	$ 16,492	$ 17,402	$ 10,109	$ 13,650	$ 11,650
Other Purchased Services	96,072	69,971	98,384	112,000	121,650
Supplies	22,324	35,693	37,946	44,850	38,050
Total	$ 134,888	$ 123,066	$ 146,439	170,500	171,350

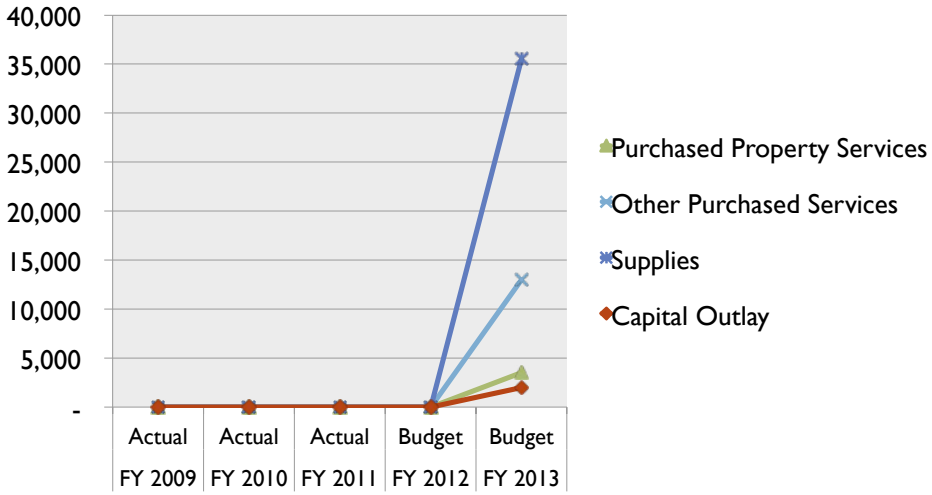


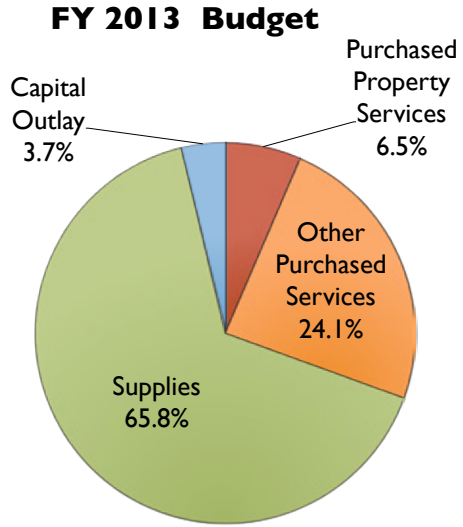


STATEMENT OF SERVICE

Suwanee's new police substation and training facility, anticipated to open in fall of 2012, will help to significantly increase the police presence in the I-85 Gateway district and to reduce police response times in this area. The training center will include a practice range and provide enhanced training opportunities for sworn officers.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Purchased Property Services	$ -	$ -	$ -	$ -	$ 3,500
Other Purchased Services	-	-	-	-	13,000
Supplies	-	-	-	-	35,550
Capital Outlay	-	-	-	-	2,000
Total	$ -	$ -	$ -	$ -	$ 54,050





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 2013

- 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. Expand the pool of certified Communications Officer Trainers.
   - Send at least one additional communications officer to class.

   STWP, Municipal Operations, City Services, page 334

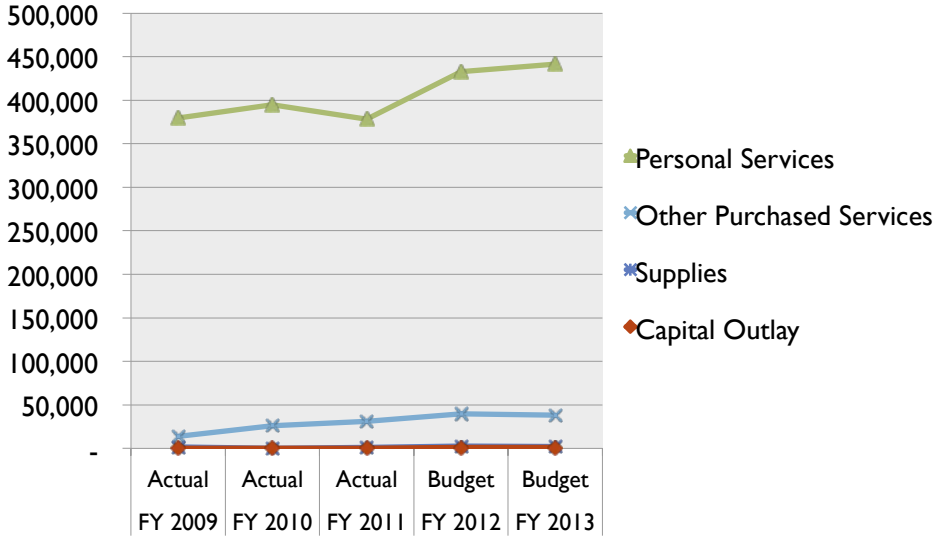
WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Calls for service dispatched	22,816	28,153	37,511	39,453	41,964	43,926	46,000
Phone calls received	88,600	251,664	213,433	217,037	214,704	204,336	210,000
Criminal history checks completed	1,600	1,464	1,906	1,050	1,305	1,228	1,300
Georgia Crime Information Center (GCIC) Entries	430	958	387	283	288	306	300
Computer Aided Dispatch (CAD) Entries	147,277	353,464	511,514	536,416	576,791	537,769	550,000
Dispatcher training hours	305	184	81	82	66	52	100

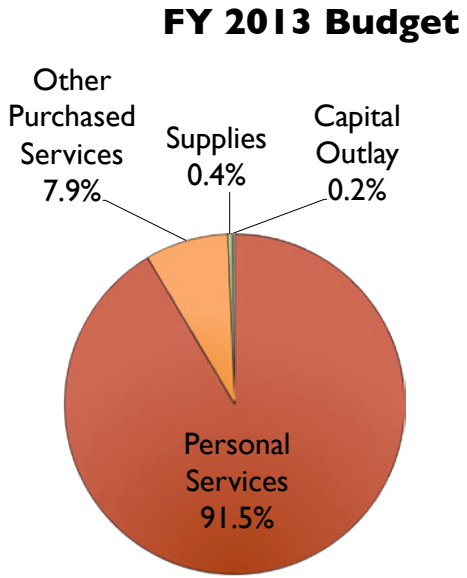
PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percent of calls for service dispatched appropriately	98.5%	99%	99%	99%	99%	99%	99%
GCIC audit Passed (every 3 years)	n/a	n/a	Passed	n/a	n/a	Passed	n/a

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Police Lieutenant	70	1	1	1	1	1
Communications Officer	61	6	6	6	6	6
Communications Officer (1)	PT-61	0	0	0	1	1
Total		7	7	7	8	8

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 379,714	$ 394,586	$ 378,208	$ 433,070	$ 441,460
Other Purchased Services	13,756	25,937	30,972	39,500	38,000
Supplies	1,796	44	1,366	2,450	2,100
Capital Outlay	-	-	286	1,000	1,000
Total	$ 395,266	$ 420,567	$ 410,832	476,020	482,560





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 2013

- 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. 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, pages 343, 342
   STWP, Municipal Operations, Citizen Engagement, page 334
2. Continue the Park Ambassador Program.
   - Conduct at least one class during the year to gain additional citizen volunteers.

   STWP, Public Safety, Park Ambassador Program, page 342
   STWP, Municipal Operations, Citizen Engagement, page 334
3. Begin to publish public safety topics / educational information to citizens.
   - Publish articles in City's Newsletter.

   STWP, Municipal Operations, City Services, Citizen Engagement, Communications Technology, pages 334-337

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
PACT monthly summary report	12	12	12	12	12	12	12
Annual community relation report	1	1	1	1	1	1	1
Explorers meetings	25	28	35	31	28	26	28
Citizen Police Academies	2	2	2	2	2	2	2
PRIDE programs	6	5	4	5	6	4	5
Station tour for kids (tours/participants)	10/119	14/207	6/92	2/20	9/124	11/161	10/150
Citizen Academy (academies/participants)	2/36	2/42	2/39	2/37	2/33	2/30	2/35
Explorer meetings	25/246	28/187	35/266	31/253	28/287	26/330	28/350
Safety meetings	1/1	7/143	7/104	5/74	6/160	6/71	6/100
Senior Citizens/Elderly Training	13/420	10/440	14/821	10/638	6/425	11/658	12/700
Kid Print meetings	3/110	6/125	4/40	1/5	1/15	1/15	2/50
PACT meetings	62/817	78/990	94/1181	96/952	100/848	94/778	96/800
Business/Resident Contacts	74/695	133/501	91/524	66/1,649	65/2,428	111/2,601	160/2,500
Special Events/Movies/concerts	11/302	23/736	17/332	18/500	11/315	7/280	10/400
School visits	3/140	3/141	4/120	5/100	111/1,230	13/237	15/250

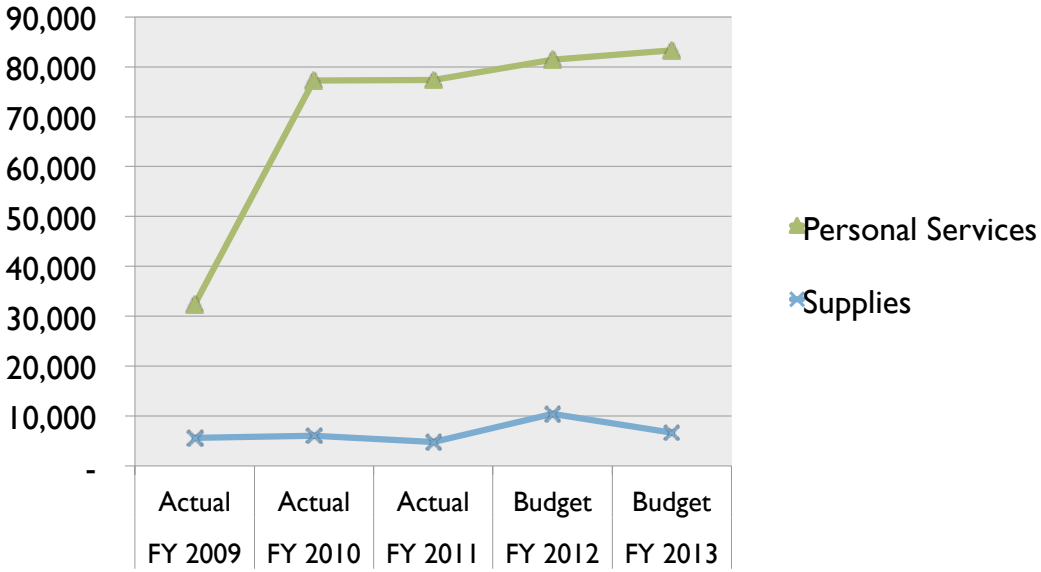
PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Percent of Neighborhoods that are PACT neighborhoods	95.8%	83.3*%	93.7%	97.0%	100.0%	100.0%	100.0%

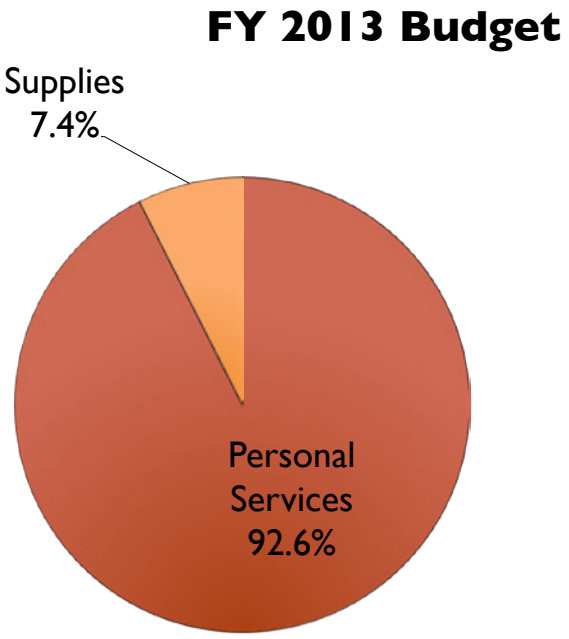
**3 additional subdivisions*

AUTHORIZED POSITIONS	GRADE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL[1]	FY 2012 BUDGET	FY 2013 BUDGET
Police Officer [1]	64	PT	1	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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 32,363	$ 77,266	$ 77,361	$ 81,450	$ 83,240
Supplies	5,615	6,082	4,799	10,400	6,700
Total	$ 37,978	$ 83,348	$ 82,160	91,850	89,940


90,000
80,000
70,000
60,000
50,000
40,000
30,000
20,000
10,000
-
Actual FY 2009
Actual FY 2010
Actual FY 2011
Budget FY 2012
Budget FY 2013
Personal Services
Supplies


FY 2013 Budget
Supplies 7.4%
Personal Services 92.6%

police department

by the numb3rs

two thousand eleven

11,797 traffic citations issued

188 DUI ARRESTS

278 citizens' academy participants

420 speeding citations issued

traffic accidents **1,086**

3,674 verbal warnings issued

6 community safety meetings

4,661 training class hours

P.A.C.T. neighborhood meetings **94**

13 school visits

3,233 citations issued for failure to use seatbelts

UCR part 1 crimes **452**

38,352 calls for service


PARKER
30024

other non-departmental

Law
Data Processing
General Government Buildings
Other Financing Uses

STATEMENT OF SERVICE

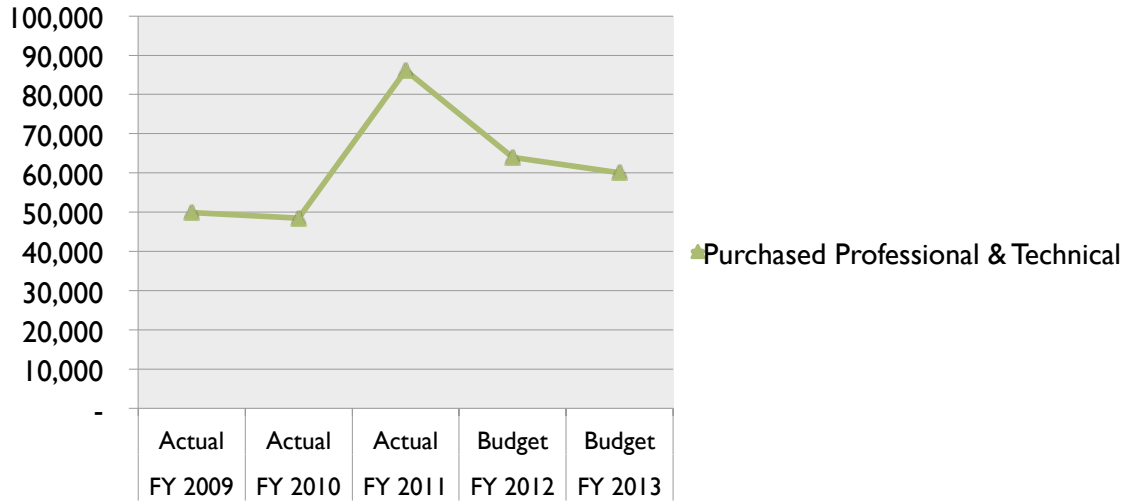
The mission of the City Attorney is to provide timely and effective advice and professional representation to the City's officials. The City Attorney has the responsibility of responding to requests for advice and in answering lawsuits in a manner as to eliminate or minimize legal difficulties and damages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

OBJECTIVES FOR FISCAL YEAR 2013

- 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 ACTUAL	2013 BUDGET
Council meetings attended	20	11	11	11	14	12	12
Work Sessions attended	10	10	12	12	12	12	12
Average monthly hours billed	20	26	28	23	30	28	28
Number of contracts, agreements, leases reviewed	11	15	22	48	30	31	35

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Purchased Professional & Technical	$ 49,938	$ 48,419	$ 86,134	$ 64,000	$ 60,000



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 2013

- Maintain Network Operating System (NOS) infrastructures of Microsoft, VMWare, 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.

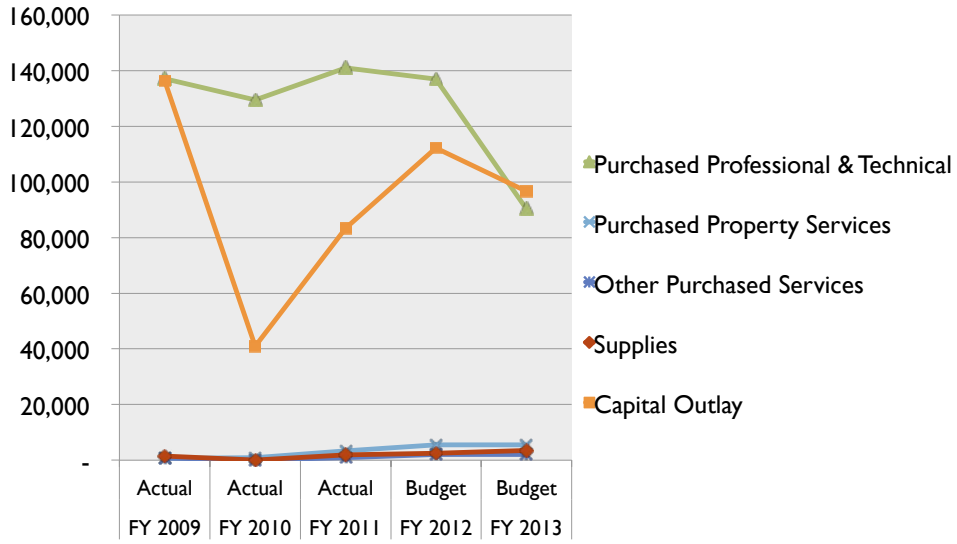
WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Workstations supported - LAN (local area network)	80	105	110	108	118	124	130
Email addresses under management	72	88	115	115	112	127	132
Servers - (Hardware) under management LAN	13	16	8	5	8	8	6
Virtual Servers Hosted	0	0	2	3	4	25	26
Educational Seminars	2	4	8	4	2	1	1
Office Space Coverage/sq ft	14,673	14,673	41,273*	41,273	41,273	41,273	48,000**

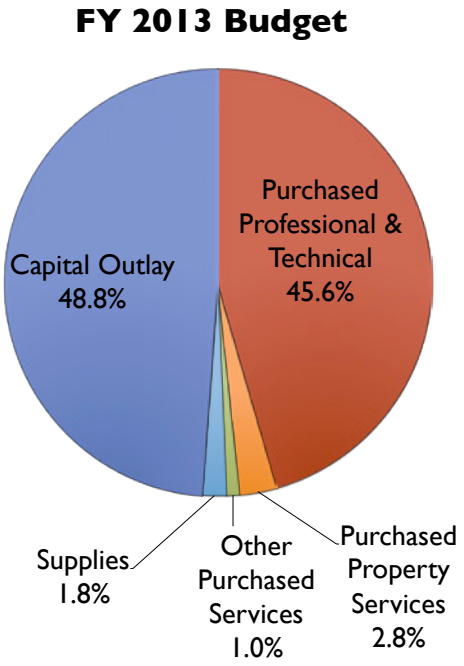
**added new city hall building*

***adding Police Substation*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET
Enterprise Server Uptime	99.98%	100.00%	99.99%	99.99%	99.99%	99.99%	99.99%
Average hours staff on site per month	63	130	126	104	113	100	105
Average number of hours spent on server maintenance	30	42	38	35	40	30	35
GCIC Down time (fault of city domain) measured in hrs	0	0	0	0	0	0	0
Unplanned Service hrs required after 5pm per month	1.3	0.3	2.0	3.0	2.0	4.0	5.0
Percent of projects within budget($)	100%	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	0 hrs

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Purchased Professional & Technical	$ 137,128	$ 129,418	$ 140,981	$ 137,000	$ 90,250
Purchased Property Services	668	831	3,361	5,500	5,500
Other Purchased Services	798	-	946	2,000	2,000
Supplies	1,450	-	1,864	2,500	3,500
Capital Outlay	136,368	40,950	83,391	112,200	96,700
Total	$ 276,412	$ 171,199	$ 230,543	$ 259,200	$ 197,950

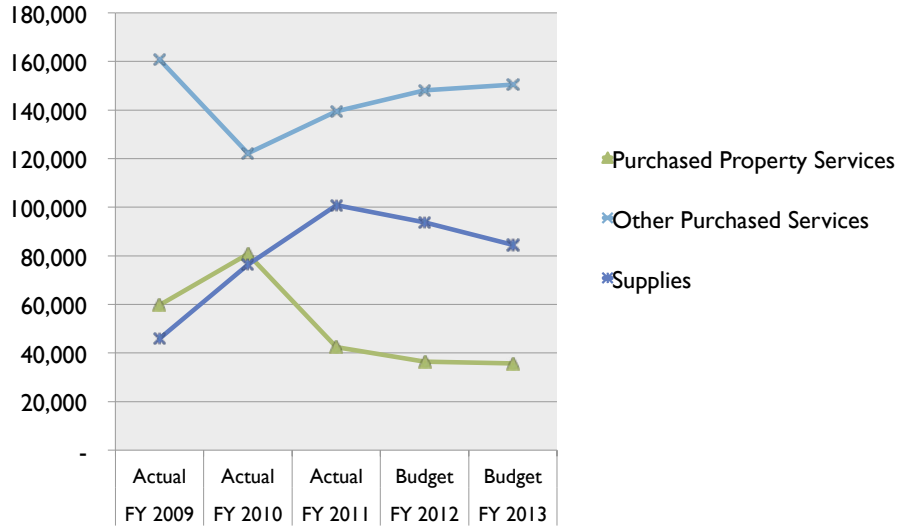


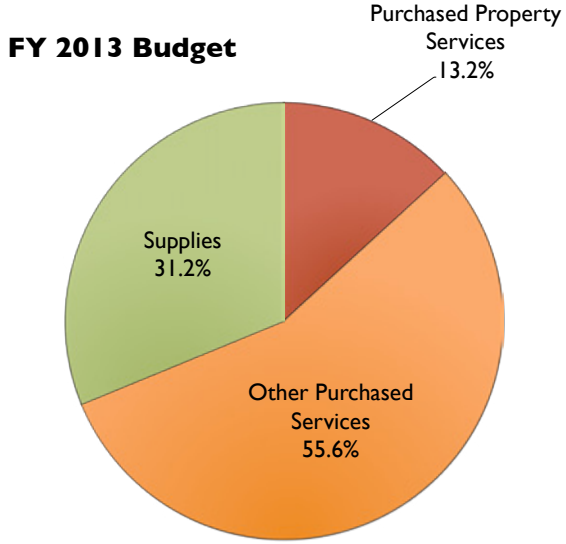


STATEMENT OF SERVICE

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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Purchased Property Services	$ 59,656	$ 80,756	$ 42,441	$ 36,400	$ 35,700
Other Purchased Services	160,909	122,149	139,422	148,120	150,520
Supplies	45,852	76,332	100,816	93,700	84,500
Total	$ 266,417	$ 279,237	$ 282,679	$ 278,220	$ 270,720





ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary

FY 2011 marks the second year the City of Suwanee contributed to the Facilities Management data chapter; 29 other jurisdictions provided data as well. Some of the factors that influence the comparability of facilities management data are:

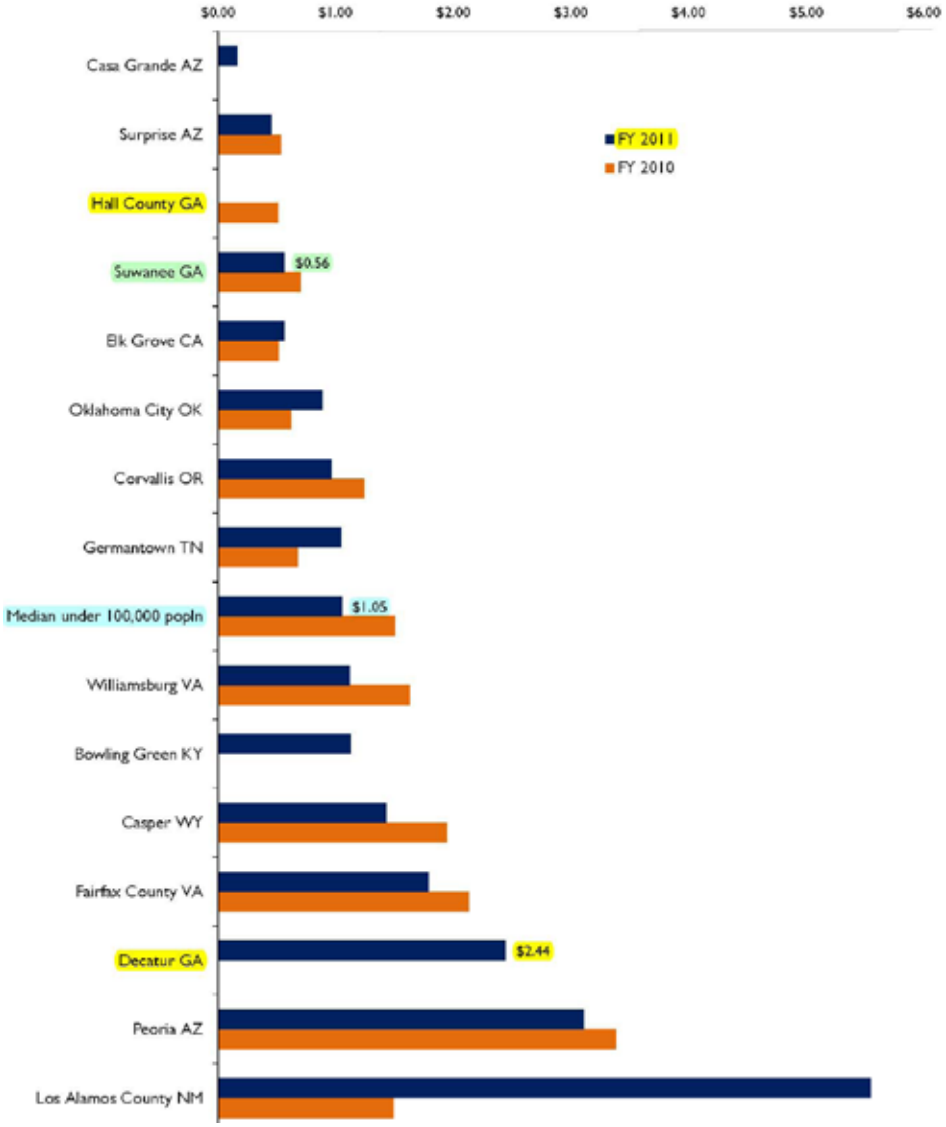
- **Staffing** – Contractual and in-house staff may maintain different aspects of the same square footage.
- **Mixed-Use Buildings** – Some facilities have multiple uses, such as office and industrial. As a result, some jurisdictions' data may not easily be broken down into the categories requested.
- **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 Mgmt function (Centralized, Decentralized, or Combination)	Total Facilities Management FTEs (custodial and repair)	# Facilities Operated and Maintained	Total square footage 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	92	1,486,600	$2,865,354	$1,840,365
Median	-	7	41	399,619	$949,239	$284,956
Over 100,000						
Mean	-	32	182	3,093,674	$6,313,650	$3,597,807
Median	-	25	126	2,386,726	$5,678,187	$1,727,473
25,000 to 100,000						
Mean	-	7	39	362,613	$828,643	$696,034
Median	-	6	30	354,539	$716,015	$608,367
Under 25,000						
Mean	-	10	19	199,010	$1,114,316	$259,997
Median	**-**	**5**	**13**	**164,321**	**$725,986**	**$49,381**
Georgia Jurisdictions						
Alpharetta	Combination	-	22	230,997	-	-
Decatur	Centralized	8.81	13	164,321	$1,080,451	$15,000
Suwanee	Centralized	2.47	5	55,612	$502,733	$83,762

ICMA Comparative Performance Measurement - FY 2011 Mid-Year Data Report Summary (continued)

Repair Expenditures per Square Foot
All Facilities (total: in-house and contractual)



NOTE 1: Median value for the under 25,000 population category does not appear, because this measure did not generate the minimum 5 responses.
NOTE 2: Blanks in the graph above reflect data that was not available, rather than a response of zero.

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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Operating Transfer Out - Debt Service	$ 1,627,000	$ 1,629,000	$ 1,715,540	$ 1,601,900	$ 1,592,110
Operating Transfer Out - Capital	1,400,000	1,980,000	937,680	975,420	353,530
Operating Transfer Out - Water	150,000	287,450	150,000	150,000	100,000
Operating Transfer Out - TAD	-	42,316	28,004	27,000	30,000
Operating Transfer Out - DDA	57,406	7,000	7,000	7,000	7,000
Total	$ 3,234,406	$ 3,945,766	$ 2,838,224	$ 2,761,320	$ 2,082,640

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. 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, in the capital improvement program (CIP), are included in the anticipated implementation year. Costs per the Facilities and Parks Maintenance Plan are included. This plan was completed in June 2011 and provides the City with a twenty year budgeting tool that plan estimates repairs and maintenance costs. Actual maintenance and replacement completed may be different than the plan based on actual asset conditions.

Assumptions

Revenues

The local economy continues to grow modestly. Suwanee shows signs of a slow growth recovery. In fiscal year 2013, most revenue sources showed a modest 3% increase or remained flat. Nationally, the economy has struggled to recover from the recent recession. With a constantly changing economic climate, it is important that the City continue to monitor local, regional and national economic trends.

After years of explosive growth, Suwanee's economy has slowed dramatically and settled into a new sustainable growth norm. This new norm is closer to growth experienced in 2003 and 2004 and not the rapid growth pattern experienced in 2005 thru 2008. Commercial and residential inspections revenue should stabilize between $250,000 to $350,000. Property values are predicted to decrease by 3% for fiscal year 2013 and collection rates are predicted to improve from 95% experienced in earlier years to the current collection rate of 97%. Excise taxes and licenses are also predicted to maintain current levels (fiscal year 2012 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 2014 and 2015 with most revenues showing a 3% increase.

Starting in fiscal year 2016, three years out, revenues are predicted to improve to a 5% increase for the next three years. In year seven, revenues are predicted to stabilize between 3 % to 5% increases on a rolling basis for the remaining four years. Also in fiscal year 2019, the intergovernmental funds we are currently receiving from Gwinnett County Service Delivery Strategy (SDS) agreement is predicted to end. The model assumes that this revenue will be replaced by property tax revenue. All projections are based on no additional annexations. If annexation occurs, projections will change.

Expenditures

The fiscal year 2013 budget includes one part time position. The City continued a 2 ½% COLA pay for performance for the third year in a row. A return to pay for performance reviews is anticipated in fiscal year 2014, which would average 3% to continue for future periods. Population to employee ratios are used to predict possible future staffing needs. Benefit increases were projected using 8% annual increases based on our past market renewal trends. The population is projected to grow from 15,624 in fiscal year 2013 to 20,817 in fiscal year 2023. Our projected population to employment ratio will range from 6.08 the first year to 5.02 at year ten. Part time employees have been converted to full time equivalent. Other operating costs have been inflated by 1.7% compounded each year using the past twelve-month's consumer price index (CPI). The additional staff projected is for planning purposes only. Projecting future staffing assists the City in understanding potential budgeting needs in the future. However, staffing requests will continue to be monitored and evaluated annually. No specific positions are being anticipated or authorized by these planning predictions. The projections are not intended to be used as justification for future positions.

Repairs and maintenance cost 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 budget 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 continuation of current funding request with a two and half percent inflator added. If a new Special Purpose Local Option Sales Tax (SPLOST) program or the Transportation Investment Act (TIA) 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.

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.

Summary of Operating Impacts by Capital Projects

	Fund	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Suwanee Creek Greenway	301	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000
Town Center Park Well	302	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Annual Resurfacing	308	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Annual Stormwater	310	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Pedestrian Bicycle Plan	312	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250
Parking Facilities	315				5,000	5,000	5,000	5,000	5,000	5,000	5,000
I-85 Streetscape	331	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Public Facilities Maintenance	340	378,018	114,426	521,862	145,128	204,593	407,990	115,387	191,323	58,388	109,739
Cemetery	343				5,000	5,000	5,000	5,000	5,000	5,000	5,000
Public Safety Projects	346	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Projected Operating Impacts of Capital Projects		$ 463,768	$ 200,176	$ 607,612	$ 240,878	$ 300,343	$ 503,740	$ 211,137	$ 287,073	$ 154,138	$ 205,489

Summary of Future Capital Projects with Proposed Funding by General Fund

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
City Vehicles New	$ 28,000		$ 30,000	$ 32,000		$ 33,620		$ 35,322		$ 37,110
City Vehicles Replacement	182,000	94,500	99,000	35,000	186,550	96,862	101,475	35,875	191,214	99,284
PIB Crossing Improvements			80,083							
Police Vehicles Replacements	139,000	146,000	155,000	205,000	142,475	149,650	158,875	210,125	146,037	153,391
Public Works Equipment New Purchases	47,250		48,431		49,642		50,883		52,155	
Public Works Equipment Replacements	78,500	66,000	94,000	20,000	80,462	67,650	96,350	96,350	20,500	82,473
Road Improvement Projects	75,000	75,000	75,000	75,000	75,000	75,000	76,875	78,796	80,766	82,785
Stormwater Projects	135,000	135,000	158,970	225,000	230,625	236,390	242,300	248,358	254,566	260,931
Street Maintenance and Resurfacing	100,000	100,000	596,135	750,000	800,000	500,000	512,500	525,312	538,445	551,906
Total of Future Capital Projects with Proposed Funding by General Fund	$ 784,750	$ 616,500	$ 1,336,619	$ 1,342,000	$ 1,564,754	$ 1,159,172	$ 1,239,258	$ 1,230,138	$ 1,283,683	$ 1,267,880

	FY 2013 Budget	Prediction Year 1 FY 2014	Prediction Year 2 FY 2015	Prediction Year 3 FY 2016	Prediction Year 4 FY 2017	Prediction Year 5 FY 2018	Prediction Year 6 FY 2019	Prediction Year 7 FY 2020	Prediction Year 8 FY 2021	Prediction Year 9 FY 2022	Prediction Year 10 FY 2023
Revenues											
Property Taxes	$ 4,859,240	$ 5,029,313	$ 5,246,072	$ 5,508,376	$ 5,783,795	$ 6,159,741	$ 6,560,125	$ 7,551,911	$ 7,929,506	$ 8,325,982	$ 8,742,281
Utility Franchise Taxes	1,875,510	1,941,153	2,009,093	2,109,548	2,215,025	2,325,777	2,442,065	2,527,538	2,616,001	2,707,561	2,802,326
Alcohol Beverage Taxes	843,500	885,675	929,959	976,457	1,025,280	1,076,543	1,130,371	1,181,237	1,234,393	1,277,597	1,322,313
Business Taxes	1,696,500	1,781,325	1,870,391	1,963,911	2,062,106	2,165,212	2,273,472	2,375,779	2,482,689	2,569,583	2,659,518
Hotel/Motel Taxes	165,700	169,843	174,089	178,441	183,794	189,308	195,934	202,791	209,889	217,235	225,924
Other Taxes Penalties	53,000	54,855	56,775	59,614	62,594	66,663	71,663	77,037	81,274	85,745	92,175
Licenses & Permits	485,200	497,330	509,763	522,507	535,570	548,959	562,683	576,750	591,169	605,948	621,097
Intergovernmental Revenues	663,780	663,780	663,780	663,780	663,780	663,780	663,780	-	-	-	-
Charge for Services	100,500	105,525	110,801	116,341	122,158	128,266	134,680	140,740	147,074	152,221	157,549
Fines and Forfeitures	1,187,510	1,252,823	1,321,728	1,394,423	1,471,117	1,552,028	1,637,390	1,727,446	1,822,456	1,922,691	2,028,439
Investment Income	45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005	58,715	60,476
Contributions and Donations	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524	6,720
Miscellaneous Revenues	17,000	17,510	18,035	18,576	19,134	19,708	20,299	20,908	21,535	22,181	22,847
Total Revenues	11,997,440	12,450,632	12,963,532	13,566,611	14,200,628	14,953,949	15,752,163	16,443,631	17,199,325	17,951,982	18,741,664
Expenditures											
Council & Chief Executive	541,180	563,277	586,560	611,109	637,008	664,348	693,225	723,744	756,017	844,909	883,741
Administrative Services	661,210	689,315	718,959	750,245	783,281	818,187	855,090	943,958	987,656	1,033,934	1,082,971
Economic Development	643,310	664,167	686,002	708,878	732,859	758,018	784,430	812,176	893,561	926,772	961,753
Financial Services	716,620	745,667	776,269	808,529	842,556	878,470	916,397	956,475	1,051,066	1,098,422	1,148,555
Parks & Public Works	1,913,530	1,975,821	2,041,044	2,109,382	2,181,034	2,347,129	2,430,311	2,517,741	2,609,700	2,815,972	2,923,268
Planning	623,140	646,630	671,331	697,321	724,685	753,515	783,908	815,969	849,810	940,296	980,750
Police	4,292,140	4,454,390	4,625,016	4,804,563	4,993,618	5,283,727	5,593,151	5,823,698	6,171,532	6,543,200	6,940,558
Non-Departmental	528,670	537,657	546,798	556,093	565,547	575,161	584,939	594,883	604,996	615,281	625,740
Projected Capital Projects Operating Impacts	-	463,768	200,176	607,612	240,878	300,343	503,740	211,137	287,073	154,138	205,489
CIP Funding Request-General Fund	-	784,750	616,500	1,336,619	1,342,000	1,564,754	1,159,172	1,239,258	1,230,138	1,283,683	1,267,880
Total Expenditures	9,919,800	11,525,442	11,468,655	12,990,351	13,043,466	13,943,652	14,304,363	14,639,039	15,441,549	16,256,607	17,020,705
Excess (deficiency) of revenues over (under) expenditures	2,077,640	925,190	1,494,877	576,260	1,157,162	1,010,297	1,447,800	1,804,592	1,757,776	1,695,375	1,720,959
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	(2,082,640)	(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)	(1,581,723)
Total Other Financing Sources	(2,077,640)	(1,584,959)	(1,582,246)	(1,580,728)	(1,580,403)	(1,574,465)	(1,572,515)	(1,574,545)	(1,574,765)	(1,572,396)	(1,573,223)
Net change in fund balance	-	(659,769)	(87,369)	(1,004,468)	(423,241)	(564,168)	(124,715)	230,047	183,011	122,979	147,736
Fund Balances, beginning of year	7,217,728	7,217,728	6,557,959	6,470,590	5,466,121	5,042,881	4,478,713	4,353,998	4,584,045	4,767,056	4,890,035
Fund Balances, end of year	$ 7,217,728	$ 6,557,959	$ 6,470,590	$ 5,466,121	$ 5,042,881	$ 4,478,713	$ 4,353,998	$ 4,584,045	$ 4,767,056	$ 4,890,035	$ 5,037,771

Population to Employees Ratio

	FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year 6 FY 2019	Year 7 FY 2020	Year 8 FY 2021	Year 9 FY 2022	Year 10 FY 2023
Population	15,624	16,900	17,208	17,516	17,824	18,132	18,669	19,206	19,743	20,280	20,817
Departments:											
Council & Chief Executive	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5	7	7
Employee per 1,000 Population	0.42	0.38	0.38	0.37	0.36	0.36	0.35	0.34	0.33	0.35	0.34
range .45 to .30											
Administrative Services	8.5	8.5	8.5	8.5	8.5	8.5	8.5	9	9	9	9
Employee per 1,000 Population	0.54	0.50	0.49	0.49	0.48	0.47	0.46	0.47	0.46	0.44	0.43
range .55 to .40											
Economic Development	5	5	5	5	5	5	5	5	5.5	5.5	5.5
Employee per 1,000 Population	0.32	0.30	0.29	0.29	0.28	0.28	0.27	0.26	0.28	0.27	0.26
range .35 to .25											
Financial Services	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	9	9	9
Employee per 1,000 Population	0.54	0.50	0.49	0.49	0.48	0.47	0.46	0.44	0.46	0.44	0.43
range .55 to .40											
Parks & Public Works	15	15	15	15	15	16	16	16	16	17	17
Employee per 1,000 Population	0.96	0.89	0.87	0.86	0.84	0.88	0.86	0.83	0.81	0.84	0.82
range 1.0 to .80											
Planning	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5	7	7
Employee per 1,000 Population	0.42	0.38	0.38	0.37	0.36	0.36	0.35	0.34	0.33	0.35	0.34
range .45 to .30											
Police	45	45	45	45	45	46	47	47	48	49	50
Employee per 1,000 Population	2.88	2.66	2.62	2.57	2.52	2.54	2.52	2.45	2.43	2.42	2.40
range 2.88 to 2.40											
Total Employee	95	95	95	95	95	97	98	98.5	100.5	103.5	104.5
Employee per 1,000 Population	6.08	5.62	5.52	5.42	5.33	5.35	5.25	5.13	5.09	5.10	5.02
range 6.45 to 6.20											
Population Change per year		1,276	308	308	308	308	537	537	537	537	537
Employee Change per year		0	0	0	0	2	1	0.5	2	3	1

Projection is based on current estimated population (15,624), plus anticipated growth in 2014 due to new apartments, plus recessionary population growth of 308 over 2015 to 2019, plus normal growth from 2019 to the end of 2023.

Employee Cost

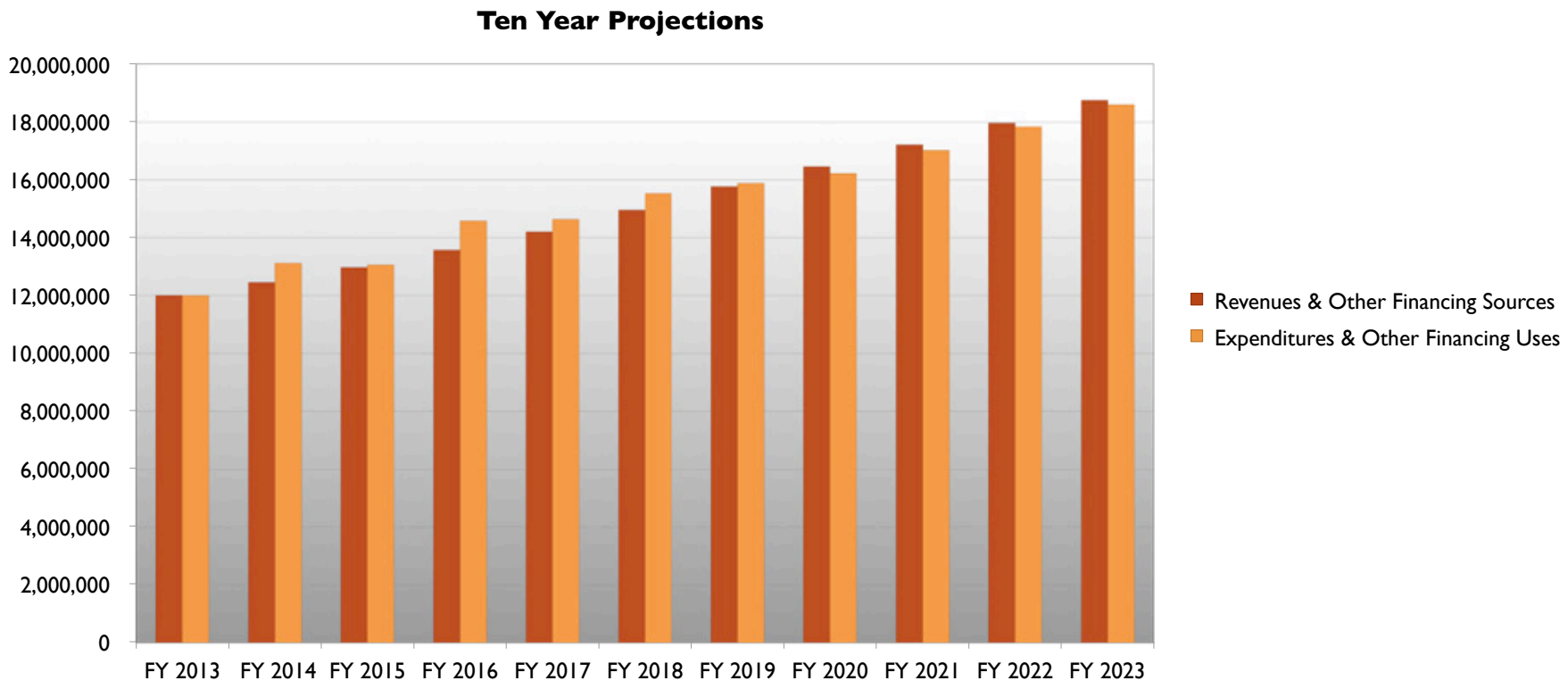
	FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year 6 FY 2019	Year 7 FY 2020	Year 8 FY 2021	Year 9 FY 2022	Year 10 FY 2023
Annual Cost											
Salary	$ 4,953,980	$ 5,102,599	$ 5,255,677	$ 5,413,348	$ 5,575,748	$ 5,863,926	$ 6,102,110	$ 6,317,241	$ 6,638,875	$ 7,042,162	$ 7,323,508
Benefits	$ 1,969,620	$ 2,127,190	$ 2,297,365	$ 2,481,154	$ 2,679,646	$ 2,954,945	$ 3,224,241	$ 3,499,946	$ 3,856,692	$ 4,289,562	$ 4,677,488
Cost per employee											
Salary	$ 52,147	$ 53,712	$ 55,323	$ 56,983	$ 58,692	$ 60,453	$ 62,266	$ 64,134	$ 66,058	$ 68,040	$ 70,081
Benefits	$ 20,733	$ 22,391	$ 24,183	$ 26,117	$ 28,207	$ 30,463	$ 32,900	$ 35,532	$ 38,375	$ 41,445	$ 44,761

Projection includes 3 % annual salary increases per employee and 8% annual benefit renewal increase per employee

Department Operating

	FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year 6 FY 2019	Year 7 FY 2020	Year 8 FY 2021	Year 9 FY 2022	Year 10 FY 2023
Council & Chief Executive											
Salary	$ 338,957	$ 349,125	$ 359,599	$ 370,387	$ 381,499	$ 392,944	$ 404,732	$ 416,874	$ 429,380	$ 476,281	$ 490,570
Benefits	134,763	145,545	157,188	169,763	183,344	198,012	213,853	230,961	249,438	290,115	313,325
Other	67,460	68,607	69,773	70,959	72,166	73,392	74,640	75,909	77,199	78,512	79,846
Subtotal	541,180	563,277	586,560	611,109	637,008	664,348	693,225	723,744	756,017	844,909	883,741
Administrative Services											
Salary	443,251	456,548	470,245	484,352	498,883	513,849	529,265	577,210	594,526	612,362	630,733
Benefits	176,229	190,327	205,554	221,998	239,758	258,938	279,654	319,792	345,375	373,005	402,846
Other	41,730	42,439	43,161	43,895	44,641	45,400	46,172	46,956	47,755	48,567	49,392
Subtotal	661,210	689,315	718,959	750,245	783,281	818,187	855,090	943,958	987,656	1,033,934	1,082,971
Economic Development											
Salary	260,736	268,558	276,615	284,913	293,460	302,264	311,332	320,672	363,322	374,221	385,448
Benefits	103,664	111,957	120,914	130,587	141,034	152,317	164,502	177,662	211,063	227,948	246,184
Other	278,910	283,651	288,474	293,378	298,365	303,437	308,596	313,842	319,177	324,603	330,121
Subtotal	643,310	664,167	686,002	708,878	732,859	758,018	784,430	812,176	893,561	926,772	961,753
Financial Services											
Salary	443,251	456,548	470,245	484,352	498,883	513,849	529,265	545,143	594,526	612,362	630,733
Benefits	176,229	190,327	205,554	221,998	239,758	258,938	279,654	302,026	345,375	373,005	402,846
Other	97,140	98,791	100,471	102,179	103,916	105,682	107,479	109,306	111,164	113,054	114,976
Subtotal	716,620	745,667	776,269	808,529	842,556	878,470	916,397	956,475	1,051,066	1,098,422	1,148,555
Parks & Public Works											
Salary	782,207	805,674	829,844	854,739	880,381	967,246	996,263	1,026,151	1,056,935	1,156,684	1,191,384
Benefits	310,993	335,872	362,742	391,761	423,102	487,414	526,407	568,519	614,001	704,566	760,931
Other	820,330	834,276	848,458	862,882	877,551	892,469	907,641	923,071	938,764	954,723	970,953
Subtotal	1,913,530	1,975,821	2,041,044	2,109,382	2,181,034	2,347,129	2,430,311	2,517,741	2,609,700	2,815,972	2,923,268
Planning											
Salary	338,957	349,125	359,599	370,387	381,499	392,944	404,732	416,874	429,380	476,281	490,570
Benefits	134,763	145,545	157,188	169,763	183,344	198,012	213,853	230,961	249,438	290,115	313,325
Other	149,420	151,960	154,543	157,171	159,843	162,560	165,323	168,134	170,992	173,899	176,855
Subtotal	623,140	646,630	671,331	697,321	724,685	753,515	783,908	815,969	849,810	940,296	980,750
Police											
Salary	2,346,622	2,417,021	2,489,531	2,564,217	2,641,144	2,780,831	2,926,522	3,014,318	3,170,806	3,333,970	3,504,071
Benefits	932,978	1,007,616	1,088,225	1,175,283	1,269,306	1,401,314	1,546,319	1,670,025	1,842,002	2,030,807	2,238,033
Other	1,012,540	1,029,753	1,047,259	1,065,062	1,083,168	1,101,582	1,120,309	1,139,354	1,158,723	1,178,422	1,198,455
Subtotal	4,292,140	4,454,390	4,625,016	4,804,563	4,993,618	5,283,727	5,593,151	5,823,698	6,171,532	6,543,200	6,940,558
Non-Departmental	528,670	537,657	546,798	556,093	565,547	575,161	584,939	594,883	604,996	615,281	625,740
Total Operating	$ 9,919,800	$ 10,276,924	$ 10,651,979	$ 11,046,120	$ 11,460,591	$ 12,078,555	$ 12,641,450	$ 13,188,643	$ 13,924,338	$ 14,818,784	$ 15,547,336

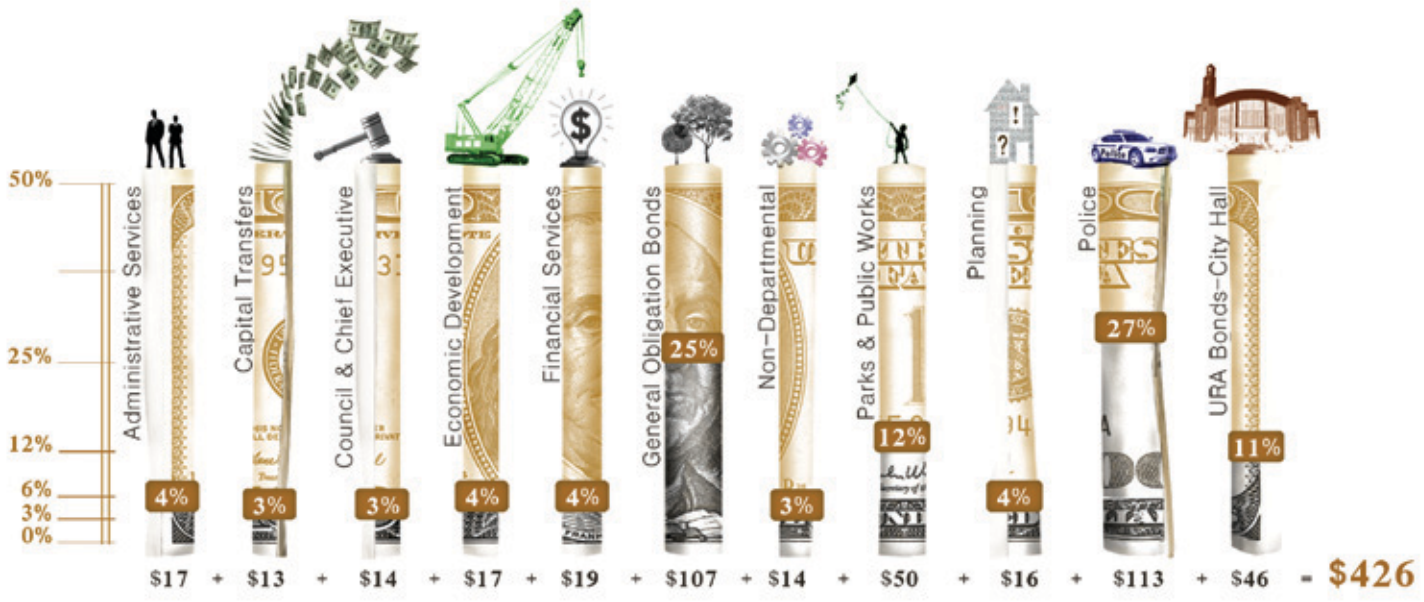
Other expenditures inflated by 1.7% current twelve month consumer price index (CPI).


Ten Year Projections
20,000,000
18,000,000
16,000,000
14,000,000
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
0
FY 2013
FY 2014
FY 2015
FY 2016
FY 2017
FY 2018
FY 2019
FY 2020
FY 2021
FY 2022
FY 2023
Revenues & Other Financing Sources
Expenditures & Other Financing Uses

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 comunity development, special events, municipal court services, and infrastructure maintenace.

In 2012, the median home value in Suwanee is $216,200 and the typical resident will pay about $426 in property taxes. The chart to the left answers a common question asked by Suwanee residents, "Where do my property taxes go?"



The average home owner pays $426 per year in property taxes. The chart below illustrates the yearly cost for various services the City provides.

Administrative Services	$17
Capital Transfers	$13
Council & Chief Executive	$14
Economic Development	$17
Financial Services	$19
General Obligation Bonds	$107
Non-Departmental	$14
Parks & Public Works	$50
Planning	$16
Police	$113
URA Bonds - City Hall	$46
Total	**$426**

special revenue funds

fiscal year 2012-2013

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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Investment Income	$ 314	$ 145	$ 44	$ 250	$ 250
Contributions and Donations	82,632	79,606	73,572	96,750	96,750
Total	$ 82,946	$ 79,751	$ 73,616	$ 97,000	$ 97,000

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Purchased Property Services	$ 10,952	$ 11,003	$ 11,003	$ 13,300	$ 13,300
Other Purchased Services	33,237	33,717	35,945	39,650	39,650
Supplies	43,790	33,340	27,581	44,050	44,050
Total	$ 87,979	$ 78,060	$ 74,529	$ 97,000	$ 97,000

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 duties of Suwanee's Public Arts Commission is 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.

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.

SUMMARY OF REVENUES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Investment Income	$ -	$ 6	$ 21	$ 500	$ -
Contributions and Donations	-	9,426	31,310	80,000	50,500
Total	$ -	$ 9,432	$ 31,331	$ 80,500	$ 50,500

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Professional & Technical Services	$ -	$ -	$ 564	$ 2,000	$ 2,000
Purchased Property Services	-	-	7,500	20,000	15,000
Other Purchased Services	-	-	3,500	2,500	2,500
Supplies	-	-	-	1,000	1,000
Capital Outlay Property	-	-	-	50,000	25,000
Other Costs	-	-	-	5,000	5,000
Total	$ -	$ -	$ 11,564	$ 80,500	$ 50,500

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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Fines and Forfeitures	$ 33,815	$ 88,412	$ 83,265	$ 98,000	$ 80,000
Investment Income	43	315	226	250	250
Total	$ 33,858	$ 88,727	$ 83,491	$ 98,250	$ 80,250

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Other Purchased Services	$ -	$ -	$ -	$ 100	$ -
Capital Outlay-Machinery & Equipment	8,715	22,112	81,116	98,150	80,250
Total	$ 8,715	$ 22,112	$ 81,116	$ 98,250	$ 80,250

STATEMENT OF SERVICE

Harvest Farm is one of the Southeast'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 greater Suwanee community, donating both food and supplies to local food banks; gardeners donated 276 pounds of fresh produce in 2011.

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.

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.

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

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.

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.

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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Investment Income	$ -	$ 7	$ 17	$ 20	$ 20
Contributions and Donations	-	9,613	6,290	6,400	6,600
Total	$ -	$ 9,620	$ 6,307	$ 6,420	$ 6,620

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Other Purchased Services	$ -	$ 500	$ 150	$ 400	$ 400
Supplies	-	1,276	3,321	2,945	3,145
Capital Outlay Property	-	-	-	3,075	3,075
Total	$ -	$ 1,776	$ 3,471	$ 6,420	$ 6,620

STATEMENT OF SERVICE

This fund accounts for 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 2013 estimate.

Investment Income

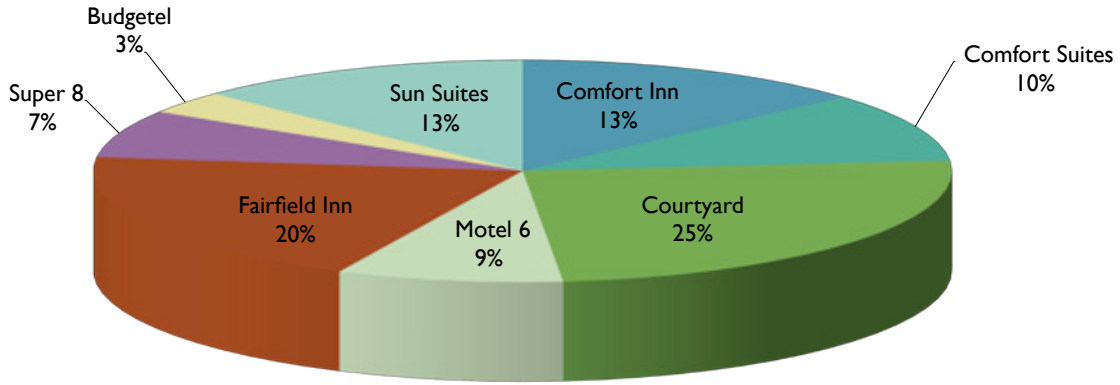
Definition: Investment income includes revenue from investment of fund equity.

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
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	30,181	-7%
2012	32,114	6%

Hotel Excise Tax by Source





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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Selective Sales and Use Taxes	$ 475,889	$ 393,156	$ 373,400	$ 354,650	$ 385,130
Investment Income	2,297	740	40	500	-
Total	$ 478,186	$ 393,896	$ 373,440	$ 355,150	$ 385,130

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Personal Services	$ 18,116	$ 18,834	$ -	$ -	$ -
Purchased Professional & Technical	10,438	6,463	6,430	40,000	40,000
Other Purchased Services	349,757	287,738	199,721	162,650	179,430
Supplies	1,392	-	-	-	-
Other Financing Uses	203,945	168,430	159,779	152,500	165,700
Total	$ 583,648	$ 481,465	$ 365,930	$ 355,150	$ 385,130

capital project funds

fiscal year 2012-2013

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 $10,356,865 to be paid out as collected from the County from May 2009 until April 2014. Also included in this category is grant awards for the Buford Highway Reconstruction and Streetscape project and the trail along Brushy Creek project.
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. Federal grant awards have been budgeted based on actual approved grant awards.

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 $259,720 for the Pedestrian Bicycle Plan.

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. Operational costs include 100 hours of maintenance labor for the rehab phase, which is approximately 1 mile long. The new extension is 1/5th of a mile in length and is estimated to add 20 hours of maintenance a year. Most of the operational costs are related to replacement of boardwalk. The old section included an asphalt trail that was replaced with boardwalk, approximately 1,405' in length, 12' in width. This project also includes funding for 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. Total annual operating costs $12,000.
302 Town Center Park Well	The Town Center Park Well will be used as an irrigation well. Operational costs would include maintenance of the pump, pumping facility, piping, and electricity. Electricity was estimated using 50% of the current cost for one of the water system's wells. Repairs are estimated at 2% of the construction cost. Total annual operating costs $6,500.

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. Annual repair cost are estimated at 2% of annual paving. Total annual operating costs $10,000.
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. Replacement of stormwater infrastructure generally does not increase operational costs. Upgrades usually only require inspections, some cleaning, and minor maintenance. Repair costs are estimated as 2% of the construction cost. Total annual operating costs $4,000.
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. One part of the plan includes construction of an asphalt trail along Brushy Creek from Suwanee Dam Road to Stonecypher Road. Operational costs would include maintenance for concrete, painting crosswalks, restriping, and possible pedestrian safety improvements and are estimated using 2% of the total construction costs of $562,500 (Brushy Creek Project) plus 2% of the $100,000 annual sidewalk construction. Total annual operating costs $13,250.
314 Police Substation	This project is expected to be completed in the fall of 2012. The fy 2013 budget includes operating costs of $46,050. The substation includes 7,000 total square feet including 2,200 for a firing range and 4,800 for administration. Electrical cost for the firing range section was calculated using $2.60 per square foot and the administrative area used $1.30 per square foot. Annual maintenance contracts will be needed for A/V equipment, security cameras, tactical defense room simulators and other robotic equipment. A full twelve months of operating costs are projected at $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 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 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 5/1/2012	Balance
Intergovernmental Grants - SPLOST	$ 11,244,220	$ 10,356,865	$ 5,941,726	$ 4,415,139
Intergovernmental Grants - Federal	-	3,746,230	-	3,746,230
Investment Income	-	17,020	23,887	(6,867)
Other Financing Sources-General Fund	750,000	2,628,830	2,369,110	259,720
Other Financing Sources-Open Space	579,500	375,538	375,538	-
Total Revenues	**$ 12,573,720**	**$ 17,124,483**	**$ 8,710,261**	**$ 8,414,222**

	SUMMARY OF EXPENDITURES BY CATEGORY	Original Budget	Budget Revisions	Total at 5/1/2012	Balance
301	**Suwanee Creek Greenway Rehab/Extension**				
	Purchased Professional and Technical Services	$ 88,760	$ 146,439	$ 102,112	$ 44,327
	Capital Outlay Property	1,011,240	1,053,234	351,891	701,343
	Total	1,100,000	1,199,673	454,003	745,670
302	**Town Center Park Well**				
	Purchased Professional and Technical Services	25,000	35,000	6,597	28,403
	Capital Outlay Property	75,000	238,137	26,540	211,597
	Total	100,000	273,137	33,137	240,000
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	1,081,600	-	1,081,600
	Total	2,406,560	1,381,600	-	1,381,600
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 5/1/2012	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	400,000	36,140	363,860
	Capital Outlay Property	736,720	4,036,230		4,036,230
	Total	861,720	4,436,230	36,140	4,400,090
312	**Pedestrian Bicycle Plan**				
	Purchased Professional and Technical Services	120,000	334,731	-	334,731
	Capital Outlay Property	687,720	2,170,607	-	2,170,607
	Total	807,720	2,505,338	-	2,505,338
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	190,000	10,000
	Capital Outlay Property	1,556,710	2,182,759	1,576,843	605,916
	Total	1,781,710	2,382,759	1,766,843	615,916
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	463,101	2,404,880
	Total	3,006,780	3,335,585	485,666	2,849,919
316	**Park Enhancements**				
	Purchased Professional and Technical Services	-	50,000	7,991	42,009
	Capital Outlay Property	-	369,079	25,875	343,204
	Total	-	419,079	33,866	385,213
317	**Recreation Projects**				
	Purchased Professional and Technical Services	-	50,000	-	50,000
	Capital Outlay Property	-	243,749	11,242	232,507
	Total	-	293,749	11,242	282,507
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				-
	Other Financing Uses-05 SPLOST 332	118,780	126,475	126,475	-
	Total	118,780	126,475	126,475	-
	Total Expenditures	**$ 12,573,720**	**$ 17,124,483**	**$ 3,258,230**	**$ 13,866,253**

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 Current transfers includes $65,280 in funding for the I-85 Streetscape 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. Ongoing operating cost projections have been included in the 2013 operating impacts.
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. Ongoing operating cost projections have been included in the 2013 operating impacts.
324 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. Ongoing operating cost projections have been included in the 2013 operating impacts.
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.

SUMMARY OF REVENUES BY CATEGORY	Budget	Budget Revisions	Total at 5/1/2012	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	126,475	-
Intergovernmental Grants - State	116,000	166,000	116,000	50,000
Investment Income	252,366	380,045	380,045	-
Other Financing Sources	377,500	342,780	277,500	65,280
Total Revenues	**$ 8,188,606**	**7,987,092**	**$ 7,871,812**	**$ 115,280**

	SUMMARY OF EXPENDITURES BY CATEGORY	Budget	Budget Revisions	Total at 5/1/2012	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	717,200	18,807
	Total	1,888,933	1,636,007	1,586,985	49,022
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	55,000	50,000	5,000
	Capital Outlay Property	193,001	288,631	236,610	52,021
	Total	243,001	343,631	286,610	57,021
324	**Park Enhancements**				
	Purchased Professional and Technical Services	50,000	65,000	60,625	4,375
	Capital Outlay Property	559,864	419,025	308,613	110,412
	Total	609,864	484,025	369,238	114,787
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	-
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	-

SUMMARY OF EXPENDITURES BY CATEGORY		Budget	Budget Revisions	Total at 5/1/2012	Balance
330	**Alternative Transportation**				
	Purchased Professional and Technical Services	100,000	120,000	99,915	20,085
	Capital Outlay Property	471,624	598,899	369,375	229,524
	Total	571,624	718,899	469,290	249,609
331	**I-85 Streetscape**				
	Purchased Professional and Technical Services	90,000	100,000	65,487	34,513
	Capital Outlay Property	279,660	415,487	-	415,487
	Total	369,660	515,487	65,487	450,000
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	570,194	-
	Total	680,292	675,194	675,194	-
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**	**$ 7,987,092**	**$ 7,066,653**	**$ 920,439**

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.

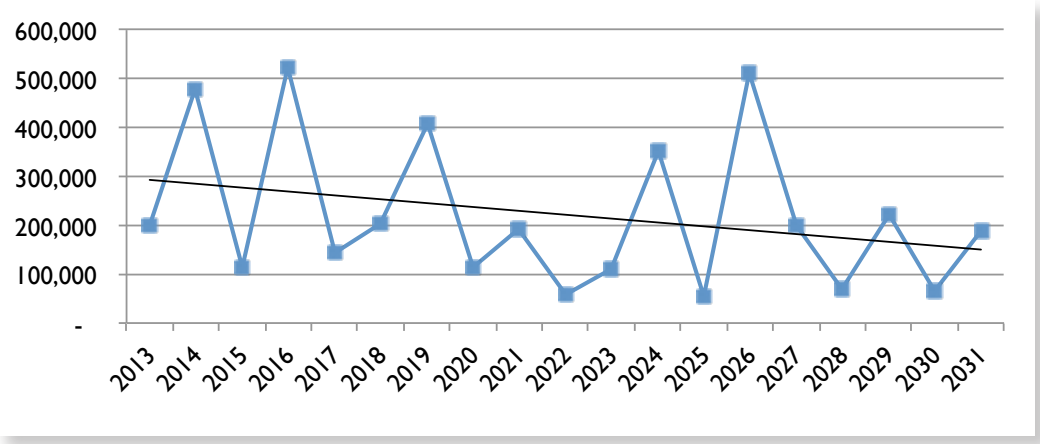
Assumptions: Funds are transferred from the general fund to cover annual cost estimates as determined by the maintenance study.

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 2013 Budget
Investment Income	$	500
Other Financing Sources		199,500
Total Revenues	**$**	**200,000**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2013 Budget
Purchase Professional and Technical Services	$	25,000
Supplies		10,000
Capital Outlay Property		165,000
Total Expenditures	**$**	**200,000**



Summarized below are highlights of large capital maintenance items for FY 2013 by location

Police Station: Roof, soffit, and gutters, maintenance and repairs. $5,600

Fire Station: Power generator, grout repair, roof repairs, and replacing 200 amp electrical panel board. $66,053

Windsor Park: Grout repair and roof repairs. $10,596

Town Center Park: Install celebration bermuda in amphitheater area. $22,850

Caboose: Remove and replace landscape wall around Caboose. $10,000

Sims Lake Park: Install French drain around playground, replace splitting columns and beams at Alder Pavilion, and repairs to storage building. $18,986

White Street Park: Refresh gravel on walking trails. $5,550

Pedestrian Bridge at Lawrenceville Suwanee Road: Replace boards on bridge. $6,000

STATEMENT OF SERVICE

The purpose of this fund is to provide funding for improvements to City facilities and parks. Enhancements include equipment, software, 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

For projects anticipated to be completed during FY 2013, no additional operating impacts are expected. FY 13 projects include new accounting software and new landscaping on the railroad sloped right-of-way. The new accounting system software is anticipated to have annual support fees of $50,000, similar to the current software support fee. The new landscaping along the sloped railroad right-of-way should reduce current right-of-way mowing maintenance with low maintenance landscaping.

SUMMARY OF REVENUES BY CATEGORY		FY 2013 Budget
Investment Income	$	1,000
Other Financing Sources		1,230,940
Total Revenues	**$**	**1,231,940**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2013 Budget
Purchase Professional and Technical Services	$	500,000
Supplies		20,000
Capital Outlay Property		711,940
Total Expenditures	**$**	**1,231,940**



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 2013 Budget
Investment Income	$	250
Other Financing Sources		96,000
Total Revenues	**$**	**96,250**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2013 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

This fund covers the annual maintenance and repair of street resurfacing. The fund itself is the ongoing operational impact for street repair.

SUMMARY OF REVENUES BY CATEGORY		FY 2013 Budget
Investment Income	$	250
Other Financing Sources		400,000
Total Revenues	**$**	**400,250**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2013 Budget
Purchase Professional and Technical Services	$	50,000
Supplies		1,250
Capital Outlay Property		349,000
Total Expenditures	**$**	**400,250**



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

This fund covers the annual maintenance and repair of the City's storm drainage system. The fund itself is the ongoing operational impact for storm drainage.

SUMMARY OF REVENUES BY CATEGORY		FY 2013 Budget
Investment Income	$	250
Other Financing Sources		172,000
Total Revenues	**$**	**172,250**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2013 Budget
Purchase Professional and Technical Services	$	10,000
Capital Outlay Property		162,250
Total Expenditures	**$**	**172,250**



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

The video surveillance and Wi-Fi systems will require preventative maintenance as well as repairs and replacements. Operating costs for the radar signs include battery replacements (battery back-up to solar powered systems) and other small repairs due to vandalism or car accidents. Annual estimated operating cost is $5,000.

SUMMARY OF REVENUES BY CATEGORY		FY 2013 Budget
Other Financing Sources	$	105,070
Total Revenues	**$**	**105,070**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2013 Budget
Purchase Professional and Technical Services	$	5,070
Capital Outlay Property		100,000
Total Expenditures	**$**	**105,070**



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

Operational impacts include an annual landscaping contract for mowing of medians and shoulders, fertilization, and removing and replacement of dead plants. Annual operating costs $52,000.

SUMMARY OF REVENUES BY CATEGORY		FY 2013 Budget
Other Financing Sources	$	257,225
Total Revenues	**$**	**257,225**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2013 Budget
Purchase Professional and Technical Services	$	10,000
Capital Outlay Property		247,225
Total Expenditures	**$**	**257,225**



STATEMENT OF SERVICE

This fund was established in February 2012 to provide funding to pay for houses and other structures that need to be demolished throughout the City in order to prevent blight and other purposes.

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.

Intergovernmental

Definition: This category includes the one time payment received from Gwinnett County from the negotiated Service Delivery Strategy (SDS) settlement.

Assumptions: Funds budgeted are the actual funds received from the negotiated statement.

OPERATIONAL IMPACT

No current operational impacts are expected. Current efforts related to economic development blight removal and redevelopment opportunities.

SUMMARY OF REVENUES BY CATEGORY		FY 2013 Budget
Investment Income	$	3,000
Other Financing Sources		2,020,170
Total Revenues	**$**	**2,023,170**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2013 Budget
Purchase Professional and Technical Services	$	20,000
Capital Outlay Property		2,003,170
Total Expenditures	**$**	**2,023,170**



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		FY 2013 Budget
Investment Income	$	1,000
Other Financing Sources-General Fund		183,000
Total Revenues	**$**	**184,000**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2013 Budget
Purchase Professional and Technical Services	$	25,000
Property Site Improvements		159,000
Total Expenditures	**$**	**184,000**



debt service fund

fiscal year 2012-2013

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 greenspace 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.

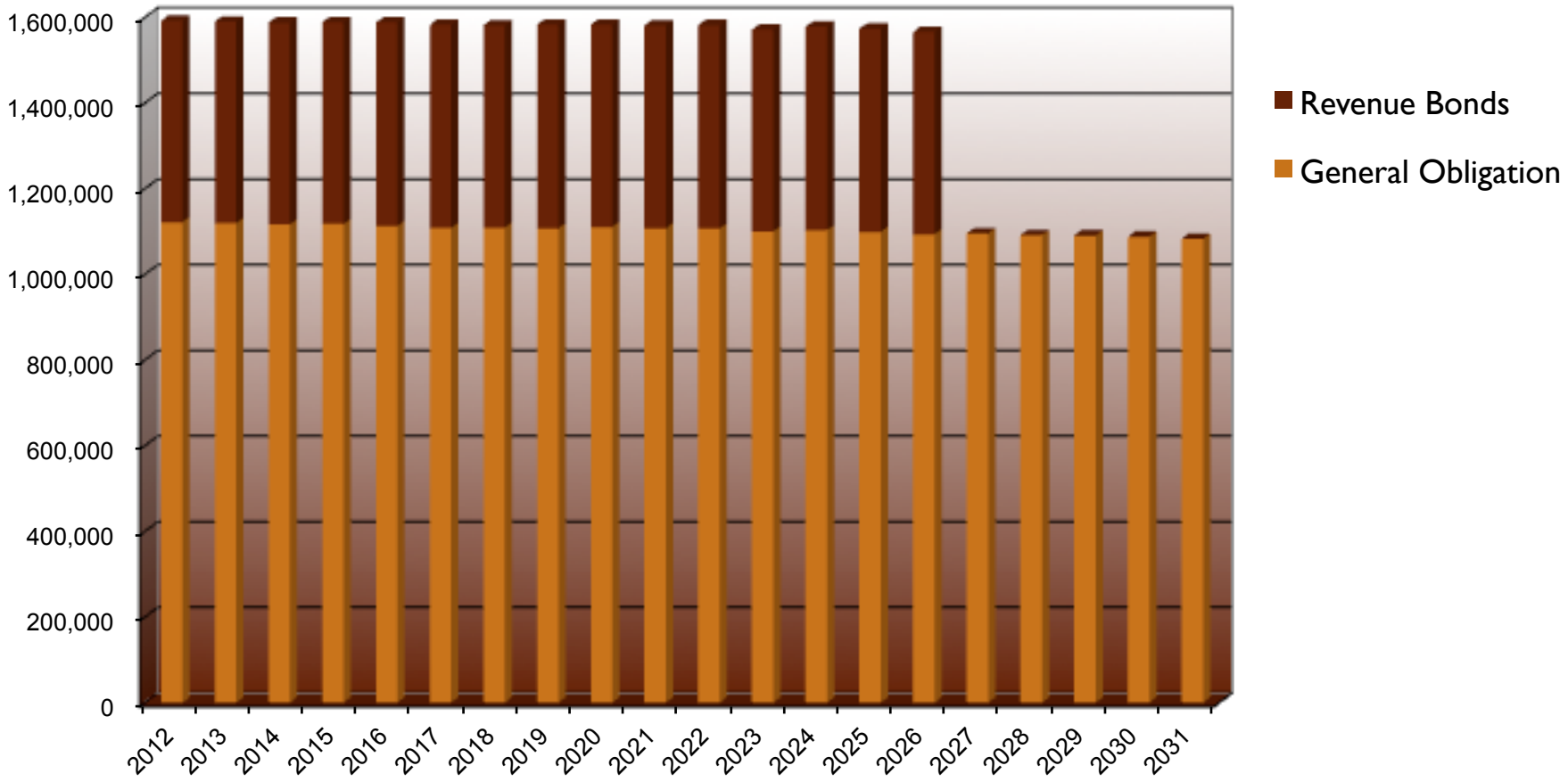
SUMMARY OF REVENUES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Investment Income	$ 10,303	$ 6,404	$ 2,764	$ 2,250	$ 4,000
Other Financing Sources	1,627,000	1,629,000	1,715,540	1,601,900	1,592,110
Total	$ 1,637,303	$ 1,635,404	$ 1,718,304	$ 1,604,150	$ 1,596,110

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Debt Service Principal	$ 665,000	$ 700,000	$ 725,000	$ 755,000	$ 780,000
Debt Service Interest	957,796	920,178	880,878	846,910	812,110
Fiscal Agent's Fees	-	-	-	2,240	4,000
Total	$ 1,622,796	$ 1,620,178	$ 1,605,878	$ 1,604,150	$ 1,596,110

Category of Debt		Amount Outstanding
General Obligation Bonds	$	14,970,000
Revenue Bonds		5,370,000
Total	$	20,340,000

	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
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
	$ 14,970,000	$ 7,106,539	$ 22,076,539	$ 5,370,000	$ 1,725,590	$ 7,095,590	$ 29,172,128

Combined Debt Service Requirements Calendar Year



Principal and Interest Requirements

Year Ending 31-Dec	2006 Refunding Bond Series Principal	Interest	Total Debt Service Requirements
2012	$ 505,000	$ 616,330	$ 1,121,330
2013	525,000	593,811	1,118,811
2014	545,000	571,074	1,116,074
2015	570,000	547,380	1,117,380
2016	590,000	522,730	1,112,730
2017	610,000	497,993	1,107,993
2018	635,000	473,093	1,108,093
2019	660,000	447,193	1,107,193
2020	690,000	420,193	1,110,193
2021	715,000	391,646	1,106,646
2022	745,000	361,533	1,106,533
2023	770,000	330,286	1,100,286
2024	805,000	297,802	1,102,802
2025	835,000	263,977	1,098,977
2026	865,000	228,374	1,093,374
2027	905,000	190,761	1,095,761
2028	940,000	151,555	1,091,555
2029	980,000	110,510	1,090,510
2030	1,020,000	67,510	1,087,510
2031	1,060,000	22,790	1,082,790
	$ 14,970,000	$ 7,106,539	$ 22,076,539

GENERAL OBLIGATION BONDS

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 $14,970,000 in aggregate principal amount of general obligation bonds. The weighted average interest rate of the Bonds is approximately 5.15%.

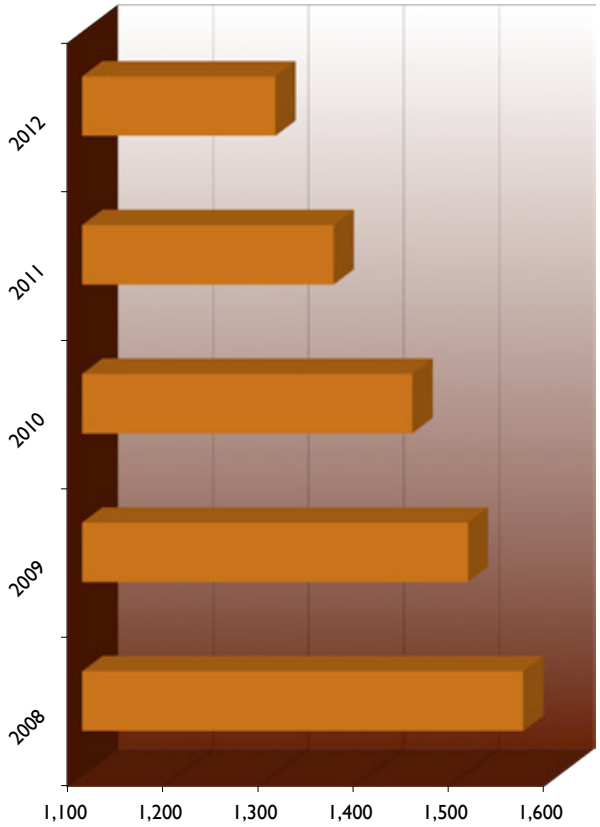
2006 Revenue Bonds

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
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
	$ 5,370,000	$ 1,725,590	$ 7,095,590

Debt Per Capita 2008 - 2012



Direct and Overlapping Debt

Jurisdiction	Gross Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
Direct Debt:			
City of Suwanee			
General Obligation Bonds	$ 14,970,000	100.00%	$ 14,970,000
Revenue Bonds	5,370,000	100.00%	5,370,000
Total Direct Debt	20,340,000		20,340,000
Overlapping Debt:			
Gwinnett County General Obligation Bonds	51,595,000	3.13%	1,614,924
Gwinnett County Board of Education	812,265,000	3.13%	25,423,895
Total Overlapping Debt	863,860,000		27,038,818
Total Direct and Overlapping Debt	$ 884,200,000		$ 47,378,818

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
2008	$ 16,795,000	$ 6,390,000	$ 171,735	$ 368,251	$ 23,724,986	4.84%	$ 1,562
2009	16,370,000	6,150,000	146,615	354,392	23,021,007	4.54%	1,504
2010	15,920,000	5,900,000	61,754	339,965	22,221,719	4.31%	1,446
2011	15,455,000	5,640,000	10,795	-	21,105,795	4.04%	1,364
2012	14,970,000	5,370,000	10,795	-	20,350,795	3.86%	1,303

Legal Debt Margin

Last Five Years

	Fiscal Year				
	2008	2009	2010	2011	2012
Assessed value of all taxable property	$ 984,406,123	$ 1,071,641,916	$ 1,174,713,298	$ 1,084,267,457	$ 1,127,734,780
Debt limit 10% of assessed value	98,440,612	107,164,192	117,471,330	108,426,746	112,773,478
Total debt applicable to limit	15,607,665	15,168,158	14,702,932	14,125,505	13,967,533
Legal debt margin	$ 82,832,947	$ 91,996,034	$ 102,768,398	$ 94,301,241	$ 98,805,945
Total debt applicable to the limit as a percentage of debt limit	15.85%	14.15%	12.52%	13.03%	12.39%

enterprise fund

fiscal year 2012-2013

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 329-metered customers. The current average consumption of water from the City's water system is approximately 46,257 gallons per day. Water is supplied to the City's water system by 235-foot and 600 foot wells and stored in a 150,000 gallon tank owned by the City. Water drawn from the well requires treatment for fluoridation, phosphate, and chlorination. Suwanee's water system has approximately 6.8 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 system operations and all related expenses.

REVENUE ASSUMPTIONS

Charge for Service	
Definition:	Charge for service consists of revenues 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 include 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 provide funding for system upgrades and other minor operational repairs.

SUMMARY OF REVENUES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Charges for Services	$ 64,608	$ 62,501	$ 97,111	$ 90,500	$ 95,910
Investment Income	599	1,485	667	500	500
Other Financing Sources	150,000	287,450	342,018	150,000	100,000
Total	$ 215,207	$ 351,436	$ 439,796	$ 241,000	$ 196,410

SUMMARY OF EXPENSES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Administration	$ 30,926	$ 29,573	$ 25,659	$ 39,090	$ 40,410
Supply	70,214	18,734	24,455	24,700	24,800
Distribution	48,237	48,990	67,269	69,200	69,200
System Improvements	-	7,038	-	108,010	62,000
Debt Service	14,586	23,619	14,528	-	-
Total	$ 163,963	$ 127,954	$ 131,911	$ 241,000	$ 196,410



FY 2013 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 2013 July 2012 billing	FY 2014 July 2013 billing
Base	up to 2,000 gallons	$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	3.33	3.66
Tier 2	5,001-10,000 gallons	4.17	4.58
Tier 3	10,000+ gallons	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 2013 have yet to be determined.

	Projected Cost
FY 2012-2013 testing, as needed, for new well	$35,000
	$35,000

Potential Phase	Project Description	2013 Projected Cost Estimates
Phase III	Replace 2" line on Eva Kennedy Rd. from Stonecypher to the cross country connection to the back side of the Stonecypher neighborhood. (20% of total Eva K project)	$55,650
	Replace 2" line on Buford Hwy. from near Tire Omni to near the intersection with Lawrenceville-Suwanee Rd.	103,950
	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 Hwy.	191,100
Phase IV	Replace 2" line on Eva Kennedy Rd. from the Stonecypher neighborhood cross country connection to the end of Eva Kennedy Rd. (80% of total Eva K project)	222,600
	Replace 2" line on Buford Hwy. from Davis St. to our last customer (just before the GCPS Bus Facility).	99,750
	Extend Davis St. line from King St. to White St.	100,485
Phase V	Replace lines on Scales St., Scales Rd., Main St. and Russell St.	231,000
	Replace all water meters and convert to AMR.	94,500
	Replace 6" line on Davis St. from King St. to Virginia Ave.	207,900
Phase VI	Replace the 2" line on White St. from Davis St. to White Ln.	207,900
	Replace 2" line on Whitlock Ave. from King St. to Plum St.	111,746
	Replace 2" line on Plum St. from Whitlock Ave. to Martin Farm Rd.	38,981
Phase VII	Replace PVC line on Bluegrass Trl.	35,438
	Connect Bluegrass Trl. to Greenpark Dr.	25,988
	Replace 2" line on Calaboose St. from Jackson St. to Scales Rd.	51,975
	Replace the 2" line on Mary Lou St.	58,485
	TOTAL	$1,837,448

agency fund

fiscal year 2012-2013

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 consist 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 2013 projections used the average monthly receipts received for fiscal year 2012.

SUMMARY OF REVENUES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Fines and Forfeitures	$ 1,571,700	$ 1,765,981	$ 1,871,175	$ 1,489,860	$ 1,809,080

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Purchased Professional and Technical	$ 194,747	$ 57,613	$ 110,907	$ 70,000	$ 75,000
Other Costs	428,662	494,797	584,810	455,200	546,570
Other Financing Uses-Transfers	994,207	1,245,968	1,174,621	964,660	1,187,510
Total	$ 1,617,616	$ 1,798,378	$ 1,870,338	$ 1,489,860	$ 1,809,080


MARK A. LEWIS
JUDGE

line item

fiscal year 2012-2013

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 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget	% Change
General Property Taxes	$ 7,704,079	$ 7,540,811	$ 7,782,884	$ 7,477,350	$ 6,734,750	$ -9.93%
Selective Sales and Use Taxes	999,358	952,618	996,217	965,800	1,009,200	4.49%
Business Taxes	1,465,980	1,360,254	1,347,871	1,631,530	1,696,500	3.98%
Penalty and Interest on Taxes	77,776	73,031	91,172	55,000	53,000	-3.64%
Licenses and Permits	209,630	207,413	211,544	227,820	235,200	3.24%
Regulatory Fees	159,242	142,552	230,219	316,000	250,000	-20.89%
Intergovernmental Grants	-	68,088	31,311	21,351	663,780	3008.89%
Charge for Services	111,630	64,238	72,456	102,700	100,500	-2.14%
Fines and Forfeitures	994,207	1,245,968	1,174,621	1,227,000	1,187,510	-3.22%
Investment Income	231,289	198,655	97,006	40,000	45,000	12.50%
Contributions and Donations	18,392	2,500	5,370	7,500	5,000	-33.33%
Miscellaneous Revenues	47,448	21,694	33,249	38,500	17,000	-55.84%
Other Financing Sources	95,948	21,165	1,815	476,520	5,000	-98.95%
TOTAL REVENUES	$ 12,114,979	$ 11,898,987	$ 12,075,735	$ 12,587,071	$ 12,002,440	$ -4.64%

summary of general fund expenditures

Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget	% Change
Governing Body	$ 117,733	$ 170,550	$ 158,414	$ 160,670	$ 133,890	-16.67%
Legislative Committees	5,329	3,709	3,636	7,650	8,750	14.38%
Chief Executive	371,114	368,059	430,432	501,280	407,290	-18.75%
General Administration	201,342	183,860	201,166	236,230	285,470	20.84%
Financial Administration	537,410	534,180	565,147	668,530	680,120	1.73%
Accounting	27,000	33,000	34,500	35,000	36,500	4.29%
Law	49,938	48,419	86,134	64,000	60,000	-6.25%
Data Processing/MIS	276,412	171,199	230,543	259,200	197,950	-23.63%
General Government Buildings	266,417	279,237	282,679	278,220	270,720	-2.70%
Public Information	115,818	115,023	114,524	137,600	137,160	-0.32%
Municipal Court	307,337	334,361	298,826	333,050	375,740	12.82%
Red Light Camera	79,962	-	-	-	-	n/a
Police Administration	294,364	313,592	350,867	363,290	373,970	2.94%
Criminal Investigation	309,748	315,593	244,951	272,430	265,120	-2.68%
Patrol	2,273,194	2,184,498	2,277,822	2,426,211	2,532,220	4.37%
Records & Identification	147,082	140,886	133,483	130,430	130,540	0.08%
Police Training	66,174	98,232	101,983	115,030	142,390	23.79%
Special Detail Services	63,705	30,878	35,438	47,000	50,000	6.38%
Gateway Patrol	-	-	17,633	18,200	-	-100.00%
Police Stations & Buildings	134,888	123,066	146,439	170,500	171,350	0.50%
Police Substation & Training Center	-	-	-	-	54,050	n/a
Dispatcher	395,266	420,567	410,832	476,020	482,560	1.37%
Public Relations	37,978	83,348	82,160	91,850	89,940	-2.08%
Targeted Police	5,983	20,292	-	-	-	n/a
Public Works Administration	1,411,760	1,355,916	1,422,775	1,651,990	1,615,990	-2.18%
Paved Streets	14,810	14,507	14,507	23,200	84,890	265.91%
Storm Drainage	35,703	22,165	27,323	29,500	43,500	47.46%
Street Lighting	5,325	-	-	-	-	n/a
PW Special Detail Services	17,093	-	-	4,100	7,250	76.83%
Playgrounds	72	-	-	-	-	n/a
Special Facilities & Activities	109,554	80,913	113,539	128,500	117,500	-8.56%
Park Areas	153,231	103,470	163,778	158,450	161,900	2.18%
Protective Inspection Administration	262,335	117,748	117,145	155,600	139,800	-10.15%
Planning & Zoning	432,972	354,224	379,682	441,420	436,960	-1.01%
Code Enforcement	2,418	37,000	19,127	36,470	37,630	3.18%
Economic Development & Assistance	257,430	259,609	270,777	310,770	297,040	-4.42%
Downtown Suwanee	76,529	81,642	77,970	93,360	91,610	-1.87%
Other Financing Uses	3,234,406	3,945,766	2,838,224	2,761,320	2,082,640	-24.58%
TOTAL EXPENDITURES	$ 12,097,832	$ 12,345,509	$ 11,652,456	$ 12,587,071	$ 12,002,440	-4.64%
Revenues (over) under Expenditures	$ (17,147)	$ 446,522	$ (423,279)	$ -	$ -	

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
General Property Taxes						
100-0000-311082	Real Property Current	$ 4,752,647	$ 4,840,068	$ 4,548,277	$ 4,424,300	$ 3,867,000
100-0000-311083	Real Property Prior Years	145,583	78,486	205,360	141,000	85,000
100-0000-311102	Real HTRG Credit	113,851	-	-	-	-
100-0000-311282	Personal Property Current	574,615	627,284	774,975	721,630	570,000
100-0000-311283	Personal Property Prior Years	6,971	11,166	102,834	10,000	3,000
100-0000-311600	Real Transfer Intangible	58,418	37,307	67,784	80,000	77,240
100-0000-311710	Franchise Tax Electric	1,304,650	1,225,890	1,341,642	1,398,180	1,428,240
100-0000-311730	Franchise Tax Gas	93,955	91,200	93,541	94,710	97,260
100-0000-311750	Franchise Tax Television	254,576	234,796	236,546	242,170	230,010
100-0000-311760	Franchise Tax Telephone	124,805	142,325	153,735	125,360	120,000
100-0000-318000	Other Taxes Motor Vehicle	274,008	252,289	258,190	240,000	257,000
	Total	7,704,079	7,540,811	7,782,884	7,477,350	6,734,750
Selective Sales and Use Taxes						
100-0000-314100	Hotel/Motel	203,945	168,430	159,779	152,500	165,700
100-0000-314200	Alcoholic Beverage Excise	717,308	709,228	762,210	735,000	775,000
100-0000-314300	Local Option Mixed Drink	78,105	74,960	74,228	78,300	68,500
	Total	999,358	952,618	996,217	965,800	1,009,200
Business Taxes						
100-0000-316100	Business & Occupational Tax	906,480	818,983	804,490	828,000	882,000
100-0000-316200	Insurance Premium from State	488,323	483,741	469,682	719,530	725,000
100-0000-316300	Financial Institutions	71,177	57,530	73,699	84,000	89,500
	Total	1,465,980	1,360,254	1,347,871	1,631,530	1,696,500
Penalty & Interest on Taxes						
100-0000-319110	Real Estate Penalties & Interest	74,445	67,925	75,680	50,000	50,000
100-0000-319120	Personal Penalties & Interest	3,331	5,106	15,492	5,000	3,000
	Total	77,776	73,031	91,172	55,000	53,000
Licenses and Permits						
100-0000-321100	Regulatory Fees Beer & Wine	57,320	55,040	53,520	55,500	60,000
100-0000-321130	Regulatory Fees Liquor	115,020	110,000	110,020	110,000	115,000
100-0000-321220	Regulatory Fees Insurance	19,140	20,950	19,150	31,950	32,000
100-0000-321290	Other Business License Peddlers	700	500	4,466	7,000	5,000
100-0000-322210	Zoning & Land Use Development	4,200	5,200	10,620	8,370	8,200
100-0000-322230	Sign	13,250	15,723	13,768	15,000	15,000
	Total	209,630	207,413	211,544	227,820	235,200
Regulatory Fees						
100-0000-322100	Building Structure-Buildings	159,242	142,552	230,219	316,000	250,000
	Total	159,242	142,552	230,219	316,000	250,000
Intergovernmental Grants						
100-0000-331102	Intergovernmental Grants	-	68,088	31,311	21,351	663,780
	Total	$ -	$ 68,088	$ 31,311	$ 21,351	$ 663,780

line item revenues (continued)

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Charges for Services						
100-0000-341391	Development Plan Review	$ 6,632	$ 3,922	$ 7,471	$ 19,200	$ 19,000
100-0000-341400	Printing & Duplicating Service	643	17	13	-	-
100-0000-342100	Special Events-Police Service	72,118	34,143	40,354	50,000	50,000
100-0000-342102	Special Events-Application Fee	225	250	2,415	1,000	-
100-0000-342104	Special Events-Permit Fee	2,510	3,590	2,970	8,500	7,000
100-0000-342110	Special Events-Miscellaneous	10,525	2,612	1,624	7,000	8,000
100-0000-342120	Accident Reports	4,295	4,333	4,143	4,000	4,000
100-0000-342900	Other Special Police Service	13,032	12,891	11,901	11,000	10,000
100-0000-346900	Background Check Fee	1,650	2,480	1,565	2,000	2,500
	Total	111,630	64,238	72,456	102,700	100,500
Fines and Forfeitures						
100-0000-351170	Municipal Court	994,207	1,245,968	1,174,621	1,227,000	1,187,510
	Total	994,207	1,245,968	1,174,621	1,227,000	1,187,510
Investment Income						
100-0000-361000	Interest Revenues	231,289	198,655	97,006	40,000	45,000
	Total	231,289	198,655	97,006	40,000	45,000
Contributions Donations						
100-0000-371070	Contributions & Donations	18,392	2,500	5,370	7,500	5,000
	Total	18,392	2,500	5,370	7,500	5,000
Miscellaneous						
100-0000-381000	Rents & Royalties	2,215	1,940	7,720	7,500	7,000
100-0000-389000	Other Miscellaneous Revenues	45,233	19,754	25,529	31,000	10,000
	Total	47,448	21,694	33,249	38,500	17,000
Other Financing Sources						
100-0000-391200	Other Revenues-Transfer In	1,632	-	-	-	-
100-0000-392000	Other Revenues-GMA Lease	94,316	-	-	-	-
100-0000-392100	Sale of General Fixed Assets	-	21,165	1,815	5,000	5,000
100-0000-393000	Budgeted Fund Balance	-	-	-	471,520	-
	Total	95,948	21,165	1,815	476,520	5,000
TOTAL REVENUES		**$ 12,114,979**	**$ 11,898,987**	**$ 12,075,735**	**$ 12,587,071**	**$ 12,002,440**

Governing Body

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-1110-511100	Salaries & Wages Regular	$ 62,100	$ 61,350	$ 61,581	$ 62,100	$ 60,500
	Total	62,100	61,350	61,581	62,100	60,500
Personal Services-Employee Benefits						
100-1110-512200	Employee Benefits-SS	3,850	3,804	3,818	3,850	3,760
100-1110-512300	Employee Benefits-Mcare	901	890	893	900	900
	Total	4,751	4,694	4,711	4,750	4,660
Other Purchased Services						
100-1110-523200	Other Purchase Srv-Communication	1,361	1,187	966	1,500	1,200
100-1110-523500	Other Purchase Srv-Travel	8,928	5,116	6,312	12,150	9,000
100-1110-523600	Other Purchase Srv-Dues & Fees	25,081	84,269	63,175	59,640	40,000
100-1110-523700	Other Purchase Srv-Education	7,225	5,280	8,438	10,700	9,000
100-1110-523810	Other Purchase Srv-Liability	875	875	875	880	880
	Total	43,470	96,727	79,766	84,870	60,080
Supplies						
100-1110-531100	Supplies-General Supplies	2,052	2,170	2,464	2,600	2,000
100-1110-531300	Supplies-Food	5,360	5,609	7,798	6,350	6,150
	Total	7,412	7,779	10,262	8,950	8,150
Capital Outlay						
100-1110-542400	Machinery & Equipment-Computers	-	-	2,094	-	500
	Total	-	-	2,094	-	500
	Total Governing Body	**$ 117,733**	**$ 170,550**	**$ 158,414**	**$ 160,670**	**$ 133,890**

Legislative Committees

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-1120-511100	Salaries & Wages Regular	$ 4,143	$ 3,117	$ 2,406	$ 5,000	$ 6,000
	Total	4,143	3,117	2,406	5,000	6,000
Personal Services-Employee Benefits						
100-1120-512200	Employee Benefits-SS	251	190	146	400	400
100-1120-512300	Employee Benefits-Mcare	59	44	34	100	100
	Total	310	234	180	500	500
Other Purchased Services						
100-1120-523700	Other Purchase Srv-Education	824	294	1,050	1,600	2,000
	Total	824	294	1,050	1,600	2,000
Supplies						
100-1120-531100	Supplies-General Supplies	52	64	-	550	250
	Total	52	64	-	550	250
	Total Legislative Committees	**$ 5,329**	**$ 3,709**	**$ 3,636**	**$ 7,650**	**$ 8,750**

Chief Executive

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-1320-511100	Salaries & Wages Regular	$ 242,607	$ 248,250	$ 251,144	$ 257,470	$ 262,880
100-1320-511300	Salaries & Wages Overtime	195	-	-	500	500
	Total	242,802	248,250	251,144	257,970	263,380
Personal Services-Employee Benefits						
100-1320-512100	Employee Benefits-Group Health	39,147	35,130	37,484	41,090	45,050
100-1320-512200	Employee Benefits-SS	13,953	14,316	14,529	16,390	16,330
100-1320-512300	Employee Benefits-Mcare	3,528	3,601	3,643	3,840	3,820
100-1320-512400	Employee Benefits-Retirement	18,084	19,700	20,343	20,770	16,330
100-1320-512700	Employee Benefits-Workers Comp	998	914	1,294	1,560	1,720
100-1320-512910	Employee Benefits-EAP	97	82	84	-	-
100-1320-512920	Employee Benefits-Other	1,327	1,687	1,895	1,970	1,910
100-1320-512930	Employee Benefits-Wellness	562	-	-	-	450
	Total	77,696	75,430	79,272	85,620	85,610
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	1,729	250	217	500	500
100-1320-523300	Other Purchase Srv-Advertise	-	100	50	100	100
100-1320-523400	Other Purchase Srv-Printing	52	864	530	5,400	4,000
100-1320-523500	Other Purchase Srv-Travel	3,646	3,156	5,049	5,000	5,000
100-1320-523600	Other Purchase Srv-Dues & Fees	12,437	13,127	8,372	14,400	14,400
100-1320-523700	Other Purchase Srv-Education	4,867	4,923	2,770	5,600	6,600
100-1320-523810	Other Purchase Srv-Liability	875	875	875	900	900
100-1320-523850	Other Purchase Srv-Contract	4,660	3,124	58,272	98,000	7,500
	Total	28,266	26,419	76,135	129,900	39,000
Supplies						
100-1320-531100	Supplies-General Supplies	13,841	9,957	8,469	11,300	9,100
100-1320-531270	Supplies-Gasoline	839	435	756	1,300	700
100-1320-531300	Supplies-Food	1,962	1,906	3,499	5,800	2,800
100-1320-531600	Supplies-Books & Periodicals	308	262	294	600	600
	Total	16,950	12,560	13,018	19,000	13,200
Capital Outlay						
100-1320-542400	Machinery & Equipment-Computers	-	-	5,463	3,190	500
	Total	-	-	5,463	3,190	500
	Total Chief Executive	**$ 371,114**	**$ 368,059**	**$ 430,432**	**$ 501,280**	**$ 407,290**

General Administration

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-1500-511100	Salaries & Wages Regular	$ 146,820	$ 140,181	$ 147,236	$ 151,710	$ 166,510
	Total	146,820	140,181	147,236	151,710	166,510
Personal Services-Employee Benefits						
100-1500-512100	Employee Benefits-Group Health	5,089	5,194	8,634	8,940	9,650
100-1500-512200	Employee Benefits-SS	9,129	8,700	9,172	9,390	10,320
100-1500-512300	Employee Benefits-Mcare	2,135	2,035	2,145	2,200	2,410
100-1500-512400	Employee Benefits-Retirement	3,761	4,226	4,702	4,870	4,170
100-1500-512700	Employee Benefits-Workers Comp	756	692	664	900	1,030
100-1500-512910	Employee Benefits-EAP	92	82	84	-	-
100-1500-512920	Employee Benefits-Other	478	611	614	770	780
100-1500-512930	Employee Benefits-Wellness	428	-	-	-	600
	Total	21,868	21,540	26,015	27,070	28,960
Purchased Professional & Technical						
100-1500-521200	Purchase Contract Srv-Professional	3,155	3,583	10,515	11,000	34,000
	Total	3,155	3,583	10,515	11,000	34,000
Other Purchased Services						
100-1500-523200	Other Purchase Srv-Communication	536	454	214	750	1,000
100-1500-523300	Other Purchase Srv-Advertising	3,630	3,201	3,202	5,800	6,000
100-1500-523400	Other Purchase Srv-Printing	124	365	182	900	6,500
100-1500-523500	Other Purchase Srv-Travel	2,560	353	801	1,800	2,000
100-1500-523600	Other Purchase Srv-Dues & Fees	604	912	1,290	1,600	2,000
100-1500-523700	Other Purchase Srv-Education	3,208	1,936	1,550	4,300	6,000
100-1500-523710	Other Purchase Srv-Education Citywide	-	-	-	1,700	2,400
100-1500-523850	Other Purchase Srv-Contract	13,178	6,689	4,715	18,500	21,000
	Total	23,840	13,910	11,954	35,350	46,900
Supplies						
100-1500-531100	Supplies-General Supplies	2,467	2,177	2,283	3,500	3,000
100-1500-531300	Supplies-Food	505	921	779	1,500	2,500
100-1500-531400	Supplies-Books & Periodicals	2,000	1,548	2,035	2,500	2,500
	Total	4,972	4,646	5,097	7,500	8,000
Capital Outlay						
100-1500-542400	Machinery & Equipment-Computers	687	-	349	3,600	1,100
	Total	687	-	349	3,600	1,100
	Total General Administration	**$ 201,342**	**$ 183,860**	**$ 201,166**	**$ 236,230**	**$ 285,470**

Financial Administration

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-1511-511100	Salaries & Wages Regular	$ 333,269	$ 343,409	$ 349,364	$ 408,790	$ 432,100
100-1511-511300	Salaries & Wages Overtime	6,408	-	-	3,000	3,000
	Total	339,677	343,409	349,364	411,790	435,100
Personal Services-Employee Benefits						
100-1511-512100	Employee Benefits-Group Health	61,078	64,006	58,448	67,900	71,210
100-1511-512200	Employee Benefits-SS	21,250	21,464	21,664	26,040	26,790
100-1511-512300	Employee Benefits-Mcare	4,970	5,020	5,067	6,090	6,260
100-1511-512400	Employee Benefits-Retirement	30,673	31,840	32,682	39,030	32,160
100-1511-512700	Employee Benefits-Workers Comp	1,101	1,009	962	1,500	1,650
100-1511-512910	Employee Benefits-EAP	251	219	225	-	-
100-1511-512920	Employee Benefits-Other	1,879	2,306	2,250	2,930	3,150
100-1511-512930	Employee Benefits-Wellness	2,161	-	-	-	1,350
	Total	123,363	125,864	121,298	143,490	142,570
Purchased Professional & Technical						
100-1511-521200	Purchase Contract Srv-Professional	6,000	5,000	5,000	9,000	7,000
100-1511-521210	Purchase Contract Srv-Survey	9,600	-	9,900	-	10,300
	Total	15,600	5,000	14,900	9,000	17,300
Other Purchased Services						
100-1511-523200	Other Purchase Srv-Communication	15,986	17,053	21,304	23,750	23,750
100-1511-523300	Other Purchase Srv-Advertising	1,041	1,639	1,228	3,250	1,750
100-1511-523400	Other Purchase Srv-Printing	13,181	7,922	13,055	20,650	13,650
100-1511-523500	Other Purchase Srv-Travel	4,492	2,900	5,165	5,100	5,000
100-1511-523600	Other Purchase Srv-Dues & Fees	7,309	10,794	10,992	15,000	13,000
100-1511-523700	Other Purchase Srv-Education	6,465	4,931	5,732	7,600	8,600
100-1511-523800	Other Purchase Srv-Licenses	-	50	-	250	-
100-1511-523810	Other Purchase Srv-Liability	875	875	875	900	900
100-1511-523850	Other Purchase Srv-Contract	86	-	2,486	5,000	-
	Total	49,435	46,164	60,837	81,500	66,650
Supplies						
100-1511-531100	Supplies-General Supplies	7,548	11,557	9,410	12,500	11,000
100-1511-531300	Supplies-Food	788	1,119	699	2,000	1,000
100-1511-531400	Supplies-Books & Periodicals	999	1,067	1,004	1,700	1,000
	Total	9,335	13,743	11,113	16,200	13,000
Capital Outlay						
100-1511-542400	Machinery & Equipment-Computers	-	-	7,635	6,550	5,500
	Total	-	-	7,635	6,550	5,500
	Total Financial Administration	**$ 537,410**	**$ 534,180**	**$ 565,147**	**$ 668,530**	**$ 680,120**

Accounting

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Purchased Professional & Technical						
100-1512-521200	Purchase Contract Srv-Professional	$ 27,000	$ 33,000	$ 34,500	$ 35,000	$ 36,500
	Total	27,000	33,000	34,500	35,000	36,500
	Total Accounting	**$ 27,000**	**$ 33,000**	**$ 34,500**	**$ 35,000**	**$ 36,500**

Law

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Purchased Professional & Technical						
100-1530-521200	Purchase Contract Srv-Professional	$ 49,938	$ 48,419	$ 86,134	$ 64,000	$ 60,000
	Total	49,938	48,419	86,134	64,000	60,000
	Total Law	**$ 49,938**	**$ 48,419**	**$ 86,134**	**$ 64,000**	**$ 60,000**

Data Processing

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Purchased Professional & Technical						
100-1535-521220	Purchase Contract Srv-Prof Total	$ 97,480	$ 87,842	$ 99,000	$ 95,000	$ 90,250
100-1535-521230	Purchase Contract Service-Mainstreet	39,648	41,576	41,981	42,000	-
	Total	137,128	129,418	140,981	137,000	90,250
Purchased Property Services						
100-1535-522200	Purchase Property Srv-Repair	668	831	3,361	5,500	5,500
	Total	668	831	3,361	5,500	5,500
Other Purchased Services						
100-1535-523850	Other Purchase Srv-Contract	798	-	946	2,000	2,000
	Total	798	-	946	2,000	2,000
Supplies						
100-1535-531100	Supplies-General Supplies	1,450	-	1,864	2,500	3,500
	Total	1,450	-	1,864	2,500	3,500
Capital Outlay						
100-1535-542400	Machinery & Equipment-Computer	-	2,083	3,112	5,000	3,000
100-1535-542401	Machinery & Equipment-Server	12,693	-	9,056	11,750	5,000
100-1535-542402	Machinery & Equipment-Software	18,585	14,624	10,434	20,950	22,200
100-1535-542403	Machinery & Equipment-Software Support	26,002	19,370	18,073	25,500	26,500
100-1535-542404	Machinery & Equipment-Other	-	-	16,264	22,000	17,000
100-1535-542405	Machinery & Equipment-Digital	58,499	4,873	-	-	-
100-1535-542406	Machinery & Equipment-New Program	20,589	-	26,452	27,000	23,000
100-1535-542407	Machinery & Equipment-New Accounting	-	-	-	-	-
	Total	136,368	40,950	83,391	112,200	96,700
	Total Data Processing	**$ 276,412**	**$ 171,199**	**$ 230,543**	**$ 259,200**	**$ 197,950**

General Government Buildings

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Purchased Property Services						
100-1565-522100	Purchase Property Srv-Cleaning	$ 3,900	$ 3,900	$ 3,975	$ 1,900	$ -
100-1565-522110	Purchase Property Srv-Disposal	928	1,293	1,399	1,500	1,500
100-1565-522130	Purchase Property Srv-Custodial	21,442	44,060	-	-	-
100-1565-522200	Purchase Property Srv-Repair	12,329	16,137	26,931	19,000	21,000
100-1565-522310	Purchase Property Srv-Rental	1,365	640	200	3,000	2,200
100-1565-522320	Purchase Property Srv-Rental	19,692	14,725	9,936	11,000	11,000
	Total	59,656	80,755	42,441	36,400	35,700
Other Purchased Services						
100-1565-523100	Other Purchase Srv-Insurance	105,633	69,207	80,653	94,120	106,520
100-1565-523200	Other Purchase Srv-Communicate	52,142	42,430	40,062	35,000	34,000
100-1565-573000	Other Costs-Payments to Other	3,134	10,512	18,707	19,000	10,000
	Total	160,909	122,149	139,422	148,120	150,520
Supplies						
100-1565-531100	Supplies-General Supplies	14,425	12,770	12,130	13,000	12,500
100-1565-531210	Supplies-Water & Sewer	2,084	7,150	9,730	11,500	11,000
100-1565-531220	Supplies-Natural Gas	6,243	2,033	2,804	2,000	3,000
100-1565-531230	Supplies-Electricity	21,811	50,901	51,792	62,200	53,000
100-1565-531600	Supplies-Small Equipment	1,289	3,479	24,360	5,000	5,000
	Total	45,852	76,333	100,816	93,700	84,500
	Total General Government Buildings	**$ 266,417**	**$ 279,237**	**$ 282,679**	**$ 278,220**	**$ 270,720**

Public Information

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-1570-511100	Salaries & Wages Regular	$ 56,676	$ 57,297	$ 58,423	$ 60,220	$ 61,690
	Total	56,676	57,297	58,423	60,220	61,690
Personal Services-Employee Benefits						
100-1570-512100	Employee Benefits-Group Health	13,425	12,502	13,553	9,880	9,500
100-1570-512200	Employee Benefits-SS	3,529	3,554	3,624	3,740	3,820
100-1570-512300	Employee Benefits-Mcare	825	831	848	870	900
100-1570-512400	Employee Benefits-Retirement	6,147	6,256	6,307	6,630	5,550
100-1570-512700	Employee Benefits-Workers Comp	302	279	265	320	360
100-1570-512910	Employee Benefits-EAP	31	27	28	-	-
100-1570-512920	Employee Benefits-Other	357	449	458	540	540
100-1570-512930	Employee Benefits-Wellness	320	-	-	-	150
	Total	24,936	23,898	25,083	21,980	20,820
Other Purchased Services						
100-1570-523200	Other Purchase Srv-Communication	344	187	88	350	350
100-1570-523210	Other Purchase Srv-Newsletter	8,633	6,306	6,667	16,000	19,000
100-1570-523400	Other Purchase Srv-Printing	17	70	381	500	500
100-1570-523410	Other Purchase Srv-Printing	22,138	24,039	21,271	33,000	31,000
100-1570-523500	Other Purchase Srv-Travel	657	76	1,096	700	1,200
100-1570-523600	Other Purchase Srv-Dues & Fees	-	375	375	400	400
100-1570-523700	Other Purchase Srv-Education	1,398	2,310	75	500	1,000
	Total	33,187	33,363	29,953	51,450	53,450
Supplies						
100-1570-531100	Supplies-General Supplies	403	369	969	700	700
100-1570-531400	Supplies-Books & Periodicals	616	96	96	500	500
	Total	$ 1,019	$ 465	$ 1,065	$ 1,200	$ 1,200

Public Information (continued)

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Capital Outlay						
100-1570-542400	Machinery & Equipment-Computers	$ -	$ -	$ -	$ 2,750	$ -
	Total	-	-	-	2,750	-
	Total Public Information	**$ 115,818**	**$ 115,023**	**$ 114,524**	**$ 137,600**	**$ 137,160**

Municipal Court

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-2650-511100	Salaries & Wages Regular	$ 192,818	$ 199,978	$ 186,561	$ 202,050	$ 242,680
100-2650-511300	Salaries & Wages Overtime	2,184	4,758	3,041	1,500	1,500
	Total	195,002	204,736	189,602	203,550	244,180
Personal Services-Employee Benefits						
100-2650-512100	Employee Benefits-Group Health	38,078	39,338	38,792	37,630	40,040
100-2650-512200	Employee Benefits-SS	12,135	12,694	11,756	12,890	15,140
100-2650-512300	Employee Benefits-Mcare	2,838	2,969	2,749	3,190	3,540
100-2650-512400	Employee Benefits-Retirement	13,781	14,492	12,213	13,780	10,710
100-2650-512500	Employee Benefits-Tuition Reimbursement	-	-	642	1,400	1,500
100-2650-512700	Employee Benefits-Workers Comp	945	802	788	1,050	1,050
100-2650-512910	Employee Benefits-EAP	94	82	84	-	-
100-2650-512920	Employee Benefits-Other	798	9,209	968	1,130	1,130
100-2650-512930	Employee Benefits-Wellness	828	-	-	-	450
	Total	69,497	79,586	67,992	71,070	73,560
Purchased Professional & Technical						
100-2650-521292	Purchase Contract Srv-Legal	5,365	5,321	2,392	6,000	6,000
	Total	5,365	5,321	2,392	6,000	6,000
Purchased Property Services						
100-2650-522130	Purchase Property Srv-Custodial	4,135	5,625	-	-	-
100-2650-522320	Purchase Property Srv-Rental	5,074	5,239	4,619	5,700	5,500
	Total	9,209	10,864	4,619	5,700	5,500
Other Purchased Services						
100-2650-523100	Other Purchase Srv-Insurance	8,800	7,125	6,337	8,200	9,430
100-2650-523200	Other Purchase Srv-Communication	1,749	1,730	1,756	2,500	3,000
100-2650-523400	Other Purchase Srv-Printing	-	-	382	1,000	1,000
100-2650-523500	Other Purchase Srv-Travel	2,081	2,249	2,151	3,500	3,700
100-2650-523600	Other Purchase Srv-Dues & Fees	821	870	2,408	2,100	2,200
100-2650-523700	Other Purchase Srv-Education	2,654	2,251	2,415	5,600	6,600
	Total					
Supplies						
100-2650-531100	Supplies-General Supplies	4,092	8,175	6,449	4,500	5,500
100-2650-531210	Supplies-Water & Sewer	107	129	280	750	500
100-2650-531230	Supplies-Electricity	7,900	11,273	11,989	16,380	12,500
100-2650-531300	Supplies-Food	-	-	-	-	250
100-2650-531400	Supplies-Books & Periodicals	60	52	54	200	250
	Total	12,159	19,629	18,772	21,830	19,000
Capital Outlay						
100-2650-542500	Machinery & Equipment-Small Equipment	-	-	-	2,000	1,570
	Total	-	-	-	2,000	1,570
	Total Municipal Court	**$ 307,337**	**$ 334,361**	**$ 298,826**	**$ 333,050**	**$ 375,740**

Red Light Cameras

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-2651-511100	Salaries & Wages Regular	$ 65,240	$ -	$ -	$ -	$ -
100-2651-511300	Salaries & Wages Overtime	1,688	-	-	-	-
	Total	66,928	-	-	-	-
Personal Services-Employee Benefits						
100-2651-512100	Employee Benefits-Group Health	623	-	-	-	-
100-2651-512200	Employee Benefits-SS	4,166	-	-	-	-
100-2651-512300	Employee Benefits-Mcare	974	-	-	-	-
100-2651-512400	Employee Benefits-Retirement	1,415	-	-	-	-
100-2651-512700	Employee Benefits-Workers Comp	388	-	-	-	-
100-2651-512910	Employee Benefits-EAP	41	-	-	-	-
100-2651-512920	Employee Benefits-Other Disability	156	-	-	-	-
100-2651-512930	Employee Benefits-Wellness	320	-	-	-	-
	Total	8,083	-	-	-	-
Other Purchased Services						
100-2651-523200	Other Purchase Srv-Communication	2,097	-	-	-	-
	Total	2,097	-	-	-	-
Supplies						
100-2651-531100	Supplies-General Supplies	1,240	-	-	-	-
100-2651-531230	Supplies-Electricity	1,614	-	-	-	-
	Total	2,854	-	-	-	-
	Total Red Light Cameras	**$ 79,962**	**$ -**	**$ -**	**$ -**	**$ -**

Police Administration

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-3210-511100	Salaries & Wages Regular	$ 196,595	$ 204,572	$ 230,387	$ 233,410	$ 240,260
100-3210-511300	Salaries & Wages Overtime	330	464	25	750	750
	Total	196,925	205,036	230,412	234,160	241,010
Personal Services-Employee Benefits						
100-3210-512100	Employee Benefits-Group Health	21,987	26,395	27,220	28,950	29,970
100-3210-512200	Employee Benefits-SS	12,273	12,737	14,311	14,590	14,940
100-3210-512300	Employee Benefits-Mcare	2,870	2,979	3,347	3,410	3,500
100-3210-512400	Employee Benefits-Retirement	21,087	21,921	24,864	25,970	21,690
100-3210-512700	Employee Benefits-Workers Comp	7,652	6,995	6,679	8,050	8,860
100-3210-512910	Employee Benefits-EAP	94	82	84	-	-
100-3210-512920	Employee Benefits-Other	1,458	1,702	1,674	1,930	1,930
100-3210-512930	Employee Benefits-Wellness	728	-	-	-	450
	Total	68,149	72,811	78,179	82,900	81,340
Purchased Professional & Technical						
100-3210-521200	Purchase Contract Srv-Professional	8,255	8,546	6,130	9,500	13,250
	Total	8,255	8,546	6,130	9,500	13,250
Purchased Property Services						
100-3210-522200	Purchase Property Srv-Repair	212	643	1,649	2,000	-
	Total	$ 212	$ 643	$ 1,649	$ 2,000	$ -

Police Administration (continued)

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Other Purchased Services						
100-3210-523200	Other Purchase Srv-Communication	$ 1,252	$ 853	$ 1,536	$ 1,750	$ 1,750
100-3210-523400	Other Purchase Srv-Printing	-	86	-	100	100
100-3210-523500	Other Purchase Srv-Travel	4,476	10,524	14,568	15,000	15,000
100-3210-523600	Other Purchase Srv-Dues & Fees	1,404	848	1,638	1,330	1,920
100-3210-523900	Other Purchase Srv-Other	-	-	129	300	-
	Total	7,132	12,311	17,871	18,480	18,770
Supplies						
100-3210-531270	Supplies-Gasoline	6,592	6,142	8,452	6,000	7,000
100-3210-531300	Supplies-Food	815	647	631	1,150	900
100-3210-531400	Supplies-Books & Periodicals	235	339	280	600	600
100-3210-531600	Supplies-Small Equipment	370	428	468	500	500
100-3210-531700	Supplies-Other Supplies	232	1,242	1,471	1,200	700
	Total	8,244	8,798	11,302	9,450	9,700
Capital Outlay						
100-3210-542400	Machinery & Equipment-Computer	-	454	349	-	2,100
100-3210-542500	Machinery & Equipment-Equipment	5,447	4,993	4,975	6,800	7,800
	Total	5,447	5,447	5,324	6,800	9,900
	Total Police Administration	**$ 294,364**	**$ 313,592**	**$ 350,867**	**$ 363,290**	**$ 373,970**

Criminal Investigation

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-3221-511100	Salaries & Wages Regular	$ 212,847	$ 215,680	$ 153,605	$ 152,540	$ 158,280
100-3221-511300	Salaries & Wages Overtime	5,364	2,905	6,781	17,500	4,500
	Total	218,211	218,585	160,386	170,040	162,780
Personal Services-Employee Benefits						
100-3221-512100	Employee Benefits-Group Health	31,291	37,853	29,053	30,590	34,330
100-3221-512200	Employee Benefits-SS	14,229	14,129	10,490	10,420	10,120
100-3221-512300	Employee Benefits-Mcare	3,328	3,304	2,453	2,580	2,370
100-3221-512400	Employee Benefits-Retirement	20,678	20,973	14,503	17,050	14,320
100-3221-512700	Employee Benefits-Workers Comp	6,357	5,818	7,382	11,200	12,870
100-3221-512910	Employee Benefits-EAP	126	109	84	-	-
100-3221-512920	Employee Benefits-Other	1,284	1,625	1,064	1,350	1,390
100-3221-512930	Employee Benefits-Wellness	764	-	-	-	450
	Total	78,057	83,811	65,029	73,190	75,850
Purchased Property Services						
100-3221-522210	Purchase Property Srv-Repair	716	1,552	297	2,300	-
	Total	716	1,552	297	2,300	-
Other Purchased Services						
100-3221-523200	Other Purchase Srv-Communication	1,104	-	-	250	250
100-3221-523500	Other Purchase Srv-Travel	1,189	1,719	1,979	2,000	2,000
100-3221-523600	Other Purchase Srv-Dues & Fees	41	35	-	-	-
100-3221-523900	Other Purchase Srv-Other	2,374	2,368	5,845	9,800	10,050
	Total	$ 4,708	$ 4,122	$ 7,824	$ 12,050	$ 12,300

Criminal Investigation (continued)

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Supplies						
100-3221-531270	Supplies-Gasoline	$ 6,884	$ 5,541	$ 9,401	$ 11,000	$ 9,000
100-3221-531700	Supplies-Other Supplies	1,172	1,982	2,014	2,350	2,680
	Total	8,056	7,523	11,415	13,350	11,680
Capital Outlay						
100-3221-542400	Machinery & Equipment-Computer	-	-	-	1,500	2,510
	Total	-	-	-	1,500	2,510
	Total Criminal Investigation	**$ 309,748**	**$ 315,593**	**$ 244,951**	**$ 272,430**	**$ 265,120**

Patrol

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-3223-511100	Salaries & Wages Regular	$ 1,171,298	$ 1,206,158	$ 1,323,528	$ 1,309,470	$ 1,419,920
100-3223-511300	Salaries & Wages Overtime	24,414	6,928	10,863	19,500	24,670
	Total	1,195,712	1,213,086	1,334,391	1,328,970	1,444,590
Personal Services-Employee Benefits						
100-3223-512100	Employee Benefits-Group Health	249,166	256,224	288,052	275,600	367,090
100-3223-512200	Employee Benefits-SS	78,033	76,957	85,592	87,050	89,250
100-3223-512300	Employee Benefits-Mcare	18,250	17,998	20,018	20,590	20,870
100-3223-512400	Employee Benefits-Retirement	117,581	123,382	140,077	143,410	127,790
100-3223-512700	Employee Benefits-Workers Comp	117,514	93,368	111,623	110,260	121,290
100-3223-512910	Employee Benefits-EAP	744	606	767	-	-
100-3223-512920	Employee Benefits-Other	7,026	27,037	17,575	11,870	11,850
100-3223-512930	Employee Benefits-Wellness	3,856	-	-	-	4,350
	Total	592,170	595,572	663,704	648,780	742,490
Purchased Property Services						
100-3223-522200	Purchase Property Srv-Repair	3,062	2,888	4,334	6,020	6,020
100-3223-522210	Purchase Property Srv-Repair	28,450	36,135	41,396	52,100	56,600
	Total	31,512	39,023	45,730	58,120	62,620
Other Purchased Services						
100-3223-523200	Other Purchase Srv-Communication	7,901	6,411	5,801	6,500	6,500
100-3223-523600	Other Purchase Srv-Dues & Fees	89	56	73	360	400
	Total	7,990	6,467	5,874	6,860	6,900
Supplies						
100-3223-531100	Supplies-General Supplies	10,115	15,477	11,013	11,750	11,850
100-3223-531270	Supplies-Gasoline	75,588	73,646	113,309	109,340	108,550
100-3223-531600	Supplies-Small Equipment	10,361	5,413	7,491	7,410	7,500
100-3223-531700	Supplies-Other Supplies	24,165	59,212	21,869	24,900	23,150
	Total	120,229	153,748	153,682	153,400	151,050
Capital Outlay						
100-3223-542200	Machinery & Equipment-Vehicle	325,581	176,602	52,930	190,730	101,450
100-3223-542400	Machinery & Equipment-Computer	-	-	10,165	12,500	17,600
100-3223-542401	Machinery & Equipment-GOHS	-	-	10,047	-	-
100-3223-542402	Machinery & Equipment-Software	-	-	1,299	5,500	5,520
100-3223-542403	Machinery & Equipment-ALPR	-	-	-	21,351	-
	Total	325,581	176,602	74,441	230,081	124,570
	Total Patrol	**$ 2,273,194**	**$ 2,184,498**	**$ 2,277,822**	**$ 2,426,211**	**$ 2,532,220**

Records and Identification

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-3224-511100	Salaries & Wages Regular	$ 53,843	$ 55,511	$ 30,330	$ 33,560	$ 34,430
100-3224-511300	Salaries & Wages Overtime	149	35	70	500	500
	Total	53,992	55,546	30,400	34,060	34,930
Personal Services-Employee Benefits						
100-3224-512100	Employee Benefits-Group Health	8,190	8,239	8,436	8,950	9,500
100-3224-512200	Employee Benefits-SS	3,348	3,443	1,884	2,110	2,170
100-3224-512300	Employee Benefits-Mcare	783	805	441	500	500
100-3224-512400	Employee Benefits-Retirement	5,879	6,053	3,403	3,690	3,100
100-3224-512700	Employee Benefits-Workers Comp	652	596	581	750	770
100-3224-512910	Employee Benefits-EAP	31	27	28	-	-
100-3224-512920	Employee Benefits-Other	209	248	260	370	320
100-3224-512930	Employee Benefits-Wellness	81	-	-	-	150
	Total	19,173	19,411	15,033	16,370	16,510
Capital Outlay						
100-3224-542400	Machinery & Equipment-Computer	-	50,231	69,889	80,000	79,100
100-3224-542402	Machinery & Equipment-Finger Print	73,917	15,698	18,161	-	-
	Total	73,917	65,929	88,050	80,000	79,100
	Total Records & Identification	**$ 147,082**	**$ 140,886**	**$ 133,483**	**$ 130,430**	**$ 130,540**

Police Training

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-3240-511100	Salaries & Wages Regular	$ 27,855	$ 63,962	$ 64,449	$ 68,460	$ 70,140
100-3240-511300	Salaries & Wages Overtime	373	544	740	1,000	1,000
	Total	28,228	64,506	65,189	69,460	71,140
Personal Services-Employee Benefits						
100-3240-512100	Employee Benefits-Group Health	8,329	5,109	4,530	5,030	5,130
100-3240-512200	Employee Benefits-SS	1,786	4,029	4,107	4,310	4,410
100-3240-512300	Employee Benefits-Mcare	418	942	960	1,010	1,030
100-3240-512400	Employee Benefits-Retirement	3,051	3,417	3,719	3,900	3,560
100-3240-512500	Employee Benefits-Tuition	9,106	6,645	7,093	10,000	12,000
100-3240-512700	Employee Benefits-Workers Comp	2,159	4,708	3,838	4,470	4,920
100-3240-512910	Employee Benefits-EAP	31	27	28	-	-
100-3240-512920	Employee Benefits-Other	361	478	475	550	550
100-3240-512930	Employee Benefits-Wellness	216	-	-	-	150
	Total	25,457	25,355	24,750	29,270	31,750
Other Purchased Services						
100-3240-523500	Other Purchase Srv-Travel	-	-	-	500	250
100-3240-523700	Other Purchase Srv-Education	9,129	4,281	7,950	10,000	10,000
	Total	9,129	4,281	7,950	10,500	10,250
Supplies						
100-3240-531400	Supplies-Books & Periodicals	283	63	306	800	350
100-3240-531700	Supplies-Other Supplies	3,077	4,027	3,788	5,000	28,900
	Total	3,360	4,090	4,094	5,800	29,250
	Total Police Training	**$ 66,174**	**$ 98,232**	**$ 101,983**	**$ 115,030**	**$ 142,390**

Special Detail Services

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-3250-511100	Salaries & Wages Regular	$ 63,705	$ 30,878	$ 35,438	$ 47,000	$ 50,000
	Total	63,705	30,878	35,438	47,000	50,000
	Total Special Detail Services	**$ 63,705**	**$ 30,878**	**$ 35,438**	**$ 47,000**	**$ 50,000**

Gateway Patrol

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-3251-511100	Salaries & Wages Regular	$ -	$ -	$ 17,633	$ 18,200	$ -
	Total	-	-	17,633	18,200	-
	Total Gateway Patrol	**$ -**	**$ -**	**$ 17,633**	**$ 18,200**	**$ -**

Police Stations & Buildings

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Purchased Property Services						
100-3260-522100	Purchase Property Srv-Cleaning	$ 8,200	$ 9,695	$ -	$ -	$ -
100-3260-522110	Purchase Property Srv-Disposal	820	1,326	1,387	3,000	3,000
100-3260-522200	Purchase Property Srv-Repair	7,472	6,381	8,722	10,650	8,650
	Total	16,492	17,402	10,109	13,650	11,650
Other Purchased Services						
100-3260-523100	Other Purchase Srv-Insurance	76,313	45,970	73,953	86,000	97,750
100-3260-523200	Other Purchase Srv-Communicate	19,759	24,001	24,431	26,000	23,900
	Total	96,072	69,971	98,384	112,000	121,650
Supplies						
100-3260-531100	Supplies-General Supplies	1,216	2,348	388	1,550	1,550
100-3260-531210	Supplies-Water & Sewer	1,534	3,240	3,195	3,250	3,000
100-3260-531220	Supplies-Natural Gas	4,743	9,620	8,588	7,500	7,000
100-3260-531230	Supplies-Electricity	13,678	18,667	24,412	30,550	25,000
100-3260-531700	Supplies-Other Supplies	1,153	1,818	1,363	2,000	1,500
	Total	22,324	35,693	37,946	44,850	38,050
	Total Police Stations & Buildings	**$ 134,888**	**$ 123,066**	**$ 146,439**	**$ 170,500**	**$ 171,350**

Police Substation and Training Center

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Purchased Property Services						
100-3261-522110	Purchase Property Srv-Disposal	$ -	$ -	$ -	$ -	$ 1,000
100-3261-522200	Purchase Property Srv-Repair	-	-	-	-	2,500
	Total	-	-	-	-	3,500
Other Purchased Services						
100-3261-523100	Other Purchase Srv-Insurance	-	-	-	-	8,000
100-3261-523200	Other Purchase Srv-Communicate	-	-	-	-	5,000
	Total	$ -	$ -	$ -	$ -	$ 13,000

Police Substation and Training Center (continued)

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Supplies						
100-3261-531100	Supplies-General Supplies	$ -	$ -	$ -	$ -	$ 1,550
100-3261-531210	Supplies-Water & Sewer	-	-	-	-	3,000
100-3261-531220	Supplies-Natural Gas	-	-	-	-	5,000
100-3261-531230	Supplies-Electricity	-	-	-	-	25,000
100-3261-531700	Supplies-Other Supplies	-	-	-	-	1,000
	Total	-	-	-	-	35,550
Machinery & Equipment						
100-3261-542500	Machinery & Equipment-Printer/scanner	-	-	-	-	2,000
	Total	-	-	-	-	2,000
	Total Police Substation and Training Center	**$ -**	**$ -**	**$ -**	**$ -**	**$ 54,050**

Dispatcher

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-3270-511100	Salaries & Wages Regular	$ 267,910	$ 276,131	$ 262,644	$ 301,970	$ 312,480
100-3270-511300	Salaries & Wages Overtime	3,825	1,665	9,441	6,500	3,500
	Total	271,735	277,796	272,085	308,470	315,980
Personal Services-Employee Benefits						
100-3270-512100	Employee Benefits-Group Health	54,811	58,212	54,279	64,120	69,280
100-3270-512200	Employee Benefits-SS	16,899	17,227	16,715	19,120	19,590
100-3270-512300	Employee Benefits-Mcare	3,952	4,029	3,909	4,470	4,580
100-3270-512400	Employee Benefits-Retirement	27,198	30,135	27,188	31,880	25,890
100-3270-512700	Employee Benefits-Workers Comp	2,120	4,867	1,833	2,210	2,440
100-3270-512910	Employee Benefits-EAP	225	191	183	-	-
100-3270-512920	Employee Benefits-Other	1,878	2,129	2,016	2,800	2,500
100-3270-512930	Employee Benefits-Wellness	896	-	-	-	1,200
	Total	107,979	116,790	106,123	124,600	125,480
Other Purchased Services						
100-3270-523200	Other Purchase Srv-Communication	13,756	25,937	30,972	39,500	38,000
	Total	13,756	25,937	30,972	39,500	38,000
Supplies						
100-3270-531700	Supplies-Other Supplies	1,796	44	1,366	2,450	2,100
	Total	1,796	44	1,366	2,450	2,100
Capital Outlay						
100-3270-542400	Machinery & Equipment-Computers	-	-	286	1,000	1,000
	Total	-	-	286	1,000	1,000
	Total Dispatcher	**$ 395,266**	**$ 420,567**	**$ 410,832**	**$ 476,020**	**$ 482,560**

Public Relations

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-3285-511100	Salaries & Wages Regular	$ 26,984	$ 55,257	$ 55,079	$ 58,540	$ 58,680
100-3285-511300	Salaries & Wages Overtime	373	-	-	750	750
	Total	27,357	55,257	55,079	59,290	59,430
Personal Services-Employee Benefits						
100-3285-512100	Employee Benefits-Group Health	1,696	9,041	8,589	9,340	9,650
100-3285-512200	Employee Benefits-SS	397	3,431	3,420	3,860	3,680
100-3285-512300	Employee Benefits-Mcare	2,913	802	800	910	860
100-3285-512400	Employee Benefits-Retirement	-	6,078	6,059	6,150	5,340
100-3285-512700	Employee Benefits-Workers Comp	-	2,196	2,943	1,280	3,610
100-3285-512910	Employee Benefits-EAP	-	27	28	-	-
100-3285-512920	Employee Benefits-Other	-	434	443	620	520
100-3285-512930	Employee Benefits-Wellness	-	-	-	-	150
	Total	5,006	22,009	22,282	22,160	23,810
Supplies						
100-3285-531100	Supplies-General Supplies	3,896	4,492	2,739	7,300	4,100
100-3285-531300	Supplies-Food	784	737	1,096	1,450	1,200
100-3285-531400	Supplies-Books & Periodicals	425	245	366	400	400
100-3285-531700	Supplies-Other Supplies	510	608	598	1,250	1,000
	Total	5,615	6,082	4,799	10,400	6,700
	Total Public Relations	**$ 37,978**	**$ 83,348**	**$ 82,160**	**$ 91,850**	**$ 89,940**

Targeted Police

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Employee Benefits						
100-3290-512100	Employee Benefits-Group Health	$ -	$ 500	$ -	$ -	$ -
100-3290-512700	Employee Benefits-Workers Comp	3,454	3,180	-	-	-
100-3290-512930	Employee Benefits-Wellness	70	-	-	-	-
	Total	3,524	3,680	-	-	-
Purchased Property Services						
100-3290-522210	Purchase Property Srv-Repair	585	-	-	-	-
	Total	585	-	-	-	-
Supplies						
100-3290-531270	Supplies-Gasoline	218	-	-	-	-
100-3290-531600	Supplies-Small Equipment	70	-	-	-	-
100-3290-531700	Supplies-Other Supplies	1,586	-	-	-	-
	Total	1,874	-	-	-	-
Capital Outlay						
100-3290-542200	Machinery & Equipment-Equip	-	16,612	-	-	-
	Total	-	16,612	-	-	-
	Total Targeted Police	**$ 5,983**	**$ 20,292**	**$ -**	**$ -**	**$ -**

Public Works Administration

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-4100-511100	Salaries & Wages Regular	$ 633,458	$ 650,622	$ 717,527	$ 719,410	$ 749,330
100-4100-511300	Salaries & Wages Overtime	46,954	13,633	10,965	16,000	14,000
	Total	680,412	664,255	728,492	735,410	763,330
Personal Services-Employee Benefits						
100-4100-512100	Employee Benefits-Group Health	110,524	118,632	111,526	111,340	145,810
100-4100-512200	Employee Benefits-SS	42,274	41,209	45,186	45,660	47,330
100-4100-512300	Employee Benefits-Mcare	9,889	9,638	10,568	10,790	11,180
100-4100-512400	Employee Benefits-Retirement	63,707	62,729	61,125	68,620	58,290
100-4100-512700	Employee Benefits-Workers Comp	49,743	17,416	17,479	20,020	22,030
100-4100-512910	Employee Benefits-EAP	448	378	449	-	-
100-4100-512920	Employee Benefits-Other	3,830	17,778	14,542	11,380	5,900
100-4100-512930	Employee Benefits-Wellness	1,316	-	-	-	2,700
	Total	281,731	267,780	260,875	267,810	293,240
Purchased Property Services						
100-4100-522200	Purchase Property Srv-Repair	45,386	32,327	37,988	64,500	57,900
100-4100-522320	Purchase Property Srv-Rental	7,103	3,752	3,081	4,500	2,000
	Total	52,489	36,079	41,069	69,000	59,900
Other Purchased Services						
100-4100-523200	Other Purchase Srv-Communicate	9,924	8,675	11,671	10,520	11,010
100-4100-523300	Other Purchase Srv-Advertising	60	-	90	650	450
100-4100-523500	Other Purchase Srv-Travel	3,467	879	629	3,000	3,000
100-4100-523600	Other Purchase Srv-Dues & Fe	2,283	1,710	1,877	3,000	2,350
100-4100-523700	Other Purchase Srv-Education	4,129	4,700	4,370	6,700	8,240
100-4100-523800	Other Purchase Srv-Licenses	885	473	485	800	1,050
100-4100-523850	Other Purchase Srv-Contract	1,672	4,358	3,207	6,000	11,400
100-4100-523860	Other Purchase Srv-Solid Waste	5,947	4,070	6,148	8,700	5,900
100-4100-523900	Other Purchase Srv-Other	-	300	5,250	-	-
100-4100-573100	Other Purchase Srv-Inmate Work	38,440	9,610	17,670	37,200	40,300
	Total	66,807	34,775	51,397	76,570	83,700
Supplies						
100-4100-531100	Supplies-General Supplies	68,099	77,249	53,570	60,800	61,300
100-4100-531101	Supplies-Uniform	5,975	4,205	6,112	10,750	8,370
100-4100-531110	Supplies-Janitorial	-	-	6,505	7,000	6,230
100-4100-531210	Supplies-Water & Sewer	16,710	27,036	35,633	39,000	37,500
100-4100-531220	Supplies-Natural Gas	9,567	9,604	8,199	9,600	9,600
100-4100-531230	Supplies-Electricity	134,655	155,093	168,548	189,070	212,600
100-4100-531270	Supplies-Gasoline	20,920	22,041	31,130	40,750	42,550
100-4100-531400	Supplies-Books & Periodicals	-	-	35	600	600
100-4100-531600	Supplies-Small Equipment	6,830	9,332	8,876	13,500	10,500
	Total	262,756	304,560	318,608	371,070	389,250
Capital Outlay						
100-4100-542201	Machinery & Equipment-Vehicle	17,051	48,467	12,914	96,130	-
100-4100-542202	Machinery & Equipment-Zero Turn	6,519	-	7,267	14,450	8,570
100-4100-542203	Machinery & Equip-Equipment	42,396	-	-	19,000	15,750
100-4100-542400	Machinery & Equip-Computer	1,599	-	2,153	2,550	2,250
	Total	67,565	48,467	22,334	132,130	26,570
	Total Public Works Administration	**$ 1,411,760**	**$ 1,355,916**	**$ 1,422,775**	**$ 1,651,990**	**$ 1,615,990**

Paved Streets

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Purchased Professional & Technical						
100-4221-521200	Purchase Contract Srv-Sweeping	$ 14,810	$ 14,507	$ 14,507	$ 14,800	$ 15,540
100-4221-521210	Purchase Contract Srv-I85 Landscape	-	-	-	-	20,000
100-4221-521220	Purchase Contract Srv-PIB Landscape	-	-	-	8,400	49,350
	Total	14,810	14,507	14,507	23,200	84,890
	Total Paved Streets	**$ 14,810**	**$ 14,507**	**$ 14,507**	**$ 23,200**	**$ 84,890**

Storm Drainage

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Other Purchase Services						
100-4250-523852	Other Purchase Srv-MS4 Admin	$ 35,703	$ 22,165	$ 27,323	$ 29,500	$ 43,500
	Total	35,703	22,165	27,323	29,500	43,500
	Total Storm Drainage	**$ 35,703**	**$ 22,165**	**$ 27,323**	**$ 29,500**	**$ 43,500**

Street Lighting

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Capital Outlay						
100-4260-541400	Property-Infrastructure	$ 5,325	$ -	$ -	$ -	$ -
	Total	5,325	-	-	-	-
	Total Street Lighting	**$ 5,325**	**$ -**	**$ -**	**$ -**	**$ -**

PW Special Detail Services

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-4970-511100	Salaries & Wages Regular	$ 15,879	$ -	$ -	$ 3,500	$ 6,750
	Total	15,879	-	-	3,500	6,750
Personal Services-Employee Benefits						
100-4970-512200	Employee Benefits-SS	984	-	-	500	400
100-4970-512300	Employee Benefits-Mcare	230	-	-	100	100
	Total	1,214	-	-	600	500
	Total PW Special Detail Services	**$ 17,093**	**$ -**	**$ -**	**$ 4,100**	**$ 7,250**

Playgrounds

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Capital Outlay						
100-6123-541400	Property-Infrastructure	$ 72	$ -	$ -	$ -	$ -
	Total	72	-	-	-	-
	Total Playgrounds	**$ 72**	**$ -**	**$ -**	**$ -**	**$ -**

Special Facilities and Activities

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Other Purchased Services						
100-6190-523200	Other Purchase Srv-Communication	$ 388	$ -	$ -	$ 2,000	$ 2,000
100-6190-523300	Other Purchase Srv-Advertising	1,017	-	-	1,000	3,000
100-6190-523400	Other Purchase Srv-Printing	2,200	2,036	2,377	2,000	3,000
100-6190-523870	Other Purchase Srv-Caboose	4,316	3,631	2,371	2,500	5,000
100-6190-523873	Other Purchase Srv-Art in the Park	9,291	8,647	11,341	11,000	15,000
100-6190-523882	Other Purchase Srv-Large Pop	25,626	26,653	26,622	26,000	30,000
100-6190-523890	Other Purchase Srv-Other TC	41,200	25,857	36,712	63,000	40,000
100-6190-523892	Other Purchase Srv-Other Events	12,852	9,254	12,767	11,500	10,000
100-6190-523894	Other Purchase Srv-Market	195	2,137	3,509	3,000	3,000
	Total	97,085	78,215	95,699	122,000	111,000
Supplies						
100-6190-531100	Supplies-General Supplies	5,091	1,214	17,587	2,000	2,000
100-6190-531102	Supplies-Christmas Lighting	6,890	1,484	56	3,000	2,500
100-6190-531300	Supplies-Food	-	-	197	1,500	2,000
	Total	11,981	2,698	17,840	6,500	6,500
Capital Outlay						
100-6190-542210	Machinery & Equipment-Trailer	488	-	-	-	-
	Total	488	-	-	-	-
	Total Special Facilities & Activities	**$ 109,554**	**$ 80,913**	**$ 113,539**	**$ 128,500**	**$ 117,500**

Park Areas

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Purchased Professional & Technical						
100-6220-521200	Purchase Contract Srv-Professional	$ 74,100	$ 56,063	$ 86,528	$ 84,750	$ 84,750
	Total	74,100	56,063	86,528	84,750	84,750
Purchased Property Services						
100-6220-522200	Purchase Property Srv-Repair	45,698	41,551	57,957	41,000	38,500
100-6220-522320	Purchase Property Srv-Rental	-	-	-	3,000	2,750
	Total	45,698	41,551	57,957	44,000	41,250
Supplies						
100-6220-531100	Supplies-General	-	-	-	9,200	7,200
100-6220-531103	Supplies-Arbor Day	17,446	-	-	-	-
	Total	17,446	-	-	9,200	7,200
Capital Outlay						
100-6220-541200	Property-Site Improvements	15,987	5,856	19,293	20,500	28,700
	Total	15,987	5,856	19,293	20,500	28,700
	Total Park Areas	**$ 153,231**	**$ 103,470**	**$ 163,778**	**$ 158,450**	**$ 161,900**

Protective Inspection Administrative

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-7200-511100	Salaries & Wages Regular	$ 182,125	$ 55,367	$ 57,176	$ 60,330	$ 68,440
100-7200-511300	Salaries & Wages Overtime	1,818	-	-	1,000	1,000
	Total	183,943	55,367	57,176	61,330	69,440
Personal Services-Employee Benefits						
100-7200-512100	Employee Benefits-Group Health	21,614	13,961	13,815	14,630	15,190
100-7200-512200	Employee Benefits-SS	11,447	3,439	3,545	3,810	4,310
100-7200-512300	Employee Benefits-Mcare	2,707	804	829	890	1,010
100-7200-512400	Employee Benefits-Retirement	12,354	6,092	6,258	6,540	4,820
100-7200-512700	Employee Benefits-Workers Comp	9,205	7,232	6,887	8,300	9,130
100-7200-512910	Employee Benefits-EAP	109	55	38	-	-
100-7200-512920	Employee Benefits-Other	860	8,940	353	570	420
100-7200-512930	Employee Benefits-Wellness	864	-	-	-	150
	Total	59,160	40,523	31,725	34,740	35,030
Purchased Professional & Technical						
100-7200-521200	Purchase Contract Srv-Professional	1,000	6,725	4,737	21,000	7,000
	Total	1,000	6,725	4,737	21,000	7,000
Purchased Property Services						
100-7200-522200	Purchase Property Srv-Repair	1,714	1,149	933	-	-
	Total	1,714	1,149	933	-	-
Other Purchased Services						
100-7200-523200	Other Purchase Srv-Communication	2,355	1,409	825	1,200	1,200
100-7200-523400	Other Purchase Srv-Printing	1,448	186	37	2,800	800
100-7200-523500	Other Purchase Srv-Travel	51	591	688	2,250	2,500
100-7200-523600	Other Purchase Srv-Dues & Fees	959	340	1,178	1,300	1,300
100-7200-523700	Other Purchase Srv-Education	921	2,249	2,231	4,000	4,000
	Total	5,734	4,775	4,959	11,550	9,800
Supplies						
100-7200-531100	Supplies-General Supplies	2,704	1,346	885	2,500	2,500
100-7200-531270	Supplies-Gasoline	7,059	2,982	3,077	7,290	7,540
100-7200-531400	Supplies-Books & Periodicals	1,021	1,010	317	2,500	1,500
100-7200-531600	Supplies-Small Equipment	-	3,871	1,529	6,990	6,990
	Total	10,784	9,209	5,808	19,280	18,530
Purchased Property Services						
100-7200-522200	Purchase Property Srv-Repair	-	-	11,807	-	-
	Total	-	-	11,807	-	-
Capital Outlay Machinery & Equipment						
100-7200-542400	Machinery-Computers	-	-	-	7,700	-
	Total	-	-	-	7,700	-
Total Protective Inspection Administrative		**$ 262,335**	**$ 117,748**	**$ 117,145**	**$ 155,600**	**$ 139,800**

Planning and Zoning

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-7400-511100	Salaries & Wages Regular	$ 239,137	$ 231,045	$ 225,303	$ 239,880	$ 244,910
100-7400-511300	Salaries & Wages Overtime	991	-	-	500	1,000
	Total	240,128	231,045	225,303	240,380	245,910
Personal Services-Employee Benefits						
100-7400-512100	Employee Benefits-Group Health	31,224	36,561	34,797	47,590	53,530
100-7400-512200	Employee Benefits-SS	14,934	14,328	13,972	14,800	15,250
100-7400-512300	Employee Benefits-Mcare	3,488	3,351	3,268	3,460	3,570
100-7400-512400	Employee Benefits-Retirement	18,601	20,770	19,924	23,260	20,360
100-7400-512500	Employee Benefits-Tuition Reimbursement	-	-	5,000	5,400	-
100-7400-512700	Employee Benefits-Workers Comp	1,472	1,352	1,294	1,660	1,720
100-7400-512910	Employee Benefits-EAP	136	132	136	-	-
100-7400-512920	Employee Benefits-Other	1,332	4,276	11,646	2,260	2,260
100-7400-512930	Employee Benefits-Wellness	810	-	-	-	750
	Total	71,997	80,770	90,037	98,430	97,440
Purchased Professional & Technical						
100-7400-521200	Purchase Contract Srv-Professional	104,456	15,541	20,845	32,500	33,000
	Total	104,456	15,541	20,845	32,500	33,000
Purchased Property Services						
100-7400-522200	Purchase Property Srv-Repair	306	96	-	-	-
100-7400-522310	Purchase Property Srv-Rental	700	-	-	500	1,000
	Total	1,006	96	-	500	1,000
Other Purchased Services						
100-7400-523200	Other Purchase Srv-Communication	2,056	1,497	1,381	1,300	2,300
100-7400-523300	Other Purchase Srv-Advertising	630	560	1,396	1,800	2,300
100-7400-523400	Other Purchase Srv-Printing	2,465	2,175	68	2,500	2,500
100-7400-523500	Other Purchase Srv-Travel	1,396	861	1,499	1,500	2,500
100-7400-523600	Other Purchase Srv-Dues & Fees	1,350	785	1,047	2,500	2,500
100-7400-523700	Other Purchase Srv-Education	2,409	2,056	3,136	4,500	6,000
	Total	10,306	7,934	8,527	14,100	18,100
Supplies						
100-7400-531100	Supplies-General Supplies	3,142	2,443	1,790	3,000	3,000
100-7400-531300	Supplies-Food	741	371	859	800	800
100-7400-531400	Supplies-Books & Periodicals	787	489	270	1,000	1,000
100-7400-531500	Supplies-Arbor Day	-	15,535	17,260	30,710	30,710
100-7400-531600	Supplies-Small Equipment	310	-	59	1,000	1,000
	Total	4,980	18,838	20,238	36,510	36,510
Capital Outlay						
100-7400-542300	Machinery & Equipment-Furniture	99	-	-	500	500
100-7400-542400	Machinery & Equipment-Computer	-	-	14,732	5,500	3,000
100-7400-542500	Machinery & Equipment-Software	-	-	-	13,000	1,500
	Total	99	-	14,732	19,000	5,000
	Total Planning & Zoning	**$ 432,972**	**$ 354,224**	**$ 379,682**	**$ 441,420**	**$ 436,960**

Code Enforcement

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-7450-511100	Salaries & Wages Regular	$ 285	$ 32,863	$ 15,498	$ 29,130	$ 31,320
100-7400-511300	Salaries & Wages Overtime	-	-	492	-	-
	Total	285	32,863	15,990	29,130	31,320
Personal Services-Employee Benefits						
100-7450-512100	Employee Benefits-Group Health	-	-	-	250	-
100-7450-512200	Employee Benefits-SS	18	2,037	991	1,870	1,940
100-7450-512300	Employee Benefits-Mcare	4	476	232	440	450
100-7450-512700	Employee Benefits-Workers Comp	1,727	1,589	1,519	1,830	2,020
100-7450-512930	Employee Benefits-Wellness	44	-	-	-	150
	Total	1,793	4,102	2,742	4,390	4,560
Other Purchased Services						
100-7450-523200	Other Purchase Srv-Communication	340	35	167	650	650
	Total	340	35	167	650	650
Supplies						
100-7450-531100	Supplies-General Supplies	-	-	18	700	600
100-7450-531600	Supplies-Small Equipment	-	-	210	1,600	500
	Total	-	-	228	2,300	1,100
	Total Code Enforcement	**$ 2,418**	**$ 37,000**	**$ 19,127**	**$ 36,470**	**$ 37,630**

Economic Development

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-7510-511100	Salaries & Wages Regular	$ 148,621	$ 152,695	$ 148,469	$ 166,120	$ 163,150
100-7510-511300	Salaries & Wages Overtime	3,116	2,382	5,749	10,000	3,000
	Total	151,737	155,077	154,218	176,120	166,150
Personal Services-Employee Benefits						
100-7510-512100	Employee Benefits-Group Health	29,700	29,163	36,321	37,640	40,360
100-7510-512200	Employee Benefits-SS	9,599	9,620	9,532	10,890	10,310
100-7510-512300	Employee Benefits-Mcare	2,245	2,250	2,229	2,600	2,410
100-7510-512400	Employee Benefits-Retirement	9,958	12,531	12,229	15,220	11,860
100-7510-512700	Employee Benefits-Workers Comp	648	596	1,139	1,440	1,590
100-7510-512910	Employee Benefits-EAP	120	109	91	-	-
100-7510-512920	Employee Benefits-Other	879	1,484	1,185	1,410	1,410
100-7510-512930	Employee Benefits-Wellness	760	-	-	-	450
	Total	53,909	55,753	62,726	69,200	68,390
Purchased Professional & Technical						
100-7510-521200	Purchase Contract Srv-Professional	-	1,945	635	8,750	10,000
100-7510-521210	Purchase Contract Srv-Gateway	3,350	-	1,546	-	-
	Total	$ 3,350	$ 1,945	$ 2,181	$ 8,750	$ 10,000

Economic Development (continued)

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Purchased Property Services						
100-7510-522130	Purchase Property Srv-Custodial	$ 960	$ -	$ -	$ -	$ -
	Total	960	-	-	-	-
Other Purchased Services						
100-7510-523200	Other Purchase Srv-Communication	1,139	2,018	877	3,000	3,000
100-7510-523300	Other Purchase Srv-Advertising	14,677	17,570	6,000	4,000	4,000
100-7510-523400	Other Purchase Srv-Printing	1,352	6,715	6,864	5,000	5,000
100-7510-523500	Other Purchase Srv-Travel	4,195	2,125	2,901	6,000	6,000
100-7510-523600	Other Purchase Srv-Dues & Fees	2,183	2,075	2,640	2,500	2,000
100-7510-523700	Other Purchase Srv-Education	2,337	1,187	2,125	4,000	4,000
	Total	25,883	31,690	21,407	24,500	24,000
Supplies						
100-7510-531100	Supplies-General Supplies	2,841	2,168	1,712	3,000	3,000
100-7510-531210	Supplies-Water & Sewer	23	-	-	-	-
100-7510-531230	Supplies-Electricity	2,726	-	-	-	-
100-7510-531300	Supplies-Food	2,475	2,976	3,863	5,000	5,000
100-7510-531400	Supplies-Books & Periodicals	169	-	50	700	500
	Total	8,234	5,144	5,625	8,700	8,500
Capital Outlay						
100-7510-542400	Machinery & Equipment-Computer	3,357	-	4,620	3,500	-
	Total	3,357	-	4,620	3,500	-
Other Costs						
100-7510-573000	Other Costs-Payments to Others	10,000	10,000	20,000	20,000	20,000
	Total	10,000	10,000	20,000	20,000	20,000
	Total Economic Development & Assistance	**$ 257,430**	**$ 259,609**	**$ 270,777**	**$ 310,770**	**$ 297,040**

Downtown Suwanee

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personal Services-Salaries						
100-7520-511100	Salaries & Wages Regular	$ 44,326	$ 33,526	$ 49,864	$ 55,350	$ 54,920
100-7520-511300	Salaries & Wages Overtime	915	758	68	500	-
	Total	45,241	34,284	49,932	55,850	54,920
Personal Services-Employee Benefits						
100-7520-512100	Employee Benefits-Group Health	-	-	3,476	5,230	5,140
100-7520-512200	Employee Benefits-SS	2,820	2,126	3,096	3,520	3,410
100-7520-512300	Employee Benefits-Mcare	660	497	724	890	800
100-7520-512400	Employee Benefits-Retirement	-	-	3,388	5,980	4,950
100-7520-512700	Employee Benefits-Workers Comp	475	437	423	510	560
100-7520-512910	Employee Benefits-EAP	-	-	19	-	-
100-7520-512920	Employee Benefits-Other	-	8,250	4,927	480	480
100-7520-512930	Employee Benefits-Wellness	312	-	-	-	150
	Total	$ 4,267	$ 11,310	$ 16,053	$ 16,610	$ 15,490

Downtown Suwanee (continued)

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Purchased Professional & Technical						
100-7520-521200	Purchase Contract Srv-Professional	$ 20,000	$ 27,030	$ 4,680	$ 3,000	$ 3,000
	Total	20,000	27,030	4,680	3,000	3,000
Other Purchased Services						
100-7520-523200	Other Purchase Srv-Communication	9	4,003	3,400	5,250	4,500
100-7520-523300	Other Purchase Srv-Advertising	1,585	600	100	2,500	2,500
100-7520-523400	Other Purchase Srv-Printing	17	1,303	481	2,500	2,500
100-7520-523500	Other Purchase Srv-Travel	614	784	1,250	1,250	2,000
100-7520-523600	Other Purchase Srv-Dues & Fees	380	93	300	500	500
100-7520-523700	Other Purchase Srv-Education	1,465	1,415	594	2,000	2,000
	Total	4,070	8,198	6,125	14,000	14,000
Supplies						
100-7520-531100	Supplies-General Supplies	960	28	66	700	1,200
100-7520-531210	Supplies-Water & Sewer	130	129	186	250	250
100-7520-531230	Supplies-Electricity	906	564	643	1,200	1,000
100-7520-531300	Supplies-Food	744	99	285	1,000	500
100-7520-531400	Supplies-Books & Periodicals	211	-	-	500	500
	Total	2,951	820	1,180	3,650	3,450
Capital Outlay						
100-7520-542400	Machinery & Equipment-Computer	-	-	-	250	750
	Total	-	-	-	250	750
	Total Downtown Suwanee	**$ 76,529**	**$ 81,642**	**$ 77,970**	**$ 93,360**	**$ 91,610**

Other Financing Uses

Account	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Other Financing Uses						
100-9100-611000	Operating Trans Out 410 Debt Service	$ 1,627,000	$ 1,629,000	$ 1,715,540	$ 1,601,900	$ 1,592,110
100-9100-611010	Operating Trans Out Capital	1,400,000	1,980,000	937,680	975,420	353,530
100-9100-611020	Operating Trans Out Water	150,000	287,450	150,000	150,000	100,000
100-9100-611030	Operating Trans Out TAD	-	42,316	28,004	27,000	30,000
100-9100-611040	Operating Trans Out DDA	57,406	7,000	7,000	7,000	7,000
	Total	3,234,406	3,945,766	2,838,224	2,761,320	2,082,640
	Total Other Financing Uses	**$ 3,234,406**	**$ 3,945,766**	**$ 2,838,224**	**$ 2,761,320**	**$ 2,082,640**
TOTAL EXPENDITURES		**$ 12,097,832**	**$ 12,345,509**	**$ 11,652,456**	**$ 12,587,071**	**$ 12,002,440**

capital improvement program

2013-2017

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 62 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. Lastly, the City 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 Pedestrian Bicycle 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 getting ready to adopt and begin implementing the community-driven 20/20 Vision, the Suwanee's first-ever Strategic Plan. It is likely that projects from this plan 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 and comment periods are held for input. Eventually, the CIP is adopted by the Council, normally in conjunction with the annual operating budget.

Criteria	Possible Scores					
Funding	SPLOST, existing grant, 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, DWMP, 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 - New	9	0	0	15	-2	0	10	0	0	0	0	0	10	0	**42**
City Vehicles - Replacement	9	0	3	15	6	0	10	9	0	0	0	0	10	0	**62**
Police Vehicles	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															
Accounting Software	9	0	0	15	6	0	10	9	2	10	9	0	10	5	**85**
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**
Other															
Community Stabilization Projects	15	0	12	12	6	5	8	12	8	10	9	5	10	0	**112**
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**
Pedestrian Bicycle Plan Projects (various)	15	0	0	15	2	0	8	0	10	10	9	4	10	0	**83**
Railroad Bank Landscaping	9	0	3	15	10	3	6	3	10	2	9	4	8	0	**82**
Road Improvement Projects	9	0	3	3	-2	0	8	9	10	10	9	0	10	0	**69**
Sign Reflectivity Program		*													*
Street Maintenance & Resurfacing	15	0	3	15	6	0	10	9	6	10	9	4	10	0	**97**
Suwanee Dam Road Sidewalks	6	0	3	12	-2	3	8	0	8	8	9	5	10	0	**70**
Wayfinding Signage	9	0	0	15	6	0	8	0	6	10	9	4	10	0	**77**
Water & Stormwater															
Stormwater Projects	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**

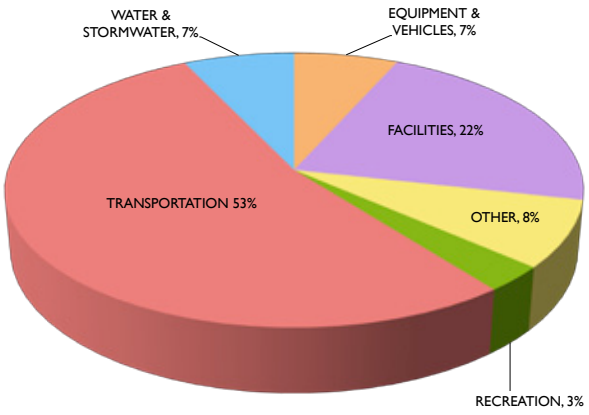
**Constitutes a legal mandate, i.e. court decision or regulatory requirement.*

Project	Score	Rank
Sign Reflectivity Program	*	1
Town Center Park Well	116	2
Community Stabilization Projects	112	3
Water System Infrastructure Improvements	101	4
Buford Highway Corridor Improvements	98	5
Street Maintenance & Resurfacing	97	6
Stormwater Projects	95	7
Police Vehicles	92	8
Parking Projects	92	8
Accounting Software	85	10
Public Safety Projects	83	11
Pedestrian Bicycle Plan Projects (various)	83	11
Railroad Bank Landscaping	82	13
I-85 Streetscape Project	77	14
Wayfinding Signage	77	14
Facility Maintenance	76	16
Recreation Project(s)	76	16
Public Works Equipment - Replacement	71	18
Suwanee Dam Road Sidewalks	70	19
Park Enhancement Projects	69	20
Road Improvement Projects	69	20
City Vehicles - Replacement	62	22
Facility Enhancement Projects	62	22
Public Works Equipment - New Purchases	59	24
Cemetery Improvements	55	25

**Constitutes a legal mandate, i.e. court decision or regulatory requirement.*

Suwanee's 2013-2017 CIP includes 30 projects with a cumulative estimated total of $25,596,913. The projects are representative of six categories: Equipment and Vehicles; Facilities; Recreation; Transportation; Water/Stormwater; and Other. At just under $14 million, the projects in the Transportation category constitute over half of the CIP. The Facilities category is also fairly significant, totaling approximately $5.5 million or 22% of the CIP. It should be noted, this does not mean that $25,596,913 of City funds are proposed to be spent. 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 approximately one-third of the program.

2013-2017 CIP: Projects by 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.

cip strategies

The CIP is a five-year plan with multiple funding sources and various types of projects that are often developed as part of a larger planning effort. As such, it has a lot of "moving parts," that all need to be considered in order to make the plan function as an effective planning tool. The 2013-2017 CIP has been developed with the following strategies and considerations:

I. Six "new projects" have been added to the CIP.

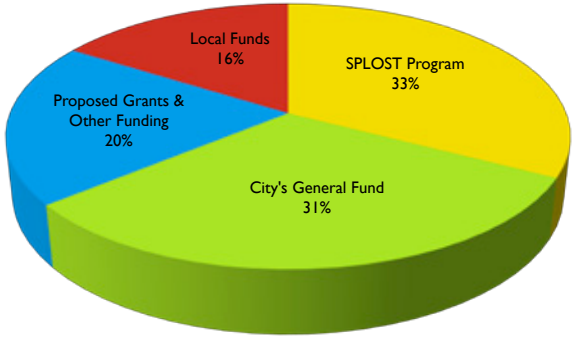
The following projects are new to the CIP:

a. Community Stabilization Projects (TBD): $2,020,717
b. Additional contributions to Pedestrian Bicycle Plan (PBP) Projects: $390,000
c. Accounting Software: $350,000
d. Display of 9/11 Artifact: $75,000
e. Railroad Bank Landscaping: $39,000
f. Wayfinding Signage: $25,000

II. The CIP does not propose the use of any additional debt – loans, bonds, etc.

Rather than incurring significant debt, the City has had a history of using "pay-as-you-go" as its dominant financing source for capital needs. This CIP has been structured to rely on pay-as-you-go financing. 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-you-go sources. As such, projects will not be completed until resources are available and many projects rely on multiple funding sources.

2013-2017 CIP: Proposed Funding Sources



III. The proposed Transportation Investment Act (TIA) has not been programmed into the CIP.

Voters will consider approving the TIA program in July 2012 in order to provide funding for regional and local transportation projects. If approved, the City will receive approximately $350,000 annually for 10 years for local purposes. The Short Term Work Program (STWP) proposes to allocate roughly 60% ($210,000) of this to street resurfacing and maintenance projects, allowing the City to pave around 20 miles of streets. The other 40% ($140,000) would be allocated to intersection, sidewalk, and trail projects. The City anticipates being able to fund about 2 miles of new sidewalks with these funds. The Buford Highway corridor improvement project is also included in the T-SPLOST program (separate from the local funds). If the TIA passes, the CIP will need to be revisited in order to incorporate this additional funding source.

IV. The CIP does not assume extension of the current SPLOST program.

Constituting over one-third of the CIP, the SPLOST program is the largest source of proposed financing for the 2013-2017 CIP. The City anticipates using over $8 million in SPLOST funding to implement this CIP. The current SPLOST program will expire in March 2014. The CIP does not include any SPLOST funding beyond the current program.

V. Proposed 2009 SPLOST funds are estimates only.

To date, the City has received just under $6 million from the current SPLOST program and anticipates receiving approximately $10 million before the program ends in March 2014. These funds are received on a monthly basis and until all deposits are received, are estimates only. Projects that are proposed to use SPLOST funding will be re-evaluated if the actual funding is less than estimated.

VI. Certain funding sources are legally restricted.

Some funding sources in the CIP, including SPLOST, are legally restricted, meaning they must be used for narrowly-defined purposes. For example, the City must allocate its SPLOST funds across five different categories and the percentage allotted to each category is already specified, as approved by the voters. SPLOST funds are also limited to capital projects only and cannot be used for operating expenses, such as staffing, supplies, etc. Proposed grants are project-specific and cannot be transferred to other projects.

VII. General Fund contributions to the CIP are expected to increase in future years.

SPLOST funding is used for many ongoing programs, such as street resurfacing, stormwater infrastructure, etc. If the SPLOST is not extended or other funding sources identified, these projects will rely on increased funding from the General Fund.

VIII. The CIP includes approximately $5 million in grants or other to-be-determined funding.

Approximately 20% of the CIP will be funded through grants or other funding sources that are not yet determined. If these funding sources do not materialize, the associated projects will be re-evaluated.

IX. At 53% of the CIP, transportation projects remain an important focus of the CIP.

The three largest projects in the CIP are all transportation projects:

a. Buford Highway Corridor Improvements: $5.7 million
b. Street Maintenance & Resurfacing: $4.1 million
c. Sidewalk projects (multiple): $2.8 million

X. Additional funding has been allocated to sidewalk projects.

Approximately $2.8 million has been allocated in the five-year program for various sidewalk projects. This is a $390,000 increase (16%) from the 2012-2016 CIP. Many sidewalks have also been moved earlier in the implementation schedule in order to construct them sooner. Proposed sidewalk projects are as follows:

a. Suwanee Dam Road sidewalks: $960,000
b. PBP: PIB Crossing Improvements: $740,000
c. PBP: Buford Highway sidewalks: $475,000
d. PBP: Sidewalk gap projects: $460,000
e. PBP: Pedestrian Hybrid Beacons: $140,000
f. PBP: George Pierce Park/Ruby Forest Connector: $60,000

XI. The 2001 Recreation & Open Space bond funds have been depleted.

The Suwanee Creek Greenway rehabilitation project, anticipated for completion in summer 2012, was the final project to use funds from the Recreation & Open Space bond.

XII. The proposed recreation projects are enhancements to existing facilities of parks.

All of the proposed recreation projects represent enhancements to the City's existing park and trail facilities. The CIP does not include the construction of any new parks.

XIII. The City will begin allocating funding to the maintenance of its various facilities.

In 2011, the City completed an analysis of recommended maintenance to City facilities – buildings, parks, and other structures. Smaller contributions are proposed for these projects in FY 13 & 14 from Fund 340; approximately $400,000 is allocated from the General Fund each year beginning in FY 15. The need for the contribution will be evaluated annually.

XIV. The CIP does not include any specific projects from the 20/20 Vision Strategic Plan.

None of the proposed projects from the draft strategic plan have been included in the CIP. Upon adoption, specific projects will be evaluated accordingly.

XV. Proposed project costs are estimates only.

The majority of the projects in the CIP are in concept-stage only and have not been designed or engineered. As such, the project costs are estimated only and representative of current funding allocations, rather than actual project cost/budget. Project estimates will change as more refined information is received.

summary of projects by category

	FY 12 4th Qtr Adjustments	FY 13	FY 14	FY 15	FY 16	FY 17	PROJECT TOTALS	% OF TOTAL
EQUIPMENT & VEHICLES								
City Vehicles - New	$-	$-	$28,000	$-	$30,000	$32,000	**$90,000**	
City Vehicles - Replacement	$-	$-	$182,000	$94,500	$99,000	$35,000	**$410,500**	
Police Vehicles	$-	$63,400	$139,000	$146,000	$155,000	$205,000	**$708,400**	
Public Safety Projects	$-	$177,000	$-	$-	$-	$-	**$177,000**	
Public Works Equipment - New Purchases	$-	$15,750	$47,250	$-	$-	$-	**$63,000**	
Public Works Equipment - Replacement	$-	$8,600	$78,500	$66,000	$94,000	$20,000	**$267,100**	
	$-	**$264,750**	**$474,750**	**$306,500**	**$378,000**	**$292,000**	**$1,716,000**	7%
FACILITIES								
Accounting Software	$350,000	$-	$-	$-	$-	$-	**$350,000**	
Cemetery Improvements	$-	$96,000	$-	$-	$-	$-	**$96,000**	
Facility Enhancement Projects (pooled funding)	$-	$225,000	$225,000	$-	$-	$-	**$450,000**	
Facility Maintenance (pooled funding)	$-	$200,000	$406,250	$406,250	$406,250	$406,250	**$1,825,000**	
Parking Project(s)	$-	$-	$-	$-	$2,849,919	$-	**$2,849,919**	
	$350,000	**$521,000**	**$631,250**	**$406,250**	**$3,256,169**	**$406,250**	**$5,570,919**	22%
OTHER								
Community Stabilization Projects	$-	$400,000	$400,000	$400,000	$400,000	$420,717	**$2,020,717**	8%
RECREATION								
Park Enhancement Projects	$-	$400,000	$100,000	$-	$-	$-	**$500,000**	
Recreation Project(s)	$-	$282,507	$-	$-	$-	$-	**$282,507**	
	$-	**$682,507**	**$100,000**	**$-**	**$-**	**$-**	**$782,507**	3%
TRANSPORTATION								
Buford Highway Corridor Improvements	$-	$5,700,000	$-	$-	$-	$-	**$5,700,000**	
I-85 Streetscape Project	$65,280	$384,720	$-	$-	$-	$-	**$450,000**	
PBP: Buford Highway Sidewalks	$75,000	$400,000	$-	$-	$-	$-	**$475,000**	
PBP: George Pierce Park/Ruby Forest Connector	$-	$60,000	$-	$-	$-	$-	**$60,000**	
PBP: Pedestrian Hybrid Beacons	$-	$-	$-	$140,000	$-	$-	**$140,000**	
PBP: PIB Crossing Improvements	$-	$-	$230,000	$-	$510,000	$-	**$740,000**	
PBP: Sidewalk Gap Projects	$184,720	$275,280	$-	$-	$-	$-	**$460,000**	
Railroad Bank Landscaping	$19,000	$20,000	$-	$-	$-	$-	**$39,000**	
Road Improvements (pooled funding)	$-	$-	$75,000	$75,000	$75,000	$75,000	**$300,000**	
Sign Reflectivity Program	$-	$42,000	$45,000	$47,000	$50,000	$51,000	**$235,000**	
Street Maintenance & Resurfacing (pooled funding)	$-	$950,000	$850,000	$750,000	$750,000	$800,000	**$4,100,000**	
Suwanee Dam Road Sidewalks	$-	$960,000	$-	$-	$-	$-	**$960,000**	
Wayfinding Signage	$25,000	$-	$-	$-	$-	$-	**$25,000**	
	$369,000	**$8,792,000**	**$1,200,000**	**$1,012,000**	**$1,385,000**	**$926,000**	**$13,684,000**	53%
WATER & STORMWATER								
Stormwater Projects (pooled funding)	$-	$292,770	$150,000	$175,000	$200,000	$225,000	**$1,042,770**	
Town Center Park Irrigation Well	$-	$240,000	$-	$-	$-	$-	**$240,000**	
Water System Infrastructure Improvements	$-	$100,000	$120,000	$100,000	$100,000	$120,000	**$540,000**	
	$-	**$632,770**	**$270,000**	**$275,000**	**$300,000**	**$345,000**	**$1,822,770**	7%
Annual Totals:	**$719,000**	**$11,293,027**	**$3,076,000**	**$2,399,750**	**$5,719,169**	**$2,389,967**	**$25,596,913**	100%
Percentage by Year	3%	44%	12%	9%	22%	9%		

		FY 12 4th Qtr Adjustments	FY 13	FY 14	FY 15	FY 16	FY 17	PROJECT TOTALS	% OF TOTAL
GENERAL FUND	Accounting Software	$350,000	$-	$-	$-	$-	$-	**$350,000**	
	City Vehicles - New	$-	$-	$28,000	$-	$30,000	$32,000	**$90,000**	
	City Vehicles - Replacement	$-	$-	$182,000	$94,500	$99,000	$35,000	**$410,500**	
	Facility Maintenance (pooled funding)	$-	$146,750	$378,018	$406,250	$406,250	$406,250	**$1,743,518**	
	I-85 Streetscape	$65,280	$-	$-	$-	$-	$-	**$65,280**	
	PBP: Buford Highway Sidewalks	$75,000	$-	$-	$-	$-	$-	**$75,000**	
	PBP: PIB Crossing Improvements	$-	$-	$-	$-	$80,053	$-	**$80,053**	
	PBP: Sidewalk Gap Projects	$184,720	$-	$-	$-	$-	$-	**$184,720**	
	Police Vehicles - Replacement	$-	$63,400	$139,000	$146,000	$155,000	$205,000	**$708,400**	
	Public Works Equipment - New Purchases	$-	$15,750	$47,250	$-	$-	$-	**$63,000**	
	Public Works Equipment - Replacement	$-	$8,600	$78,500	$66,000	$94,000	$20,000	**$267,100**	
	Railroad Bank Landscaping	$19,000	$-	$-	$-	$-	$-	**$19,000**	
	Road Improvement Projects	$-	$-	$75,000	$75,000	$75,000	$75,000	**$300,000**	
	Stormwater Projects (pooled funding)	$-	$106,780	$135,000	$135,000	$158,970	$225,000	**$760,750**	
	Street Maintenance & Resurfacing	$-	$100,000	$100,000	$601,255	$750,000	$800,000	**$2,351,255**	
	Water System Projects	$-	$100,000	$120,000	$100,000	$100,000	$120,000	**$540,000**	
	Wayfinding Signage	$25,000	$-	$-	$-	$-	$-	**$25,000**	
	Total for General Fund	**$719,000**	**$541,280**	**$1,282,768**	**$1,624,005**	**$1,948,273**	**$1,918,250**	**$8,033,576**	31%
2009 SPLOST	***Recreation***								
	Park Enhancements	$-	$273,832	$-	$-	$-	$-	**$273,832**	
	Recreation Projects (pooled funding)	$-	$282,507	$-	$-	$-	$-	**$282,507**	
	Town Center Park Irrigation Well	$-	$240,000	$-	$-	$-	$-	**$240,000**	
	2009 SPLOST Recreation Total	**$-**	**$796,339**	**$-**	**$-**	**$-**	**$-**	**$796,339**	
	Parking Facilities								
	Parking Project(s)	$-	$-	$-	$-	$2,014,970	$-	**$2,014,970**	
	2009 SPLOST Parking Facilities Total	**$-**	**$-**	**$-**	**$-**	**$2,014,970**	**$-**	**$2,014,970**	
	Roads, Streets, and Bridges								
	Buford Highway Corridor Improvements	$-	$1,103,860	$-	$-	$-	$-	**$1,103,860**	
	PBP: Buford Highway Sidewalks	$-	$150,391	$-	$-	$-	$-	**$150,391**	
	PBP: George Pierce Park/Ruby Forest Connector	$-	$60,000	$-	$-	$-	$-	**$60,000**	
	PBP: Pedestrian Hybrid Beacons	$-	$-	$-	$140,000	$-	$-	**$140,000**	
	PBP: PIB Crossing Improvements	$-	$-	$230,000	$-	$429,947	$-	**$659,947**	
	PBP: Sidewalk Gap Projects	$-	$275,280	$-	$-	$-	$-	**$275,280**	
	Sign Reflectivity Program	$-	$42,000	$45,000	$47,000	$50,000	$51,000	**$235,000**	
	Stormwater Projects (pooled funding)	$-	$128,970	$15,000	$40,000	$41,030	$-	**$225,000**	
	Street Maintenance & Resurfacing	$-	$800,978	$580,622	$-	$-	$-	**$1,381,600**	
	Suwanee Dam Road Sidewalks	$-	$510,000	$-	$-	$-	$-	**$510,000**	
	2009 SPLOST Roads, Streets, and Bridges Total	**$-**	**$3,071,479**	**$870,622**	**$227,000**	**$520,977**	**$51,000**	**$4,741,078**	
	Total for 2009 SPLOST		**$3,867,818**	**$870,622**	**$227,000**	**$2,535,947**	**$51,000**	**$7,552,387**	30%

proposed allocations by funding source

		FY 12 4th Qtr Adjustments	FY 13	FY 14	FY 15	FY 16	FY 17	PROJECT TOTALS	% OF TOTAL
2005 SPLOST	I-85 Streetscape Project	$-	$334,720	$-	$-	$-	$-	**$334,720**	
	Park Enhancements	$-	$114,787	$-	$-	$-	$-	**$114,787**	
	Pedestrian Bicycle Plan: Buford Highway Sidewalks	$-	$249,609	$-	$-	$-	$-	**$249,609**	
	Street Maintenance & Resurfacing	$-	$49,022	$-	$-	$-	$-	**$49,022**	
	Stormwater Projects (pooled funding)	$-	$57,020	$-	$-	$-	$-	**$57,020**	
	Total for 2005 SPLOST	**$-**	**$805,158**	**$-**	**$-**	**$-**	**$-**	**$805,158**	3%
LOCAL FUNDS	Cemetery Improvements	$-	$96,000	$-	$-	$-	$-	**$96,000**	
	Community Stabilization Projects	$-	$400,000	$400,000	$400,000	$400,000	$420,717	**$2,020,717**	
	Facility Enhancement Projects - Fund 341	$-	$225,000	$225,000	$-	$-	$-	**$450,000**	
	Facilities Maintenance - Fund 340	$-	$53,250	$28,232	$-	$-	$-	**$81,482**	
	Railroad Bank Landscaping - Fund 352	$-	$20,000	$-	$-	$-	$-	**$20,000**	
	Parking Project(s) - Fund 315	$-	$-	$-	$-	$834,949	$-	**$834,949**	
	Park Enhancements - Fund 316	$-	$11,381	$100,000	$-	$-	$-	**$111,381**	
	Public Safety Projects - Fund 341	$-	$83,430	$-	$-	$-	$-	**$83,430**	
	Public Safety Projects - Fund 346	$-	$93,570	$-	$-	$-	$-	**$93,570**	
	Street Maintenance & Resurfacing - Fund 344	$-	$-	$169,378	$148,745	$-	$-	**$318,123**	
	Total for Local Funds	**$-**	**$982,631**	**$922,610**	**$548,745**	**$1,234,949**	**$420,717**	**$4,109,652**	16%
ANTICIPATED GRANT/OTHER FUNDING	Buford Highway Corridor Improvements - LCI Grant	$-	$3,296,140	$-	$-	$-	$-	**$3,296,140**	
	Buford Highway Corridor Improvements - Funding TBD	$-	$1,300,000	$-	$-	$-	$-	**$1,300,000**	
	Suwanee Dam Road Sidewalks	$-	$450,000	$-	$-	$-	$-	**$450,000**	
	I-85 Streetscape	$-	$50,000	$-	$-	$-	$-	**$50,000**	
	Total for Proposed Grants	**$-**	**$5,096,140**	**$-**	**$-**	**$-**	**$-**	**$5,096,140**	20%

Total for 2013-2017 CIP	**$25,596,913**	100%

LEGEND

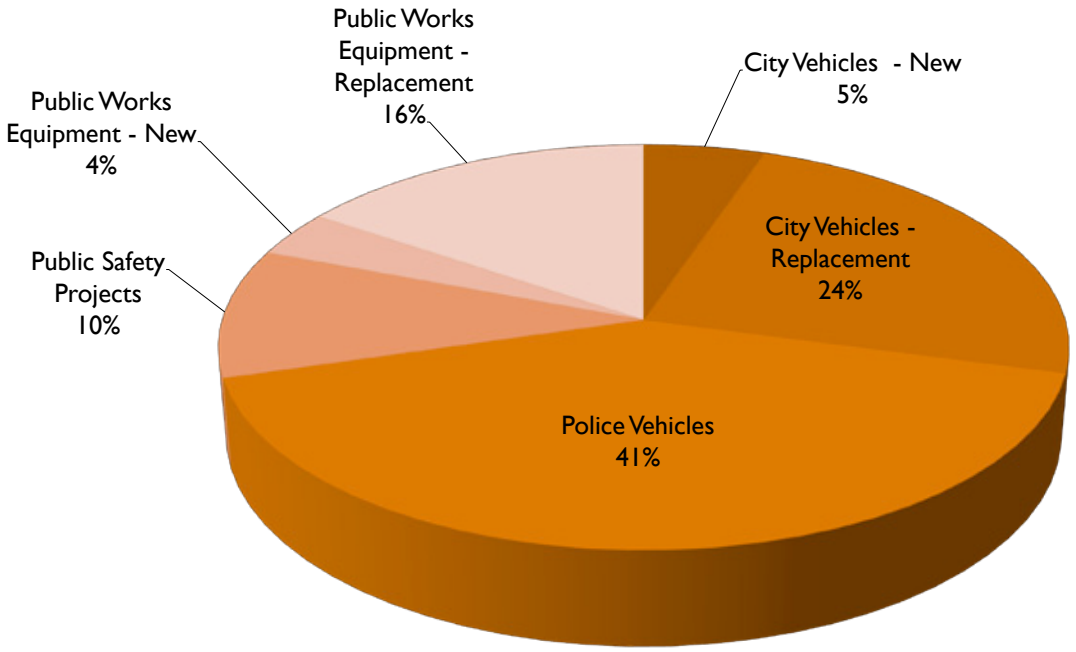
- Future Funding: pending revenues
- Existing Funding
- Other Funding Sources

Equipment and Vehicles

	FY 12 4th Qtr Adjustments	FY 13	FY 14	FY 15	FY 16	FY 17	PROJECT TOTALS	% OF TOTAL
EQUIPMENT & VEHICLES								
City Vehicles - New	$-	$-	$28,000	$-	$30,000	$32,000	**$90,000**	
City Vehicles - Replacement	$-	$-	$182,000	$94,500	$99,000	$35,000	**$410,500**	
Police Vehicles	$-	$63,400	$139,000	$146,000	$155,000	$205,000	**$708,400**	
Public Safety Projects	$-	$177,000	$-	$-	$-	$-	**$177,000**	
Public Works Equipment - New Purchases	$-	$15,750	$47,250	$-	$-	$-	**$63,000**	
Public Works Equipment - Replacement	$-	$8,600	$78,500	$66,000	$94,000	$20,000	**$267,100**	
	$-	**$264,750**	**$474,750**	**$306,500**	**$378,000**	**$292,000**	**$1,716,000**	7%

Projects in the Equipment & Vehicles category total $1,716,000 or approximately 7% of the CIP. The majority of the projects recur annually throughout the remaining years of the CIP. The largest project for this category is the purchase of replacement vehicles for the Police Department, with an estimated cost of just over $700,000 over the five-year period. 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 and radar sign.

2013-2017 CIP: Equipment & Vehicles Projects



Project: City Vehicles – New
Total Cost: $90,000
Proposed Funding Year: Recurring
Proposed Funding Source: General Fund

Project Description:
If the City adds additional employees, particularly in the Public Works department that utilizes multiple vehicles, the City will also assess the need to purchase vehicles. Accordingly, this is based on anticipated needs for additional staff and vehicles for the five-year CIP program.

Project: City Vehicles – Replacement
Total Cost: $410,500
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 14: 2 pickup trucks ($30,000 ea.);
1 car or SUV for administration ($28,500);
1 SUV administration vehicle ($28,500); 1 dump truck ($65,000)
FY 15: 3 pickup trucks ($31,500 ea.)
FY 16: 3 pickup trucks ($33,000 ea.)
FY 17: 1 pickup truck ($35,000)

The cost projections assume a 5% increase in vehicle cost/year.

Project: Police Vehicles – Replacement
Total Cost: $708,400
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:

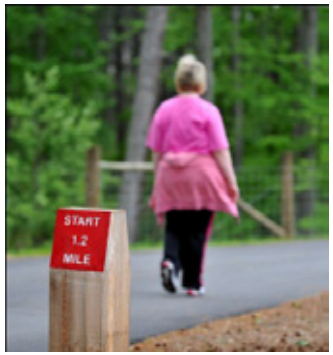
FY 12: 2 vehicles
FY 13: 4 vehicles
FY 14: 4 vehicles
FY 15: 4 vehicles
FY 16: 5 vehicles



An inflator has been applied to each year's costs. These projections assume the purchase of a standard police pursuit car and installation of lights, sirens, flashlight, prisoner seat, laptop stand, and shotgun rack; mobile radios and radar units will be reused. 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: $177,000
Proposed Funding Year: FY 13
Proposed Funding Source: Local Funds

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: The City proposes to continue implementation of its video surveillance system in City parks and trails that was initially installed in 2011. This project will also include the installation of WiFi hot spots. Surveillance systems are planned for the following locations: Town Center Park; Sims Lake Park; PlayTown Suwanee; Martin Farm Park; Main Street Park; White Street Park; and City Hall (outside of building). The total estimated cost for this project is $148,000.

Radar Signs: The City installed five radar signs in strategic locations in FY 2011. They have proven an effective use of technology to help reduce speeding. The Public Works Department plans to install an additional four signs for a total estimated cost of $29,000.

Additional public safety projects will be evaluated and incorporated into the CIP, as appropriate.

Project: Public Works Equipment – New Purchases
Total Cost: $63,000
Proposed Funding Year: FY 13, 14
Proposed Funding Source: General Fund

Project Description:
The Public Works Department has identified the following needs for possible future equipment and capital inventory purchases. This is additional equipment to the current inventory, not replacement of retiring equipment.



FY 13: Used forklift ($15,750)
FY 14: Wood chipper ($47,250)

The department proposes to use a fork lift at the public works facility to unload, load, and move shipments and supplies to increase production, reduce labor, and reduce cost. In FY 14, the department recommends purchasing a wood chipper, rather than continuing to rent them.

Project: Public Works Equipment – Replacement
Total Cost: $267,100
Proposed Funding Year: Recurring
Proposed Funding Source: General Fund

Project Description:
The Public Works Department has identified the following equipment for anticipated retirement and replacement based on its present condition:



FY 13: 1 zero turn mower ($8,600)
FY 14: 2 zero turn mowers ($17,500);
1 utility vehicle ($16,000) &
1 utility tractor ($45,000)
FY 15: 2 zero turn mowers ($18,500);
1 utility tractor ($47,500)
FY 16: 2 zero turn mowers ($19,000);
1 backhoe tractor ($75,000)
FY 17: 2 zero turn mowers ($20,000)

The cost projections assume an annual inflator.

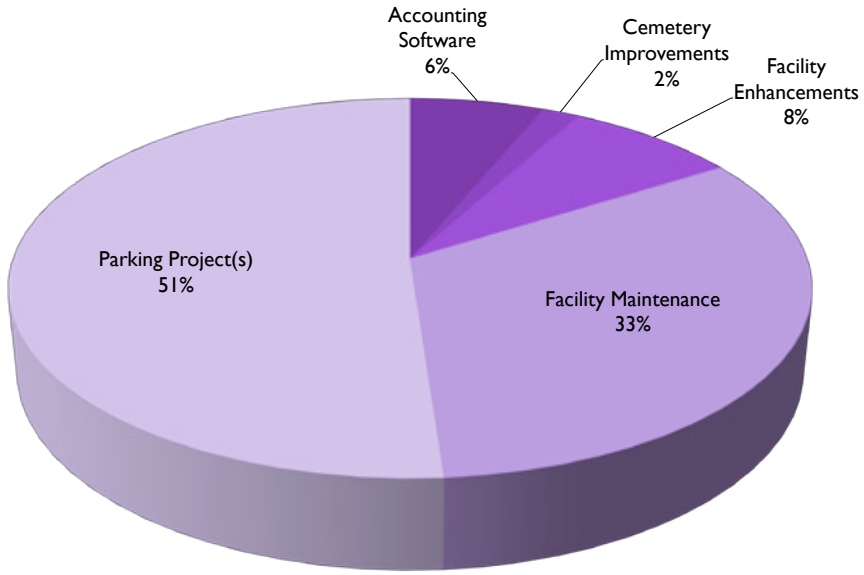
Facilities

	FY 12 4th Qtr Adjustments	FY 13	FY 14	FY 15	FY 16	FY 17	PROJECT TOTALS	% OF TOTAL
FACILITIES								
Accounting Software	$350,000	$-	$-	$-	$-	$-	**$350,000**	
Cemetery Improvements	$-	$96,000	$-	$-	$-	$-	**$96,000**	
Facility Enhancement Projects (pooled funding)	$-	$225,000	$225,000	$-	$-	$-	**$450,000**	
Facility Maintenance (pooled funding)	$-	$200,000	$406,250	$406,250	$406,250	$406,250	**$1,825,000**	
Parking Project(s)	$-	$-	$-	$-	$2,849,919	$-	**$2,849,919**	
	$350,000	**$521,000**	**$631,250**	**$406,250**	**$3,256,169**	**$406,250**	**$5,570,919**	22%

Projects in the Facilities category are proposed to total $5,570,919 or 22% of the CIP. Noteworthy projects may include the implementation of various parking projects, as well as improvements to three City cemeteries. The City also proposes to fund and implement 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.



2013-2017 CIP: Facilities Projects



Project: Accounting Software
Total Cost: $350,000
Proposed Funding Year: FY 13
Proposed Funding Source: General Fund

Project Description:



After ten years, the City's financial software is showing signs of age as it continuously hesitates and often skips steps in various modules resulting in error messages that take days to correct. It is a DOS-based program and therefore is not compatible with any Windows or Microsoft Office programs. The current software is unable to support credit cards and has no scanning capability for paperless storage or electronic approval. The finance department requests a new accounting software system to help implement current technology practices of online payments, online renewals, account balance look-up, scanning features, and the ability to provide shared information among departments. This project is proposed to be implemented in FY 13, but will be funded in the 4th quarter of FY 12 in order to achieve pay-as-you-go financing.

Project: Cemetery Improvements
Total Cost: $96,000
Proposed Funding Year: FY 13
Proposed Funding Source: Fund 343



Project Description:
This project includes the first phase of improvements to the Shadowbrook, Sims Lake, and Jackson Street cemeteries, as identified in the 2009 Cemetery Preservation Assessment.

Project: Facility Enhancement Projects (pooled funding)
Total Cost: $450,000
Proposed Funding Year: FY 13 & 14
Proposed Funding Source: Fund 341

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 general improvements such as landscaping, equipment, etc. One project planned for FY 13 is display of the City's 9/11 artifact, "Remembrance." $75,000 has been allocated from this fund for that project. As other specific needs are identified, projects and cost estimates will be determined.



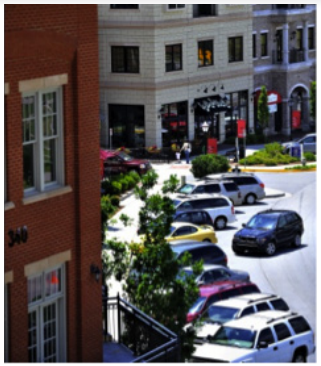
Project: Facility Maintenance (pooled funding)
Total Cost: $1,825,000
Proposed Funding Year: Recurring
Proposed Funding Source: Public Facilities Maintenance Fund (340)



Project Description:
The City completed an evaluation of all existing City facilities for the purposes of identifying short- and long-term maintenance needs. This evaluation allows the City to budget and plan appropriately for upcoming needs and to ensure the City's facilities are maintained adequately. The evaluation includes all existing buildings, parking lots, trails, parks, etc. The Public Facilities Maintenance Fund (340) is presently the fund used to pay for these projects. The proposed projects and estimates can be refined yearly.

Project: Parking Project(s)
Total Cost: $2,849,919
Proposed Funding Year: FY 16
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.



Other

	FY 12 4th Qtr Adjustments	FY 13	FY 14	FY 15	FY 16	FY 17	PROJECT TOTALS	% OF TOTAL
OTHER								
Community Stabilization Projects	$-	$400,000	$400,000	$400,000	$400,000	$420,717	**$2,020,717**	8%

There is one project in the Other category for the 2013-2017 CIP – Community Stabilization Projects. This category represents 8% of the overall CIP.

Project: Community Stabilization Projects
Total Cost: $2,020,717
Proposed Funding Year: Recurring
Proposed Funding Source: Fund 355

Project Description:
One of the projects on the Short Term Work Program is to maintain a fund that can be used to pay for houses and other structures that need to be demolished throughout the City in order to prevent blight and other purposes. Theis fund was created in February 2012. Specific projects will be determined as the need arises.



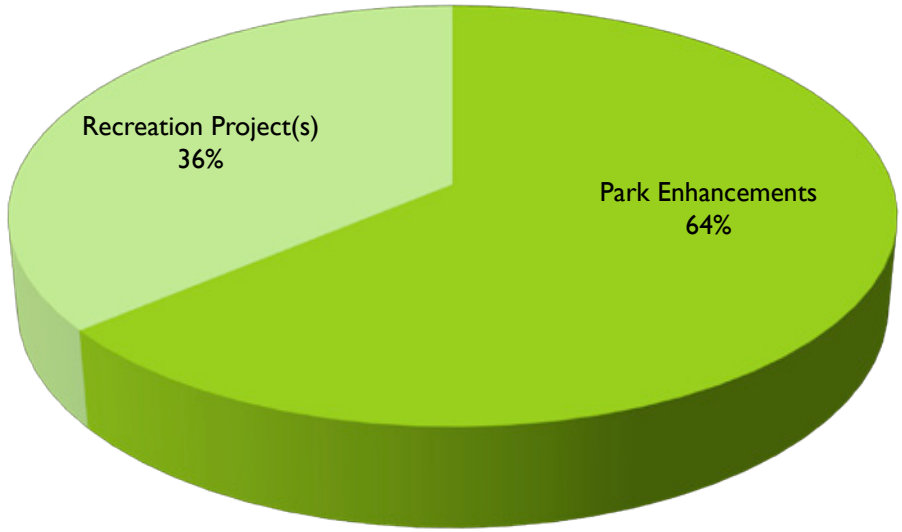
Recreation

	FY 12 4th Qtr Adjustments	FY 13	FY 14	FY 15	FY 16	FY 17	PROJECT TOTALS	% OF TOTAL
RECREATION								
Park Enhancement Projects	$-	$400,000	$100,000	$-	$-	$-	**$500,000**	
Recreation Project(s)	$-	$282,507	$-	$-	$-	$-	**$282,507**	
	$-	**$682,507**	**$100,000**	**$-**	**$-**	**$-**	**$782,507**	3%

Projects in the Recreation category total $782,507 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.



2013-2017 CIP: Recreation Projects



Project: Park Enhancements
Total Cost: $500,000
Proposed Funding Year: Recurring
Proposed Funding Source: Multiple



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.

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: $282,507
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. These are 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. With that in mind, the proposed funding years may shift as projects are developed.

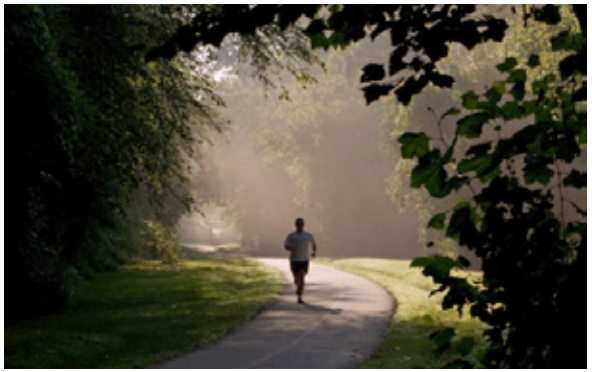



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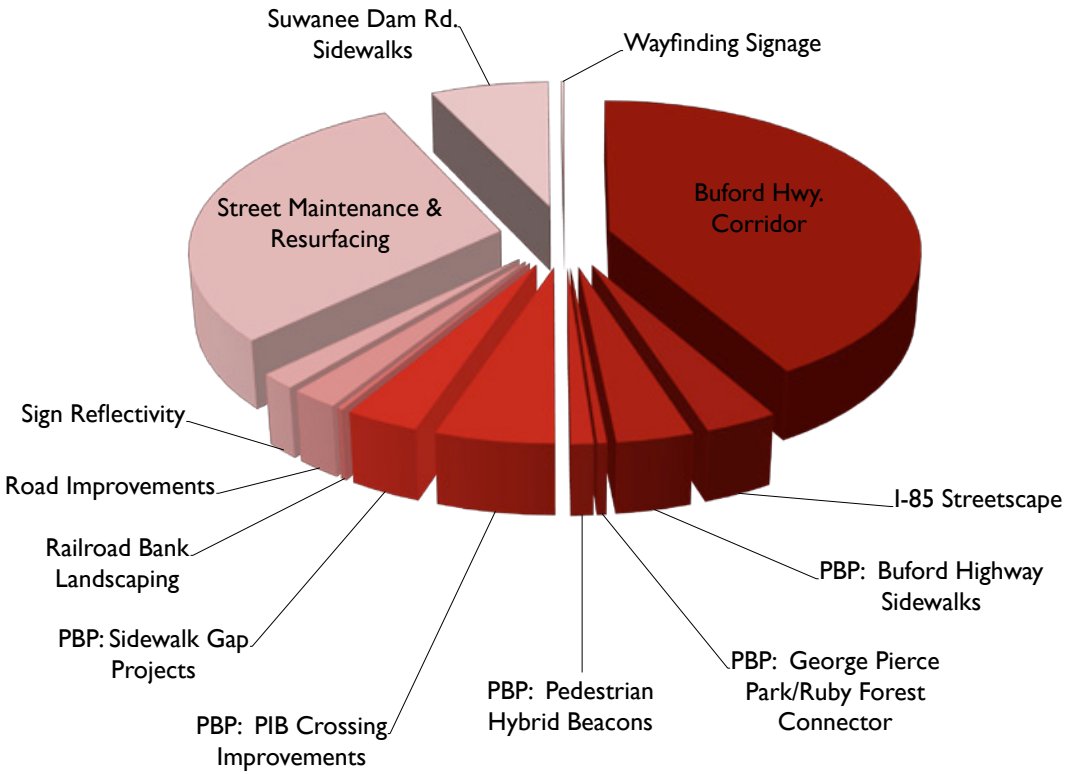
Transportation

	FY 12 4th Qtr Adjustments	FY 13	FY 14	FY 15	FY 16	FY 17	PROJECT TOTALS	% OF TOTAL
TRANSPORTATION								
Buford Highway Corridor Improvements	$-	$5,700,000	$-	$-	$-	$-	**$5,700,000**	
I-85 Streetscape Project	$65,280	$384,720	$-	$-	$-	$-	**$450,000**	
PBP: Buford Highway Sidewalks	$75,000	$400,000	$-	$-	$-	$-	**$475,000**	
PBP: George Pierce Park/Ruby Forest Connector	$-	$60,000	$-	$-	$-	$-	**$60,000**	
PBP: Pedestrian Hybrid Beacons	$-	$-	$-	$140,000	$-	$-	**$140,000**	
PBP: PIB Crossing Improvements	$-	$-	$230,000	$-	$510,000	$-	**$740,000**	
PBP: Sidewalk Gap Projects	$184,720	$275,280	$-	$-	$-	$-	**$460,000**	
Railroad Bank Landscaping	$19,000	$20,000	$-	$-	$-	$-	**$39,000**	
Road Improvements (pooled funding)	$-	$-	$75,000	$75,000	$75,000	$75,000	**$300,000**	
Sign Reflectivity Program	$-	$42,000	$45,000	$47,000	$50,000	$51,000	**$235,000**	
Street Maintenance & Resurfacing (pooled funding)	$-	$950,000	$850,000	$750,000	$750,000	$800,000	**$4,100,000**	
Suwanee Dam Road Sidewalks	$-	$960,000	$-	$-	$-	$-	**$960,000**	
Wayfinding Signage	$25,000	$-	$-	$-	$-	$-	**$25,000**	
	$369,000	**$8,792,000**	**$1,200,000**	**$1,012,000**	**$1,385,000**	**$926,000**	**$13,684,000**	53%

At $13,684,000, transportation projects constitute over half of the CIP. The largest project includes proposed improvements to the Buford Highway corridor, estimated to cost $5.7 million. The annual resurfacing program, estimated at $4.1 million over the five-year period, is another significant expenditure in this category. This category also includes construction of multiple projects in the Pedestrian Bicycle Plan. The SPLOST is an important funding source for transportation projects, funding a significant number of projects in this category.



2013-2017 CIP: Transportation Projects



Project: Buford Highway Corridor Improvements
Total Cost: $5,700,000
Proposed Funding Year: FY 13
Proposed Funding Source: Multiple

Project Description:



This project is intended to upgrade Buford Highway from McGinnis Ferry road to the entrance of George Pierce Park. The goal of these improvements is to improve local pedestrian, bicycle and vehicular mobility around Downtown Suwanee and encourage appropriate development down Buford Highway in order to improve the connection between Town Center and Historic Old Town. This project is a central aspect of the Downtown Suwanee Master Plan and is identified in the Comprehensive Plan. Funding from the LCI program has been obtained that would help with a portion of the project. The full scope of this project is currently estimated to cost $5.7 million; $4.4 million has currently been identified in funding. Prior to construction, the City will either secure additional funding in order to construct the full scope or reduce the scope to meet identified funding.

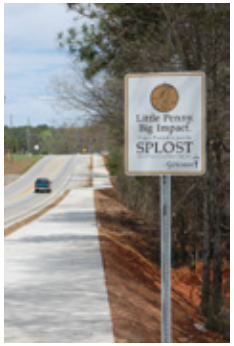
Project: I-85 Streetscape Project
Total Cost: $450,000
Proposed Funding Year: FY 13
Proposed Funding Source: Multiple

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 includes sidewalks on Lawrenceville-Suwanee Road, landscaping improvements to the 4 corners of the I-85 interchange, and the installation of a series of plazas on Lawrenceville-Suwanee Road from the Police substation to Sawmill Road. The project is identified in the I-85 Competitive Assessment and Development Strategy Report. The project has been designed and permitted by Georgia DOT, with construction anticipated for FY 13. The cost for this project was originally estimated approximately four years ago; it has recently been re-reviewed, but needs to be bid to confirm its accuracy. With that in mind, a contingency amount has been planned.

Project: Pedestrian Bicycle Plan Implementation: Buford Highway Sidewalks
Total Cost: $475,000
Proposed Funding Year: FY 13
Proposed Funding Source: SPLOST & General Fund

Project Description:



The Buford Highway sidewalk project consists of 2 segments of 5-foot wide sidewalks approximately 1500 linear feet and 700 linear feet on the east side of Buford Highway. The gaps in the sidewalk are located at the entrances of Dollar Acres and Ruby Forest. Completion of these two sidewalk segments would complete sidewalks from the northern most portion of Buford Highway (within the City) to Town Center. The project is identified as a Tier 1 project in the Pedestrian and Bicycle Plan. The project is anticipated to cost $400,000. The project is the preliminary stages, but it is intended to be completed in the next fiscal year.

Project: Pedestrian Bicycle Plan Implementation: George Pierce Park to Ruby Forest Connector
Total Cost: $60,000
Proposed Funding Year: FY 13
Proposed Funding Source: SPLOST

Project Description:

This is a trail project intended to connect George Pierce Park near the adult softball fields to the Ruby Forest subdivision via the neighborhood recreation facility off of Ruby Forest Parkway. It is intended to be a 5-foot wide approximately 800 linear foot long trail section. The goal is to connect residents to George Pierce Park. The project is identified as a Tier 1 project in the Pedestrian and Bicycle Plan.

Project: Pedestrian Bicycle Plan Implementation: Pedestrian Hybrid Beacons
Total Cost: $140,000
Proposed Funding Year: FY 15
Proposed Funding Source: SPLOST

Project Description:

The Pedestrian and Bicycle Plan identified 3 potential locations for Pedestrian Hybrid Beacons (PHB): two along Peachtree Industrial Boulevard and one along McGinnis Ferry Road. Tier 1 of the Pedestrian and Bicycle Plan recommends installation of only 1 of the 3 PHB's in the next 5 years. Feedback from Gwinnett County during the planning process indicated that the McGinnis Ferry location near the intersection with Scales Road seemed the most likely to be approved. The connection would improve pedestrian mobility for residents living south of McGinnis Ferry to get across the road and connect them with the McGinnis Ferry multi-use path and the Suwanee Creek Greenway.

Project: Pedestrian Bicycle Plan Implementation: PIB Crossing Improvements
Total Cost: $740,000
Proposed Funding Year: FY 14 & FY 16
Proposed Funding Source: SPLOST & General Fund

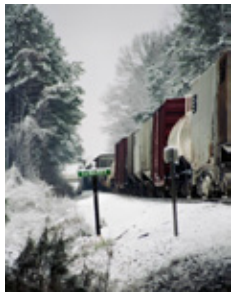
Project Description:
The Pedestrian and Bicycle Plan identified crossing improvement projects at 3 intersections along Peachtree Industrial Boulevard: McGinnis Ferry Road, Eva Kennedy Road/Moore Road, and Suwanee Dam Road. McGinnis Ferry Road is currently scheduled as a second Tier project, while the other 2 intersections are identified as Tier 1 projects. Tier 2 projects are proposed for implementation beyond FY15. The intersections are intended to be upgraded to add countdown timers for pedestrians to all intersections, improve street lighting, and add brick pattern accented crosswalks at each intersection. They also provide raised islands as indicated: 1) Suwanee Dam Road - increase curb radii and install channelization islands on the west and south corners and provide a crosswalk between these corners, remove the small painted island on the east corner and place right under signal control; 2) Moore Road/Eva Kennedy Road - curb radius improvements not needed; and 3) McGinnis Ferry Road - increase curb radius and install raised channelization islands on all four corners.

Project: Pedestrian Bicycle Plan Implementation: Sidewalk Gap Projects
Total Cost: $460,000
Proposed Funding Year: FY 13
Proposed Funding Source: SPLOST & General Fund

Project Description:
The Pedestrian and Bicycle Plan identified a number of gaps on the City's sidewalk system. Many of these gaps were located on Peachtree Industrial Boulevard (PIB) and Lawrenceville-Suwanee Road (317), along with a gap on Scales Road. Gap projects were specifically identified for each of these roads. The PIB gap project and Scales Road gap project are identified in the Plan as Tier 1 projects. These projects are underway in FY12 and anticipated to be completed for under $80,000. The projects were originally estimated to cost $270,000. The remaining funds will be used to fill additional gaps in the sidewalk network in FY13.

Project: Railroad Bank Landscaping
Total Cost: $39,000
Proposed Funding Year: FY 13
Proposed Funding Source: General Fund & Fund 352

Project Description:
The purpose of this project is to landscape the slopes along Main Street that abut the railroad tracks. The new landscaping will significantly reduce the amount of maintenance time that the Public Works Department currently spends mowing the grass on these slopes, in addition to preventing the need to purchase a new radio-controlled mower specifically designed for mowing on slopes.



Project: Road Improvement Projects
Total Cost: $300,000
Proposed Funding Year: Recurring
Proposed Funding Source: General Fund



Project Description:
The Public Works department anticipates the need to implement various types of road improvement projects, including streetscaping, traffic signal improvements, traffic calming, etc. At this time, there are no specific identified projects. However, some funds were 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: $4,100,000
Proposed Funding Year: Recurring
Proposed Funding Source: Multiple

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. As the City's streets age, the number of streets to resurface will increase each year. The annual increases to this program reflect both this increase and a projected rise in construction costs. These projects are funded using money from the SPLOST program, as well as general fund transfers to the Paved Streets Fund (344).

Project: Suwanee Dam Road Sidewalks
Total Cost: $960,000
Proposed Funding Year: FY 2013
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), including a pedestrian crossing improvement at Peachtree Industrial Blvd and Suwanee Dam Rd. 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). The City has received a $450,000 Transportation Enhancement grant, which has been identified as a funding source for the trail. Gwinnett County has committed funds towards the completion of this phase of the project and plans to complete it in FY 13. The City plans to supplement the County's funding by $50,000, if necessary, in order to upgrade the materials used for the project. It is anticipated that this project will be constructed in FY13.

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.

Project: Wayfinding Signage
Total Cost: $25,000
Proposed Funding Year: FY 13
Proposed Funding Source: General Fund

Project Description:



The purpose of this project is to install wayfinding signs at certain major intersections within the City. These signs would direct visitors to various destinations, including the Suwanee Gateway, Old Town, Town Center and city parks. This project is included in the Short Term Work Program and the Downtown Suwanee Master Plan. Five high-traffic intersections have been identified as viable locations for this signage, including 1) the exit ramps from I-85, 2) Lawrenceville Suwanee Road and Satellite Boulevard, 3) Suwanee Dam Road and Peachtree Industrial Boulevard, 4) Buford Highway and McGinnis Ferry Road and 5) Buford Highway and Suwanee Dam/ Lawrenceville-Suwanee Road.



Sculp Tour 2012

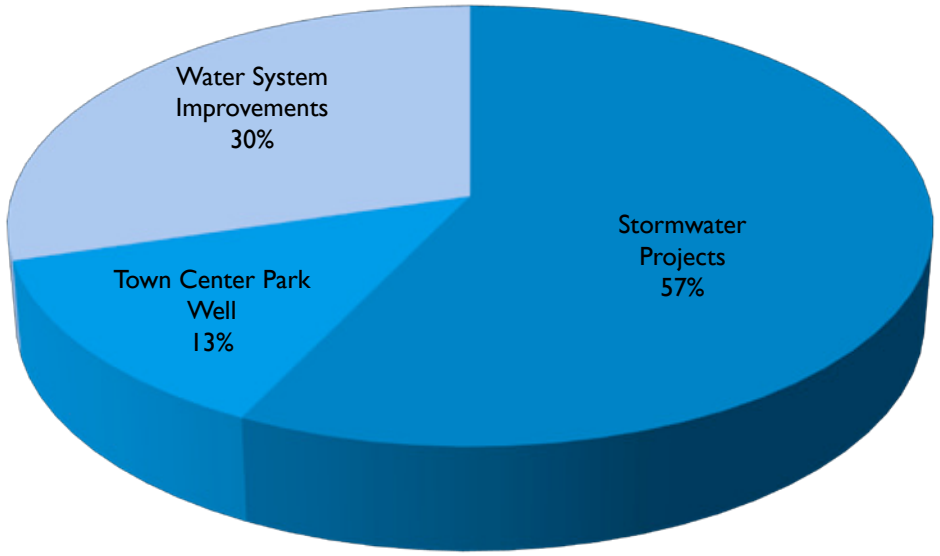
Water & Stormwater

	FY 12 4th Qtr Adjustments	FY 13	FY 14	FY 15	FY 16	FY 17	PROJECT TOTALS	% OF TOTAL
WATER & STORMWATER								
Stormwater Projects (pooled funding)	$-	$292,770	$150,000	$175,000	$200,000	$225,000	**$1,042,770**	
Town Center Park Irrigation Well	$-	$240,000	$-	$-	$-	$-	**$240,000**	
Water System Infrastructure Improvements	$-	$100,000	$120,000	$100,000	$100,000	$120,000	**$540,000**	
	$-	**$632,770**	**$270,000**	**$275,000**	**$300,000**	**$345,000**	**$1,822,770**	7%

Water and Stormwater projects represent one of the smallest categories of the CIP. There are three projects in this category, totaling $1,822,770 – 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.



2013-2017 CIP: Water & Stormwater Projects



Project: Stormwater Projects
Total Cost: $1,042,770
Proposed Funding Year: Recurring
Proposed Funding Source: Multiple

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. 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 Irrigation Well
Total Cost: $240,000
Proposed Funding Year: FY 2013
Proposed Funding Source: SPLOST



Project Description:
This project involves construction of a well facility to serve Town Center Park, providing a secondary source of irrigation water to the park. The well will provide the City more options for watering during times of drought and outdoor watering restrictions and will save operating costs for water supply. The City has completed some test wells and feasibility studies and is currently analyzing the appropriate location. Presently, the feasible of this site is being determined and cost estimates developed. Upon completion of the proposed test well and bidding, the cost estimate can be projected with more accuracy.

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.



Water tower

downtown development authority

fiscal year 2012-2013

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 2013 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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Investment Income	$ 1,057	$ 38	$ 45	$ 100	$ 100
Contributions	3,275	11,612	4,270	12,500	12,500
Other Financial Sources	-	7,000	7,000	7,000	7,000
Total	$ 4,332	$ 18,650	$ 11,315	$ 19,600	$ 19,600

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET
Purchased Professional & Technical	$ -	$ 2,040	$ 3,790	$ 2,500	$ 2,500
Other Purchased Services	-	4,629	6,557	9,500	9,500
Supplies	-	-	-	600	600
Capital Outlay	27,553	190	-	-	-
Other Costs	2,500	-	-	7,000	7,000
Total	$ 30,053	$ 6,859	$ 10,347	$ 19,600	$ 19,600



Old Town Suwanee

STWP - short term work program

fiscal year 2012-2013

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.

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.

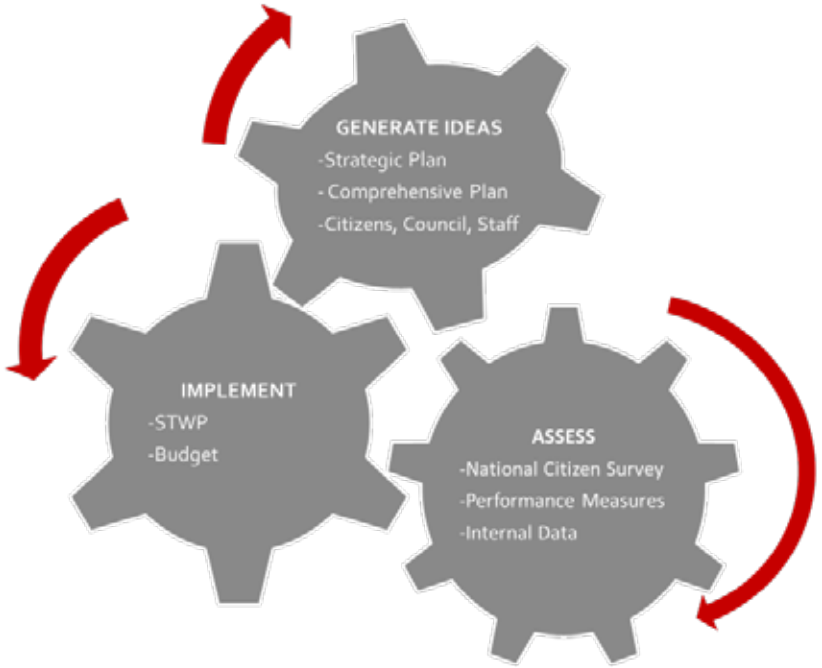
It is important to note that it is a document that is always subject to change, as new or different circumstances arise. A project's inclusion on the STWP does not automatically guarantee that it will be undertaken. Nor does exclusion from the STWP necessarily mean the City won't later decide to pursue 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 2012 will largely take place between January 1 and December 31, 2012.

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 2012 to 2016. 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; 24 new projects were added in 2012.

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 2012 to 2016. 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 2012-2016 STWP includes 124 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 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 split into two sub-categories: Policy Statements and Action Items. Policy Statements are issues that the City has chosen to memorialize its position on by including them in the STWP. They tend to be ongoing issues and the City may or may not take action on them in any given year. An example of a policy statement is related to community policing – "Continue to implement and expand community oriented policing programs." This particular statement speaks to the philosophy of how the City operates its police department.

Action Items are specific projects that the City intends to undertake during one or more years of the STWP. While some of these are ongoing and may have action every year, many of them have a specific and limited timeframe for completion. An example of an action item can be found related to the National Citizen Survey – "Participate in survey." This action item shows that the City intends to do the survey every two years.

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
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
PBP: Pedestrian Bicycle Plan
PC: Planning Commission
RFQ: Request for Qualifications

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 2011, the City either completed or made progress on 93% 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 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.

	Project	Calendar Year (Jan-Dec) 2012	2013	2014	2015	2016	Responsibility	Estimated Cost*	Funding Source	Success Measure
ECONOMIC DEVELOPMENT										
Policy Statements	**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 promoted in newsletters, on website, etc.
Policy Statements	**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.
Policy Statements	**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	External entry rooms are reduced and the renovation or construction of internal entry rooms is encouraged.
Policy Statements	**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.
Policy Statements	**Main Street Program** - Promote program in community.	X	X	X	X	X	City DDA Citizens	Staff Time	Local	Community is aware of program.
Policy Statements	**Partnership Gwinnett** - Financially support Partnership Gwinnett.	X	X	X	X	X	City	TBD	Local	Allocate money annually in budget and contribute to Partnership Gwinnett.
Policy Statements	**Suwanee Gateway** - Undertake multiple impactful efforts in the Gateway area	X	X	X	X	X	City Others	TBD	TBD	The City will undertake a proactive, multi-pronged approach to efforts in the Suwanee Gateway.
Action Items	**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.
Action Items	**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.
Action Items	**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.
Action Items	**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.
Action Items	**Pierce's Corner** - Pursue Georgia & National Historic Register District for Pierce's Corner.	X					City DDA	Staff Time	Local	Pierce's Corner is listed on the Georgia and National Register Historic District and is eligible for state and federal tax credits.

	Project	Calendar Year (Jan-Dec) 2012	2013	2014	2015	2016	Responsibility	Estimated Cost*	Funding Source	Success Measure
Action Items	**Suwanee Gateway** - Undertake targeted blight removal projects in Suwanee Gateway.	X	X	X	X	X	City Others	TBD	Local TBD	Research potential projects; evaluate feasibility and costs; present to Council for consideration.
Action Items	**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.
	MUNICIPAL OPERATIONS									
Policy Statements	**Awards** - Seek awards from local and national organizations.	X	X	X	X	X	City	Staff Time	Local	The City receives positive recognition.
Policy Statements	**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).
Policy Statements	**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.
Policy Statements	**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.
Policy Statements	**Code Enforcement** - Effectively balance code enforcement with pragmatism.	X	X	X	X	X	City	TBD	Local	The City's codes are enforced in an effective, fair, and professional manner.
Policy Statements	**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.
Policy Statements	**Environmental Stewardship & Sustainability** - Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.	X	X	X	X	X	City	Varies	Local	Purchase recycled/recyclable materials when possible; purchase hybrid and gas-conserving vehicles for City fleet.
Policy Statements	**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.
Policy Statements	**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.

	Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
		2012	2013	2014	2015	2016				
Policy Statements	**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.
	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.
	Strategic Anchor Points - Reinforce use of anchor points.	X	X	X	X	X	Council Staff	N/A	N/A	Reinforce the use of the anchor points adopted in 2011 when making strategic decisions: Suwanee Quality; Unique; Remarkable; Visionary.
	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.
Action Items	**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	Evaluate need for a mid-year planning retreat/meeting for discussing "big picture" strategic topics; hold, as appropriate.
	City Properties Inventory - Maintain an inventory of City-owned properties.	X	X	X	X	X	City	Staff Time	Local	Maintain an inventory of all City owned properties; update annually.
	Communications Technology - Use technology, including video, to communicate City projects and initiatives.	X	X				City	TBD	TBD	Evaluate the value, feasibility, and costs associated with developing and maintaining a Suwanee smartphone application; report to Council; fund and implement if appropriate.
	Communications Technology - Produce videos for City projects and initiatives.	X	X	X	X	X	City	TBD	Local	Use technology, such as video, podcasts, etc. to help communicate the story of various City projects and initiatives.
	Community Stabilization Fund - Consider creating a community stabilization fund to handle costs associated with properties to be demolished and prevent blight.	X					City	TBD	TBD	Evaluate feasibility and process; report to Council; create fund, if appropriate.

	Project	Calendar Year (Jan-Dec) 2012	2013	2014	2015	2016	Responsibility	Estimated Cost*	Funding Source	Success Measure
Action Items	**Community-Wide Strategic Plan** - Develop and adopt plan.	X					Citizens City Council City Staff Consultants	$150,000	Local	Prepare and adopt plan.
	Employee Pension - Evaluate appropriate long-term pension contribution	X					City	Staff Time	Local	Evaluate both the City and employee's contribution to the pension; report to Council as part of the budget process.
	Facility Maintenance - Fund and implement the maintenance plan for City facilities.	X	X	X	X	X	City	Varies	Local	Incorporate into CIP; fund in annual budget; complete projects.
	Foundation - Evaluate the value of a foundation to serve Suwanee	X	X				City Others	TBD	TBD	Evaluate the value and feasibility of a single foundation to serve the City, i.e. a "Better Suwanee" foundation.
	Hometown Connection - Host an annual Hometown Connection event for Suwanee's legislators.	X	X	X	X	X	City	Staff & Council Time	Local	Legislators are invited to visit Suwanee and meet with Council and staff annually.
	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.
	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					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		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	X				City	Unknown	Local	Identify options; fund in operating budget.
	Park Sites - Demolish obsolete buildings.	X	X				City	TBD	Local	Demolish obsolete buildings at future park sites.
	Park Sites - Remove obsolete signage.	X					City	Staff Time	Local	Remove obsolete signage (Delay Nature Park), repair/replace damaged or outdated signage (Greenway), etc.

	Project	Calendar Year (Jan-Dec) 2012	2013	2014	2015	2016	Responsibility	Estimated Cost*	Funding Source	Success Measure
Action Items	**Peachtree Industrial Blvd. Medians** - Construct project to landscape the medians along PIB in the City limits.	X					City	TBD	Local	Complete project.
	Public Art - Evaluate ordinance requirements and processes	X	X	X	X	X	City; Public Arts Commission	Staff Time	Local	Monitor and evaluate the effect of the public art ordinances and processes; report to Council.
	Public Art SculpTour - Continue program.	X	X	X	X	X	City; Public Arts Commission; Suwanee Arts Partnership	Staff Time; TBD	Donations	Solicit donations for year-round display; solicit sculptures and install on an annual basis; purchase one sculpture/year for permanent collection.
	Right-of-Way Trees - Evaluate condition of trees in City right-of-way.	X					City	Staff Time; TBD	Local	Evaluate condition of trees that are located in the City's rights-of-way, particularly along Main Street; as appropriate, treat or remove trees.
	Sewer Assistance Grant - Evaluate a DDA grant program for providing sewer assistance.	X	X				DDA	Staff Time; TBD	Local	Evaluate feasibility and appropriateness of Council; report to DDA and Council.
	Signage/Wayfinding - Evaluate opportunities.	X					City	Staff Time TBD	Local	Evaluate opportunities for new and replacement signage/wayfinding Citywide; construct as appropriate.
	Software Upgrades - Investigate software upgrades for Financial and GIS systems	X	X				City	Staff Time; TBD	Local	Identify needs and potential software solutions; evaluate during budget process.
	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.
	SPLOST - Develop a list of potential SPLOST projects for a 2013 referendum		X				City County	Staff Time	Local	Develop a list of projects that can be submitted if there is a 2013 SPLOST referendum.
	SPLOST - Involve citizens in developing project list		X				City	Staff & Council Time	Local	The City engages citizens in the process for developing the project list for the 2013 SPLOST referendum.
	Strategic Plan - Develop video outlining the process of plan development, highlights of the plan, etc.	X					City Staff Consultants	TBD	Local	Video is completed and shared with the community.
	Strategic Plan Implementation - Implement projects and initiatives in adopted plan.	X	X	X	X	X	City Others	TBD	TBD	Implement projects and initiatives; track implementation.
	Suwanee Citizen's College - Research and evaluate potential program.		X				City	Staff Time; TBD	Local	Research a potential program to introduce citizens to City operations and engage citizens in community. Present proposal to Council for consideration.

	Project	Calendar Year (Jan-Dec) 2012	2013	2014	2015	2016	Responsibility	Estimated Cost*	Funding Source	Success Measure
Action Items	**Suwanee Gateway Code Enforcement** - Enhance attention and efforts in Suwanee Gateway	X	X	X	X	X	City	Staff Time; TBD	Local	Staff takes a concerted, proactive approach to code enforcement in the Suwanee Gateway, i.e. TEE program (Total Elimination of Eyesores).
	Suwanee Gateway Tax Allocation District - Implement bonding mechanism for TAD.	X	X	X	X	X	City	Staff Time	Local	Identify and implement.
	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									
Policy Statements	**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.
	Park Ambassador Program - Support program.	X	X	X	X	X	City Volunteers	Staff Time; TBD	Local	Continue and support the program launched in 2011, which uses community volunteers in the parks and on trails to help deter crime & vandalism and provide information to users.
	Police Substation & Training Facility - Promote as a regional facility	X	X	X	X	X	City	TBD	TBD	Promote the use of the facility as a regional training center for public safety education.
	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.
Action Items	**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			X	City	Staff Time, TBD	Local	Evaluate and implement requirements for maintaining accreditation (November 2013).
	Police Substation & Training Facility - Ensure visibility and awareness of facility.	X					City	TBD	TBD	Undertake efforts through the final design and construction of the facility to ensure it is highly visible, i.e. signage, etc.
	State Certification - Maintain state certification.		X			X	City	Staff Time TBD	Local	Evaluate and implement requirements for maintaining certification (January 2013).

	Project	Calendar Year (Jan-Dec) 2012	2013	2014	2015	2016	Responsibility	Estimated Cost*	Funding Source	Success Measure
	HOUSING									
Policy Stmt.	**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.
Action Items	**Senior Housing** - Explore options for seniors housing regulations.	X					City	Staff Time	Local	Research options; present recommendation to Planning Commission & Council.
Action Items	**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									
Policy Statements	**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.
Policy Statements	**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.
Policy Statements	**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.
Policy Statements	**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.
Policy Statements	**Land Use** - Promote 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.
Action Items	**Annexation** - Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis.	X					City	Staff Time	Local	Explore viability of commercial/industrial annexation and, if appropriate, execute process.
Action Items	**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.
Action Items	**Design Guidelines** - Explore form-based design guidelines.	X					City	Staff Time	Local	Research guidelines; present recommendation to Planning Commission and Council.
Action Items	**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.

	Project	Calendar Year (Jan-Dec) 2012	2013	2014	2015	2016	Responsibility	Estimated Cost*	Funding Source	Success Measure
	TRANSPORTATION									
Policy Statements	**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.
Policy Statements	**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.
Policy Statements	**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.
Policy Statements	**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.
Policy Statements	**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.
Action Items	**Branding** - With implementation of the sign reflectivity program, incorporate Suwanee's logo on signage throughout the City.			X			City	TBD	Local	The logo is included on street and other signs to further develop the Suwanee brand.
Action Items	**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.
Action Items	**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.
Action Items	**Local Shuttle** - Evaluate feasibility for local shuttle service	X					City	Staff Time	Local	Conduct an in-house study to evaluate the viability, feasibility, costs, etc. for a local shuttle service; present to Council for consideration.
Action Items	**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.
Action Items	**Transportation Investment Act (TIA) Projects** - Allocate 60% of the City's TIA funds to resurfacing projects and 40% to sidewalk construction	X	X	X	X	X	City	Approximately $350,000 annually	TIA	If the TIA is approved by voters in 2012, the City will use its funding as follows: 60% for resurfacing projects and 40% for sidewalk construction (PBP implementation)

	Project	Calendar Year (Jan-Dec) 2012	2013	2014	2015	2016	Responsibility	Estimated Cost*	Funding Source	Success Measure
	PLAN UPDATING									
Policy Stmt.	**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.
Action Items	**Comprehensive Plan** - Conduct annual review of comprehensive plan.	X	X	X	X	X	City	Staff Time	Local	Undertake yearly update.
Action Items	**Downtown Suwanee Master Plan** - Update master plan.			X			City	Staff Time plus consultant fees	Local	Adopt plan.
Action Items	**Short Term Work Program** - Update STWP annually.	X	X	X	X	X	City	Staff Time	Local	Undertake yearly update.
	CAPITAL PROJECTS									
Policy Statements	**Annual Resurfacing Projects** - Complete projects based on needs assessment and infrastructure failures.	X	X	X	X	X	City	$4,275,000	SPLOST Local	The infrastructure is safe and well-maintained.
Policy Statements	**Annual Stormwater Projects** - Construct projects identified from needs assessment and infrastructure failures.	X	X	X	X	X	City	$840,000	SPLOST Local	The infrastructure is safe and well-maintained.
Policy Statements	**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.
Policy Statements	**Fleet Replacement** - Retire and replace City fleet vehicles, based on Fleet Retirement Schedule and CIP.	X	X	X	X	X	City	Varies	Local	Incorporate needs into CIP; provide safe fleet vehicles; reduce maintenance costs; purchase hybrid and fuel-efficient vehicles, when possible.
Policy Statements	**Parking Facility(ies)** - Monitor options.	X	X	X	X	X	City	TBD	SPLOST Local	Evaluate needs Citywide; acquire property, as needed; design and construct project(s).
Policy Statements	**Police Fleet New Vehicles** - As operating budget allows, add vehicles to existing fleet to accommodate additional officers.	X	X	X	X	X	City	Varies	Local	Incorporate anticipated needs into CIP; continue one vehicle per office policy; continue take-home vehicle benefit; purchase hybrid and fuel-efficient vehicles, when possible.
Policy Statements	**Police Fleet Replacement Vehicles -** Retirement and replacement of police fleet vehicles, as appropriate.	X	X	X	X	X	City	Varies	Local	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

	Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
		2012	2013	2014	2015	2016				
Policy Stmt.	**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.
Policy Stmt.	**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.
Action Items	**Beautification Improvements to the I-85 Area –** Streetscape local roads: construct project.		X				City	$385,000	SPLOST	Receive DOT permit and construct project.
Action Items	**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.
Action Items	**Buford Highway Sewer** - Evaluate in association with the reconstruction project	X	X				City	Staff Time plus consultant fees	Local	There are many properties along Buford Highway that are not currently served by sanitary sewer. When the reconstruction project is designed, the City will evaluate the feasibility and costs of extending sewer as a component of that overall project.
Action Items	**City Hall Lawn Improvement** - Improve the lawn area behind City Hall.					X	City	$75,000	TBD	Design and construct project.
Action Items	**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.
Action Items	**Parks Video Surveillance -** Complete project.	X					City	TBD	SPLOST	Complete project.
Action Items	**Pedestrian Bicycle Plan Implementation -** Construct projects to create pedestrian connections.	X	X	X	X	X	City	$1,430,000	SPLOST	Bid, design, and construct Tier 1 projects.
Action Items	**Police Substation** - Build a police substation on the eastern side of I-85 interchange.	X					City	$1.99 million	SPLOST Local	Finish construction and open for operations.
Action Items	**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.
Action Items	**Shade Structures** - Construct architectural shade structures to serve Town Center Park and the playground at Sims Lake Park.	X					City	$100,000	Local	Design & construct project.
Action Items	**Suwanee Creek Greenway Rehabilitation/Extension -** Drainage improvements and overall rehabilitation of Trice Trail, including trail access improvements from Suwanee Elementary School.	X					City	$1,100,000	Open Space SPLOST	Complete project.

	Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
		2012	2013	2014	2015	2016				
Action Items	**Town Center Park Well** - Complete feasibility study and design; construct project.	X					City	$250,000	SPLOST	Complete hydrology study; design and construct project.
Action Items	**Water System Infrastructure Improvements** - Complete projects identified by Water System Master Plan.	X	X	X	X	X	City	Varies	Local	The infrastructure 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.

Policy Statements

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.

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 City seeks 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, such as the Economic Development Committee, Quality of Life Committee, and the Redevelopment Task Force.

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
It is the City's desire that future hotels have interior access. However, 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.

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, such as the Gwinnett Chamber of Commerce, Partnership Gwinnett, Suwanee Business Alliance, Gwinnett Convention and Visitors Bureau, etc. This reflects 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.

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.

Policy Statements

Suwanee Gateway (New Item for 2012)

Undertake multiple impactful efforts in the Gateway area.
Proposed Timeframe: Ongoing
Responsibility: City, Others
Estimated Cost: TBD
Funding Source: TBD
This item acknowledges the City's commitment to redevelopment of the Suwanee Gateway. The City recognizes that in order to successfully redevelop and transform this area of Suwanee, it will take a proactive and multi-tiered approach. The City is committed to undertaking impactful projects and making this area a primary focus in the coming years, both in terms of financial and staff resources.

Action Items

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 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.

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.

Marketing

Develop a document that highlights the value and benefits of being in the City.
Proposed Timeframe: 2012
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.

Action Items

Pierce's Corner (New Item for 2012)

Pursue Georgia & National Historic Register District for Pierce's Corner.
Proposed Timeframe: 2012
Responsibility: City, DDA
Estimated Cost: Staff Time
Funding Source: Local
As of early 2012, Pierce's Corner was under a lease-purchase agreement with a buyer who intends to renovate the building using historic tax credits. In order to qualify for tax credits, the building must be located within a Georgia Historic Register District (state credits) and/or a National Historic Register District (federal credits). This process is different from a Historic Preservation District, which the City explored for the Old Town area in 2011. The City supports the area being part of a Historic Register District.

Suwanee Gateway

Undertake targeted blight removal projects in Suwanee Gateway.
Proposed Timeframe: Ongoing
Responsibility: City, Others
Estimated Cost: TBD
Funding Source: Local, TBD
This is one action item that advances the City's commitment to redevelopment of the Suwanee Gateway. In order to assist in the redevelopment efforts, the City is interested in removing blight in that area. 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 and proceed with acquisition, as appropriate.

Suwanee Gateway URA

Investigate options for a URA in this district.
Proposed Timeframe: 2012
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.

Policy Statements

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.

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.

City Services
Maintain high levels of City services.
Proposed Timeframe: Ongoing
Responsibility: City, Consultants, Contractors, Vendors, etc.
Estimated Cost: Varies
Funding Source: Local, Varies
It is 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 instruments, to help gauge service delivery. The 20/20 Vision community-wide strategic plan will assist in determining future services.

Code Enforcement (New Item for 2012)
Effectively balance code enforcement with pragmatism.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: TBD
Funding Source: Local
The purpose of this item is to further clarify the City's approach to code enforcement. The City seeks to enforce its codes in a fair, professional, and balanced manner that ultimately strives for improvement and compliance, rather than punitive measures.

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
New, quality schools have a positive impact 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
It is 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.

Learning Opportunities

Implement continual learning opportunities through visits to peer cities.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: Local
The City Council values visiting peer cities as an opportunity to learn about programs, projects, and best practices, to network, 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.

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 City works regularly 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 Pedestrian Bicycle Plan (PBP), 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 City is committed 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.

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
The City coordinates approximately 35 events annually, which 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
Suwanee takes a two-pronged approach to ensuring a quality staff. 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 who 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
Staff and Council has an interest in continuing to explore 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.

Strategic Anchor Points (New item for 2012)

Reinforce use of Anchor Points.
Proposed Timeframe: Ongoing
Responsibility: Council, Staff
Estimated Cost: N/A
Funding Source: N/A

In 2011, the City Council adopted four anchor points that guide strategic decision-making: Suwanee Quality; Unique; Remarkable; and Visionary. These anchor points serve as "filters," when Council and staff are making long-term, strategic decisions. The anchor points need to be continually reinforced with both Council and staff so they are used appropriately and effectively.

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.

Action Items

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 participated in a second planning retreat for the purposes of planning for the annual retreat and discussing "big picture" strategic topics separate from tactical items. It has become evident that such a retreat may not be necessary on an annual basis. The purpose of this item is to acknowledge the City Council's interest in holding this type of retreat; the need will be evaluated on an annual basis and the retreat held, as appropriate.

City Properties Inventory

Maintain an inventory of 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.

Communications Technology (New item for 2012)

Evaluate a smartphone application for the City.
Proposed Timeframe: 2012-2013
Responsibility: City
Estimated Cost: TBD
Funding Source: TBD
As part of an ongoing commitment to citizen engagement, the City is interested in evaluating the launch of a smartphone application for Suwanee. Staff will assess the value, feasibility, benefits, and costs associated with developing and maintaining a Suwanee smartphone application. Staff will report back to Council for consideration.

Communications Technology (New item for 2012)

Use technology, including video, to communicate City projects and initiatives.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: TBD
Funding Source: Local
The City has an interest in using technology, such as video and podcasts, that will help tell the story of various City projects and initiatives. For example, a video could be developed to tell the story of the creation of Town Center, that highlights the history and efforts that took place for this project.

Community Stabilization Fund (New item for 2012)

Consider creating a fund to pay for houses and other structures that need to be demolished throughout the City in order to prevent blight and other purposes.
Proposed Timeframe: 2012
Responsibility: City
Estimated Cost: TBD
Funding Source: TBD
As the City ages, there is an increasing need to demolish houses and other structures in order to prevent blight and other issues. The purpose of this fund would be to set aside some money so that such demolitions can be undertaken in a timely fashion, as appropriate. Staff will make a recommendation to the City Council on the feasibility, structure, and appropriate funding level.

Community-Wide Strategic Plan

Develop and adopt plan.
Proposed Timeframe: 2012
Responsibility: Citizens, City Council, Staff, Consultants
Estimated Cost: $150,000
Funding Source: Local
In 2011, the City began an extensive community-wide engagement process to develop a strategic plan that helps define the City's future purposes, strategies, policies, and goals. As of early 2012, the majority of the public participation efforts had been completed, including a five-week Open House, community interviews, focus groups, and a series of 100 roundtable discussions. It is anticipated this plan will be completed and presented to the City Council for consideration in mid-2012.

Employee Pension (New Item for 2012)

Evaluate appropriate long-term pension contribution
Proposed Timeframe: 2012
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
As part of the FY 2013 budget development, staff will evaluate the employee pension program, both the City's and the employees' contributions. Staff will report to Council on the findings.

Facility Maintenance

Fund and Implement the maintenance plan for City facilities.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: Local
In 2011, the City adopted a long-range plan identifying maintenance schedules and capital replacement needs for each City-owned facility. This allows capital expenditures for facilities maintenance to be incorporated into the Capital Improvement Program (CIP). The plan includes, but is not limited to, buildings, parks, the Big Splash Fountain, playground equipment, trail maintenance, pavilions, etc. The plan is reviewed annually for implementation and updates and funding needs are incorporated into the CIP.

Foundation

Evaluate the value of a foundation to serve Suwanee.
Proposed Timeframe: 2012-2013
Responsibility: City, Others
Estimated Cost: TBD
Funding Source: TBD
Suwanee makes regular visits to peer cities. In a number of these cities, a private foundation often helps the City implement large-scale projects. The City is interested in evaluating the feasibility and benefits of a foundation in Suwanee, such as "Better Suwanee" foundation.

Hometown Connection (New item for 2012)

Host an annual Hometown Connection event for Suwanee's legislators.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff & Council Time
Funding Source: Local
For the past several years, the City has invited Suwanee's legislators to a City-hosted event to inform them of current projects and issues in Suwanee and to maintain effective communication and relationships. The City plans to continue this event on an annual basis.

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.

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
The City is committed 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: 2012
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 and renew 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

Participate in survey.
Proposed Timeframe: 2012, 2014,2016
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: 2012-2013
Responsibility: City
Estimated Cost: Unknown
Funding Source: Local
Other than citation payments to Municipal Court, the City's website and software systems do not currently have functionality to process electronic payments. Staff would like to be able to process online permits, payment of business licenses, pavilion rentals, property taxes, etc. Staff will explore options for implementing this and submit for consideration in the budget.

Park Sites (New Item for 2012)

Demolish obsolete buildings.
Proposed Timeframe: 2012-2013
Responsibility: City
Estimated Cost: TBD
Funding Source: Local
The City owns various pieces of property that are intended for future park sites. Some of them have existing structures on them that are in various stages of decay. The City plans to remove these structures.

Park Sites (New Item for 2012)

Remove obsolete signage.
Proposed Timeframe: 2012
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
There are some signs on the City's various park properties that are outdated and obsolete and/or in need of maintenance. Staff will repair or remove these signs, as appropriate.

Peachtree Industrial Blvd. (PIB) Medians

Construct project to landscape the medians along PIB in the City limits.
Proposed Timeframe: 2012
Responsibility: City
Estimated Cost: TBD
Funding Source: Local
The City has developed a design and, as of early 2012, was in the process of receiving bids for landscaping the medians located on Peachtree Industrial Blvd. inside the City limits. The targeted planting date for this project is spring 2012. These medians are currently maintained by Gwinnett County. Once the City landscapes them, the City will then need to assume both the costs and responsibility of all maintenance, including mowing.

Public Art (New item for 2012)

Evaluate ordinance requirements and processes.
Proposed Timeframe: Ongoing
Responsibility: City, PAC
Estimated Cost: Staff Time
Funding Source: Local
The City adopted a Public Art ordinance in 2008, which created a Public Arts Commission (PAC). The Commission works with developers and tries to encourage them to dedicate 1% of their project cost to public art. As the ordinance is still relatively new and few projects have been constructed since its adoption, its effectiveness in achieving this goal is still in the initial stages of evaluation. Staff and the PAC will continue to monitor the various requirements and processes associated with this ordinance and report to Council, as appropriate

Public Art SculpTour Program

Continue program.
Proposed Timeframe: Ongoing
Responsibility: City, PAC
Estimated Cost: Staff Time, Varies
Funding Source: Donations
SculpTour launched in 2011 and seeks to bring approximately 15-25 loaned sculptures to downtown for a year-round display. 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. The overall goal for this program is for new sculptures to be installed annually, with the City purchasing one piece a year for permanent display.

Right-of-Way Trees (New item for 2012)

Evaluate condition of trees in City right-of-way.
Proposed Timeframe: 2012
Responsibility: City,
Estimated Cost: Staff Time, TBD
Funding Source: Local
Some of the City's trees, particularly along Main Street, are no longer in ideal health. Staff will evaluate the condition of these trees and, as appropriate, treat or remove them.

Sewer Assistance Grant

Evaluate a DDA Grant Program for Sewer Assistance.
Proposed Timeframe: 2012-2013
Responsibility: 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

Evaluate opportunities.
Proposed Timeframe: 2012
Responsibility: City,
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.

Software Upgrades (New item for 2012)

Investigate software upgrades for Financial and GIS systems.
Proposed Timeframe: 2012-2013
Responsibility: City
Estimated Cost: Staff Time, TBD
Funding Source: Local
The City's software systems for finance and GIS are older versions that have become outdated and are no longer supported and/or do not effectively meet the City's current needs. As part of the budget development process, staff will evaluate various options.

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.

SPLOST (New item for 2012)

Develop a list of potential SPLOST projects for a 2013 referendum.
Proposed Timeframe: 2013
Responsibility: City and County
Estimated Cost: Staff Time
Funding Source: Local
Suwanee currently receives funds from the 2009 voter-approved SPLOST program in order to construct capital projects. The current SPLOST program will expire in 2014. It is anticipated that Gwinnett County will call for a referendum for a SPLOST program to succeed the current one when it ends. In order to prepare for that referendum, the City will evaluate and develop a list of projects/categories to be submitted.

SPLOST (New item for 2012)

Involve citizens in developing project list.
Proposed Timeframe: 2013
Responsibility: City and County
Estimated Cost: Staff and Council Time
Funding Source: Local
In order to prepare for the anticipated SPLOST referendum in 2013, the City will evaluate and develop a list of projects/categories to be submitted. The City desires to have citizen involvement in creating that list.

Strategic Plan (New item for 2012)

Develop video outlining the process of plan development, highlights of the plan, etc.
Proposed Timeframe: 2012
Responsibility: City Staff and Consultants
Estimated Cost: TBD
Funding Source: Local
As of early 2012, the City is working on a 10-year strategic plan, with plans to adopt the plan and begin implementing it in mid-2012. Staff will work with the consultant team to develop a video of the 20/20 Vision that outlines how the plan was developed, relevant data, highlights of the plan, etc. The purpose of the video is to memorialize the process and build interest and energy for the future implementation. The City will determine an effective way(s) to share this video with the community.

Strategic Plan Implementation (New item for 2012)

Implement projects and initiatives in adopted plan.
Proposed Timeframe: Ongoing
Responsibility: City Staff, Others
Estimated Cost: TBD
Funding Source: TBD
In 2011, the City began an extensive community-wide engagement process to develop a strategic plan that helps define the City's future purposes, strategies, policies, and goals. It is anticipated this plan will be completed and presented to the City Council for consideration in mid-2012. Upon adoption, the City will begin evaluating the plan for ways to implement it.

Suwanee Citizen's College

Research and evaluate potential program.
Proposed Timeframe: 2013
Responsibility: City
Estimated Cost: Staff Time, TBD
Funding Source: Local
The City is interested in looking at 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. Staff will research and present some options for the Council to consider.

Suwanee Gateway Code Enforcement (New item for 2012)

Enhance attention and efforts in Suwanee Gateway.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Staff Time, TBD
Funding Source: Local
Many of the buildings and infrastructure in the Suwanee Gateway are aging and, without proper maintenance, deteriorating. In an effort to prevent blight and ensure the overall safety of the community, the City intends to take a concerted and proactive approach to code enforcement in this area. An example of past efforts in this area is the T.E.E. program (Total Elimination of Eyesores).

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.

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.

Policy Statements

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.

Park Ambassador Program

Support program.
Proposed Timeframe: Ongoing
Responsibility: City, Volunteers
Estimated Cost: Staff Time, TBD
Funding Source: Local
In 2011, the City launched a Park Ambassador program which uses community volunteers in the parks and on the trails. The overall intent of the program is that the visibility and presence of the volunteers helps deter crime and vandalism. The volunteers are also able to provide information to the park and trail users. This City is committed to providing the resources to continue supporting and growing this program.

Police Substation & Training Facility (New item for 2012)

Promote as a regional facility.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: TBD
Funding Source: TBD
As of early 2012, construction was underway for a Police Substation and Training Facility. One of the goals of this facility is to serve as a training center, with instructional space and a firing range provided. It is the City's desire that this building be opened up as a regional facility, not only for public safety personnel from other jurisdictions, but also to Suwanee citizens and businesses.

Traffic Enforcement

Continue effective and proactive traffic enforcement efforts/program (Selective Enforcement Unit).
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 City desired to take a proactive approach to traffic enforcement, in an effort to reduce the number of accidents and the number of injured per year.

Action Items

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 plan to hold the academy twice per year, but also the City Council's commitment to participating 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.

Police Substation & Training Facility (New Item for 2012)

Ensure visibility and awareness of facility.
Proposed Timeframe: 2012
Responsibility: City
Estimated Cost: TBD
Funding Source: TBD
As of early 2012, construction was underway for a Police Substation and Training Facility in the Suwanee Gateway area. The purpose of this item is to memorialize the City's desire that the facility is highly visible, so that efforts can be taken during construction to ensure this. The City will also undertake proactive efforts to ensure the community has an awareness of the facility.

State Certification

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.

Policy Statements

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.

Action Items

Senior Housing

Explore options for seniors housing regulations.

Proposed Timeframe: 2012
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.

Policy Statements

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.

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 City desires 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.

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, County, Nearby Municipalities
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.

Action Items

Annexation

Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis.
Proposed Timeframe: 2012
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.

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: 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. Staff will evaluate such regulatory approaches and make recommendations as needed.

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.

Policy Statements

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.

McGinnis Ferry Rd. Half Diamond Interchange

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., opened in 2011. 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

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.

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 plan 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.

Action Items

Branding (New Item for 2012)

With implementation of the sign reflectivity program, incorporate Suwanee's logo on signage throughout the City.
Proposed Timeframe: 2014
Responsibility: City
Estimated Cost: TBD
Funding Source: Local
One of the projects in the CIP is to replace the City's traffic signs in order to improve reflectivity. As these signs are replaced, the City's logo will be added to the new signs in an effort to further develop the Suwanee brand.

Commuter Rail

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 City is interested in developing a concept plan that illustrates what a future station could look like and how it would 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.

Local Shuttle (New item for 2012)

Evaluate feasibility for local shuttle service.
Proposed Timeframe: 2012
Responsibility: City
Estimated Cost: Staff Time
Funding Source: Local
The City is interested in exploring the viability, feasibility, costs, etc. of implementing a local shuttle service for the Suwanee community. Staff will conduct an in-house study and present it to Council for consideration.

Road Maintenance

Maintain up-to-date Road Maintenance Plan.
Proposed Timeframe: Ongoing
Responsibility: City, County
Estimated Cost: Staff Time
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.

Transportation Investment Act (TIA) (New item for 2012)

Allocate approximately 60% of the City's TIA funds to resurfacing/maintenance and approximately 40% to sidewalk/pedestrian projects.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Approximately $350,000 annually
Funding Source: TIA
On July 31, 2012, voters across the Atlanta region will consider a referendum to fund transportation improvements through a regional 1% sales tax. If the referendum passes, 15% of the funds collected will be distributed to local jurisdictions to implement projects of their choosing; it is estimated this would be approximately $350,000 annually for Suwanee. The City plans to allocate approximately 60% of its local TIA funds to resurfacing/maintenance and approximately 40% to sidewalk/pedestrian projects.

Policy Statements

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.

Action Items

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.

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 and serves as the City's Livable Centers Initiative (LCI) plan. In order to remain eligible for future LCI implementation funds, the Plan will need to be updated every five years. The next update is planned to 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.

Policy Statements

Annual Resurfacing Projects

Complete projects based on needs assessment and infrastructure failures.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: $4,275,000
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 resurfacing projects.

Annual Stormwater Projects

Construct projects identified from needs assessment and infrastructure failures.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: $840,000
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.

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 plan adopted a maintenance plan in 2011 and recommended projects are incorporated into the CIP, as appropriate and 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
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.

Parking Facility(ies)

Monitor options, as appropriate.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: TBD
Funding Source: Local, SPLOST
As needed, the City will monitor additional parking needs throughout the City and appropriate locations for those.

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
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
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.

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.

Action Items

Beautification Improvements to the I-85 Area

Streetscape local roads: design and construction.
Proposed Timeframe: 2013
Responsibility: City
Estimated Cost: $385,000
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. 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. As part of the design and bidding process, the City will evaluate the feasibility and cost of converting to underground utilities and providing sanitary sewer infrastructure. Implementation is dependent on outside funding assistance.

Buford Highway Sewer

Evaluate in association with the reconstruction project.
Proposed Timeframe: 2012-2013
Responsibility: City
Estimated Cost: Staff time plus consultant fees
Funding Source: Local
There are many properties along Buford Highway that are not currently served by sanitary sewer. When the reconstruction project is designed, the City will evaluate the feasibility and costs of extending sewer as a component of that overall project.

City Hall Lawn Improvement

Improve the lawn area behind new City Hall.
Proposed Timeframe: 2016
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.

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.

Parks Video Surveillance

Complete project.
Proposed Timeframe: 2012
Responsibility: City
Estimated Cost: TBD
Funding Source: SPLOST
In 2011, the City completed the first phase of a project to install a video surveillance system in strategic locations of George Pierce Park and Suwanee Creek Park, as well as a parking facility for the Suwanee Creek Greenway. The system offers enhanced security in these parks and trails. The City has plans to expand this project and install more cameras.

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
In 2011, the City adopted the Pedestrian Bicycle Plan (PBP), formerly known as the Alternative Transportation Plan (ATP). The PBP outlines different tiers of projects for implementation. The City is committed to implementing Tier I over the next five years, which has an estimated cost of approximately $1,500,000.

Police Substation

Build a police substation on the eastern side of the I-85 interchange.
Proposed Timeframe: 2012
Responsibility: City
Estimated Cost: $1,990,000
Funding Source: SPLOST, Local
As of early 2012, construction was underway for a police substation and training facility in the Suwanee Gateway business district. The goal of this project is for the facility 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.

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.

Shade Structure

Construct architectural shade structures to serve Town Center Park and the playground at Sims Lake Park.
Proposed Timeframe: 2012
Responsibility: City
Estimated Cost: $100,000
Funding Source: Local
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 and the playground at Sims Lake Park. As of early 2012, the City had received pricing for this project and planned to review potential designs with park users.

Suwanee Creek Greenway Rehabilitation/Extension

Drainage improvements and overall rehabilitation of Trice Trail, including trail access improvements from Suwanee Elementary School.
Proposed Timeframe: 2012
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 will 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 may extend the current Greenway to Suwanee Elementary School and provide trail access from the Smithtown Road area. As of early 2012, construction was underway and the project was anticipated for completion by mid-2012.

Town Center Park Well

Complete feasibility study and design; construct project.
Proposed Timeframe: 2012
Responsibility: City
Estimated Cost: $250,000
Funding Source: SPLOST
Town Center Park is currently using irrigated 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.

Water System Infrastructure improvements

Complete projects identified by Water System Master Plan.
Proposed Timeframe: Ongoing
Responsibility: City
Estimated Cost: Varies
Funding Source: Local
The City adopted a Water System Master Plan in 2009 which identifies needed upgrades to the Suwanee water system. As specific needs arise and funding allows, the City will continue to implement this plan.

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MEMORANDUM

To: Mayor & Council
Cc: Marty Allen, City Manager

From: Jessica Roth, Assistant to City Manager

Date: January 31, 2012

Re: 2011 Report of Accomplishments

The City's 2011 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 2011. These projects are both large and small, ranging from the construction of improvements to White Street Park, installation of new software for Planning & Inspections, development of the City's first Popular Annual Financial Report, unveiling of "Remembrance," implementation of the automatic license plate reader, etc.

The 2011-2015 STWP includes a total of 110 projects, comparable to the previous year's STWP with 115 projects. The City either completed or made progress as planned on 93% of its projects (102 projects) during 2011, compared to 86% in 2010. The status of each project is color-coded as follows:

Completed Projects: These 10 projects were completed during 2011 and can most likely be removed from the STWP. The projects are as follows:

- Evaluated Historic Preservation
- Evaluated a private shuttle for Town Center
- Implemented electronic agendas
- Updated the Ethics Ordinance
- Celebrated the 10th anniversary of the Open Space/Parks bond
- Developed and adopted a Council operations manual
- Evaluated options for recycling in City parks
- Evaluated options for in-house E-911 operations
- McGinnis Ferry Road extension completed
- Pierce's Corner under contract

Progressing as Planned: These projects progressed during 2011 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 2011, 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 - 71 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. Eight projects fall into this category and faced some delay during 2011.

On Hold: These projects are on-hold long-term and are not currently advancing. For 2011, no projects are considered on-hold and fall into this category.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Accomplishment/Status
	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	Continued support & enhancement of Downtown website; 3rd Festa della Pasta; held 7 Toast @ Town Center events, 30 events in Downtown; numerous promotions for Town Center.
Downtown Suwanee Master Plan - Implement projects in plan.	X	X	X	X	X	City DDA	Varies	Local, County, State	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	City Chamber	Staff Time; Partnership Gwinnett contribution	Local	Council/staff attended approximately two meetings each month.
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	Four quarterly reports presented in Council workshops in 2011.
Historic District - Continue evaluating the creation of a local historic district in Old Town.	X					DDA City Staff	Staff Time	Local	Evaluated; not moving forward with the creation of a district at this time. Staff is evaluating the registration of Pierce's Corner as a historic building.
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	Ongoing
I-85 Business District Economic Development Plan - Implement strategies identified by plan.	X	X	X	X	X	City	TBD	Local, County, State of Georgia	McGinnis Ferry Rd. exension opened. Gwinco Blvd. renamed to Celebration Drive. Redevelopment of former Publix underway.
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	Staff works with Downtown Merchants Association, Gateway PACT, etc.
Main Street Program - Promote program in community.	X	X	X	X	X	City DDA Citizens	Staff Time	Local	Ongoing. Continued support and enhancement of Downtown website and Downtown gift certificate program. Held a Visual Merchandising workshop.
Marketing - Develop a document that highlights the value and benefits of being in the City.	X					City	Staff Time	Local	There is a document on the City's website; needs to be updated.
Partnership Gwinnett - Financially support Partnership Gwinnett.	X	X	X	X	X	City	TBD	Local	Ongoing. 2011 contribution was $20,000.
Suwanee Gateway - Explore targeted blight removal projects in Suwanee Gateway.	X					City Others	TBD	Local TBD	Staff worked with a real estate consultant to research targeted properties.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Accomplishment/Status
	2011	2012	2013	2014	2015				
Suwanee Gateway Study - Partner with private sector to study the area.	X	X				City Others	TBD	Local TBD	Will be evaluated with FY 13 budget.
Suwanee Gateway URA - Investigate options for a URA in this district.	X					City	Staff Time, plus costs TBD	Local	Preliminary research has been conducted.
Town Center Shuttle - Facilitate private shuttle service between Town Center and Suwanee neighborhoods.	X					City Town Center merchants	TBD	Private	Evaluated as part of Toast @ Town Center. Consensus not to implement.
MUNICIPAL OPERATIONS									
Awards - Seek awards from local and national organizations.	X	X	X	X	X	City	Staff Time	Local	Received 13 awards, including recognition from Gwinnett CV&B, GA Downtown Assoc, ICMA, GGFOA, Southeast Festivals & Events Assoc, and others.
Board Training - Enhance training and knowledge of Boards & Commissions.	X	X	X	X	X	City Board Members	$2500/year plus Staff Time	Local	Provided training on "Life Long Communities" and legal update from David Kirk.
Chattahoochee River - Investigate ways to create public access to the Chattahoochee River.	X	X	X	X	X	City	Staff Time, TBD	Local	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	City	Staff Time	Local	**Website:** 460,232 website visits (2% increase); 78% of citizens visited at least once (NCS). **Social Media:** 5,555 Facebook followers (24% increase). **City Communications:** Added business mailings of Crossroads; 92% of citizens report reading Crossroads (NCS); 1.726 list-serve participants (5% increase). **Other:** Created 20/20 Vision steering committee; 129 entries in Snap Suwanee (13% increase)
Citizen Engagement - Measure and track levels of citizen engagement.	X	X	X	X	X	City	Staff Time	Local	Ongoing. Community engaged over 1.4 million hours in 2011.
City Council Mid-Year Planning Retreat - Hold a mid-year strategic retreat.	X	X	X	X	X	City	Staff and Council Time; TBD	Local	Last retreat was August 2010. A 2012 retreat has not been evaluated or scheduled yet.
City Properties Inventory - Inventory all City-owned properties.	X	X	X	X	X	City	Staff Time	Local	Map and inventory list completed in 2011 and updated periodically.
City Services - Maintain high levels of City services.	X	X	X	X	X	City Consultants Contractors Vendors, etc.	Varies	Local; Varies	87% of citizens rated Suwanee's overall quality of services as "excellent" or "good." (2010 NCS). Received a 2011 Voice of People award from ICMA for overall quality of services.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Accomplishment/Status
	2011	2012	2013	2014	2015				
Community-Wide Strategic Plan - Develop and adopt plan.	X	X				Citizens City Council City Staff Consultants	$150,000	Local	Plan is underway. Completion and adoption on target for 2012.
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	Ongoing, as appropriate. No new schools opened in 2011.
Environmental Stewardship & Sustainability - Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.	X	X	X	X	X	City	Varies	Local	Sustainable practices incorporated into police substation. Public Works projects incorporated re-purposed materials. City Council implemented electronic agendas, saving 30,000+ pieces of paper/year.
Electronic Agendas - Evaluate and implement electronic agenda distribution for Council workshops and meetings.	X					City	TBD	Local	Agenda distribution converted to electronic format, using iPads, in April 2011.
Ethics Ordinance - Review current ordinance.	X					City Staff City Council	Staff Time	Local	Ordinance amended and adopted.
Facility Maintenance - Develop a long-term maintenance plan for City facilities.	X	X	X	X	X	City	TBD	Local	Plan was completed and incorporated into CIP. Projects will be added each year to CIP, as appropriate.
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	Held meetings as scheduled: DDA - June, Jan HF Board - March & 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	City	Varies	Local	Visited downtown Greenville for Council retreat
Litter Removal Program - Remove litter from parks, greenways, road right-of-ways, etc.	X	X	X	X	X	City	$50,000/year	Local	Ongoing.
Local History Project - Create a video to document local history.	X	X	X	X	X	City	Staff Time; TBD	Local	Cost estimate was developed - approx. $8k-$10k. Evaluated for FY 12 budget but not funded.
MS4 Permit - Complete permit requirements and renew as necessary.	X	X	X	X	X	City, Consultant	$75,000/year	Local	Ongoing

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Accomplishment/Status
	2011	2012	2013	2014	2015				
National Citizen Survey - Participate in survey.		X		X		City NRC	$10,000/survey	Local	Participated in 2010 Survey and distributed results.
Online Bill Payment Options via Website - Explore and implement, if feasible.		X				City	Unknown	Local	Will be evaluated with FY 13 budget.
Open Space/Parks Celebration - Celebrate the 10th anniversary.	X					City	Staff Time	Local	Developed "Parks Perfect the Place" campaign with logo, bags, parks highlighted in Crossroads, etc. Held Parker's Parks Party on 11/5/11.
Operations Manual - Develop manual.	X					City	Staff Time	Local	Manual adopted August 2011. Will be reviewed and updated, as needed.
Peachtree Industrial Blvd. Medians - Evalaute costs and design for landscaping the medians.	X					City	TBD	Local	Project was funded in FY 12 budget. Preliminary design is completed and project bidding is underway.
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	Completed Pedestrian Bicycle Plan. Completed sidewalk connection on Martin Farm Road and completed 4 sharrow (share the road) projects. In the process of implementing PIB gap project. Obtained grants for Brushy Creek Greenway (TE) and Buford Highway improvements from Davis Street to Suwanee Dam Road (LCI), which will include pedestrian and bicycle improvements.
Public Art - Make public art an important component of Suwanee.	X	X	X	X	X	City	Staff Time; TBD	Local; Donations	SculpTour launched. Sidewalk mural added to White Street Park. Held "Art and the Bottom Line" program in spring 2011. PAC met with developers as needed.
Public Art SculpTour - Implement program.	X	X	X	X	X	City; Public Arts Commission; Suwanee Arts Partnership	Staff Time; TBD	Donations	SculpTour launched in May 2011; podcast for walking tour released January 2012. Fundraising & RFP underway for 2012 launch.
Recycling in City Parks - Evaluate options for recycling receptacles in City parks.	X					City	Staff Time; TBD	Local	Study was completed and reported to Council. It was determined the City does not generate sufficient volume to make a program feasible.
Sewer Assistance Grant - Evalute a DDA grant program for providing sewer assistance.	X					City DDA	Staff Time; TBD	Local	Preliminary discussions took place; needs further evaluation.
Signage/Wayfinding - Evaluate oppportunities.		X				City	Staff Time TBD	Local	Project on track to be undertaken in 2012.
Solid Waste Preferred Vendor Program - Evaluate a program.				X		City	Staff Time; TBD	Local	Project on track to be undertaken in 2014.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Accomplishment/Status
	2011	2012	2013	2014	2015				
Special Events - Continue City's involvement as Special Events Coordinator.	X	X	X	X	X	City	$75,000/year plus Staff Time	Local	Held 17 City/Co-sponsored events and 16 private events, in addition to 7 Toast @ Town Center events. Won several awards from Southeast Festivals & Events Assoc. 37 events proposed for 2012 season.
Staffing - Recruit and retain quality employees.	X	X	X	X	X	City	Varies	Local	8 turnovers in 2011 - 0.09%
Stormwater Funding - Continue to analyze funding options, including stormwater utility.	X	X	X	X	X	City	Staff Time	Local	Ongoing
Suwanee Citizen's College - Create and offer program.		X	X	X	X	City	Staff Time; TBD	Local	On track for further evaluation and implementation after completion of strategic plan in 2012.
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	Acquired property for Police substation. Will continue monitoring, as appropriate.
Suwanee Gateway Tax Allocation District - Implement bonding mechanism for TAD.	X	X	X	X	X	City	Staff Time	Local	Ongoing, as appropriate.
Town Center - Continue promotion and development of mixed-use Town Center.	X	X	X	X	X	City DDA Private Sector	Varies	Varies	Ongoing. Approved parking study that will allow for additional development in Town Center.
Traffic Reduction Education - Educate citizens on ways they can work to reduce traffic/improve congestion.	X	X	X	X	X	City	Staff Time	Local	Issued traffic information at PACT meetings. Provide web based traffic data through crimereports.com. Led 4 P.R.I.D.E. classes. Provide local media with traffic information.
Water System Strategy - Develop long-term strategy for water system.	X	X	X	X	X	City	Varies	Local; Water Fund	Ongoing
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	Held 2 sessions in 2011, for a total of 20 classes with 3350 participants. The CPA alumni has 39 participants.
CALEA - Maintain accreditation.			X			City	Staff Time, TBD	Local	Activities to retain accreditation are ongoing.
Community Policing - Continue to implement and expand community oriented policing programs.	X	X	X	X	X	City Neighborhood groups	Staff time	Local	Held 96 PACT meetings with 812 participants. 32 PACT neighborhoods.
Driver Speeding - Undertake education efforts to reduce driver speeding.	X	X	X	X	X	City	Staff Time	Local	Held 4 P.R.I.D.E. classes with 48 participants. Provided traffic accident stats / information to media.
E-911 Operations - Identify the value of in-house operations.	X					City	Staff Time	Local	Evaluated and reported to Council. E-911 operations remain with Gwinnett County.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Accomplishment/Status
	2011	2012	2013	2014	2015				
Park Ambassador Program - Launch program.	X	X	X	X	X	City Volunteers	Staff Time; TBD	Local	Program launched in spring 2011. Total of 53 ambassadors and 356 hours of volunteer time. Department support will be ongoing.
State Certification - Maintain state certification.		X	X			City	Staff Time TBD	Local	Activities to maintain certification are ongoing. Re-certification process will occur in January 2013.
Traffic Enforcement - Continue effective and proactive traffic enforcement efforts/program (Selective Enforcement Unit).	X	X	X	X	X	City	Staff Time	Local	DUI Task Force issued 3661 citations, 136 DUI arrests. 20 Directed Patrols related to traffic complaints. Accident rate is down 6.2%.
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	Housing prices have declinded due to economy. Council approved a rezoning for apartments in Suwanee Gateway. 72% of residents say the availability of affordable quality housing is "excellent" or "good." (2010 NCS)
Senior Housing - Explore options for seniors housing regulations.	X					City	Staff Time	Local	Held training session. Planned for further evaluation in spring 2012.
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	No changes made in 2011. Plan to undertake a comprehensive re-write of the Zoning Ordinance in 2012.
LAND USE									
Annexation - Continue efforts to annex property in close proximity to the City Limits.	X	X	X	X	X	City	Staff Time	Local	Ongoing, as appropriate.
Annexation - Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis.	X					City	Staff Time	Local	Project on hold due to SDS
Commercial Centers - Promote the development of planned commercial centers rather than strip development.	X	X	X	X	X	City	Staff Time	Local	Ongoing. No new commercial centers developed in 2011 but this continues to be emphasized with potential developers, tenants, etc.
Community Aesthetics - Emphasize community aesthetics throughout the City.	X	X	X	X	X	City	Staff Time	Local	Ongoing.
Design Guidelines - Implement Comprehensive Plan Design Guidelines.	X	X	X	X	X	City	Staff Time	Local	Ongoing.
Design Guidelines - Explore form-based design guidelines.	X	X				City	Staff Time	Local	Tied closely to Historic Preservation, which the City is no longer exploring. Needs further discussion and consideration.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Accomplishment/Status
	2011	2012	2013	2014	2015				
Land Use - Carefully monitor non-residential land use allocations.	X	X	X	X	X	City	Staff Time	Local	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	City County Nearby municipalities	Staff Time	Local	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	City	Unknown, Increased Staff Resources	Local	Ongoing, as needed.
TRANSPORTATION									
Commuter Rail - Promote commuter rail station in Suwanee.	X	X	X	X	X	City; Georgia Passenger Rail Authority; Others	Staff Time	Varies	Ongoing. No new activities in 2011.
Commuter Rail - Develop concept plan for Suwanee station.			X	X		City	$20,000-$40,000 Staff Time	Local TBD	Funding for concept plan to be evaluated with FY 13 budget.
County Road Projects - Coordinate with Gwinnett County on major road initiatives in the City.	X	X	X	X	X	City	Staff time	Local	Ongoing. Staff coordinated with GwDOT on completion of McGinnis Ferry extension. City coordinated the proposed TIA projects list with Gwinnett County. Participated in concept meeting for Sugarloaf Parkway Extension Phase II.
McGinnis Ferry Rd. Extension - Coordinate with Gwinnett and Georgia DOT during construction.	X					Gwinnett County Georgia DOT City	$25,000,000	GwDOT GaDOT	Project completed in 2011.
McGinnis Ferry Rd. Half Diamond Interchange - Promote construction.	X	X	X	X	X	City GwDOT GaDOT	TBD	TBD	Ongoing, as appropriate.
Rail - Remain informed of opportunities for rail service to/through Suwanee.	X	X	X	X	X	City Gwinnett County Georgia DOT	TBD	TBD	Ongoing.
Road Maintenance - Maintain up-to-date Road Maintenance Plan.	X	X	X	X	X	City Gwinnett County	$3,000,000	SPLOST Local	Resurfaced Smithtown Road.
Smithtown Road Bridge - Influence and promote construction of Smithtown Rd. bridge.	X	X	X	X	X	City Gwinnett County Georgia DOT	Unknown	GwDOT GaDOT	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	City	Staff Time	Local	Ongoing - no new activity on this project.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Accomplishment/Status
	2011	2012	2013	2014	2015				
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	Resurfaced Smithtown Road.
Annual Stormwater Projects - Construct projects identified from needs assessment and infrastructure failures.	X	X	X	X	X	City	$850,000	SPLOST Local	Ongoing
Beautification Improvements to the I-85 Area – Streetscape local roads: construct project.	X	X				City	$400,000	SPLOST	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		City	$5,700,000	SPLOST LCI Grant	Received $3.3M LCI grant. Scoping study to begin in February 2012 with construction planned to begin in 2013.
City Hall Lawn Improvement - Improve the lawn area behind City Hall.					X	City	$75,000	TBD	Removed as a stand-alone project in CIP. Will be re-evaluated with 2013 budget.
Facility Maintenance - Ensure long-term maintenance of City facilities.	X	X	X	X	X	City	Varies	Local	Plan completed and annual allocation incorporated into CIP. Some 2011 projects included sod replacement in Town Center Park, HVAC work at Police Station, repair work at Big Splash, etc.
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)	1 Public Works vehicle replaced; funding for future needs incorporated into CIP.
Jackson Street Paving - Pave street.	X	X	X	X	X	City Private Development	TBD (not City funded)	Private, Other	Project is dependent on private development and should be completed prior to occupancy of new houses on Jackson Street.
Parking Facility(ies) - Monitor options.	X	X	X	X	X	City	$3,500,000	SPLOST Local	Needs will be evaluated as appropriate. Funding has been identified in CIP for FY 15.
Parks Video Surveillance - Complete project.	X					City	$130,000	SPLOST	First two phases are completed. There is additional funding in the CIP for future phases.
Pedestrian Bicycle Plan Implementation - Construct projects to create pedestrian connections.	X	X	X	X	X	City	$1,500,000	SPLOST	Completed Pedestrian Bicycle Plan. Completed sidewalk connection on Martin Farm Road and completed 4 sharrow (share the road) projects. In the process of implementing PIB gap project. Obtained grants for Brushy Creek Greenway (TE) and Buford Highway improvements from Davis Street to Suwanee Dam Road (LCI), which will include pedestrian and bicycle improvements.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Accomplishment/Status
	2011	2012	2013	2014	2015				
Pierce's Corner - Work with DDA to evaluate renovation and use opportunities.	X	X				City DDA	TBD	TBD	DDA is under contract with Deming LLC for the sale of Pierce's Corner. Design and constrution anticipated to begin in early 2012.
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)	No additional vehicles added to police fleet.
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)	Ordered 4 Dodge Charger patrol vehicles as replacements; should arrived March 2012.
Police Substation - Build a police substation on the eastern side of I-85 interchange.	X	X				City	$2,350,000	SPLOST Local	Property was acquired and design completed. Construction underway.
Public Works Equipment (New) - Acquire additional equipment to supplement current inventory, as appropriate.	X	X	X	X	X	City	Varies	General Fund	Ongoing, as appropriate. Acquired a used pressure washer and trailer.
Public Works Equipment (Replacement) - Retire and replace existing equipment, as appropriate.	X	X	X	X	X	City	Varies	General Fund	Ongoing, as appropriate.
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	Ongoing, as appropriate.
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 completed and construction is underway. Project will be completed in mid-2012.
Town Center Park Shade Structure - Construct architectural shade structure to serve Town Center Park.	X	X				City	$100,000	Local	Project was bid in late 2011, along with structure at Sims Lake. Review committee to be formed and report back to Council.
Town Center Park Well - Complete feasibility study and design; construct project.	X	X				City	$250,000	SPLOST	Test drills took place. Based on results from testing, staff is re-evaluating options for additional water supply.
Water System Infrastructure Improvements - Complete projects identified by Water System Master Plan.	X	X	X	X	X	City	Varies	Local	Acquired Water Permit for new well and began operation of it. Added phosphate water treatment process at both pump houses.

*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.



20/20 Open House

supplemental information

fiscal year 2012-2013

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:

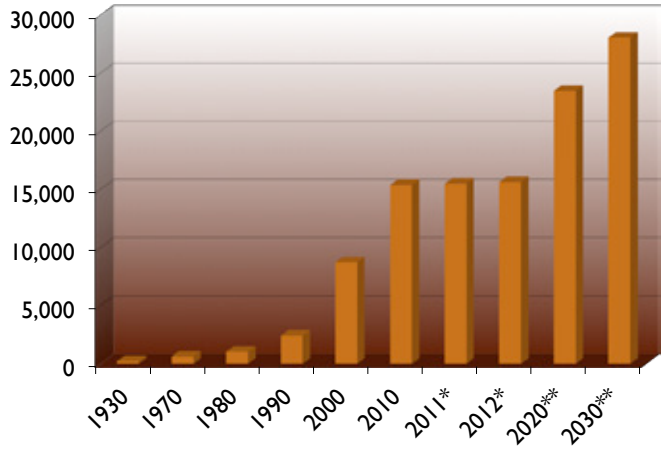
Year	Population
1930	214
1970	615
1980	1,026
1990	2,412
2000	8,725
2010	15,368
2011*	15,479
2012*	15,624
2020**	19,743
2030**	23,453

** Estimated population 2011 - 2012 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:

10.93 square miles (6,998 acres)

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 63 miles of streets

Number of Street Lights:

Approximately 922

Parks:

Number of Park Sites: 15
Total Acreage of park sites, greenway and open space: 372

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 Crossing - Walgreens Track	6
McGinnis Crossing - QT Track	3
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	**372**

Water System:

The City of Suwanee owns and operates a water supply, treatment, and distribution system serving approximately 329 metered customers. The current average consumption of water from the City's water system is approximately 46,257 gallons per day. Water is supplied to the City's water system by a 235-foot and a 600 foot well and stored in a 150,000 gallon tank owned by the City. Water drawn from the well requires fluoridation, phosphate, and chlorination treatments. Suwanee's water system has approximately 6.8 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
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
2011	58	15,110,337	224	30,321,630

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:

- Kiplinger.com named Suwanee one of the best communities in the country in which to raise children. (2012)
- Best New Event, Gold, for 9-11 Commemorative Event/'Remembrance' Unveiling, Southeast Festivals and Events Association (2012)
- Best Event within an Event, Silver, for 2010 Suwanee Day Flash Mob, Southeast Festivals and Events Association (2012)
- Community Impact – Community Arts Program Award for Suwanee SculpTour, presented by ArtWorks! Gwinnett (2012)
- 2012 Trendsetter Award for public arts initiative, presented by the Georgia Municipal Association and Georgia Trend magazine.
- Distinguished Budget Presentation Award for fiscal year 2012 budget, Government Finance Officers Association (2012)
- Innovative Marketing Award, presented by Gwinnett Convention and Visitors Bureau (2011)
- Best Image Building Campaign for Suwanee SculpTour, Georgia Downtown Association (2011)
- Voice of the People Awards for Excellence (for overall services and parks) from the International City/County Management Association and National Research Center (2011)
- Popular Annual Financial Reporting Award, Government Finance Officers Association, 2010 Annual Report (2011)
- Special Recognition Award for Suwanee's Municipal Court for program innovation and creation of software for improvement of efficiency and productivity, Council of Municipal Court Judges (2011)
- Certificate of Distinction for superior performance management efforts from the International City/County Management Association (2011)
- 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
- 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)

Assessed and Estimated Value of Taxable Property[1]
Last 10 years

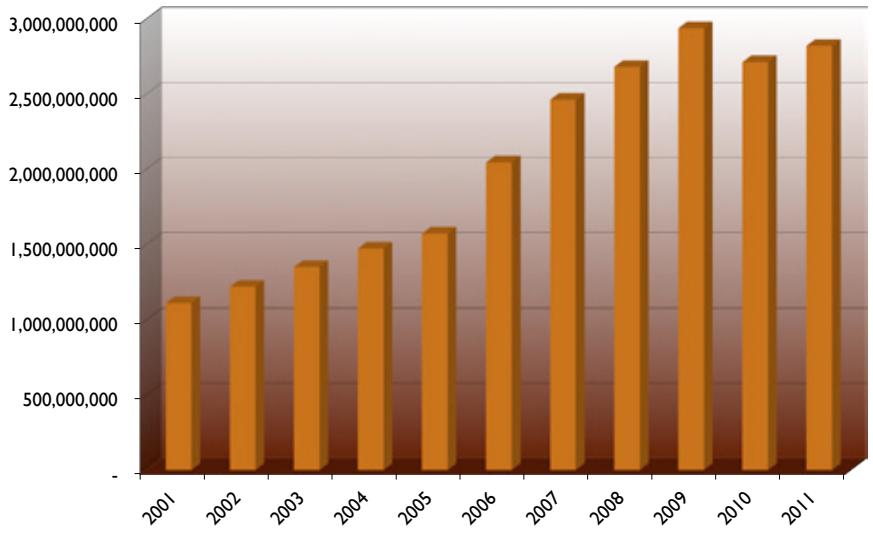
Calendar Year	Real & Personal Property		Motor Vehicles		Total		Assessment Ratio
	Assessed Value	Estimated Value	Assessed Value	Estimated Value	Assessed Value	Estimated Value	
2001	$ 415,304,489	$ 1,038,261,223	$ 28,292,690	$ 70,731,725	$ 443,597,179	$ 1,108,992,948	40%
2002	452,705,802	1,131,764,505	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%
2011	1,083,635,980	2,709,089,950	44,056,680	110,141,700	1,127,692,660	2,819,231,650	40%

NOTE:

(1) Tax digest gross values before exemptions.

Source: Consolidated Digest Reports provided by Gwinnett County Tax Commissioner's Office

Estimated Taxable Property 2001-2011



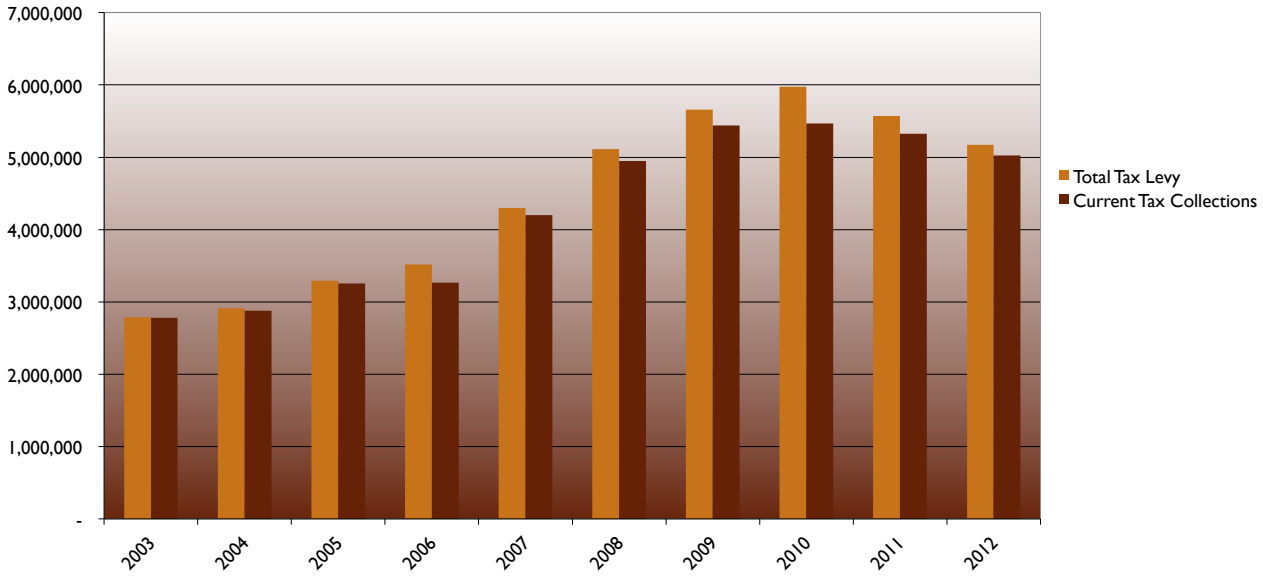
property tax levies and collections last ten fiscal years

Fiscal Year Ended	Total Tax Levy[1]	Current Tax Collections	Percent of Levy Collected	Collections in Subsequent Years	Total Collections to Date		Outstanding Delinquent Taxes	Outstanding Delinquent Taxes as Percentage of Current Levy
					Amount	Percent of Levy		
2003	$ 2,787,421	$ 2,779,439	99.7%	$ 7,982	$ 2,787,421	100%	$ 94,681	3.4%
2004	2,909,099	2,875,854	98.9%	33,245	2,909,099	100%	162,072	5.6%
2005	3,291,780	3,255,174	98.9%	28,812	3,283,986	100%	132,844	4.0%
2006	3,518,199	3,266,243	92.8%	237,746	3,503,989	100%	354,740	10.1%
2007	4,296,745	4,201,861	97.8%	77,214	4,279,075	100%	272,965	6.4%
2008	5,113,824	4,948,534	96.8%	147,862	5,096,396	100%	247,824	4.8%
2009	5,655,551	5,441,113	96.2%	100,568	5,541,681	98%	311,371	5.5%
2010	5,972,640	5,467,352	91.5%	328,844	5,796,196	97%	739,476	12.4%
2011	5,568,361	5,323,252	95.6%	137,688	5,460,940	98%	592,526	10.6%
2012 [2]	5,170,072	5,027,354	97.2%	-	5,027,354	97%	554,045	10.7%

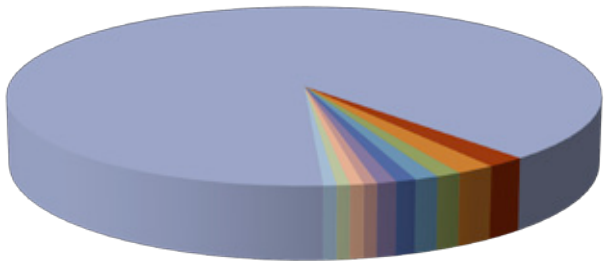
NOTES:

(1) Relates to preceding calendar year digest.

(2) Projected for fiscal year 2012.



Taxpayer	Type of Business		Assessed Valuation	Percentage of Assessed Valuation		Current Year Tax Levy	Percentage of Current Year's Tax Levy
AMLI Residential Properties, LP	Apartments	$	21,165,600	2.0%	$	119,586	2.3%
Hewlett Packard Company	Technology		20,299,550	1.9%		114,692	2.2%
CMF 15 Portfolio LLC	Apartments		13,200,000	1.2%		74,580	1.4%
Flowers Bakery of Suwanee	Bakery Products		12,548,640	1.2%		70,900	1.4%
Wal-Mart	Retail		10,656,580	1.0%		60,210	1.2%
Carlyle Centennial Suwanee Station	Apartments		10,412,000	1.0%		58,828	1.1%
James Campbell Company LLC	Office/Warehouse		7,103,800	0.7%		40,136	0.8%
Quality Investment Properties Suwanee LLC	Technology		7,090,080	0.7%		40,059	0.8%
Google	Technology		7,040,210	0.6%		39,777	0.8%
CLPF-Horizon Creek LP	Office/Warehouse		6,941,200	0.6%		39,218	0.8%
All Other Taxpayers			967,178,320	89.3%		4,512,089	87.3%
		$	1,083,635,980	100.0%	$	5,170,075	100.0%



- AMLI Residential Properties, LP
- Hewlett Packard Company
- CMF 15 Portfolio LLC
- Flowers Bakery of Suwanee
- Wal-Mart
- Carlyle Centennial Suwanee Station
- James Campbell Company LLC
- Quality Investment Properties Suwanee LLC
- Google
- CLPF-Horizon Creek LP
- All Other Taxpayers

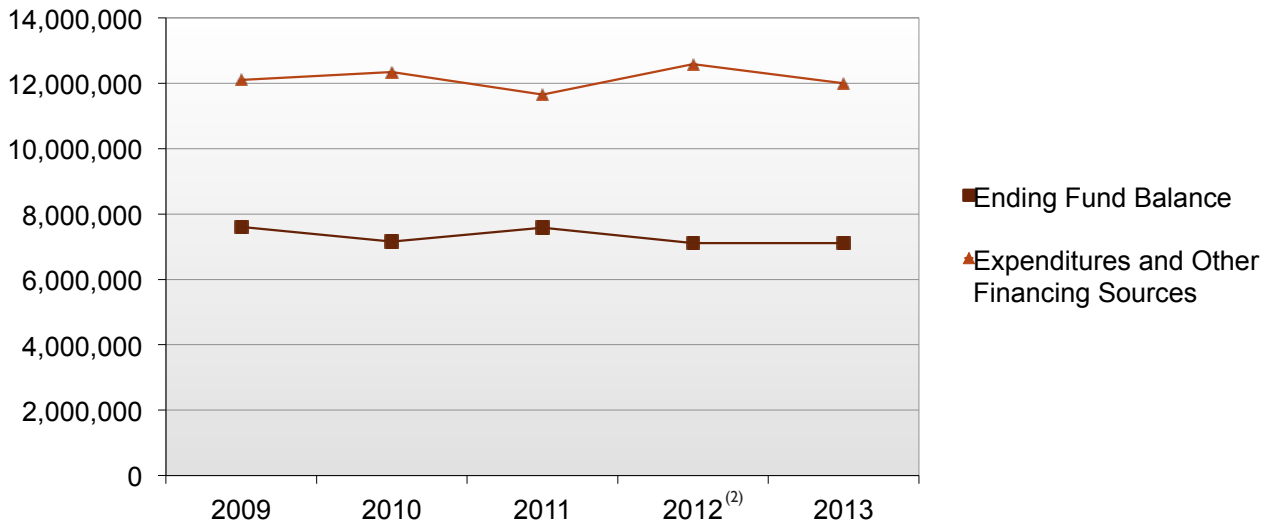
Fiscal Year	Ending Fund Balance	Expenditures and Other Financing Sources	Fund Balance as a Percentage	Months of Fund Balance Reserves	Account			Months of Fund Balance		
					Stabilization	Assigned	Unassigned	Stabilization	Assigned	Unassigned
2009	$ 7,602,716	$ 12,097,822	62.84%	7.54						
2010	7,156,198	12,345,513	57.97%	6.96	$ 4,115,171		$ 3,041,027	4.00		2.96
2011	7,579,474	11,652,459	65.05%	7.81	3,948,073	$ 222,520	3,408,881	4.07	0.23	3.51
2012[2]	7,107,954	12,587,071	56.47%	6.78	4,195,690	2,275,726	636,538	4.00	2.17	0.61
2013	$7,107,954.00	12,002,440	59.22%	7.11	4,000,813	2,275,726	831,415	4.00	2.28	0.83

NOTE:

(1) See fund balance policy in the executive section for definitions of fund balance accounts.

(2) Projected using $471,520 in unassigned fund balance per FY 2012 current budget.

City's fund balance policy includes funding for a stabilization account which consist of four months of general fund budgeted expenditures and transfers.



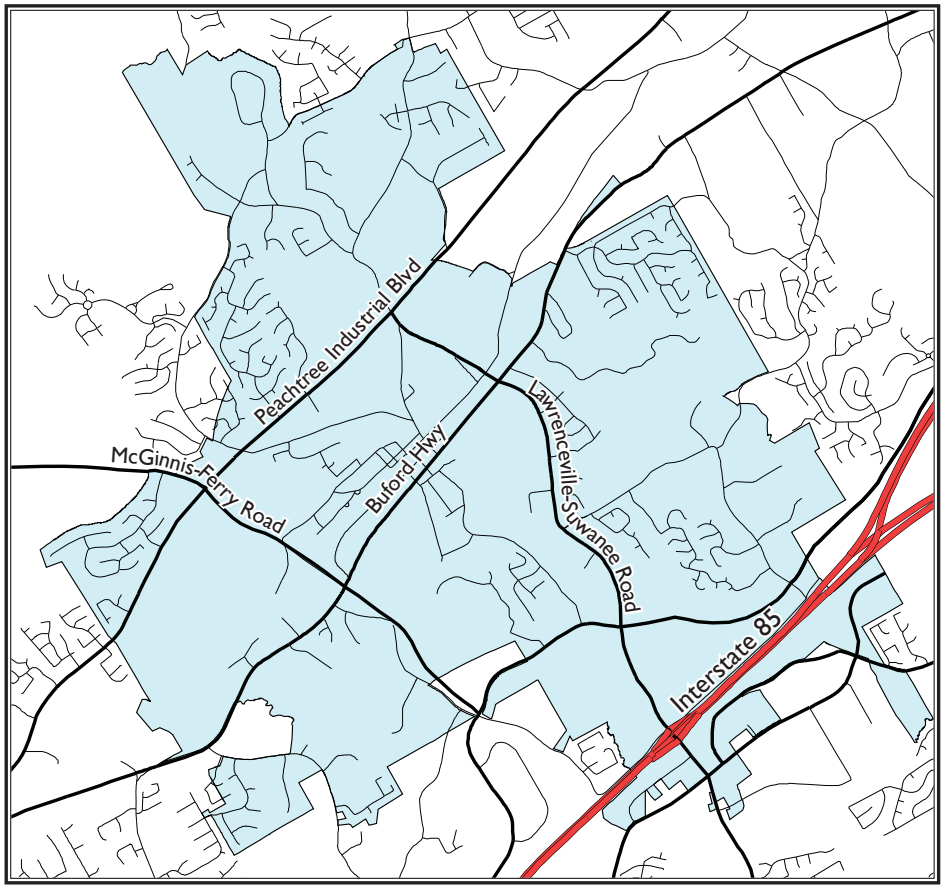
During the budget forecast process, all Department Directors submit their performance and expenditure requests for the next fiscal year. Based on this information, the budget development team reviewed all departmental operations and budget requests in order to propose a recommended balanced budget to the City Council.

The following is a summary of larger dollar items (over $10,000) for FY 2013 that were included.

Big Ticket Items Included in the General Fund Budget

Function	Description	Amount
All	Salaries	$ 4,840,480
All	Overtime	59,670
All	FICA	300,260
All	M-Care	70,360
All	Retirement	365,880
All	Group health	955,290
All	Wellness program	14,100
All	Other employee benefits	50,060
All	Workers compensation	198,180
All	Gasoline fuel usage	175,340
All	Property/casualty insurance	221,700
1110	GWMA City contribution	30,000
1500	Election costs	10,000
1512	Annual audit	36,500
1530	Annual attorney fees	60,000
1535	Information technology consulting	90,250
1535	Software annual license fees	73,700
1535	New IT programs	23,000
1565	City Hall operating cost	164,200
1570	Newsletter production & printing	50,000
2650	Court operating cost	13,000
3223	Fleet repairs (Police)	56,600
3223	2 Police vehicles (replacement)	63,400
3223	16 new laptops (replacement)	17,600
3224	Police annual software fees	79,100
3260	Police station operating cost	73,600
3261	Police sub-station operating cost	46,050
4100	Repairs (Public Works)	57,900
4100	Electricity outdoor lighting (street lights)	212,600
4100	Inmate work crew (right of way maintenance)	40,300
4100	Park water usage	$ 37,500
4100	Fork Lift (used)	15,750
4221	Street sweeping (contracted)	15,540
4221	Special landscape management right of way (contracted)	69,350
4250	MS4 permit requirements	43,500
6190	Events	117,500
6220	Park landscape management & tree removal	84,750
6220	Park repairs	38,500
6220	Park site improvements	28,700
7400	Professional services (planning)	33,000
7400	Arbor day	30,710
7510	Partnership Gwinnett	20,000
7520	Downtown Suwanee funding	91,610
9100	GO bond payment	1,121,330
9100	URA bond payment	470,780
9100	Water fund transfer	100,000
9100	TAD fund transfer	30,000
9100	Paved streets fund transfer	100,000
9100	Storm water fund transfer	70,640
9100	Facilities maintenance fund transfer	146,750
9100	Buford Hwy corridor improvements transfer	36,140
	Total Big Ticket Items	$ 11,151,170
	Total Budget	$ 12,002,440
	% Summarized	93%

City of Suwanee, Georgia





glossary

fiscal year 2012-2013

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: A separate financial reporting unit. All budgetary transactions are recorded in accounts.

Account Number: A line item code that defines the fund, function, and object for an appropriation.

Accounting System: The total set of records and procedures used to record, classify, and report information on the financial status and operations of an entity.

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.

Assigned Fund Balance: Assigned fund balance includes the portion of fund balance that reflects the City's intended use of resources. Such intent was established by formal action of the City Council. Modifications require action by the City Council.

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 monies 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.

Budget Resolution: The formal statement approved by City Council which shows budgeted revenues and expenditures for the approaching fiscal year.

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 (CIP): A plan for capital expenditures to be incurred each year over a five year period. This plan specifies the resources estimated to be available to finance the projected expenditures with costs of at least $10,000.

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 five 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.

Commission on Accreditation for Law Enforcement Agencies (CALEA): The primary purpose of the Commission is to improve law enforcement services by creating a national body of standards developed by law enforcement professionals. It recognizes professional achievements by establishing and administering an accreditation process through which a law enforcement agency can demonstrate that it meets those standards.

Committed Fund Balance: Committed fund balance represents resources the use of which is constrained by limitation that the government imposes upon itself at the highest level of decision making, City Council, and can only be removed by formal action equivalent to the action taken to impose it.

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 over a period of time.

Debt Limit: A maximum amount of debt that may be legally incurred. A debt limit usually only applies to general obligation debt, and is most often expressed as a percentage of the taxable value of property in a jurisdiction.

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.

Digest: The tax digest is a comprehensive list of all taxable and non-taxable property in the city.

Distinguished Budget Presentation Program: A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficient, organized, and easily readable budget documents.

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 are presorted into four categories: restricted, committed, assigned and unassigned.

Fund Group: A group of funds which are similar in purpose and character.

General Fund: The operating fund used to account for revenues and expenditures which are not accounted for in other funds, and which are used for the general operating functions. Revenues are derived primarily from general property taxes, charges and fees, excise taxes, and fines. General fund expenditures include the cost of the general operations and transfers to other funds.

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. General obligation bonds distribute the cost of financing over the life of the improvement so that future users help to repay the cost.

Goal: A statement of broad direction, purpose or intent based on the needs of the community.

Government Accounting Standards Board (GASB): A governmental accounting standard setting body, which is the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States. It is a private, non-governmental organization. The GASB issues Statements, Interpretations, Technical Bulletins, and Concept Statements defining accounting standards for state and local governments.

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.

Pay-As-You-Go: Method of payment for equipment or property using funds currently available without going into debt.

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.

Resolution: A special order of the City Council, which has a lower legal standing than an ordinance.

Restricted Fund Balance: Restricted fund balance encompasses the net fund resources subject to externally enforceable legal restrictions. Such restrictions would include 1) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments, or 2) imposed by law through constitutional provisions or enabling legislation.

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 defined to account for the proceeds of specific revenue sources that are restricted to expenditures for specific purposes.

Stabilization Account: The 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.

Supplies: Expenditures or expenses for supplies that ordinarily are consumed within a fiscal year and which are not included in inventories.

Tax Allocation District (TAD): The Georgia Redevelopment Powers Law gives cities and counties the authority to issue bonds to finance infrastructure and other redevelopment costs within a specifically defined area. A tax allocation district is a contiguous geographic area within the redevelopment area defined and created by resolution of the local legislative body for the purpose of issuing tax allocation bonds to finance the redevelopment costs within that area.

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.

Unassigned Fund Balance: Unassigned fund balance includes fund balance that has not been reported in any other classification.

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



Team Suwanee



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